



SKYLINE UNIVERSITY COLLEGE



POLICY & PROCEDURE MANUAL- AY 2017-18

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INSTITUTIONAL



I. REVIEW OF VISION, MISSION, GOALS & OBJECTIVES

A. INTRODUCTION

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

B. FORMATION OF THE COMMITTEE

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

The Review Committee constituted by the Board comprising of:

- i. Dean
- ii. HQA - Convener
- iii. External Advisory Council Member
- iv. Academic Advisory Council Member
- v. Faculty member
- vi. Staff member
- vii. Student representative
- viii. Parent
- ix. Alumni

C. TENURE OF THE COMMITTEE

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

D. QUORUM

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

E. RESPONSIBILITY OF THE COMMITTEE

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

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



F. PROCESS FLOW

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

STEPS:

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



I. STANDING COMMITTEES.

A. EXECUTIVE COUNCIL

I. INTRODUCTION

The Executive Council (EC) of SUC is responsible for implementation of the vision, mission, goals and strategies of the institution which are approved by the board. The Executive council ensures the progress of SUC's vision, mission, goals, strategies and the institutional Effectiveness System of SUC, planning & closing activities as well as represents SUC on various platforms.

II. GOALS

- 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. BY LAWS

a. FORMATION OF EXECUTIVE COUNCIL

The Board is authorized to form the Executive Council which consists of the Chair of Executive Council, who is one of the Ex-Officio members of the board of Governors and is a non-administrator in the University; Dean who is the Chair of the Academic Affairs Council and Head of Quality Assurance who is the Vice Chair of the Academic Affairs Council. Dean and HQA hold administrative positions in SUC.

b. APPOINTMENT & TERM

The Board of Governors appoint the EC members primarily by virtue of their positions (Dean and HQA) and they shall remain as members of EC till they hold the positions. The Board of governors can also nominate any new members by



position or by experience to the Executive Council as may be deemed necessary. The EC members in turn can nominate or elect the Chair of EC. The term of the new EC member shall be for a period of 4 years and may be extended depending on the performance or till such time a letter of discontinuation is issued.

c. QUORUM

Two third of the EC members shall be present in the meeting to complete the quorum failing which the meeting shall not be conducted.

d. RESPONSIBILITIES OF CHAIR OF THE EXECUTIVE COUNCIL

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 oversee the implementation of the policies, strategies, annual business plan in local and international market, review of budgets & expenditures, liaison with governmental and corporate officials:

1. Approve and sign the financial transactions as per the budget approved by the board.
2. Sign official contracts, strategic partnerships, and employee appointment contracts as well as terminations.
3. To be the spokesperson and representative of the EC for any matter dealt with by the Board.
4. To evaluate the achievement of goals of the EC
5. Ensuring periodical auditing of financial statements and evaluating risks and managing risks
6. COEC has authority to represent SUC at various forums and authorized to sign all government and bank related letters and documents.
7. Seek approval from the Board on the Strategic plan, business plan, Budgets and expenditure.
8. COEC has authority to approve the amendments on goals, objectives, policies and procedures to his notice by the Dean.

e. ROLES, RESPONSIBILITIES AND AUTHORITIES OF EC

The roles, responsibilities and authorities of EC are as follows:

f. INSTITUTIONAL REVIEWS

EC periodically reviews the suggestions by stakeholders on Vision, mission and goals, 25 year institutional plan, 5 year strategic plan, policy & procedures of the institution. EC reviews and approves organizational development strategies and



budgets that facilitates achieving the vision and mission of the institution both in the long run and short run. EC also reviews new programs, courses, budgets for meeting the development of the institution. EC also reviews the inputs received from industry and markets and from the External Advisory Council so as to incorporate in strategies for the program reviews, review of vision, mission & goals, infrastructure development and learning support services for academic needs.

1. REVIEW OF PLANNING AND CLOSING

EC reviews the annual planning & closing, semester planning progress, closing reports and presentations of all departments, committees & Academic Affairs Councils. EC provides direction based on the reviews to all the operational units for the planning for next academic year. EC reviews and approves the annual planning and closing files submitted by all departments, committees and Academic Affairs Councils.

2. REVIEW OF AUDIT REPORTS

EC periodically reviews the audit reports submitted by QA Office and suggest necessary actions to the respective units for improving institutional effectiveness. Following reports are submitted to EC by QA Office:

Start of semester operation audit reports

Departmental semester audit reports

Annual ERP audit reports for review of Curriculum, Fee structures, Scholarships, Refund policies and Calendar Management System

3. REVIEW OF PROGRESS OF AAC & COMMITTEES

EC reviews the progress of offices of AAC and Committees twice in a semester and provides necessary directions for accomplishing the Vision and Mission of SUC.

4. IE & FEEDBACK REVIEW

EC reviews the Institutional Effectiveness and Feedback reports every semester that helps in taking decisions which improve the effectiveness of the institution. The EC recommendations and suggestions are disseminated to concerned units for their implementation.

5. FACT BOOK & ANNUAL REPORT, CATALOG AND WEBSITE CONTENT

EC reviews and approves the Fact book & annual report, catalog and website content on a periodical basis. Any changes in the content during the academic year will have to be brought to the notice of EC and only on approval should be placed.



6. 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 employee hiring and separation, goal setting, evaluation employee compensation and benefits grading scale, promotion and increments of all SUC employees.

7. 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.

8. REVIEW OF CHEDS DATA

EC reviews the data for CHEDS for reliability and validity of the information twice in an academic year before its submission. The data is prepared by the Head of Administration, Registration and Examination as required by CHEDS.

9. REVIEW OF DOCUMENT SUBMISSION TO REGULATORY AUTHORITIES

EC reviews all the documents required for the accreditation to make sure all procedures are compiled as per MOE accreditation standards and is responsible for maintaining and reviewing the accreditation status from time to time.

10. REVIEW OF AAC, COMMITTEES, FES, SES PERFORMANCE EVALUATION

EC Reviews the performance of all the AAC members, chairs & members of committees based on the AAC evaluation system. The performance of faculty and staff members is based on various direct and indirect feedbacks received from academic and academic service units through the established FES & SES system.

11. APPOINTMENT AND REMOVAL

EC approves the formation of AAC and the committees as and when required for improving the effectiveness of the institution. The appointment



of members of the AAC and committees is reviewed and approved by EC in compliance with the organization structure. EC also holds the responsibility of dissolving the AAC and committees and removing any members as per the circumstances and evidences.

b. ADDRESSING GRIEVANCES

EC reviews all those issues and appeals regarding staff and faculty that are not resolved at the HR level and makes attempt to resolve the issue with due process as specified in the grievance procedure in the HR policy manual and communicates its decisions to aggrieved party.

a. 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.

b. MEETINGS OF EXECUTIVE COUNCIL

The members of the Executive council meet on monthly basis to review the reports of various departments and suggest actions that needs to be 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 presents the overall performance of SUC to the Board of Governors once in a year after the fall semester.

B. ACADEMIC AFFAIRS COUNCIL

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. AAC is a committee of operational heads of SUC and comprises of Dean who is Chair of AAC, Head of Quality Assurance 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. GOALS

- a. To oversee the operations of respective departments under their supervision so as to achieve Vision and Mission of the Institution
- b. To identify gaps in their operations and suggest changes for satisfaction of stakeholders
- c. To resolve interdepartmental issues and facilitate a better coordination in accomplishing departmental goals
- d. To report the progress of semester and annual operations to Dean
- e. To report the progress of semester and annual planning & closing to EC

iii. FORMATION OF AAC

The Academic Affairs Council consists of Dean as Chair of AAC, HQA as Vice Chair of AAC, Head of Academics, Head of Academic support Services & Registrar, Head of Student Affairs by virtue of their positions. It also comprises of Head of Public Relations and Head of Marketing & Creative Communications.



iv. APPOINTMENT AND TERM

The Members of the Academic Affairs Council are appointed by the BOG based on recommendations from the EC who hold 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. The term of the AAC member shall be for a period of 4 years and may be extended depending on the performance or till such time a letter of discontinuation is issued.

v. RESIGNATION & REMOVAL

An AAC member shall resign by a written notice to the chair of the AAC, which shall be effective upon receipt by the chair or at a subsequent time as set forth in the notice. Any member(s) may be removed, at any time with or without cause, by the Chair of AAC.

vi. QUORUM

Two third of the AAC members shall be present in the meeting to complete the quorum failing which the meeting shall not be conducted.

vii. ROLES AND RESPONSIBILITIES OF AAC MEMBERS

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. 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. The brief description of the roles and responsibilities of each AAC member is given below.

1. DEAN, CHAIR OF AAC

As chair of the ACC Dean is responsible to conduct the meeting of the AAC, deliberate on issues that foster growth and development of the institution as per the vision and mission. As chair of AAC, Dean resolves the issues that needs improvement for bringing about overall satisfaction of the students, employees and other stakeholders. The Dean shall also oversee and co-ordinate the functioning of AAC and provides leadership for AAC members. As chair, he ensures that the AAC members handle the operations of the departments under



their responsibility. And any interdepartmental issues are resolved during this meeting and take stock of things relating to their planning and closing activities.

2. HEAD OF QUALITY ASSURANCE OFFICE (HQA), VICE CHAIR OF AAC:

Head of Quality Assurance, as Vice Chair of AAC conducts the AAC meetings in the absence of the Chair and assists the Chair of AAC in accomplishing his tasks relating to AAC. He provides inputs related to feedback, IE Tools, qualitative perspective to the AAC members that assist them in improving the operational issues relating to the departments under their responsibility.

3. HEAD OF ACADEMICS (SCHOOL OF BUSINESS & SCHOOL OF IT), AAC MEMBER

Head of Academics, as a member of AAC brings in issues that need approvals and decisions by the AAC for smooth functioning of Academic activities as planned. He also places the interdepartmental issues that needs immediate attention and improvements in the functioning. He provides inputs from the academic perspective and make suggestions for improving the satisfaction of stakeholders through coordinated activities between the AAC members. HOA, as AAC member also coordinates with the academic support services to ensure smooth operations that provides conducive learning environment.

4. HEAD OF ACADEMIC SUPPORT SERVICES (HASS) & REGISTRAR, AAC MEMBER:

Head of Academic Support Services & Registrar, as a member of AAC participates in the deliberations by providing inputs from the Administrative perspective and contributes towards finding solutions that enhance overall satisfaction of stakeholders. As AAC member, Registrar & HASS ensures academic support services are provided to the students in the best possible manner and coordinates for the continuous professional & managerial development of academic support staff.

5. HEAD OF STUDENT AFFAIRS (HSA), AAC MEMBER:

Head of Student Affairs, as a member of AAC provides inputs relating to students advising, counseling and student related activities and the issues arising out of academic and academic support services so that decisions can be taken to achieve overall student satisfaction. Issues relating to student progression, discipline and grievances are also resolved in this platform to ensure student issues are resolved amicably and are satisfied.

6. HEAD OF PUBLIC RELATIONS OFFICER, AAC MEMBER



Head of Public Relations Officer (HPRO), as AAC member brings in issues relating to the public relation activities related to the organization within the framework of policies and procedures of the institution. The HPRO seeks required decisions from AAC that help in strengthening PR relation with Arab institutions, private, Government & Corporate institutions, Embassies, Consulate, sports Club for creating awareness about SUC and enter into MOU agreements so as to generate enrollments.

7. HEAD OF MARKETING & CREATIVE COMMUNICATIONS (HOMCC), AAC MEMBER

Head of Marketing & Creative Communications as AAC member brings in issues relating to the activities of Marketing, Corporate Relations, Events, Media & Communication Department and CPD. The HOMCC seeks decisions from AAC related to the issues so as to enable the departments to achieve their goals. HOMCC also discusses issues related to industry requirements and seeks assistance in developing new programs that are marketable.

8. REPORTING

The Chair of AAC (Dean) reports to EC 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. The AAC reports focuses on the issues deliberated by the members, decisions taken, implementation status and the outcomes of the actions.

9. MEETINGS OF EXECUTIVE COUNCIL

The members of the AAC meets per the calendar to discuss the operational issues of various departments and arrive at decisions that needs to be implemented. Action plans are sent to Chair of the AAC. 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.

C. STANDING COMMITTEES FOR ACADEMIC OPERATIONS

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 & OPERATIONS COMMITTEE



a. 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.

b. GOALS

- i. To plan and oversee Academic operations of the University
- ii. To plan and conduct various professional training courses
- iii. To plan and conduct Management Development Programs
- iv. To assist in the academic aspects of accreditations
- v. To enrich University learning resources

c. OVERALL RESPONSIBILITIES OF COMMITTEE

- i. Academic Planning & Operations Committee will be responsible for
- ii. Course Allocations
- iii. Dissertation, Internship and Group Leader Allocation
- iv. Recruitment Planning
- v. Faculty Shortlisting with HR and other committee members
- vi. MOE documentation in coordination with QA and other department
- vii. FDP planning with other units
- viii. Allocation of invigilation duties
- ix. Faculty information statistics
- x. Preparation of Academic Manual
- xi. Organizing conferences
- xii. University Ranking and Listings
- xiii. International Collaboration and Accreditation Support
- xiv. Learning Resources
- xv. Library
- xvi. Computing
- xvii. They recommend to the Dean for final approvals
- xviii. Review of Reports
- xix. Presentations to EC
- xx. Reporting to Dean



i. Implementation of strategic directions

d. RESPONSIBILITIES OF CHAIR

- i. Allocation of courses to faculty
- ii. Faculty recruitment planning
- iii. Faculty Training and development programs
- iv. New Program Proposals
- v. MOHESR Standard Implementation
- vi. Faculty timing & allocation of invigilation duties
- vii. Preparation of Planning & Closing documents of the committee

**e. RESPONSIBILITIES OF COORDINATORS
COORDINATOR1**

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

f. COORDINATOR2

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

A. RESEARCH COMMITTEE

1. 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.

2. GOALS

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

3. ROLE OF RESEARCH COMMITTEE

- i. To offer excellent research support services
- ii. A commitment to quality research
- iii. To foster collegiality and collaboration in research
- iv. To ensure full compliance in research ethics.

4. OVERALL RESPONSIBILITIES OF THE COMMITTEE

- i. Recruitment Panel interview
- ii. Orientation for new faculty members on research
- iii. Conference Identification and circulation
- iv. External Research Projects & Fund allocation
- v. Approval of Conference proposals & Research Papers
- vi. Post conference presentation
- vii. FES – Research criteria and evaluation
- viii. Managing Case study center
- ix. Managing Knowledge updates
- x. Conducting bi-annual research forums
- xi. Planning for future research Strategy
- xii. Improving Undergraduate dissertations & Graduate project assignments
- xiii. Promote Interdisciplinary research at SUC
- xiv. They recommend to the Dean for final approvals
- xv. Review of Reports
- xvi. Presentations to EC
- xvii. Reporting to Dean
- xviii. Implementation of strategic directions

5. 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. In order to have a systematic operation, committee members will also maintain individual tasks as given below.

a. 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's office

b. Coordinator 1 responsibilities

Conferences and Publications

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

c. 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

B. TEACHING EFFECTIVENESS COMMITTEE

1. 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).

2.COMMITTEE GOALS

- i. To support effective teaching and learning practices of Faculty members
- ii. To support the functioning of PSDP, internship and dissertation at SUC
- iii. To manage the Skyline Entrepreneurship and Innovation Club [SEIC]
- iv. To support in faculty recruitment and probation confirmation

3.ROLE OF COMMITTEE

- a. 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.
- b. 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.

4.OVERALL RESPONSIBILITIES OF TEACHING EFFECTIVENESS COMMITTEE

- a. To support teaching effectiveness practices at SUC, namely:
- b. developing teaching, assessments and learning methodologies
- c. encouraging the use of blended learning
- d. engaging students in course delivery practices



- e. To support students and supervisors for internship and dissertation practices
- f. To support the existing undergraduate / postgraduate teaching and learning practices
- g. To support and review the PSDP course
- h. To support Faculty with orientation, training and development on best practices
- i. To coordinate the Skyline Entrepreneurship and Innovation Club (SEIC)
- j. To prepare TE budget, calendars on selected innovative mechanisms
 - i. To coordinate probation confirmation and be part of the interview panel
 - ii. They recommend to the Dean for final approvals
 - iii. Review of Reports
 - iv. Presentations to EC
 - v. Reporting to Dean
 - vi. Implementation of strategic directions

5. 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
- 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



6. 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

2. CONSTITUTION:

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

3. 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.

4. 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.



COMMUNITY SERVICES COMMITTEE

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.

GOALS:

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

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.

OVERALL RESPONSIBILITIES

- Brand Building
- Preparation of Calendars & Checklists
- Budget Allocation



Dissemination of Information to Faculty
Faculty Evaluation System (FES)
CHEDS Data Requirement
Orientation for New Members
Recruitment
Probation Confirmation
Faculty Goal Setting
Ministry Documentation
They recommend to the Dean for final approvals
Review of Reports
Presentations to EC
Reporting to Dean
Implementation of strategic directions

INDIVIDUAL RESPONSIBILITIES

CHAIR RESPONSIBILITY

Dissemination of Information to Faculty
Monitoring Committee Functioning
Evaluation Within the Committee and The Faculty Members
CHEDS Data Requirement
Orientation for New Members
Recruitment and Probation Confirmation
MOU Signing

RESPONSIBILITY OF COORDINATOR/S

Coordinating for External Events
Exploring External Opportunities
Meeting with Corporates, Schools and Social Organizations.
Liaison with Marketing and Administration Departments.
Preparing The Events Reports
Conduct Workshop
Encouraging and Interacting with The Faculty, Staff And Students
Coordinating with Media and Communication Department for Media
Updates (Press Release, Website Update)
Preparing The Services Reports

IE COMMITTEES

Formation of IE Committee

The Institutional Effectiveness Committee is headed by Dean / Head of Quality Assurance Office and consists of the following members:

Head - Institutional Research
Supervisor - Quality Assurance



Responsibilities of IE Committee:

The responsibility of the chair of the IE committee is to review the Institutional Effectiveness tools before the start of the academic year and finalize the Institutional Effectiveness tools and forms sub committees headed by Chairperson and assisted by members of the committee to carry out the Institutional effectiveness tasks during the academic year. Dean appoints the Chairperson & members of the Committee each year. The IE committee also monitors the progress of work at regular intervals and takes the feedback of the sub committee's operations and assesses their reports during Fall and Spring so as to identify areas of weakness and take necessary steps for improvement.

Institutional Effectiveness Planning

IE Committee prepares annual IE calendar for the forthcoming academic year and allocates the responsibilities of each IE sub committees which includes the following components:

Name of the IE committee

IE committee Chair

IE committee members

IE committees to submit report to IR office as per calendar

IR office to review and compile the report and forward to QA office as per calendar

Semester wise review of consolidated reports by Executive Council

QA office to facilitate the departments in implementing suggestions

Allocation of IE tools to Subcommittee

The IE committee invites the Chair of subcommittee and its members to explain the roles and responsibilities and hands over the IE calendar along with IE committee report format which contains the introduction of the tool, objectives, KPIs and data submission format.

Responsibilities of the IE Sub Committee Chairs

Chair reviews the IE Tool with the sub-committee members and prepares internal plan of action of the committee for the academic year towards achieving the objectives of the committee

Encourage all committee members to present their views and to explain the rationale for their opinions

Mobilize faculty and staff to achieve the objectives of the committee

Ensure committee MOM, reports, and recommendations are completed and appropriately disseminated in a timely manner

Forward Reports and recommendations to IR office as per the IE Calendar.



Responsibilities of the IE Sub Committee Members

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

General Format of IE Committee's Report

- Report Introduction
- Members of Committee
- Objectives of the committee
- Display of Data
 - Data Analysis by objectives
 - Outcomes Achieved as per objective
 - Key Performance Indicators
- Comparative analysis over time periods
- Positives
- Areas of Improvement
- Recommendations to EC
- Conclusion
- Attachment - MOM of all meetings and contribution by individual members

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 (Annual Report and Fact Book, AAC Start of Monthly, Semester, Mid, and Final Review Report, Annual Planning and Closing of the university operations) |
| 1.2 | Feedbacks (Conduct & Review) Committee |
| 1.3 | Program Review/Revisit Committee |
| | Quality Audit Committee (Academic and Academic Support Services, CPD, Club, FES, SES) |
| 1.4 | Vision, Mission, Goals, Program Goals, Strategic Planning Department Goals, Organization Chart etc. Revisit Committee |
| 1.5 | Accreditation Committee |



| | |
|-----|--|
| 1.7 | Academic Planning |
| 2 | Learning Support Services Committee |
| 2.1 | LRDC and LDC Committee (Library Resource Adequacy & Feedback Faculty, Staff & Students, LDC) |
| 2.2 | CRDC and CDC Committee (Computing Resource Adequacy and Feedback, Faculty, Staff and Students and CDC) |
| 3 | Management Development Program |
| 3.1 | Professional Development program committee |
| 4 | Research and Professional Development |
| 3.1 | Research and Development Committee |
| 3.2 | Knowledge Updates committee |
| 3.3 | Case Study Centre Committee |
| 5 | Teaching Effectiveness Committee |
| 5.1 | Teaching Effectiveness Committee |
| 5.2 | Professional Skills Development Program Committee |
| 5.3 | Innovation and Entrepreneurship Centre Committee |
| 6 | Administration, Registration, Examination |
| 6.1 | Academic Progression Committee |
| 6.2 | Registration Committee |
| 6.3 | Examination Board |
| 6.4 | Internship, Internship Project and Dissertation |
| 7 | Student Affairs |
| 7.1 | Student Counseling Committee |
| 7.2 | Suggestion and Complaints Committee |
| 7.3 | CR Meeting Committee |
| 7.4 | Disciplinary Action Committee |
| 7.5 | Academic Advising and Mentoring Committee |
| 8 | Human Resource Department |
| 8.1 | AAC Evaluation Committee |
| 8.2 | SES Committee |
| 8.3 | FES - Academic Committee |
| 8.4 | FES - AAS Committee |



| | |
|------|---|
| 8.5 | Faculty Schedule & Semester Wise Allocation |
| 8.6 | Faculty and Staff Satisfaction Committee |
| 8.7 | Faculty and Staff Search Committee |
| 8.8 | Salary and Benefits Review Committee |
| 8.9 | Faculty and Staff Development Program Committee |
| 8.10 | Faculty Information Committee |
| 9 | Sports Department |
| 9.1 | Sports Committee |
| 9.2 | Health Committee |
| 9.3 | Fire and Safety Committee |
| 9.4 | 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 |
| 11.8 | Events Committee |



CONFLICT OF INTEREST POLICY.

CONFLICT OF INTEREST POLICY (Reference – Institutional Policy Manual)

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

- Breach of policy and procedure for personal or familial gains of any nature
- Breach of obligations in employment contract
- Engaging in services that have gainful interest without disclosing to SUC
- Passing information to competitors that causes loss to SUC or hampers its growth and expansion



- Misusing of SUC resources, employees and facilities for the personal or familial gains
- Misusing of funds for non-authorized purposes or activities other than the purpose for which the funds are released
- Disparagement of SUC in private or public platforms
- 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.
- Engaging in political, social or religious activities that are in contradiction to the law of the land
- Receiving personal favors from the stakeholders of SUC against favors in return
- Any act that brings negative reputation to SUC
- Conviction and punishment by the law of the land
- Signing on any unauthorized documents of on behalf of SUC
- Unauthorized disclosure of information in any media that affects the interest of SUC
- 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

- To receive factual statement of the breach of conflict of interest from the HR department
- To seek written explanation from the concerned employee under question
- To initiate an enquiry and conduct a thorough investigation into the matter
- To collect evidences or facts in the process of enquiry and investigation
- To pass a fair and equitable decision
- Report the findings to HR for records
- 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
- Dean implements the recommended action by the Head of HR

Responsibilities of the Employees

- The Responsibility of each employee of SUC is
- To disclose to the management, all matters that come to notice of the employee and is in conflict with the interest of SUC
- To disclose to the management, Research grants, projects, contractual agreements and submit relevant documents for seeking permission
- To refrain from involving in any act, behavior, statement, publication, agreement, signing contract that conflicts with the interest of SUC

G. Tenure and authority

| Responsibility 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 |

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

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/Emp hasis /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 |
|---|-----------------------------------|---|------------------------------------|--|--|---|
| EC | Ad-hoc 'Teach-Out' Plan committee | BOG | Dean | Dean along with Head of Finance | BOG | EC |

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

| 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 |



INSTITUTIONAL RELATIONS POLICY

PUBLIC RELATIONS IN GOVERNMENT

SUC representatives visit Government offices in order to develop link with government departments so as to extend the corporate social responsibility activities to these organization and at the same time to solicit their assistance in planning, organizing conference, seminars, workshops, panel discussions for the mutual benefits of business and academia. SUC also offers bouquet of Management Development Programs to the government sectors and also conducts customized workshops or short courses as per their requirements. This activity also aims at entering into MOU's providing opportunities for higher learning & skills development to the employees of government & corporate organization.

RELATION WITH EMBASSY/CONSULATE

SUC representatives meets the Ambassador, Counsel General, & Education counselor at embassies and consulates in order to apply for listing of SUC 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.

CORPORATE RELATIONS WITH CORPORATES, BANKS & BUSINESS COUNCILS

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.

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.

Signing of 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.

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

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.

RELATION WITH COMMUNITY CLUBS

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.

RELATIONS WITH MEDIA

SUC maintains cordial relations with the local media for communicating its academic services and contributions made to the community services for the benefit of the larger community in the region. Skyline actively engages with press, TV and radio and various other media to communicate with the community. Press releases of events and major activities of the university are released to the Newspapers, magazine, and PR sites. All press releases must be substantial and follow the publication rules of the country.



ARTICULATION AGREEMENTS WITH EDUCATIONAL INSTITUTIONS

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.

PLANNING DEVELOPMENT AND REVIEW

INTRODUCTION OF PLANNING COMMITTEE

The planning committee is the apex body which is responsible for formulating, evaluating and revising the institutional plan, strategic plan and the operational plans as and when the requirement arises out of changes in the situations.

FORMATION OF THE COMMITTEE

Dean forms the Planning Committee and appoints the Head of Quality Assurance (HQA) as chair of the committee to carry out the institutional, strategic and operational planning activities. The Planning Committee comprises of members of AAC, Research Committee, Community Services Committee & Teaching Effectiveness Committee and experts from different areas of specialization as necessary to complete the planning activities. The Heads of Department (HOD) are also a part of this committee. Inputs from Advisory Council are also solicited by the committee.

TENURE OF THE COMMITTEE

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

QUORUM

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

RESPONSIBILITY OF THE COMMITTEE

The Strategic planning Committee is responsible for:

- Organizing the planning activity
- Initiate deliberations from various stakeholders
- Collect data from internal and external data sources



- Analyze internal and external trends
- Prepare a draft plan and present to EC
- Incorporate the suggestions and prepare the final draft
- Submit the final draft to Dean for presenting it to the Board

INSTITUTIONAL PLANNING

The institutional planning is carried out by the planning Committee for a period of 25 years so as to give a long term direction to the institution so that the strategic plans can be aligned with the long term goals of the institution. The focus of the institutional planning is aimed at expanding and diversifying the institution within the framework of vision and mission and ensure the adequate resources are generated and allocated to facilitate the institutional growth and development.

PROCESS FLOW

- BOG gives long term directions for the institution with respect to the number of schools , areas of specialization, Research and community services
- The planning committee evaluates and predicts the scenario on a 10 yearly basis
- Identifies the sources of funds and necessary resource inputs
- Prepares a long term draft plan
- HQA presents to the EC and incorporates the suggestions from EC
- HQA submits the revised plan to Dean
- The Dean presents to BOG for their opinion and approval
- On approval the Institutional plan is disseminated to respective units for necessary action

STRATEGIC PLANNING

The strategic plan is prepared for a period of 5 years in line with the institutional plan with a purpose to accomplish the institutional planning directions on a long term basis. The strategic plan focuses largely on generating and allocating resources for a 5 year period to achieve its strategic period goals and objectives.

PROCESS FLOW

The Planning Committee has a major role in developing Institutional Strategic plan for five years and to assist various departments in their annual planning. Based on the inputs received from the BOG, the Committee initiates the process of preparing the strategic plans by reviewing the status of previous Strategic Plan and gathering information from various stakeholders, competitors and general business environment in the country and region so as to evaluate the growth and sustainability of SUC in the long run.

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



Strategic directions
Strategic goals
Strategic initiatives
Annual Action plans

The Strategic Planning Committee in coordination with the Dean's Office conducts a through auditing of its previous strategic plan status in relation to its strategic directions, inputs from IE tools and feedback.

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 provides an understanding of operational strengths & weaknesses and provides suggestions for the areas of development.

The external environment is evaluated with reference to the scope of diversification and potential of growth across the academic areas and training and development, competitors, changing Government policies and changing market trends. Based on these inputs appropriate decisions are taken during the review of the Strategic Plan which further provides inputs for the next Strategic Plan.

OPERATIONAL PLANNING

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

ANNUAL PLANNING PROCESS FLOW

Planning Committee coordinates with various departments and committees to plan for the upcoming academic year by providing them the necessary guidelines drawn from the strategic plan. The Heads of departments plan their annual activities based on the Strategic plan. The departmental planning activities begins with review of previous goals and objectives, policy and procedures, achievement status of the annual plans. Also, based on the evaluation of feedback & IE committee inputs, the new annual plan is prepared. Based on the plan, annual KPIs and Benchmarks are set to enable the departments plan their annual calendars so to carry out their departmental operations.

SEMESTER PLANNING PROCESS FLOW

The Planning Committee coordinates with the departments to prepare their semester operational planning before the start of every semester to carry out their semester operations. The semester planning begins after reviewing the previous semester closing reports. Each department head prepares a week wise operational calendar and pre-semester checklist of activities for the smooth operations of the semester.



REVISITS AND REVIEW OF PLANNING

The annual plans and Strategic plans are revisited periodically by the Planning Committee to monitor the progress of the annual and Strategic plans of the institution. Based on the review reports, areas of improvement are identified and necessary actions are initiated to ensure the successful implementation of the operational plan so as to achieve the strategic plan during the plan period.

EVALUATION OF ANNUAL PLANNING

IR & QA evaluates strategic and operational plan of the institution based on the review of feedback reports, IE reports and Closing reports and identifies any gaps in the operations. The HQA presents these gaps to EC along with suggested actions for improvement. Upon approval, these recommendations are disseminated by IR & QA to concerned units for necessary

GOVERNANCE



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BOARD OF GOVERNORS



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I. INTRODUCTION

The Board of Governors is responsible for overseeing the institutional overall performance and determining the Strategic goals, objectives & direction of the institution. The Board is responsible for approving and periodically reviewing the Vision, Mission statements and Strategic Plan. Herein all persons associated with the institution must faithfully subscribe to the Vision and Mission. The board should insist that alternative strategies and plans be considered and that considerations be given to regional and societal changes that impact the institution. The Board of Governors' mandate is to govern the institution by establishing appropriate governance structures, which enables SUC achieve the educational effectiveness, academic excellence and appropriate financial stability of the institution. The Board of governors consists of nine members which includes the Founder President of SUC as the Chair and one member of the Board as the convener of the BOG who is also appointed as the Chair of Executive Council. The board is also responsible for the appointment of the Executive Council (EC) which includes the convener of the Board of Governors as Chair of the Executive Council (COEC), the Dean and the Head of Quality Assurance.

II. GOALS

- i. To establish suitable governance, structures for the University
- ii. To ensure SUC achieves its vision, mission and financial stability
- iii. To appoint or remove the members of the Executive Council
- iv. To appoint or remove board of governing members
- v. To review and approve strategic plans of the institution
- vi. To review and approve budgets to facilitate institutional effectiveness and academic excellence
- vii. To review the risk management plan and audited financial statements

III. ROLES, RESPONSIBILITIES AND AUTHORITY

A. 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:

B. ESTABLISHING INSTITUTIONAL POLICIES:

Board is responsible for establishing institutional policies to promote the sound development of the University and welfare of the employee. Boards also approves and monitors fiscal, legal, and ethical integrity policies.



C. 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.

D. ACADEMIC PROGRAMS:

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

E. 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 new processes and new programs of the institution as per strategic plan.

F. FINANCIAL INFORMATION, SYSTEMS AND INTERNAL CONTROLS:

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

G. FUND RAISING AUTHORITY:

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

H. RISK MANAGEMENT:

Executive Council along with the Finance & Audit Committee is responsible for establishing and approving processes, procedures and 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 ensure, through regular reviews and assessments that appropriate systems are in place to identify and manage these risks, receive regular reports on the management of material risks to SUC.



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

I. MONITORING AND REPORTING:

The Board of Governors has responsibility to:

- i. Direct The Executive Council to develop, implement and maintain a reporting system.
- ii. Follow systems that accurately measure SUCs performance against the performance expectations set out in its strategic plan.
- iii. Review annually SUCs' progress toward the objectives set out in the Institutional Accountability Plan, reports submitted to external agencies, revise and alter its direction, keeping in mind the changing environment.
- iv. Ensure Executive Council published an annual report & Fact Book is published for review by various stakeholders.

J. COMMUNICATIONS:

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

K. 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.

L. 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.

M. PUBLIC RELATIONS:

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

N. 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.



O. INDEMNIFICATION:

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

P. AWARDING DEGREE:

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

Q. ASSURANCE OF STRONG FINANCIAL MANAGEMENT (BUDGET):

It is the responsibility of the Board of Governors to review and approve the Annual Budgets which are timely prepared and submitted by the Executive Council along with Finance & Audit Committee. Employees of SUC are not authorized to commit for any Item of expense beyond the budget without prior approval of the Chair of the Executive Council.

R. FORMATION OF THE EXECUTIVE COUNCIL:

The Executive Council, heretofore established by resolution of the Board is formed to assist the Board of Governors in carrying on the affairs of SUC in connection with all matters that may be properly referred to it by the Board. The Executive Council consists of COEC, 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.

S. 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. Board directs Executive Council to ensure that SUC operates at all times in a manner consistent with the Code of Conduct and within applicable laws, and to the highest ethical and moral standards.

T. 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 the representative of the Board and holds a non-administrative position in SUC, who is responsible for representing and acting on the guidelines provided by the Board, and works towards ensuring the implementation of policies, strategies, annual business plan, international exposure, develop governmental and corporate relations, review of various accreditation process, budgets, review expenditures, carry reviews on effectiveness of the following:

- i. Presenting to the Board the progress of the Strategic plan, business plan implementation, Budgets, expenditure.



- ii. 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.
- i. Works along with the EC, External Advisory Council and AAC in development and review of the various policies, strategies before it is presented to the Board.
- ii. Reviews Performance and evaluation of the Academic and Administrative units on monthly, semester and yearly basis before presenting to the Board.
- iii. 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.
- iv. Supports development of international relations for providing the institution with international exposure and partnerships.
- v. Liaising with various government and corporate institutions.
- vi. Review development of the Learning support services and infrastructure requirement to support the academic needs of SUC and present to the Board for approval.
- vii. Supporting the Academic committee for review of the Academic Programs.
- viii. Carry the financial review and submit reports on regular interval to the Chair of the Board and present the same in the Board meetings.
- ix. Approve all financial transaction as per approved budgets of the Board.
- x. Receive report of the institutional effectiveness department to make sure all quality parameters are followed and met within the institution.
- xi. Oversee progress of the accreditation processes.

U. 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:

- i. **Dean:**

Dean is the Chair of AAC and is responsible for all pursuing the vision and mission of SUC and provide leadership to Academic Affairs Council members, faculty members, staff, and students. 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.
- ii. **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.

V. CONDUCT PERFORMANCE EVALUATION:

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

W. EMPLOYEE AND STUDENT WELFARE:

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

IV. BY LAWS

- A. Membership & Eligibility of Board of Governors:** The affairs of SUC shall be managed by its Board of Governors. Members shall include an appropriate balance of individuals with the range of expertise 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 renewed depending on their contribution.
- D. Size and Constitution of Board:** The board consists of two Ex-Officio members (who are the investors- Refer Stipulation1.a) and at least Five (5) duly appointed members as the procedure mentioned in the "Appointment of Board of Governors" above.



E. Appointment of the Chair of the Board: Founder President is the patron and chief advisor of Governors by virtue of his position and he can appoint the Chair of BOG by nomination or election. The term of the Chair of BOG is for a period of 2 years and may be extended for another term of 2 years after which the term may not be extended and a new Chair of BOG has to be nominated or elected.

F. Duties of the Chair of Board of Governors

- i. To preside over all meetings of the Board.
- ii. To witness, with the convener, documents authorized by the Board.
- iii. To appoint the Executive Council & Chair of Executive Council
- iv. To maintain regular liaison with Executive Council.
- v. To approve budget, major changes
- vi. To be the spokesperson and representative of the Board for any matter dealt with by the Board.
- vii. To perform such other duties as determined by the Board.

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

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

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

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

K. Time, Place of Meeting and Records: The board meets twice in a year. The governors shall hold their meetings, in places within the U.A.E. The Secretary shall maintain the minutes of the meetings in accordance with board direction.

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



- M. Special Meetings:** Special meetings of the board may be called by the chair of the Board on the written request of not fewer than fifty percent of the governors. At least two days written notice or twenty-four hours personal notice by telephone or fax be provided to each governor. The notice of meeting will specify the purpose of the special meeting.
- N. Delivery of Agenda:** The Secretary shall mail or fax a copy of notice of meeting and the Agenda to each member of the board no later than ten working days prior to the date of the meeting.
- O. Performance of the Board:** The board shall monitor the institutions assessment activity and progress towards meeting institutional goals. Finally, the board will assume the responsibility for assessing its own contribution to the institution and the performance of its duties.
- P. Amendments To By Laws:** All by-laws may be amended after notice is given at any meeting of the Board of Governors. The proposed amendment may then be presented at the meeting following such notice of motion and a two thirds majority of the governors present shall be required to pass the amendment. Amendments so made shall be effective when approved by the Board of Governors.

V. 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.

- A.** In exercising their powers and discharging their duties, Board of Governors shall:
- i. Establish, and update from time to time as required, a Code of Conduct for Board of Governors.
 - ii. Act honestly and in good faith with a view to the best interests of SUC.
 - iii. Exercise care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.
 - iv. Ensure that their personal interest and their duty to SUC are not brought into conflict.



- v. 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.
- B. 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.
 - C. Board of Governors must declare a statement of conflict of interest if any with respect to their fiduciary responsibility in accordance with Board by-laws and applicable laws, regulations and directives.
 - D. 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.
 - E. Board of Governors will be properly prepared for Board deliberations.
 - F. Board of Governors shall take part in development activities that will assist them in carrying out their responsibilities.
 - G. 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.
 - H. 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.
 - I. 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 any information marked "Confidential" or matters of a personal nature concerning an individual; confidential personnel matters.
 - J. 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.
 - K. 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.

VI. REVIEWS

The Board of Governors monitors the progress of the institution on a regular basis by reviewing the academic reports, financial reports, strategic plan progression & compliance to the policy framework. This is carried out at least twice in an academic year by carrying out random visitations to take stock of things happening in the University. The Chair of BOG communicates the decisions / approvals taken by the Board to COEC bi-annually for necessary actions.



VII. EVALUATION OF BOARD OF GOVERNORS

A. INTRODUCTION

The Board of Governors is responsible for overseeing the institutional overall performance and determining the Strategic goals, objectives & direction of the institution. The chair of Board of Governors evaluates each member of the Board for their contribution to the growth and development of the institution

B. PURPOSE

Purpose is to measure the contribution of each member towards achieving the Vision and Mission of the Institution.

C. EVALUATION PROCESS

a. Self-Evaluation

Self-evaluation is carried out using the structured questionnaire and data is compiled by the IR and QA office and summary of the results are submitted to Chair of the Board.

b. Evaluation by the Chair of the Board

The Chair of the Board will evaluate the Members of the board based on the following parameters:

- i. Regularity in attending the meetings
- ii. Significant suggestion and contributions for development, improving functioning of the board
- iii. Active participation in developing linkages with industry, academia and community
- iv. Assisting in raising funds for any development activities

D. FREQUENCY OF EVALUATION

The Evaluation of the Board member is undertaken on an Annual Basis.

E. OUTCOME OF THE EVALUATION OF THE BOARD

This process of evaluation helps in identifying the gaps and work towards overcoming the weak areas and help in improving the performance of the board and the institution. The suggestion and recommendation of the Board are forwarded to Dean of the institution for implementation. The members with good performance during their tenure will be retained and those with dissatisfactory performance will be replaced.



VIII. LIST OF BOARD MEMBERS

| CHAIRMAN - BOARD OF GOVERNORS | |
|-------------------------------|---|
| BOARD OF GOVERNORS | MR. KAMAL PURI |
| | MR. AHMED AL ASHRAM <i>Managing Director, Al-Ashram Group, UAE - Ex-officio</i> |
| | MR. NITIN ANAND <i>Ex-Oficio & Chair of the Executive Council, SUC</i> |
| | DR. GHANEM AL HAJRI <i>Chairman, Al Hawajer Holding, UAE</i> |
| | MR. MARWAN AL SARKAL <i>Chief Executive Officer, Sharjah Investment & Development Authority (SHUROOQ), Sharjah, UAE</i> |
| | MR. DALAL SA' ADEDDINE <i>Managing Director, Bin Majid Beach Hotel/Resort, Ras Al Khaimah, UAE</i> |
| | DR. MOUZA GHUBASH <i>Director, Al Rewaq Cultural & Charity Association</i> |
| | DR. IBRAHIM BARAKEH <i>Principal, Al Shola Private School, Sharjah</i> |
| | H.E. Khalid Jassim Al Midfa <i>Chairman of Sharjah Commerce & Tourism Development Authority (SCTDA)</i> |



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 the investor status he is one of the Ex-Officio members of the board.

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. His experiences and guidance is solicited for brand building and developing 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 status of institution at least twice in an academic year and recommend suggestions for improvement

III. BY LAWS

A. NOMINATION

By virtue of being the founder of the institution and the major investor in the institution, he is nominated as the Founder President and remains in the position till he relinquishes voluntarily or nominates any person on his free will.

B. ROLES, RESPONSIBILITIES AND AUTHORITY

- a. The Founder President has the responsibility to provide institutional leadership and oversight, develop and drive the mission, strategies and advancement of the University and acting as the chief advocate, the principal ambassador and the principal voice of the University.
- b. To protect and enhance the overall reputation of the University
- c. To define the University's strategic vision, mandate and direction, and identify opportunities to advance and deliver on that vision, mandate and direction
- d. To provide strategic directions that help in formulating strategic long range and annual plans of the institution and guide the expansion of SUC
- e. To lead the institution by setting University goals and determine priorities and allocate resources to meet those goals
- f. To lead the creation, implementation and compliance framework which fits the national accreditation bodies, University strategic & policy and the general legal framework of the country



- g. To guide the development and implementation of the University's long term strategic plan
- h. To develop and maintain positive & productive relationships with internal and external stakeholders including the faculty, students, staff and alumni, community leaders, granting agencies, other educational institutions, and officials in all levels of government and corporate
- i. To liaison with Government, Corporate and eminent individuals in the society who may have the ability to contribute for the growth and development of the institution
- j. To monitor the strategic risk management aspects of SUC
- k. To observe and anticipate trends in post-secondary education and anticipate and guide the University through issues and challenges facing the University and the sector
- l. To ensure sound financial status and approve the budgets for institutional growth and development
- m. To preside over commencement ceremonies
- n. To be a mediator, facilitator, and consensus maker for issues both internal and external to the institution and be the final authority in settling all institutional disputes,
- o. To confer degrees and conduct the opening of convocation
- p. To dedicate a new facility or college
- q. 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.

IV. ACCOUNTABILITY

The President is accountable for ensuring that the University delivers high quality teaching, research and return to the community and reports to the Board of Governors.

V. REVIEWS

- A. Strategic Plan review
- B. Review the status 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 status of 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
- I. Review of Marketing Planning and Closing



EXECUTIVE COUNCIL



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I. INTRODUCTION

The Executive Council (EC) of SUC is responsible for implementation of the vision, mission, goals and strategies of the institution which are approved by the board. The Executive council ensures the progress of SUC's vision, mission, goals, strategies and the institutional



Effectiveness System of SUC, planning & closing activities as well as represents SUC on various platforms.

COEC has a major role in ensuring the growth and development of SUC and accountable to the Board to safeguard the interest of the stakeholders. Besides this, COEC also owns responsibility to respond to all the regulatory authorities concerning the conduct of SUC both nationally and internationally.

II. GOALS

- A. To ensure the achievement of Vision and Mission of the Institution under the Strategic Direction of the BOG.
- B. To review and approve organizational development strategies
- C. To appoint and remove members of various committees as per the organization structure.
- D. To report progress of the University to the Board.
- E. To review institutional planning and closing
- F. To review and approve new policies and existing policy changes
- G. To review the institutional effectiveness System and take decisions
- H. To evaluate the Committee Chairs and AAC members

III. BY LAWS

A. FORMATION OF EXECUTIVE COUNCIL

The Board is authorized to form the Executive Council which consists of the Chair of Executive Council, who is one of the Ex-Officio members of the board of Governors and is a non-administrator in the University; Dean who is the Chair of the Academic Affairs Council and Head of Quality Assurance who is the Vice Chair of the Academic Affairs Council. Dean and HQA hold administrative positions in SUC.

B. APPOINTMENT & TERM

The Board of Governors appoint the EC members primarily by virtue of their positions (Dean and HQA) and they shall remain as members of EC till they hold the positions. The Board of governors can also nominate any new members by position or by experience to the Executive Council as may be deemed necessary. The EC members in turn can nominate or elect the Chair of EC. The term of the new EC member shall be for a period of 4 years and may be extended depending on the performance or till such time a letter of discontinuation is issued.



C. QUORUM

Two third of the EC members shall be present in the meeting to complete the quorum failing which the meeting shall not be conducted.

D. RESPONSIBILITIES OF CHAIR OF THE EXECUTIVE COUNCIL

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 oversee the implementation of the policies, strategies, annual business plan in local and international market, review of budgets & expenditures, liaison with governmental and corporate officials:

- i. Approve and sign the financial transactions as per the budget approved by the board.
- ii. Sign official contracts, strategic partnerships, and employee appointment contracts as well as terminations.
- iii. To be the spokesperson and representative of the EC for any matter dealt with by the Board.
- iv. To evaluate the achievement of goals of the EC
- v. Ensuring periodical auditing of financial statements and evaluating risks and managing risks
- vi. COEC has authority to represent SUC at various forums and authorized to sign all government and bank related letters and documents.
- vii. Seek approval from the Board on the Strategic plan, business plan, Budgets and expenditure.
- viii. COEC has authority to approve the amendments on goals, objectives, policies and procedures to his notice by the Dean.

E. ROLES, RESPONSIBILITIES AND AUTHORITIES OF EXECUTIVE COUNCIL

The roles, responsibilities and authorities of EC are as follows:

i. INSTITUTIONAL REVIEWS

EC periodically reviews the suggestions by stakeholders on Vision, mission and goals, 25 year institutional plan, 5 year strategic plan, policy & procedures of the institution. EC reviews and approves organizational development strategies and budgets that facilitates achieving the vision and mission of the institution both in the long run and short run. EC also reviews new programs, courses, budgets for meeting the development of the institution. EC also reviews the inputs received from industry and markets and from the External Advisory Council so as to incorporate in strategies for the program reviews, review of vision, mission & goals, infrastructure development and learning support services for academic needs.



ii. REVIEW OF PLANNING AND CLOSING

EC reviews the annual planning & closing, semester planning progress, closing reports and presentations of all departments, committees & Academic Affairs Councils. EC provides direction based on the reviews to all the operational units for the planning for next academic year. EC reviews and approves the annual planning and closing files submitted by all departments, committees and Academic Affairs Councils.

iii. REVIEW OF AUDIT REPORTS

EC periodically reviews the audit reports submitted by QA Office and suggest necessary actions to the respective units for improving institutional effectiveness. Following reports are submitted to EC by QA Office:

- a. Start of semester operation audit reports
- b. Departmental semester audit reports
- c. Annual ERP audit reports for review of Curriculum, Fee structures, Scholarships, Refund policies and Calendar Management System

iv. REVIEW OF PROGRESS OF AAC & COMMITTEES

EC reviews the progress of offices of AAC and Committees twice in a semester and provides necessary directions for accomplishing the Vision and Mission of SUC.

v. IE & FEEDBACK REVIEW

EC reviews the Institutional Effectiveness and Feedback reports every semester that helps in taking decisions which improve the effectiveness of the institution. The EC recommendations and suggestions are disseminated to concerned units for their implementation.

vi. FACT BOOK & ANNUAL REPORT, CATALOG AND WEBSITE CONTENT

EC reviews and approves the Fact book & annual report, catalog and website content on a periodical basis. Any changes in the content during the academic year will have to be brought to the notice of EC and only on approval should be placed.

vii. 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 employee hiring and separation, goal setting, evaluation employee compensation and benefits grading scale, promotion and increments of all SUC employees.



viii. 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.

ix. REVIEW OF CHEDS DATA

EC reviews the data for CHEDS for reliability and validity of the information twice in an academic year before its submission. The data is prepared by the Head of Administration, Registration and Examination as required by CHEDS.

x. REVIEW OF DOCUMENT SUBMISSION TO REGULATORY AUTHORITIES

EC reviews all the documents required for the accreditation to make sure all procedures are compiled as per MOE accreditation standards and is responsible for maintaining and reviewing the accreditation status from time to time.

xi. REVIEW OF AAC, COMMITTEES, FES, SES PERFORMANCE EVALUATION

EC Reviews the performance of all the AAC members, chairs & members of committees based on the AAC evaluation system. The performance of faculty and staff members is based on various direct and indirect feedbacks received from academic and academic service units through the established FES & SES system.

xii. APPOINTMENT AND REMOVAL

EC approves the formation of AAC and the committees as and when required for improving the effectiveness of the institution. The appointment of members of the AAC and committees is reviewed and approved by EC in compliance with the organization structure. EC also holds the responsibility of dissolving the AAC and committees and removing any members as per the circumstances and evidences.

xiii. ADDRESSING GRIEVANCES

EC reviews all those issues and appeals regarding staff and faculty that are not resolved at the HR level and makes attempt to resolve the issue with due process as



specified in the grievance procedure in the HR policy manual and communicates its decisions to aggrieved party.

IV. 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

- 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.
- E. The members must declare a conflict of interest with respect to their responsibility as members.
- F. 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.
- G. Members shall be properly prepared for deliberations.
- H. Members of EC may not attempt to exercise individual authority over SUC except as explicitly set forth in SUC policies.
- I. 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.
- J. 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.
- K. 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.

V. MEETINGS OF EXECUTIVE COUNCIL

The members of the Executive council meet on monthly basis to review the reports of various departments and suggest actions that needs to be 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 presents the overall performance of SUC to the Board of Governors once in a year after the fall semester.



VI. REPORTING OF THE EXECUTIVE COUNCIL

A. REPORTING OF COEC TO BOG

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. Progress of the Strategic plan, business plan implementation, Budgets, expenditure.
- iii. New strategic plan presentation
- iv. Strategic plan achievement status
- v. Business plan and its achievement status
- vi. Business development / Marketing plan - enrollment targets, new projects and status
- vii. Budget and audited financial statements presentation
- viii. Financial reviews

B. REPORTING OF DEAN TO BOG

Dean on behalf of the EC reports and presents to BOG on the following sections:

- i. Progress of the Strategic plan, business plan implementation, Budgets, expenditure.
- ii. Performance and evaluation of academics and administrative units as per policies
- iii. Status of achievement of goals of SUC in all the spheres
- iv. Functioning and gaps of all AAC committees and status of corrective actions
- v. Status of CPD and its achievement as per plan
- vi. Overall satisfaction levels of students, faculty and staff
- vii. MOE document status
- viii. Status of articulation /MOU agreement with various bodies.
- ix. Presents institutional development Plans
- x. Presents Proposals for development of Programs and markets
- xi. Fact book & Annual report of SUC
- xii. New initiatives in academics and services

C. REPORTS PRESENTED BY DEAN TO EC

Dean submits the following reports to EC with updates as given below:

i. MONTHLY AUDITS

Dean submits monthly Audits on academic and academic support service operations highlighting the major issues and necessary actions taken to resolve.



ii. MID-SEMESTER PROGRESS

Dean presents the progress of the semester with respect to academic, activities of the committees, departmental operations, enrollments, events and learning support services

iii. SEMESTER & ANNUAL PLANNING AND CLOSING

Dean presents the Semester closing report including the strategic plan status relating to academic and academic support service operations, IE & feedback reports, Program review, MOE submissions, goal setting reviews, FES, SES, AAC evaluations, details related to student progression, graduation and attrition and departmental budget reviews. The presentation also includes the details of planning for the next academic in similar lines to the closing.

Further details can be referred in AAC policy manual

VII. 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



EXTERNAL ADVISORY COUNCIL



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I. INTRODUCTION

The External Advisory council of SUC is responsible for advising Dean on formation of new strategies required for the growth of the institution regionally and internationally and the implementation of these strategies. They also advise on directions for achieving financial stability of SUC in the long run.

II. BY-LAWS

A. FORMATION & CONSTITUTION OF EXTERNAL ADVISORY COUNCIL

It consists of COEC as the Chair of this Council represented by External consultants and members from Corporate, Alumni, parents, Government Executives, Social Activists & Academicians. The Advisory Council consists of 2 corporate members, 2 Government Officers, 2 School Principals (Academicians) from different educational backgrounds, 1 parent, and 1 Alumni, 1 Social activist.

B. APPOINTMENT OF EXTERNAL ADVISORY COUNCIL MEMBERS

The eligibility for appointment to Advisory Council, the requirement is that people from the industry holding positions such as Deputy Governors of Government organization and CEO of corporate, parents and alumni. These members are nominated to form a committee to provide inputs on the practical aspects of the business environment for assisting the institution to formulate its strategic plan and progress to achieve its vision and mission in the long run.

The members of External Advisory Council shall be appointed by COEC and duly ratified by the Board of Governors. The appointment shall continue for a period of **two academic years** and may be extended depending on the performance or till such time a letter of discontinuation by the member is presented to the COEC.

C. APPOINTMENT & TERM OF EXTERNAL CONSULTANTS

The external members of EC shall be appointed by the COEC and duly ratified by the Board of Governors. The appointment shall continue for two academic years and may be extended depending on the performance or till such time a letter of discontinuation is issued.

D. RENEWAL OF EXTERNAL ADVISORY COUNCIL MEMBERS:

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



E. RESIGNATION & REMOVAL:

A member shall resign by a written notice to the chair of the External Advisory Council which shall be effective upon receipt by the chair or at a subsequent time as set forth in the notice.

F. TIME, PLACE OF MEETING AND RECORDS:

The External Advisory Council meetings are held **once a year**. The meetings shall be held in SUC or any places within the U.A.E. The minutes of the meetings are recorded by the secretary appointed for the meetings by the Chair.

G. SPECIAL MEETINGS:

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

H. DELIVERY OF AGENDA:

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

I. DUTIES OF CHAIR OF EXTERNAL ADVISORY COUNCIL

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

J. GENERAL RESPONSIBILITIES OF THE MEMBERS OF THE EXTERNAL ADVISORY COUNCIL

The members of the External Advisory Council are appointed by the COEC, as members of the Executive Council they do not hold any administrative responsibilities. The External Advisory Council has a role to advise the Chair of External Advisory Council on various dimensions of academic and environmental perspectives of UAE and the



region and to provide suggestive directions that may help the sustainable growth of SUC in all dimensions.

- i. To advise on all academic and academic services issues relating to SUC for discussion and decision
- ii. To suggest strategies for sustainable growth of SUC
- iii. To suggest Image building activities
- iv. To suggest community service and developmental activities of value
- v. To enhance student learnability and career growth
- vi. To provide suggestions on building strong Alumni relationships
- vii. Suggest opportunities of higher education, placements and entrepreneurial opportunities
- viii. To attend meetings of External Advisory Council and contribute constructively.
- ix. Each member is expected to attend at least 50 percent of the meetings.
- x. In the event of absents from the meeting, the member shall inform the inability to attend the meeting to the Chair well in advance.
- xi. Members are prohibited from any financial dealing with the institution.
- xii. The External Advisory Council is responsible for adding value to SUC from different perspective that may lead to improvements in the functioning and visibility of SUC in the region.
- xiii. The External Advisory Council should provide some alternative inputs for the development of SUC through council meetings as well as informally throughout the academic year.
- xiv. The External Advisory Council enables SUC achieve the educational effectiveness, academic excellence and appropriate financial stability of the institution.
- xv. The Council members serve as a sounding board for EC representing the standpoint of alumni, parents and friends.
- xvi. Attending and actively participating at the council meetings as per schedule
- xvii. Serving on select committees or task forces of the council
- xviii. Meeting individually with the Dean and / or other EC members
- xix. Participating in career service activities, interacting with current students
- xx. Hosting or participating in SUC events that promote awareness of and interest in the institution and its faculty, departments and programs.
- xxi. Identifying and engaging other alumni, parents, and friends in a position to support the college's fundraising activities.
- xxii. Serving on other committees like the Alumni Committee.
- xxiii. Personally supporting the annual fund and other campaigning activities at a level commensurate with one's capacity.
- xxiv. Review progress of the institution and share ideas
- xxv. Support academic program accountability by providing guidance and feedback and serving as partners in research and community collaborations
- xxvi. Review governance procedures and provide suggestions for improvements
- xxvii. Review brochures and websites



- xxviii. The External Advisory Council help in formulating new strategies which are presented to the Board of Governors for review and approval
- xxix. To help the institution in understanding the current trends in the industry requirements and job market

K. SPECIFIC ROLES OF THE EXTERNAL ADVISORY COUNCIL

i. Role of Alumni

Alumni help in understanding the difference they felt before joining the institution and after entering the industry with the learning outcomes they achieved after completion of their programs at SUC.

- a. To provide their feedback about usefulness or application of skills, knowledge and competencies learnt at SUC
- b. To provide feedback on relevancy and effectiveness of existing curriculum, courses and new programs
- c. To assist in providing opportunities for internship,
- d. To facilitate Guest lecture for current students
- e. To partner in SUC community services

ii. Role of Consultant

- a. To provide consultancy for internationalization of the programs
- b. To provide guidance on expansion of Academic services
- c. To provide ideas on Information Technology upgradation
- d. To suggest for improvement in Academic Support Services
- e. To provide inputs on skills and competencies required in employment market, Market environment, competitive environment and international market.
- f. To provide inputs on new programs, new courses, contents and syllabus
- g. To advise on all academic and academic services issues relating to SUC for discussion and decision
- h. To formulate strategies for sustainable growth of SUC
- i. To review the Dean's recommendation report on creating opportunities for scholarly and professional growth of faculty members
- j. To review reports of all the AAC committees in terms of meeting the expectations of Academics in a given academic year
- k. To suggest Image building activities
- l. To suggest areas of improvement to SUC
- m. To have competitive advantage.
- n. To play an active part in the development of SUC in all respects so as to achieve the goals and objectives in the best possible manner within the given constraints.



iii. Role of Industry experts including Employers and Corporates / Government Officials

- a. To evaluate the students employed with them
- b. To provide feedback on the skills, competencies and shortcomings of the students
- c. To suggest new skills and competencies required for the job
- d. To provide feedback on relevancy of existing curriculum, courses and new programs
- e. To review current Program/Courses
- f. To offer internship and evaluate SUC students' performance at workplace
- g. To provide Guest Lectures and industry visits to SUC students
- h. To support SUC in the conduct of CEO lecture series
- i. To partner with SUC for Community Services activities
- j. To partner with SUC in Research Consultancy

iv. Role of School Principals

The School principals help in understanding the mindset of prospective students joining the undergraduate programs offered at SUC, how to match the curriculum and Program offering with their requirements. They also help in integrating the projects at various platforms.

v. Role of Parents

The involvement of parents help in understanding the point of view of students in pursuing their aspirations and also understand the plans they have in mind for the career growth of their children.

- a. To provide their feedback on satisfaction about programs, academic and academic support services
- b. To partner with SUC for Community Services activities
- c. To provide input on New programs
- d. To give guest lectures on specialized areas of their expertise
- e. To provide suggestion for improvement of various facilities at SUC

L. CODE AND CONDUCT:

- i. The External Advisory Council members shall conduct in accordance with the duties and obligations as mentioned above and within the applicable laws of UAE.
- ii. The members shall contribute to fulfill their roles and responsibilities with the highest standards of conduct and integrity.
- iii. Member of External Advisory Council shall not disclose to others, or use to further his or her personal interests, confidential information acquired in the course of performing Board or Committee functions. "Confidential" will be defined as either



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

M. LIST OF MEMBERS OF EXTERNAL ADVISORY COUNCIL

1. **Mr. Yousif Abdulghani**
Vice President & International Partner, McDonald's Middle East & Africa
2. **H.E. Khalid Bin Butti Al Hajeri**
Director General, Sharjah Chamber Of Commerce & Industry
3. **Ms. Najla Al Midfa**
General Manager, Sharjah Entrepreneurship Center (SHERAA)
4. **Ms. Rafia Zafar Ali**
Principal, Leaders Private School, Sharjah
5. **Dr. Mohammad S. B. Shaath**
Assistant Director General, The National Charity School, Dubai
6. **Mr. Craig Lamshed**
Principal, Cambridge International School, Dubai
7. **Lt. Col. Anjum Naseer**
Principal, Pakistan Islamia Higher Secondary School, Sharjah
8. **Mr. Arjun Santhanakrishnan**
Partner, Great Sands Consulting
9. **Mr. Ramakrishnan Jayaraman**
Partner, Great Sands Consulting
10. **Maheen Mansoor**
Alumni Representative
11. **Mr. Mohammad Pervez**
Parent Representative, Entrepreneur (Automobile firm)





ACADEMIC AFFAIRS COUNCIL



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DEAN



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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 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 Affairs 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. DEAN'S KPIS

| GOALS | OBJECTIVES | KPIs | BENCHMARK |
|--|--|---|--|
| To ensure the achievement of the Vision & Mission of SUC | To ensure growth & development of SUC | <ol style="list-style-type: none"> 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 | <ol style="list-style-type: none"> i. Annual targets finalized ii. 5%-10% above the previous enrollment / revenue iii. Not to exceed allocated budget |
| | Achieve academic excellence and | Achievement of LOs | BBA - 70% MBA - 80% |



| | | | |
|--|---|---|---|
| | competitive advantage | | |
| | Planning, implementing and reviewing Institutional Strategic plan | Minimize deviation from Strategic plan | Deviation not to exceed 10% |
| | 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 MOE | i. As per strategic plan ii. As per MOE 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 | i. Deviation not more than 10% ii. As per policy (100%) iii. $\geq 80\%$ |



| | | | |
|--|--|--|---|
| | | Satisfaction iv. Suggest areas of development for faculty and staff | 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 IE Tools by all committees | Developing, implementing and reviewing Institutional effectiveness system and Maintaining quality control in all aspects of the university | Timely review & approval of proposed suggestion | 100%achievement of IE calendar 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 | Student Graduation | At least 85% |



| | | | |
|---|--|---|---|
| | progression, retention and graduation | | |
| | 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) |
| 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 |

IV. APPOINTMENT

The COEC has the authority of proposing the appointment of Dean to the Board of Governors as per the qualifications required for the position.

V. TERM

The Dean is appointed for a period of three years and depending on the performance evaluation, the appointment may be renewed for another term.



VI. REMOVAL

The COEC has the authority of proposing the removal of Dean from office to the Board of Governors on the ground of misconduct or inability to perform the functions of his office or employment or it can be also upon mutual agreement. The removal can be done only after making proper enquiries (if any) and having sufficient appropriate evidences.

VII. ROLES, RESPONSIBILITIES AND AUTHORITIES

ROLES AND RESPONSIBILITIES OF DEAN

A. PLANNING FUNCTION

- i. 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.
- ii. Dean is the custodian of the institution and responsible for achieving the strategic plan through the available resources and maintain the academic excellence as envisioned in the institutional mission statement
- iii. 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.
- iv. Dean reviews the progress of strategic plan on regular basis so as to ensure that all the departments adhere to the institutional policies.
- v. Dean ensures provision of required infrastructure for learning support services that enhances learning environment.
- vi. Dean ensures the corporate relations are built so that the industry interaction with the SUC students and academicians is continued on a regular basis and also ensure the placements for jobs and internships for SUC students.

B. GENERAL FUNCTIONS

- i. Directly reports to the Board of Governors and advises on matters of university policy and seek the president's advice on matters of concern to the faculty.
- ii. Shall be available for consultation and advice to members of the faculty, to students, and to members of the university community on matters within the jurisdiction of the faculty.
- iii. Assist in maintaining harmony in the institution among all the stakeholders and resolve problem relating to faculty members, student and staff
- iv. To oversee the work of all committees of the University Faculty and approve the proposals of all committees on merit
- v. To seek approvals on new initiatives or discuss questions raised by faculty members on educational policy by the Board of Governors



- vi. To encourage staff development and a high level of staff performance and seek approvals for initiatives on training and development
- vii. Development and implementation of Institutional policies and procedures for increasing effective functioning and stakeholder satisfaction
- viii. Review Ministry Submissions and Liaison with MOE & other officials for new programs and accreditations
- ix. Overall review and management of different units through developing, implementing and reviewing Institutional effectiveness and feedback system
- x. Ensuring quality control in all aspects of the university's academic programs and related activities.
- xi. Review, approve and sign Articulation agreements with local & international Universities
- xii. To ensure recruitment of faculty and staff of good caliber that can contribute to the institutional vision
- xiii. Approval of all plans including marketing plans and seat allocation, institutional Budgets, Risk Management and Institutional calendars
- xiv. Approval of Student progression, retention and graduation
- xv. Plan, Implement and Review Employee Performance evaluation system and coordinate with HR for grievances handling.
- xvi. Student Grievances handling with DAC.
- xvii. Present the annual reports / fact books to the EC
- xviii. Ensure steady revenue flow for sustainability and growth of the institution
- xix. Delegate / assign responsibilities and authorities to various individuals and committees of SUC
- xx. Review IE reports at regular intervals and suggest changes for implementation
- xxi. Review Feedback reports and suggest changes for implementation
- xxii. Review and suggest changes in vision, mission and institutional goals
- xxiii. Prepare and ensure implementation of strategic plan
- xxiv. Review institutional planning and budget
- xxv. Evaluate the performance, compensation and retention of all employees

VIII. MEETING WITH AAC AND 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. HEAD OF QUALITY ASSURANCE

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.

B. HEAD OF ACADEMICS AND CHAIR OF 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.

C. HEAD OF ACADEMIC SUPPORT SERVICES AND REGISTRAR

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.

D. HEAD OF STUDENT AFFAIRS

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.

E. HEAD OF MARKETING AND CREATIVE COMMUNICATION

Dean meets the Head of Marketing & Creative Communication each month and reviews the progress related to Marketing activities, enrollment updates, Media updates, Corporate relation activities and event updates. 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 of Head of Marketing & Creative Communication.

F. HEAD OF PUBLIC RELATIONS

Dean meets the Head of Public Relations each month and reviews the progress of the activities related to PR visits, Government and Embassy visits, other PR activities. 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 of Head of Public Relations.



G. 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.

H. 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 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.

I. 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.

IX. COORDINATION WITH BOG 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 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 MOE/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

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.

XIX. SEMESTER PLANNING & CLOSING PRESENTATION

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. 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.

XXV. REPORTS

A. REPORTING OF DEAN TO BOG

Dean reports and presents to BOG on the following sections

- i. Progress of the Strategic plan, business plan implementation, Budgets, expenditure.



- ii. Performance and evaluation of academics and administrative units as per policies
- iii. Status of achievement of goals of SUC in all the spheres
- iv. Functioning and gaps of all AAC committees, actions taken, follow-ups and post action status
- v. Status of CPD and its achievement as per plan
- vi. Overall satisfaction levels of students, faculty and staff
- vii. MOE and CAA documents prior to submission
- viii. Status of articulation /MOU agreement with various bodies.
- ix. Presents Marketing Plans
- x. Presents Proposals for development of Programs and markets
- xi. Fact book and Annual report of SUC
- xii. New initiatives in academics and services

B. REPORTS PRESENTED BY DEAN TO EC

Dean submits the monthly audit, mid-semester progress and Semester planning & closing updates and Annual planning & Closing progress to the Executive Council. These reports includes updates as given below:

i. **Monthly report**

Dean's Office submits a monthly report to COEC which shall include updates on the following operational areas:

- a. Orientations
- b. Goal setting review
- c. MOE correspondence updates
- d. BOG reviews
- e. AAC monthly review updates
- f. Committee monthly review updates
- g. Department monthly reviews
- h. SBJ updates
- i. Conference updates

ii. **Mid-semester progress**

- a. Orientations to faculty , staff & students
- b. AAC meeting mom - major issues
- c. Committee meeting mom - major issues
- d. Academic operations - major issues
- e. Faculty allocation
- f. Faculty recruitment
- g. CDP status
- h. Planning and maintaining faculty and staff diversity ratio
- i. Maintaining part time full time ratio



- j. Placement test analysis
- k. Marketing batch closing
- l. Event - checklist updates
- m. Event - budget updates
- n. LRDC mom - issues and implementation status
- o. CRDC mom - issues and implementation status
- p. Sports events - internal & external - planned vs achieved
- q. Hostel - major issues & implementation status
- r. Sports events - internal & external - planned vs achieved
- s. Hostel - major issues & implementation status
- t. Issues & implementation status

iii. Semester audit report

Dean's Office shall submit the semester audit including the major updates, issues discussed and pending issues of all major institutional units.

iv. Semester & Annual planning and closing

- 1. Strategic plan updates
- 2. Branding activities - CAO, marketing & events
- 3. Orientations to faculty, staff & students
- 4. AAC meeting mom - major issues
- 5. Committee meeting mom - major issues
- 6. Academic operations - major issues
- 7. Updates on conferences / seminars / workshops - planned versus achieved
- 8. Updates on SBJ & NEWSLINE
- 9. SEMESTEWISE i.e. reports review and approval
- 10. Academic feedback review and approval
- 11. Academic support feedback reviews - timely review of feedback results and suggestions for improvements
- 12. Course file review status & comments
- 13. Course report summary
- 14. LO analysis review
- 15. Strategic plan - 17-22 status
- 16. Strategic plan 12-17 review - focus on deviations & progress
- 17. Program revisit
- 18. Program review
- 19. MOE submissions
- 20. MOE upcoming visits
- 21. Fact book & annual report
- 22. Catalog
- 23. Departmental planning & closing
- 24. AAC planning & closing
- 25. Committee planning & closing
- 26. Governance planning and closing



27. Faculty allocation
28. Faculty recruitment
29. CDP status
30. Status of meeting with faculty for feedback handover
31. Group leader meeting status
32. Faculty recruitment
33. FDP & SDP - planned vs achieved status
34. Student satisfaction - comparison, issues, areas of improvement
35. Advising review
36. CR MOM - major concerns and suggestions for improvement
37. Hostel & international students - major concerns and suggestions for improvement
38. Goal setting review & status
39. Planning, implementation and review of performance evaluation
40. Planning and maintaining faculty and staff diversity ratio
41. Maintaining part time full time ratio
42. Faculty & staff satisfaction - major concerns and suggestions for improvement
43. Suggested areas for FDP & SDP
44. Student progression
45. Student retention
46. Student graduation
47. CHEDS review
48. Placement test analysis
49. Marketing batch closing
50. Enrollment targets
51. Marketing planning status
52. Media updates
53. Website update status
54. Knowledge updates
55. MOU / articulation activities
56. Event - checklist updates
57. Event - budget updates
58. Event feedback (refer feedback in IR section)
59. LRDC mom - issues and implementation status
60. LRDC feedback (refer feedback in IR section)
61. CRDC mom - issues and implementation status
62. CRDC feedback (refer feedback in IR section)
63. Sports events - internal & external - planned vs achieved
64. Hostel -major issues & implementation status
65. Fee structure review
66. Scholarship review
67. Refund policy review
68. Budget review



- 69. Infrastructure updates
- 70. Audit status & report
- 71. Issues & implementation status

XXVI. EVALUATION

- 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.

Dean's Evaluation components are given below:

| SNo | Component | Weights |
|----------------|--|------------|
| 1 | COEC EVALUATION ON OVERALL PERFORMANCE INCLUDING STATUS OF GOAL SET AT THE BEGINNING | 25 |
| 2 | AAC MEMBERS (ONLY FUNCTIONAL HEADS AND CHAIRS) | 25 |
| 3 | FACULTY MEMBERS | 10 |
| 4 | SELF EVALUATION | 5 |
| 5 | OVERALL STUDENT FEEDBACK FOR FACULTY AND ACADEMIC SUPPORT SERVICES | 5 |
| 6 | FES - TEACHING EFFECTIVENESS(AS PER FES CRITERIA) | 20 |
| 7 | FES - RESEARCH AND PROFESSIONAL DEVELOPMENT(AS PER FES CRITERIA) | 10 |
| OVERALL | | 100 |



HEAD OF ACADEMICS-BUSINESSS



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| I. INTRODUCTION..... | ERROR! BOOKMARK NOT DEFINED. |
| II. GOALS..... | ERROR! BOOKMARK NOT DEFINED. |
| III. KPIS OF HEAD OF ACADEMICS - SCHOOL OF BUSINESS | ERROR! BOOKMARK NOT DEFINED. |
| IV. APPOINTMENT..... | ERROR! BOOKMARK NOT DEFINED. |
| V. TERM | ERROR! BOOKMARK NOT DEFINED. |
| VI. REMOVAL AND REAPPOINTMENT..... | ERROR! BOOKMARK NOT DEFINED. |
| VII. ROLES, RESPONSIBILITIES & AUTHORITIES OF HEAD OF ACADEMICS – SCHOOL OF BUSINESS..... | ERROR! BOOKMARK NOT DEFINED. |
| VIII. FUNCTIONAL AREAS OF HEAD OF ACADEMICS..... | ERROR! BOOKMARK NOT DEFINED. |
| A. REVIEW AND PLAN ACADEMIC STRATEGIES | ERROR! BOOKMARK NOT DEFINED. |
| B. REVIEW AND PREPARE ACADEMIC PLAN | ERROR! BOOKMARK NOT DEFINED. |
| C. PLAN ACADEMIC OPERATIONS EFFECTIVELY AND EFFICIENTLY | ERROR! BOOKMARK NOT DEFINED. |
| D. PLAN & RECOMMEND ACADEMIC FACULTY REQUIREMENT..... | ERROR! BOOKMARK NOT DEFINED. |
| E. PLANNING & ALLOCATION OF COURSES TO FACULTY MEMBERS, AS PER | ERROR! BOOKMARK NOT DEFINED. |
| MOE STANDARD IMPLEMENTATION | ERROR! BOOKMARK NOT DEFINED. |
| F. COURSE CDP PREPARATION AND GROUP LEADER ALLOCATION : .. | ERROR! BOOKMARK NOT DEFINED. |
| G. FACULTY ALLOCATION FOR VARIOUS ACADEMIC TASKS. | ERROR! BOOKMARK NOT DEFINED. |
| H. COORDINATE PLANNING OF LIBRARY & IT LEARNING RESOURCES | ERROR! BOOKMARK NOT DEFINED. |
| I. PROVIDE INPUTS REGARDING CURRENT AND FUTURE TRENDS FOR ACADEMIC EXCELLENCE | ERROR! BOOKMARK NOT DEFINED. |
| J. COORDINATION WITH IRO & QA OFFICE..... | ERROR! BOOKMARK NOT DEFINED. |
| K. COORDINATION WITH MEDIA AND COMMUNICATION..... | ERROR! BOOKMARK NOT DEFINED. |
| IX. ORIENTATION..... | ERROR! BOOKMARK NOT DEFINED. |



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| X. | REVIEWS | ERROR! BOOKMARK NOT DEFINED. |
| XI. | ANNUAL PLANNING | ERROR! BOOKMARK NOT DEFINED. |
| XII. | SEMESTER PLANNING & CLOSING PRESENTATON | ERROR! BOOKMARK NOT DEFINED. |
| XIII. | AUDIT | ERROR! BOOKMARK NOT DEFINED. |
| XIV. | FACT FILE | ERROR! BOOKMARK NOT DEFINED. |
| XV. | CALENDARS | ERROR! BOOKMARK NOT DEFINED. |
| XVI. | CHECK LIST | ERROR! BOOKMARK NOT DEFINED. |
| XVII. | WEBSITE, PORTAL & FAQ..... | ERROR! BOOKMARK NOT DEFINED. |
| XVIII. | NOTICE BOARDS..... | ERROR! BOOKMARK NOT DEFINED. |
| XIX. | SUBMISSION TO CHEDS..... | ERROR! BOOKMARK NOT DEFINED. |
| XX. | IE TOOLS..... | ERROR! BOOKMARK NOT DEFINED. |
| XXI. | BUDGET | ERROR! BOOKMARK NOT DEFINED. |
| XXII. | CALENDARS..... | ERROR! BOOKMARK NOT DEFINED. |
| XXIII. | REPORTING SYSTEM | ERROR! BOOKMARK NOT DEFINED. |
| XXIV. | REPORTS..... | ERROR! BOOKMARK NOT DEFINED. |
| XXV. | EVALUATION | ERROR! BOOKMARK NOT DEFINED. |



I. INTRODUCTION

Head of Academics – School of Business (HOA- School of Business) 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- School of Business also coordinates with the academic support services to ensure smooth operations that provides conducive learning environment.

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

II. GOALS

- A. To plan Academic operations
- B. To assist in academic aspects of accreditations and ranking
- C. To enrich University learning resources

III. KPIS OF HEAD OF ACADEMICS - SCHOOL OF BUSINESS

| GOALS | OBJECTIVES | KPI'S | BENCHMARK |
|-----------------------------|-------------------------------------|--|---|
| To plan Academic operations | To prepare academic plan and review | <ul style="list-style-type: none">i. Program planning, Course allocation,ii. Dissertation, Internship and Group Leader Allocationiii. CDP approval and uploadingiv. Review meetings at the start, during and end of semesterv. Allocation of invigilation duties | <ul style="list-style-type: none">As per planning and closing calendarvii. As per calendarviii. As per calendar |



| | | | |
|--|---|---|---|
| | | vi. Preparation of Academic Manual | |
| | 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 |
| | 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 MOE Standards | Maintaining Faculty Ratio with cost effectiveness | As per MOE Standard |
| | To assist in International Accreditation and rankings | Prepare academic documents - International Collaboration and Accreditation Support University Ranking and Listings | As per calendar |



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|--|---|--|-----------------------|
| | | ▪ | |
| | 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 |

IV. APPOINTMENT

The Executive Council has the authority to appoint the HOA - School of Business as per the qualifications required for the position.

V. TERM

The HOA - School of Business is appointed for a period of three years and depending on the performance evaluation, the appointment may be renewed for another term.

VI. REMOVAL AND REAPPOINTMENT

The Executive Council has the authority to remove the HOA - School of Business from office on the ground of inability to perform the functions of office or employment or misconduct or moral turpitude. The Grievance Committee shall make recommendations to the Executive Council after making proper enquiries (if any) and having sufficient appropriate evidences the Executive Council may consider the removal of the HOA - School of Business from office.



VII. ROLES, RESPONSIBILITIES & AUTHORITIES OF HEAD OF ACADEMICS – SCHOOL OF BUSINESS

- A. Directly reports to the dean
- B. HOA - School of Business is responsible and accountable for setting and advancing the academic operations in collaboration with Dean and HASS & Registrar
- C. To contribute to the overall leadership and management of the Faculty
- D. To develop and sustain appropriate structures for management, consultation, decision-making and communication with staff and students
- E. Plan & recommend academic faculty requirement
- F. Planning & allocation of courses to faculty members, as per MOE standard requirements
- G. Faculty allocation for various academic tasks
- H. Facilitate the development of new programs in order to attract new students and markets
- I. Contribute in the review of Programs and revisits
- J. Review and assist faculty in Course Delivery package(CDP) preparation and allocation of course leaders
- K. Review & recommend required library & IT learning resources
- L. Ensuring the academic quality is maintained in all the programs and provide inputs for improvement for achieving academic excellence in current and future programs
- M. Coordinate with IR & QA office in ensuring compliance to standards as per local and international accreditation standards by putting in place the necessary evaluation and monitoring procedures
- N. Coordinate with media and communication for uploading creative academic activities that can give mileage
- O. Review exam papers as a part of quality team and ensure standards are maintained in all the assessments.
- P. Chairing faculty feedback reviews and result reviews with teaching effectiveness committee and Registrar and HASS
- Q. To liaison with administration and teaching effectiveness committee in executing all approved academic policies and procedures and report to the EC and Dean on all academic and management issues relating to academic effectiveness
- R. Evaluate employee performance for FES and SES

VIII. FUNCTIONAL AREAS 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 - School of Business 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 - School of Business 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

MOE STANDARD IMPLEMENTATION

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



F. COURSE CDP PREPARATION AND GROUP LEADER ALLOCATION :

HOA - School of Business will allocate group leaders after allocating the courses. The course leaders will be responsible for preparing CDP for their respective subjects.

HOA - School of Business shall review MOM of various group leader meetings. HOA - School of Business also reviews all CDP's and recommend it for approval.

G. FACULTY ALLOCATION FOR VARIOUS ACADEMIC TASKS

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

H. COORDINATE PLANNING OF LIBRARY & IT LEARNING RESOURCES

- i. Coordinate with LSS Coordinator in developing library and IT learning resources as per calendar.
- ii. Involve with users through communication strategies that make SUC Library resources and services more perceptible, more used, and better accustomed to user needs.

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

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

J. COORDINATION WITH IRO & QA OFFICE

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

K. COORDINATION WITH MEDIA AND COMMUNICATION

HOA - School of Business coordinates with Media and Communication department for Regional and international ranking and Listing.

IX. 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
- 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 - School of Business 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 - School of Business 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. REVIEWS

- A. Review of programs
- B. Review of academic operations – planning and implementation
- C. Review of Course leaders activities
- D. Review of new program proposals
- E. Review of results
- F. Review of compliance of standards
- G. Review of faculty allocation
- H. Review of student performance and satisfaction

XI. ANNUAL PLANNING

HOA - School of Business 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 Academics.

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

- A. Goals, Objectives, Purpose, Academic Goals, Departmental Goals, Individual Goals, KPIs & Benchmarking
- B. Academic Policy & Procedures Manual
- C. Forms, Process Flows & Authority Level
- D. Strategic Plan
- E. IE Tools
- F. Feedback
- G. Fact Files
- H. Job Description
- I. Pre-Semester Checklist
- J. Operational Checklist
- K. Calendars & Checklists
- L. Orientation to faculty
- M. Requirements from other departments or committees
- N. Semester Closing & Opening Presentation
- O. Semester Audits
- P. Reporting Format
- Q. Notice Board updates
- R. Website content
- S. FAQs
- T. Portal content
- U. Calendar Management System
- V. Document Management System
- W. Budget for academic requirements

XII. SEMESTER PLANNING & CLOSING PRESENTATION

HOA - School of Business 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.

XIII. AUDIT

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



XIV. FACT FILE

HOA - School of Business 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 Academic every year.

XV. CALENDARS

The HOA - School of Business 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 - School of Business. HOA - School of Business also uploads this calendar on the calendar Management System which enables him to plan their planned activities in a timely manner.

XVI. CHECK LIST

The HOA - School of Business maintains a checklist of all major activities to be accomplished by him 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 - School of Business at least one week prior to the start of the semester and finally submitted to the Dean's Office.

XVII. 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 - School of Business before the start of every semester. The HOA - School of Business also provides all necessary information on major events conducted by the HOA - School of Business including conferences, workshops and development programs organized by the HOA - School of Business to the Media and Communication Department for displaying it on SUC Website and Social Media Websites.

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

XVIII. NOTICE BOARDS

The HOA - School of Business displays information on any important updates, information related to workshops conducted, etc. on the notice board space allocated to him.

XIX. SUBMISSION TO CHEDS

HOA - School of Business reviews faculty related information provided by HR department for submission to CHEDS.



XX. IE TOOLS

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

XXI. BUDGET

HOA - School of Business 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.

XXII. CALENDARS

- A. Orientation to New Faculty
- B. Orientation to new staff
- C. Orientation to new students
- D. Orientation to continuing students
- E. Faculty allocation
- F. CDP Review and approval
- G. Training calendar - FDP
- H. Meeting with Faculty members
- I. Meeting with Group Leaders

XXIII. REPORTING SYSTEM

A. Reporting of HOA - School of Business to Dean

HOA - School of Business meets Dean regularly and reports to him on major issues related to following academic operations:

- i. Faculty Allocation
- ii. Faculty Recruitment
- iii. CDP Status
- iv. Status of Meeting with Faculty for Feedback Handover
- v. Group Leader Meeting Status
- vi. Faculty Recruitment
- vii. FDP & SDP - Planned Vs Achieved Status

In addition, HOA - School of Business submits the following reports to Dean:

- i. Monthly Report
- ii. Mid-semester presentation
- iii. Semester audit
- iv. Semester planning and closing updates
- v. Annual planning
- vi. Annual Closing report



XXIV. REPORTS

Head of Academics - School of Business submits the monthly audit sheet containing the status of all major academic planning and operational activities. In addition the following updates are also presented to EC on a semester and annual basis:

| DESCRIPTION | MID SEMESTER | SEMESTER PLANNING AND CLOSING | ANNUAL PLANNING & CLOSING |
|---|--------------|-------------------------------|---------------------------|
| Program planning, Course allocation | √ | √ | √ |
| Dissertation, Internship and Group Leader Allocation | √ | √ | √ |
| CDP approval and uploading | √ | √ | √ |
| Review of Faculty requirement & Hiring Plan | √ | √ | √ |
| Library resource planning and updates | √ | √ | √ |
| IT resource planning and updates | √ | √ | √ |
| FDPs - planned versus achieved | √ | √ | √ |
| Reporting compliance of faculty ratio as per standards | √ | √ | √ |
| Program revisit - Status of Review and development of existing and new courses developed by subject experts | | √ | √ |
| Development of Library & Computer resources for learning | | √ | √ |
| Utilization of learning support Resources & services | | √ | √ |
| Status of orientation/Training programs conducted | | √ | √ |

XXV. EVALUATION

- A. EC evaluates the overall performance of HOA - School of Business based on the achievement of goals.



- B. Functional Heads, Committee Chairs evaluate HOA - School of Business based on the formal and informal inputs received from various sources (As per questionnaire).
- C. Faculty members also evaluate HOA - School of Business as per the questionnaire.
- D. Average of student feedback is also considered for evaluation of HOA - School of Business.
- E. Apart from the operational evaluation, HOA - School of Business is also evaluated as per Faculty evaluation System.

Evaluation components of HOA - School of Business are given below:

| SNo | Component | Weights |
|----------------|--|------------|
| 1 | COEC EVALUATION ON OVERALL PERFORMANCE INCLUDING STATUS OF GOAL SET AT THE BEGINNING | 25 |
| 2 | DEAN AND HQA | 25 |
| 3 | AAC MEMBERS | 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) | 10 |
| OVERALL | | 100 |



HEAD OF ACADEMICS- INFORMATION TECHNOLOGY



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XXVI. INTRODUCTION

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

HOA- School of IT is responsible for preparing the academic plan for School of IT 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. HOA- School of IT also coordinates with IR and QA office in maintaining academic standards for the school of IT as per MOE and coordinate in the accreditation process and development of new School of IT programs.

XXVII. GOALS

- D. To plan Academic operations for School of IT
- E. To assist in academic aspects of industry collaborations, accreditations and ranking of School of IT
- F. To enrich University learning resources for School of IT

XXVIII. KPIS OF HEAD OF ACADEMICS – SCHOOL OF IT

| GOALS | OBJECTIVES | KPI'S | BENCHMARK |
|--|--|--|--|
| To plan Academic operations for School of IT | To prepare and review academic plan for School of IT | ix. Program planning, Course allocation, x. ii. Projects, Internship and practical , lab faculty Allocation xi. CDP approval and uploading xii. Review meetings at the start, during and end of semester xiii. Preparation of School | (i) To (iii) As per calendar (iv)& (v) As per HOA- IT calendar and operational checklist |



| | | | |
|--|---|---|---|
| | | of IT Academic Manual | |
| | To plan & recommend IT faculty requirement | v. Preparing Annual Hiring Plan, vi. Faculty Requirement vii. Faculty information statistics iii. Screening & interviewing | iv. As per Academic calendar v. One semester in advance vi. & (iv) As per HR schedule |
| | Planning & developing learning resources for School of IT | Planning Library resources, text books and reference books and additional reading material (journals, magazines) | One semester in advance |
| | | Planning for technical resources, tools (software and hardware resources) for enhancing learning facilities as per strategic plan | One semester in advance |
| | To provide platform for professional development of IT faculty | Identifying training needs and Planning Professional development & certifications for IT faculty members | Beginning of AY |
| To assist in academic aspects of accreditations and ranking of School of IT | To plan and allocate courses to faculty members in coordination with HOA-Business, as per MOE Standards | Maintaining Faculty Ratio with cost effectiveness | As per MOE Standard |
| | To assist in International Accreditation | Prepare academic documents | As per calendar |



| | | | | |
|---|--|--|--|-----------------------|
| | and rankings | - International Collaboration and Accreditation Support University Ranking and Listings | | |
| | To develop New IT programs | Prepare new program curriculum and CDDS | As per strategic plan & program review calendar | |
| | To collaborate with Industry, key organizations and professionals for course developments and obtaining certifications | i. Develop industry linkages ii. Review certifications required as per latest trends and developments | i. At least two per year ii. At the time of curriculum review | |
| To enrich University learning resources for School of IT | To review and plan for learning resources | Development of Library & Computer resources for learning | As per strategic plan | |
| | To ensure learning resource utilization by faculty and students | i. Review of LRDC feedback and suggest corrective actions ii. Review of learning resource utilization and suggest corrective action | Once in a semester | |
| | To provide training on Learning Resource | Number of orientation/Training programs conducted | | As per calendar |
| | | Resource Collaborations | | At least one per year |
| | | Development and Implementation of LMS and SharePoint Portal Implementation | | As per calendar |



XXIX. APPOINTMENT

The Executive Council has the authority to appoint the HOA- School of IT as per the qualifications required for the position.

XXX. TERM

The HOA-IT is appointed for a period of three years and depending on the performance evaluation, the appointment may be renewed for another term.

XXXI. REMOVAL AND REAPPOINTMENT

The Executive Council has the authority to remove the HOA- School of IT from office on the ground of inability to perform the functions of office or employment or misconduct or moral turpitude. The Grievance Committee shall make recommendations to the Executive Council after making proper enquiries (if any) and having sufficient appropriate evidences the Executive Council may consider the removal of the HOA- School of IT from office.

XXXII. ROLES, RESPONSIBILITIES & AUTHORITIES OF HEAD OF ACADEMICS – INFORMATION TECHNOLOGY

- S. Directly reports to the dean
- T. HOA- School of IT is responsible and accountable for setting and advancing the academic operations of School of IT in collaboration with Dean and HASS & Registrar
- U. To contribute to the overall leadership and management of the School of IT Faculty
- V. To develop and sustain appropriate structures for management, consultation, decision-making and communication with staff and students
- W. Plan & recommend School of IT faculty requirement
- X. Planning & allocation of courses to faculty members, as per MOE standard requirements
- Y. Faculty allocation for various academic tasks
- Z. Facilitate the development of new programs in order to attract new students and markets
- AA. Contribute in the review if Programs and revisits
- BB. Review and assist faculty in Course Delivery package(CDP) preparation and allocation of course leaders
- CC. Review & recommend required library & IT learning resources
- DD. Ensuring the academic quality is maintained in all the programs and provide inputs for improvement for achieving academic excellence in current and future programs
- EE. Coordinate with IR & QA office in ensuring compliance to standards as per local and international accreditation standards by putting in place the necessary evaluation and monitoring procedures



- FF.** Coordinate with media and communication for uploading creative academic activities that can give mileage
- GG.** Review exam papers as a part of quality team and ensure standards are maintained in all the assessments.
- HH.** Review of School of IT faculty feedback and result in coordination with Teaching Effectiveness committee and Registrar and HASS
- II.** To liaison with administration and Teaching Effectiveness committee in executing all approved academic policies and procedures and report to the EC and Dean on all academic and management issues relating to academic effectiveness

XXXIII. FUNCTIONAL AREAS OF HEAD OF ACADEMICS- INFORMATION TECHNOLOGY

L. REVIEW AND PLAN ACADEMIC STRATEGIES

Head of Academics – School of IT 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.

M. REVIEW AND PREPARE ACADEMIC PLAN

The major role of the HOA- School of IT 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.

N. PLAN ACADEMIC OPERATIONS EFFECTIVELY AND EFFICIENTLY

HOA- School of IT 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:

- iv.** No. of students enrolled in all the categories of intakes (weekend and weekday batches, morning, evening)
- v.** Creation of batches following the class size policies
- vi.** Class Scheduling



O. PLAN & RECOMMEND ACADEMIC FACULTY REQUIREMENT

- vii. Existing faculty resources and further requirements maintaining 75:25 FT to PT ratio along with teaching load
- viii. Hiring part time & full time
- ix. Maintaining faculty student ratio
- x. Orientations
- xi. Induction
- xii. Peer review coordination

P. PLANNING & ALLOCATION OF COURSES TO FACULTY MEMBERS, AS PER

MOE STANDARD IMPLEMENTATION

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

Q. COURSE CDP PREPARATION AND GROUP LEADER ALLOCATION:

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

R. COORDINATE PLANNING OF IT LEARNING RESOURCES

- iii. Coordinate with LSS Coordinator in developing IT learning resources as per calendar.
- iv. Involve with users through communication strategies that make SUC Library resources and services more perceptible, more used, and better accustomed to user needs.

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

HOA-SCHOOL OF IT updates the academic operations and communicates from time to time with other units about current and future academic plan of SUC.

T. COORDINATION WITH IRO & QA OFFICE

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



U. COORDINATION WITH MEDIA AND COMMUNICATION

HOA-SCHOOL OF IT coordinates with Media and Communication department for Regional and international ranking and Listing.

V. COORDINATION WITH CORPORATE AFFAIRS OFFICE FOR INDUSTRY COLLABORATIONS

HOA- School of IT coordinates with Corporate Affairs Office for developing industry linkages that could facilitate in identifying the latest certifications required in the field of technology and also obtain their inputs in continuous update of programs of School of IT in line with the latest trends.

XXXIV. ORIENTATION

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

- v. **Freshman Students**
 - b. Induction into higher education
- vi. **Sophomore Students**
 - f. Accelerated Program
 - g. Maintaining CGPA
 - h. Change of Majors
 - i. Scholarships
 - j. Articulation with other Universities
- vii. **Junior & Senior Students**
 - e. Project and practicals
 - f. Internship / Internship Project
 - g. Career Progression
 - h. Articulation with other Universities

E. ORIENTATION TO NEW FACULTY MEMBERS

The HOA- School of IT 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

The HOA- School of IT orients students about School of IT programs & its academic policies and explains 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.



XXXV. REVIEWS

- I. Review of programs
- J. Review of academic operations – planning and implementation
- K. Review of Course leaders activities
- L. Review of new program proposals
- M. Review of results
- N. Review of compliance of standards
- O. Review of faculty allocation
- P. Review of student performance and satisfaction

XXXVI. ANNUAL PLANNING

HOA- School of IT 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 School of IT.

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

- X. Goals, Objectives, Purpose, Academic Goals, Departmental Goals, Individual Goals, KPIs & Benchmarking
- Y. Academic Policy & Procedures Manual
- Z. Forms, Process Flows & Authority Level
- AA. Operational Strategic Plan
- BB. IE Tools
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- GG. Operational Checklist
- HH. Calendars & Checklists
- II. Orientation to students and new employee
- JJ. Requirements from other departments or committees
- KK. Semester Closing & Opening Presentation
- LL. Semester Audits
- MM. Reporting Format
- NN. Notice Board updates
- OO. Website content
- PP. FAQs
- QQ. Portal content
- RR. Calendar Management System



SS. Document Management System
TT. Budget for academic requirements

XXXVII. SEMESTER PLANNING & CLOSING PRESENTATION

HOA- School of IT 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.

XXXVIII. SEMESTER AUDIT

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

XXXIX. FACT FILE

HOA- School of IT 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 Academic every year.

XL. CALENDARS

The HOA- School of IT 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-SCHOOL OF IT. HOA-SCHOOL OF IT also uploads this calendar on the calendar Management System which enables him to plan their planned activities in a timely manner.

XLI. CHECK LIST

The HOA- School of IT maintains a checklist of all major activities to be accomplished by him 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-SCHOOL OF IT at least one week prior to the start of the semester and finally submitted to the Dean's Office.

XLII. WEBSITE, PORTAL & FAQ

Information on specific areas and functions of the office of HOA- School of IT are displayed on the SUC Website which is reviewed and updated by the HOA- School of IT before the start of every semester. The HOA-SCHOOL OF IT also provides all necessary information on major events and activities conducted by the HOA- School of IT including conferences, workshops and development programs organized by the HOA-



School of IT to the Media and Communication Department for displaying it on SUC Website and Social Media Websites.

The HOA- School of IT develops, reviews and updates the list of frequently asked questions related to School of IT for displaying on SUC website.

XLIII. NOTICE BOARDS

The HOA- School of IT displays information on any important updates, information related to workshops conducted, etc. on the notice board space allocated to him.

XLIV. SUBMISSION TO CHEDS

HOA- School of IT reviews faculty related information provided by HR department for submission to CHEDS.

XLV. IE TOOLS

HOA- School of IT is responsible for submission of IE reports in coordination with HOA- School of Business. IR Office shall handover the specific IE tools to the HOA- School of IT at the start of the Academic Year.

XLVI. BUDGET

HOA- School of IT 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.

XLVII. CALENDARS

- J. Orientation to New Faculty
- K. Orientation to new staff
- L. Orientation to new students
- M. Orientation to continuing students
- N. Faculty allocation
- O. CDP Review and approval
- P. Training calendar - FDP
- Q. Meeting with Faculty members
- R. Meeting with Group Leaders

XLVIII. REPORTING SYSTEM

B. Reporting of HOA-SCHOOL OF IT to Dean

HOA- School of IT meets Dean regularly and reports to him on major issues related to following academic operations:.

- viii. Faculty Allocation
- ix. Faculty Recruitment
- x. CDP Status
- xi. Status of Meeting with SCHOOL OF IT Faculty for Feedback Handover



- xii. Group Leader Meeting Status
- xiii. SCHOOL OF IT Faculty Recruitment
- xiv. FDP & SDP - Planned Vs Achieved Status

In addition, HOA- School of IT submits the following reports to Dean:

- vii. Monthly Report
- viii. Mid-semester presentation
- ix. Semester audit
- x. Semester planning and closing updates
- xi. Annual planning
- xii. Annual Closing report

XLIX. REPORTS

Head of Academics submits the semester audit sheet containing the status of all major academic planning and operational activities. In addition the following updates are also presented to EC on a semester and annual basis:

| DESCRIPTION | MID SEMESTER | SEMESTER PLANNING AND CLOSING | ANNUAL PLANNING & CLOSING |
|---|--------------|-------------------------------|---------------------------|
| Program planning, Course allocation | √ | √ | √ |
| Dissertation, Internship and Group Leader Allocation | √ | √ | √ |
| CDP approval and uploading | √ | √ | √ |
| Review of Faculty requirement & Hiring Plan | √ | √ | √ |
| Library resource planning and updates | √ | √ | √ |
| IT resource planning and updates | √ | √ | √ |
| FDPs - planned versus achieved | √ | √ | √ |
| Reporting compliance of faculty ratio as per standards | √ | √ | √ |
| Program revisit - Status of Review and development of existing and new courses developed by subject experts | | √ | √ |
| Development of Library & Computer resources for learning | | √ | √ |
| Utilization of learning support Resources & services | | √ | √ |
| Status of orientation/Training programs conducted | | √ | √ |



L. EVALUATION

- i. EC evaluates the overall performance of HOA- School of IT based on the achievement of goals.
- ii. Functional Heads, Committee Chairs evaluate HOA- School of IT based on the formal and informal inputs received from various sources (As per questionnaire).
- iii. Faculty members also evaluate HOA- School of IT as per the questionnaire.
- iv. Average of student feedback is also considered for evaluation of HOA- School of IT.

Apart from the operational evaluation, HOA- School of IT is also evaluated as per Faculty evaluation System.

HOA-SCHOOL OF IT's Evaluation components are given below:

| SNo | Component | Weights |
|----------------|--|------------|
| 1 | COEC EVALUATION ON OVERALL PERFORMANCE INCLUDING STATUS OF GOAL SET AT THE BEGINNING | 25 |
| 2 | DEAN AND HQA | 25 |
| 3 | AAC MEMBERS | 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) | 10 |
| OVERALL | | 100 |





HEAD OF QUALITY ASSURANCE



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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 reports to the Dean on day to day operations of the Institutional Research and Quality assurance department..

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
- ix. To achieve international accreditation
- x. To ensure regular audit of the academic and academic support services

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 Strategic Plan Review | i. Annually ii. Within 1 month post submission of the final draft |
| | Review & update of strategic plan | | |
| | 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 | |
| | 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 MOE, CHEDS, international accreditation and ranking agencies | i. Document submission to MOE 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 |
| 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, | No. of orientations | Once in a Semester |



| | | | |
|---|--|--|---|
| | CHEDS and policy & procedure compliance | | |
| To achieve international accreditation | To identify international accreditations that can add value to the institution's profile | Presentation of accreditation requirements to EC | During Fall semester |
| | To review requirements and data submissions to International Accrediting agencies | Review of accreditation data | As per calendar |
| To ensure regular audit of the academic and academic support services | To review the academic processes, identify gaps and suggest corrective actions | i. Course file & course report and audit ii. Review of result and LO analysis | i. Within two months of submission by faculty members ii. At the end of every semester |
| | To review the academic support service processes, identify gaps and suggest corrective actions | Review of IE Tools Review of Feedback Review of audit reports | Once in every 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 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:

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 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. APPOINTMENT

The Executive Council has the authority to appoint the HOA as per the qualifications required for the position.

VI. TERM

The HOA is appointed for a period of three years and depending on the performance evaluation, the appointment may be renewed for another term.

VII. REMOVAL AND REAPPOINTMENT

The Executive Council has the authority to remove the HOA from office on the ground of inability to perform the functions of office or employment or misconduct or moral turpitude. The Grievance Committee shall make recommendations to the Executive Council after making proper enquiries (if any) and having sufficient appropriate evidences the Executive Council may consider the removal of the HOA from office.

VIII. ROLES, RESPONSIBILITIES AND AUTHORITIES

HQA has particular responsibility:

- i. For the annual monitoring process of the academic and academic support Services in the institution
- ii. To contribute to the preparation for Institutional quality Review process as per IE calendar and provide reflective analysis on the institutional effectiveness and feedback
- iii. To oversee the College's engagement with internal and external accrediting bodies
- iv. To ensure maintaining and enhancing academic standards and thus enhancing the student learning experience
- v. To oversee the management of the annual monitoring process within the institution and prepare reports for consideration for enhancing the Teaching Effectiveness and subsequent submission to Dean to maintain Academic Standards and for MOE self-study
- vi. To review reports on feedbacks and prepare action plan to improve the gaps identified during the review
- vii. To raise matters relating to quality enhancement activities and present it to EC
- viii. To assist Dean in advising HOA to maintain that the learning outcomes of the programs
- ix. To work with the IR & QA, Dean and other AAC members to improve the consistency of quality processes within the College to enhance the student learning experience.



- x. To provide leadership in the development, implementation and monitoring of quality processes across the College in line with University expectations and the requirements of external bodies
- xi. To orient the faculty and staff on quality assurance as per requirement
- xii. To represent the University at national and international conferences or events to keep up to date with developments in academic quality and to gain and share information, knowledge and working practices in the higher education context.
- xiii. To undertake such other duties as are reasonable in relation to quality assurance policy and good practice.
- xiv. To carry out presentations of good practices arising from quality assurance and enhancement activity
- xv. To oversee operations of IR and Quality Assurance department
- xvi. To liaise with all academic and academic support services departments and report to the Dean on all issues relating to institutional effectiveness and feedback
- xvii. To develop policy, procedures and Tools as per MOE guidelines in coordination with Dean HOA, HSA, HASS & Registrar and other departments
- xviii. To review IE manual, allocation of IE committees and provide orientation to IE Committee Chairs
- xix. To review and develop various feedback tools and provide suggestions to improve feedback quality
- xx. To review Feedback & IE reports and provide comments
- xxi. To prepare the Strategic Planning for Academic and Academic Support Services for institutional development and growth.
- xxii. To assist in designing and evaluating Learning outcomes, preparing matrix, review and fulfill QF emirates requirements of CAA.
- xxiii. To evaluate the Learning outcomes
- xxiv. To review of the Organization & Employee evaluation System with respect to goal, objective, KPIs and benchmark
- xxv. To review the training manuals and Job Descriptions of each employee
- xxvi. To coordinate with academic and academic support services for meeting MOHE standards and work in coordination with Dean to complete accreditation documentation and replies.
- xxvii. To review the CHEDS data before final submission
- xxviii. To audit academic and academic support services for adherence of Policy & procedures
- xxix. To review catalogs, annual report, brochures, handbooks, presentations, etc.
- xxx. Overall serve as internal auditor for all SUC systems and process at arm's length distance from each unit for functioning independently
- xxxi. To audit compliance of institutional quality standards by all the departments and functionaries
- xxxii. To prepare new strategic plan and disseminate it



IX. 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. Operational Strategic plan

The operational strategic plan is prepared by different units for each year of strategic plan period which helps the members in achieving their respective components during that particular year. HQA reviews the operational plan submitted by different sections and suggests amendment if required.

iii. Annual Planning

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

iv. Institutional Effectiveness System Planning

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

v. 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 depts so as to develop, review, identify gaps and update the performance evaluation system after the annual closing. The Performance Evaluation System includes the evaluation system of following units:

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

C. RECORD OF EVALUATIONS

QA maintains records of all the institutional evaluations carried out during academic year both in the soft and hard copies. The records are made available 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.



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 along with subject experts audits the course files submitted by faculty members at the end of each semester. The purpose of this audit is to evaluate the gaps in learning outcomes, course reports, and academic strategies and recommend improvements in order to ensure maintenance of academic quality standards. The course file review comments are sent to the Head of Academics for further discussing with the concerned faculty. If required, the faculty members update and resubmit their course files.

ii. DEPARTMENTAL REPORTS AUDIT

The 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.

HQA reviews the audit report which includes gaps identified and presents the audit findings to the Executive Council along with suggested corrective actions. The Executive Council reviews these reports and recommends the necessary course of action along for dissemination to concerned units along with 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 IE REPORTS

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

F. 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. HQA reviews the status of implementation and updates to the Executive Council.

G. ACCREDITATION PROCESS

a. Accreditation by MOE

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 MOE 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 MOE. HQA also provides support for preparing and reviewing all submissions to MOE including new proposals, relicensure and reaccreditation documents.

b. International Accreditation

HQA also identifies international accreditations that can enhance the image and achieve an international recognition for the University. This will enable the University in enhancing its reputation amongst the international student body, providing an evidence of its quality, increasing international partnership opportunities serve larger community in line with the Vision of SUC. HQA reviews the requirements and guides different units on preparing documents as per the requirements of the identified agencies. HQA also reviews the compiled information from different units before its submission to the authorized agencies.

H. REVIEW AND MONITORING OF POLICY AND PROCEDURE

The Head of Quality Assurance reviews the policy and procedures of all institutional units including Board of Governors, Executive Council, Academic Affairs Council, Committees & departments annually and provides guidance on updating them based on the MOE requirements, operational issues and the strategic directions.

I. BENCHMARKING

The Head of Quality Assurance Office reviews the benchmark set by different units and guides them on updating the same during the planning review of all units. HQA also reviews the CDP standards, nature of assessment tools, quality check of question papers to meet learning outcomes, program learning outcomes and set benchmark for them thereby enabling the institution to attain skills and competencies desirable by the industry.



J. BEST PRACTICES

The Head of Quality Assurance regularly reviews and identifies best practices for the institution in terms of improving the quality of academic and academic support services provided by the institution. HQA annually reviews the current practices followed at SUC and provides guidance to align with MOE requirement.

K. 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.

X. 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.



XI. 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.

XII. 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. MOE Review Calendar
- x. FES, SES, AAC, BOG Evaluation Review Calendar

XIII. 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.

XIV. 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

XV. 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.

XVI. SEMESTER PLANNING & CLOSING PRESENTATION

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.

XVII. 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.

XVIII. 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



XIX. 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.

XX. 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:

XXI. REVIEW

HQA is responsible for the following reviews of the institution:

- i. Review and update of Vision, mission statements and evaluate the progress of SUC towards its vision and mission
- ii. To review & update strategic plan
- iii. To review, analyze and disseminate policies
- iv. To develop and review reporting formats
- v. To review Audit reports of departments and committees, identify gaps and suggest recommendations
- vi. To review IE Reports
- vii. To review internal and external feedback reports
- viii. To review and modify the survey / feedback tools helpful in gathering appropriate information for measuring institutional effectiveness
- ix. To review fact book and annual report
- x. To review course files review comments
- xi. To review the achievement status of Program Learning Outcomes and Course Learning Outcomes achievement
- xii. To review academic teaching strategies
- xiii. To review course equivalencies for TOC and articulation
- xiv. To review the Program review process and update the syllabuses and curriculum once in every 4 years



- xv. To review self-studies and other documents related to data requirements for MOE, CHEDS, international accreditation and ranking agencies
- xvi. To review and update the employee performance evaluation system

XXII. REPORTING SYSTEM

C. Reporting of HOA to Dean

HQA meets Dean regularly and reports to him on following operational areas:

- xv. IE Reports
- xvi. Feedback reports
- xvii. Course files and course reports
- xviii. LO analysis
- xix. MOE submissions
- xx. International Accreditations

In addition, HQA submits the following reports to Dean:

- xiii. Monthly Report
- xiv. Mid-semester presentation
- xv. Semester audit
- xvi. Semester planning and closing updates
- xvii. Annual planning
- xviii. Annual Closing report

XXIII. REPORTS

HQA submits the monthly audit sheet containing the status of all major reviews conducted by IR & QA Office. In addition the following updates are also presented to EC on a semester and annual basis:

| DESCRIPTION | MID SEMES TER | SEMESTER PLANNING AND CLOSING | ANNUAL PLANNING & CLOSING |
|--|---------------|-------------------------------|---------------------------|
| Update of Vision and mission and tracking changes with evidences - Submission of updated documents, rationale for change & MOM | | | √ |
| Presentation of Strategic Plan to EC - New plan | | | Once in 5 years |
| Strategic Plan Review | √ | √ | √ |



| | | | |
|---|---|---|---------------------|
| Annual review of strategic plan | | | √ |
| Review of Policy Manuals | | √ | √ |
| Update report formats | | | √ |
| Submission of audit report | √ | √ | √ |
| IE report review status | √ | √ | √ |
| Timely review of IE reports and HQA Comments | √ | √ | √ |
| Feedback report review status | √ | √ | √ |
| Timely review of Feedback reports and HQA Comments | √ | √ | √ |
| Submission status of Fact Book & Annual Report | | | √ |
| Course file review status | √ | √ | √ |
| Course file review comments | √ | √ | √ |
| Submission of report on achievement of Program Objectives (Direct & Indirect measures) | | | √ |
| Review of new teaching methods adopted through course files or pilot studies | | | √ |
| Program revisit - Submission and review of curriculum and ERP audit report | | | √ |
| MOE document submissions | | | As per MOE calendar |
| REVIEW OF DATA SUBMISSIONS TO INTERNATIONAL AGENCIES | √ | √ | √ |
| SUGGESTED CHANGES IN PERFORMANCE EVALUATION MANUAL - FES, SES, BOG, EC & AAC EVALUATION | | | √ |
| STATUS OF REVIEW OF EVALUATION REPORTS & GOAL SETTING ACHIEVEMENT STATUS | √ | √ | √ |
| ORIENTATIONS TO FACULTY & STAFF ON QA STANDARDS, IE TOOLS & | √ | √ | √ |



| | | | |
|----------|--|--|--|
| FEEDBACK | | | |
|----------|--|--|--|

XXIV. EVALUATION

HEAD OF QUALITY ASSURANCE

- i. EC 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 | EC 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 |



HEAD OF STUDENT AFFAIRS



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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 staff and faculty in relation to Student Affairs including Student Advisory 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. APPOINTMENT

The Dean has the authority to appoint the Head of Student Affairs as per the qualifications required for the position.

V. TERM

The Head of Student Affairs is appointed for a period of three years and depending on the performance evaluation, the appointment may be renewed for another term.



VI. REMOVAL AND REAPPOINTMENT

The Dean has the authority to remove the Head of Student Affairs from office on the ground of inability to perform the functions of office or employment or misconduct or moral turpitude, the Grievance Committee shall make recommendations to the Dean after making proper enquiries (if any) and having sufficient appropriate evidences the Dean may consider the removal of the Head of Student Affairs from his office.

VII. ROLES, RESPONSIBILITIES OF HEAD OF STUDENT AFFAIRS

The role of Head of Student Affairs is:

- A. To directly report to Dean
- B. To act as a bridge between the student body, SUC, Academic & Academic support service departments.
- C. 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.
- D. To orient different levels of students, guide & supervise counseling and assist in resolving the concerns of the students.
- E. To plan yearly student service activities and review procedures
- F. To lead, develop and oversee the management of all aspects of student services
- G. To plan, organize, monitor and report advisory activities periodically
- H. To plan orientation for new and existing students
- I. To ensure effective communication with students during their studies at SUC
- J. To oversee the induction process for new students and continuing students to ensure a smooth transition
- K. Guide advisees to respective advisors / faculty members to resolve difficult cases;
- L. Ensure a proper communication channel between students and service providers.
- M. Apply disciplinary decisions in coordination as DAC chair
- N. Provide academic or administrative counseling to students on student academic progression (SAP) counseling, TOC and course selection
- O. Represents University wherever required for public relation events
- P. Overseeing operations of SSD, in specific student academic and academic support services
- Q. Submission of reports as per requirements of Ministry and IE committee

VIII. 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 | To ensure all continuing and graduating student requests (UG & G) are | Timely responses to the information sought | Within 48 hours of receiving request |



| | | | |
|---|---|---|--|
| efficient services to stakeholders | handled as a single window service | | |
| | 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 |
| | 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 | d. To review the | i. Review of | i. Once in every |



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|---|--|---|--|
| student academic progression and counsel them | attendance and progression of students regularly | student's attendance report ii. Review of result analysis | 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 |
| | 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 | Within a week of incident |



| | | | |
|--|--|---|--|
| | | students who breach the general discipline code of SUC | |
| 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 |

IX. 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
- 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]

b. 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.

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.

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.



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.

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.

1.2

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.

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. COORDINATION WITH INTERNATIONAL OFFICES

Head of Student Affairs supervises the coordination of international office activities with parents and guardians of international students for all matters related to international students.

J. 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)

K. 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.

L. 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.
 - 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.



M. 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.

X. REVIEW OF CHEDS SUBMISSION

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

XI. REVIEW OF CATALOG

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

- A. Student Requests
- B. Student Grievance
- C. Student Appeal
- D. Student Responsibilities
- E. Scholarships & Fee Waiver
- F. Orientation To Students
- G. Academic Advising

XII. 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.

XIII. 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

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

XIV. 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:

- A. Goals, Objectives, Purpose, Academic Goals, Departmental Goals, Individual Goals, KPIs & Benchmarking
- B. Policy & Procedures Manual
- C. Forms, Process Flows & Authority Level
- D. Strategic Plan
- E. IE Tools
- F. Feedback
- G. Fact Files
- H. Job Description
- I. Pre-Semester Checklist
- J. Operational Checklist
- K. Calendars & Checklists
- L. Orientation to faculty
- M. Requirements from other departments or committees
- N. Semester Closing & Opening Presentation
- O. Semester Audits
- P. Reporting Format



- Q. Notice Board updates
- R. Website content
- S. FAQs
- T. Portal content
- U. Calendar Management System
- V. Document Management System
- W. Budget of the committee

XV. SEMESTER PLANNING & CLOSING PRESENTATION

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.

XVI. 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.

XVII. 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.

XVIII. 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.

XIX. 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.

XX. 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.

XXI. 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.

XXII. 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.

XXIII. REPORTS

Head of Student Affairs submits the monthly audit sheet with status of CR meetings, counseling, Scholarship & Rewardships, advising and orientation activities. In addition, the Head of Student Affairs Office presents the following reports to EC on a semester and monthly basis:

| DESCRIPTION | MID SEMESTER | SEMESTER PLANNING AND CLOSING | ANNUAL PLANNING & CLOSING |
|---|--------------|-------------------------------|---------------------------|
| CR meeting & feedback status and review | √ | √ | √ |
| Summary of Review of | √ | √ | √ |
| Summary of review of Progression data | | √ | √ |
| Training to new faculty and | √ | √ | √ |



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|---|---|---|---|
| Training related to changes in practices and policies | | √ | √ |
| Orientation to new and continuing students | | √ | √ |
| Advising calendar implementation status | | √ | √ |
| Review of Advising & Mentoring Feedback | | √ | √ |
| Review of student's attendance report | √ | √ | √ |
| Review of result analysis | √ | √ | √ |
| Improvement in Student retention and progression | √ | √ | √ |
| Improvement in student attendance | √ | √ | √ |
| Review of students' graduation requirements | | √ | √ |
| Review of Sports activities | | √ | √ |
| Review of hostel activities | √ | √ | √ |
| Hostel Students Satisfaction | | √ | √ |
| DAC meetings | √ | √ | √ |
| Review of scholarship and awardees list | | √ | √ |
| Hostel & International students - major issues | √ | √ | √ |

XXIV. EVALUATION

- A. EC 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 | EC 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 |



HEAD OF ACADEMIC SUPPORT SERVICES & REGISTRAR



ESTABLISHED 1990

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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. KPIS OF HASS & REGISTRAR

| GOALS | KPIS | Benchmark |
|--|--|---|
| 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 | <ul style="list-style-type: none"> *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. | <ul style="list-style-type: none"> *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 | <ul style="list-style-type: none"> *Diversity ratio of faculty & staff *Maintain required minimum qualification of faculty & staff *Full time & Part time ratio | <ul style="list-style-type: none"> *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 |



| | | |
|---|--|--|
| To ensure employee development | <ul style="list-style-type: none"> *Identifying individual employee's operational gaps, Counsel, Arrange required training. *Semester Faculty Feedback review *Yearly Evaluation feedback review | <ul style="list-style-type: none"> *No. of counseling sessions conducted *Dissemination of Faculty feedback every semester *Dissemination of yearly evaluation feedback review |
| To ensure employee retention and satisfaction | <ul style="list-style-type: none"> *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 | <ul style="list-style-type: none"> *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 | <ul style="list-style-type: none"> *No. of meetings with Dean & Admin and other academic support services departments for timely appreciation, feedback and decision making | <ul style="list-style-type: none"> *At least one meeting per week with Dean and ASS departments |

IV. APPOINTMENT

The Dean has the authority to appoint the HASS & Registrar as per the qualifications required for the position.

V. TERM

The HASS & Registrar is appointed for a period of three years and depending on the performance evaluation, the appointment may be renewed for another term.

VI. REMOVAL AND REAPPOINTMENT

The Dean has the authority to remove the HASS & Registrar from office on the ground of inability to perform the functions of office or employment or misconduct or moral turpitude, the Grievance Committee shall make recommendations to the Dean after making



proper enquiries (if any) and having sufficient appropriate evidences the Dean may consider the removal of the HASS & Registrar from his office.

VII. ROLES, RESPONSIBILITIES & AUTHORITIES OF REGISTRAR & HASS

- A. To lead and manage the operations of Academic Support Services Departments.
- B. Work with Dean on developing a strategic vision of Academic Support Departments
- C. To prepare an annual Departmental Plan and implement on approval
- D. Registrar ensures that all the policies and procedures pertaining to conduct of examination and result publication are adhered and the necessary documents are prepared within the stipulated timeline.
- E. HASS ensures that all the policies and procedures pertaining to recruitment of new faculty and staff and maintenance of Human resources are adhered and the necessary documents are prepared within the stipulated timeline
- F. To provide quality student services with respect to registration, examination, academic & academic support services and maintain appropriate academic records, and to ensure the confidentiality and accuracy of student records.
- G. To coordinate the Student Information System, conduct Preregistration, Completion, Registration for new students and Drop/Add for continuing students
- H. Ensure compliance with Student Records Policy, record transfer credit, advanced placement, study abroad work, thesis titles, comprehensive examination results and grade changes
- I. The Registrar ensures the integrity, accuracy, and security of all academic records of current and former students.
- J. Process grades and produce transcripts for students
- K. Debit tuition and associated fees as per fee applicable for new , continuing and re-registration students
- L. To ensure conducive environment for academic activity by producing timely and accurate statistics, class schedules, grades, certifications and other reports.
- M. To produce class and examination schedules which, serve the needs of faculty and students to maintain quality instruction and learning in the classroom.
- N. Plan and coordinate the Schedule of Classes to insure that all curricular needs are met while responding to the preferences of faculty and students.
- O. To review Employee Satisfaction feedback
- P. To serve as the primary liaison with, faculty, staff, students, and related to College policies, procedures and processes.
- Q. To review of Admission Requirement and ensure its compliance to MOE standards
- R. Registrar ensures that all the policies and procedures pertaining to Student Management
- S. 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



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- T. Coordinates various functions with other members of the AAC
- U. HASS reviews the monthly and semester reports of all the academic support departments.
- V. HASS & Registrar chairs the Registration, Credits, and Graduation Council, Calendar Committee, Registration Committee, Grade Appeal Committee for undergraduate students, Commencement Committee, Residence Rule Appeal Committee; and is a member of various other Councils and Committees

VIII. FUNCTIONAL AREAS OF HASS & REGISTRAR

A. FUNCTIONS OF REGISTRATION

i. Review of Admission Requirement

HASS reviews the BBA, MBA, ELC and CCL, 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
- Direct enrollment to IELTS, TOEFL, AIPC, KET, Cambridge
- Enrollment to BBA from Foundation (local & international students)
- Enrollment from MBA to Foundation (local & international students)
- Student Files, student Personal Interview, 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. Transfer of Credits

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.

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
 - 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 & Registrar 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
- 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 MARKETING DEPARTMENT

HASS coordinates with Marketing department 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.

IX. REPORTING & PRESENTATION

HASS presents regular updates to the Dean 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.

X. 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.

XI. 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.

XII. 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.

XIII. 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.

XIV. 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:

- A. Goals, Objectives, Purpose, Academic Goals, Departmental Goals, Individual Goals, KPIs & Benchmarking
- B. Policy & Procedures Manual



- C. Forms, Process Flows & Authority Level
- D. Strategic Plan
- E. IE Tools
- F. Feedback
- G. Job Description
- H. Pre-Semester Checklist
- I. Operational Checklist
- J. Calendars & Checklists
- K. Orientation to faculty
- L. Requirements from other departments or committees
- M. Semester Closing & Opening Presentation
- N. Semester Audits
- O. Reporting Format
- P. Website content
- Q. FAQs
- R. Portal content
- S. Calendar Management System
- T. Document Management System
- U. Department Budget review and approvals

XV. SEMESTER PLANNING & CLOSING PRESENTATION

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.

XVI. 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.

XVII. 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 Dean's Office by the respective departments. Departments submit their fact file every semester along with their Semester report.



XVIII. 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 PLANNING 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 |

| 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 |

XIX. 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 EC 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.

XX. REVIEWS

- A. Review of daily, monthly and semester report of all departments
- B. Review of academic support service operations – planning and implementation
- C. Review of semester planning and closing of Administration, HR, Finance & ELC
- D. Review of examination results
- E. Review of recruitment plan
- F. Review of faculty allocation
- G. Review of student performance and satisfaction

XXI. REPORTS

HASS & Registrar submits the monthly audit sheet with updates of registration, examination, student management, human resource and departmental reviews. In addition, the HASS & Registrar presents the following reports to EC on a semester and monthly basis:

| DESCRIPTION | MID SEMES TER | SEMESTER PLANNING AND CLOSING | ANNUAL PLANNING & CLOSING |
|---|---------------|-------------------------------|---------------------------|
| Student satisfaction comparison and review | | √ | √ |
| Orientations to staff | √ | √ | √ |
| Review of compliance of admission policy - major issues & suggested solutions | √ | √ | √ |



| | | | |
|---|---|---|---|
| Improvement brought in Departmental services for increase in student satisfaction | | √ | √ |
| Operational issues and calendar status | √ | √ | √ |
| Issues in compliance of policies and procedures | √ | √ | √ |
| Faculty and staff diversity ratio | | √ | √ |
| *Full time & Part time ratio | | √ | √ |
| Faculty and staff credentials as per MOE standards | | √ | √ |
| Employee wise - gaps identified, counseling status and training needs suggested | | √ | √ |
| Evaluation review - HR perspective | | √ | √ |
| Goal setting review status | | √ | √ |
| Disciplinary & Grievance cases | √ | √ | √ |
| FDP & SDP - planned versus achieved | | √ | √ |
| Faculty & Staff satisfaction | | √ | √ |
| Compensation & Benefit review | | | √ |
| Monthly report Meetings with HODs- review of reports, major operational gaps identified and suggested | √ | √ | √ |

XXII. EVALUATION

- A. EC evaluates the overall performance of HASS based on the achievement of goals.
- B. Functional Heads, Committee Chairs evaluate HASS based on the formal and informal inputs received from various sources (As per questionnaire).
- C. Faculty members also evaluate HASS as per the questionnaire.
- D. Student feedback on Academic Support services is also considered for evaluation of HASS.
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| 3 | HQA,HOA, HSA | 5 |
| 4 | HODs | 10 |
| 5 | SELF EVALUATION | 5 |
| 6 | STUDENT FEEDBACK | 25 |
| | Overall | 100 |



HEAD OF MARKETING AND CREATIVE COMMUNICATION



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I. INTRODUCTION

Head of Marketing & Creative Communication at SUC oversees functions of Marketing & Creative Communication Department, Media & Communication Department and Corporate Affairs & Events Office. Head of Marketing & Creative Communication Department is responsible in creating awareness and opportunities available at SUC that helps the students to develop their knowledge, skills and values and their overall personality.

Head of Marketing & Creative Communication Department is responsible to build a strong brand image and promote core values of SUC to stakeholders and participate in developing strategies.

Head of Marketing & Creative Communication Department is also responsible for supervising the Corporate Affairs Offices

II. GOALS

- A. To plan and guide the media and communication activities for SEO and SMO, website, portal and FAQs.
- B. To plan, develop and implement marketing strategies locally & internationally.
- C. To create brand awareness of SUC among the corporates and schools
- D. To facilitate placement & networking opportunities and strengthen alumni relations
- E. To supervise the activities of MoUs and Articulation agreement

III. ROLES, RESPONSIBILITIES AND AUTHORITIES OF HEAD OF MARKETING & CREATIVE COMMUNICATION

The Head of Marketing and Creative Communication as a member of AAC has the following responsibilities:

- A. To directly report to Dean
- B. To develop and increase the business market for BBA & MBA locally and internationally for the Arab and Non-Arab Market and all new markets
- C. To review Strategic plan of Marketing, Corporate Relations, Events, Media & Communication Department and CPD.
- D. To review plans and budgets for CPD, PR, Corporate Affairs & Media & Communication Departmental Plans.
- E. To engage in creative ways of brand building and enhance reach to various stakeholders
- F. To manage the external communication activities locally and internationally through various media



- G. To assist Corporate Office in increasing student placement and develop Corporate relations
- H. To attend all AAC meetings and actively advise the Dean during the deliberations and execute orders of Dean

IV. FUNCTIONAL AREAS OF HEAD OF MARKETING & CREATIVE COMMUNICATION

The HOMC is expected to plan and oversee the execution of activities of Marketing department, Corporate Affairs & Events, Media & Communications Department and Center for Professional Development. He is also responsible for reviewing their planning & closing reports and contribute towards developing the markets through coordinated efforts.

A. DEVELOPING MARKETING PLAN

The Head of Marketing & Creative Communication is responsible for developing the marketing plan for Non-Arab market that covers the promotional activities that will be carried out both locally and internationally.

B. BUDGET PLAN

The Head of Marketing & Creative Communication proposes the budget for carrying out the promotional plans in Non-Arab markets. 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
- 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



C. SCHOLARSHIPS

The Head of Marketing & Creative Communication enters into Scholarship agreements with the Corporates, Ministries, Consulates, embassies, clubs, etc. for attracting students as per the scholarship policy of SUC.

The basis to choose schools is as follows:

- i. Target market – Arab or Non-Arab
- ii. Curriculum – Country specific (British, Indian, Arab, American, Pakistan)
- iii. Number of students in the school
- iv. Tenure of the school in the UAE
- v. Analysis done while enrolling students

Scholarships are also based on the student's participation in extracurricular activities and principals/counselors recommendation as well.

D. LISTING WITH THE MINISTRY OF HIGHER EDUCATION

The Head of Marketing & Creative Communication identifies authorized agencies for listing of SUC in various countries for enabling the acceptance of SUC degree in those countries. The Head of Marketing & Creative Communication meets the Ambassador, Counsel General, & Education counselor at embassies and consulates and establishes connections with personnel from the Higher Education ministry to find out the process of enlisting and obtains the application form required for the listing purpose. The application form along with listing requirements of these countries are sent to the IR & QA Office for preparing the required documents by coordinating with various units.

E. BUSINESS COUNCILS

The Head of Marketing & Creative Communication meets the key representative of business councils to identify opportunities of consultancy and research projects, to enter into agreements and to offer scholarship.

F. COMMUNITY CLUB

The Head of Marketing & Creative Communication visits the members of the community clubs to extend support to their social causes, to strengthen its network relationship and offers need/merit based scholarship to its members.



G. PARTICIPATION IN EXTERNAL EVENTS

The Head of Marketing & Creative Communication visits inter university competitions, extra-curricular activities so as to promote SUC.

H. INTERNAL EVENTS

The Head of Marketing & Creative Communication actively participates in internal events and takes care of the chief guests invited for such events.

I. WORKSHOPS

The Head of Marketing & Creative Communication organizes workshops for School students, counselors, principals and corporate on various key management areas.

J. IDENTIFYING NEW MARKETS & AGENTS

The Head of Marketing & Creative Communication also has the responsibility to identify new markets in Non-Arab segment. The Head of Marketing & Creative Communication also identifies and short lists agents in targeted Non- Arab countries. An agreement is signed between the university and the agent to formalize the relationship. The agents can serve the following purpose:

- i. Understand the Non-Arab market scenario (through advertisements and other media) in their countries
- ii. Understand the scope of marketing a UAE based degree in the Non-Arab countries
- iii. Understand the visa regulations in other Non-Arab countries
- iv. Understand the education pattern in Non-Arab countries. The agent should be aware of the legal requirements of these countries.

K. PROMOTIONAL ACTIVITY AND INTERNATIONAL VISITS

After a feedback is taken from the agent, The Head of Marketing & Creative Communication plans a visit to the country. Before the travel, the following activities are undertaken:

- i. Advertisements are placed in newspaper of the host country
- ii. Advertisements in radio
- iii. Billboards
- iv. Distribution of fliers
- v. Arrangement of seminars at designated cities



Post visit, The Head of Marketing & Creative Communication 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.

L. MEETING UNIVERSITIES FOR ARTICULATION AGREEMENT:

The Head of Marketing & Creative Communication facilitates signing of articulation agreement with other local and international institutions.

M. MEDIA RELATIONSHIP:

The Head of Marketing & Creative Communication manages the relationship with media - print & electronic in the country of operation and is also available for interviews to radio & T.V. and press.

N. REVIEW OF DEPARTMENTAL OPERATIONS

i. **Marketing, PR and Registrations Dept.:**

The Head of Marketing & Creative Communications oversees the following activities of Marketing, PR and Registration department:

- a. Promotional activities
- b. Market development
- c. Orientations to Marketing Staff and internal marketing
- d. Liasoning and developing Corporate relations
- e. Brand building
- f. Managing international markets
- g. Coordination with various departments at SUC
- h. MOU signing with agencies, institutions and Corporate for business development

ii. **Corporate Affairs Office & Events Dept.:**

The Head of Marketing & Creative Communications oversees the following activities of Corporate Affairs Office

- a. MOU's signed with Corporate
- b. Review of Enrollments achieved from each MOU's
- c. Corporate Visits
- d. Internship and placement activities
- e. Articulation

iii. **Events Reviews**

The Head of Marketing & Creative Communications oversees the following activities:



- a. Planning & Execution of external events (for students)
- b. Implementation of Events Calendar

iv. Centre for Professional Development:

The Head of Marketing & Creative Communications oversees the following activities of Centre for Professional Development

- a. Department Budget
- b. Short course Enrollment Targets
- c. New Program launch
- d. Advertisement of short courses on print and online media
- e. Corporate Visits
- f. School Workshops

v. Media & Communication department :

The Head of Marketing & Creative Communications oversees the following activities of Media and Communication department

- a. Designing of Newspaper Advertisement, Brochures, Leaflets, Internal Posters, Exhibition stand design, Newline, Departmental updates (Internal & external events) and Online artwork
- b. Meetings with Press and external media representatives (Channels)
- c. Press Releases
- d. Content Development (Website & Online)

O. REVIEW OF MONTHLY, SEMESTER AND CLOSING REPORT

HOMC reviews the monthly, semester and closing reports of Marketing, Corporate & Events, CPD and Media & Communications Department and provides his suggestions and recommendations to the respective Head of department for improvement.

P. REVIEW OF DEPARTMENTAL PLANNING

HOMC reviews the planning of Marketing, Corporate & Events, CPD and Media & Communications Department and provides suggestions on any changes required to the respective Head of department.

V. REVIEW OF CHEDS SUBMISSION

HOMC assists in gathering information from Employers and Corporates for the submission to CHEDS.

VI. REVIEW OF CATALOG

Head of Marketing & Creative Communication reviews and updates information on following areas for inclusion in the institutional catalog:



- i. USP of Skyline
- ii. Brief description of HOMC under Academic Affairs Council
- iii. Information related to Marketing department under Academic support Service units

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

Head of Marketing & Creative Communication helps in gathering information about student employment rates, employer feedback, guest lectures, industry inputs, number of Scholarship MOUs signed, Number of Corporate MOUs signed, MOU signed with Universities, Articulation agreement signed and facilitate Institutional Research Office in completing fact book and annual report.

VIII. ANNUAL PLANNING

The Head of Marketing & Creative Communications is responsible for planning 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:

- 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

IX. SEMESTER PLANNING & CLOSING PRESENTATION

The Head of Marketing & Creative Communications presents the Closing updates of his Office along with the planning of the upcoming Semester to all Faculty and Staff members at the end of every semester. The presentation generally includes the progress of the activities planned before the commencement of the semester, important statistics and major activities planned for the next upcoming semester.

X. CALENDARS

The Head of Marketing & Creative Communications plans the year round activities of his Office. Most calendars of Head of Marketing & Creative Communications are linked to the calendars of Marketing Department, Media & Communications department, CPD and Corporate & Events Office. The HOMC can keep track of all the calendars linked for his office and their status on the calendar Management System to facilitate completion of activities in a timely manner.

XI. CHECK LIST

The Head of Marketing & Creative Communications 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.

XII. WEBSITE, PORTAL & FAQ

Information on specific areas and functions of the Head of Marketing & Creative Communications is displayed under the AAC section on SUC Website which is reviewed and approved by the Head of Marketing & Creative Communications before the start of every semester.



XIII. IE TOOLS

Head of Marketing & Creative Communication reviews all the IE reports developed by Marketing, Corporate & Events, CPD and Media & Communications Department and submits to IR & QA Office for analysis and decision making as per the IE calendar provided at the start of the Academic Year.

XIV. BUDGET

The Head of Marketing & Creative Communication reviews the proposed budget of Marketing, Corporate & Events, CPD and Media & Communications Department for the forthcoming academic year and submits it to Finance department. Finance department presents the budget to EC for review and approval.

XV. REPORTS

Head of Marketing & Creative Communication presents the following reports to EC on a regular basis:

- v. Monthly Audit
- vi. Mid-semester progress
- vii. Semester & Annual planning and closing

XVI. EVALUATION

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

HOMC's Evaluation components are given below:

| S. No | Component | Weights |
|-------|--|---------|
| 1 | EC 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 |



HEAD OF PUBLIC & GOVERNMENT RELATIONS



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I. INTRODUCTION

Head of Public & Government Relations at SUC oversees functions of Marketing & Public relation activities. Head of Public Relations is responsible in creating awareness and opportunities available at SUC that helps the students to develop their knowledge, skills and values and their overall personality.

Head of Public Relations is responsible to build a strong brand image and promote core values of SUC to public sector stakeholders and participate in developing strategies.

II. GOALS

- F. To facilitate SUC in brand building in the Government sector
- G. To facilitate signing of MoUs and Articulation agreements
- H. To plan, develop and implement marketing strategies locally & internationally in Arab market.
- I. To create brand awareness of SUC among public schools
- J. To facilitate networking opportunities and strengthen alumni relations

III. ROLES, RESPONSIBILITIES AND AUTHORITIES OF HEAD OF PUBLIC & GOVERNMENT RELATIONS

The Head of Public & Government Relations as a member of AAC has the following responsibilities:

- I. To directly report to Dean
- J. To develop and increase the business market for BBA & MBA locally and internationally for the Arab and Non-Arab Market and all new markets
- K. To engage in creative ways of brand building and enhance reach to various stakeholders
- L. To manage the external communication activities locally and internationally through direct contact
- M. To attend all AAC meetings and actively advise the Dean during the deliberations and execute orders of Dean
- N. Responsible to initiate strong PR relation with -Arab schools through workshops and visits
- O. Coordinating & Attending for all events, workshops, exhibitions like Gitex, Suhoor, Iftaar etc.
- P. Planning and budgeting media plans for Arab markets
- Q. Planning, creating and coordination of artworks with in-house designer and agencies for Arabic Media
- R. Planning and meeting Private and Government, Embassies, Consulate, Sports Club for creating awareness about SUC and MOU signing
- S. Planning & Coordinating Complete Government office meetings
- T. Planning and coordinating business council visits, Embassy, Corporate, Sports Clubs & Consulate in coordination and approval with COEC



IV. FUNCTIONAL AREAS OF HEAD OF PUBLIC & GOVERNMENT RELATIONS

The Head of Public Relations is expected to plan and oversee the execution of brand building activities in the public sector, embassies, clubs and Arab schools.

A. DEVELOPING MARKETING PLAN

The Head of Public Relations is responsible for developing the marketing plan for Arab market that covers the promotional activities that will be carried out both locally and internationally.

B. BUDGET PLAN

The Head of Public Relations proposes the budget for carrying out the promotional plans in Arab markets. The budget is mainly worked around the following main activities; separated for both local and international markets:

- xvi. Radio & TV
- xvii. Newspapers
- xviii. Billboards
- xix. Local Magazine/Directories
- xx. Local & International Exhibitions
- xxi. Workshops
- xxii. Gift Items
- xxiii. Printing & Designing
- xxiv. Sponsorships of events
- xxv. Participation in School activities
- xxvi. PR Activities
- xxvii. MOU/Scholarship Proposal with various entities
- xxviii. Agents/Agencies
- xxix. E-Marketing (Facebook, Google & Yahoo, Other Portal)
- xxx. International Marketing in countries like Kazakhstan, Kyrgyzstan & Tajikistan, Morocco & Algeria], Middle East & GCC.

C. SCHOLARSHIPS

The Head of Public Relations facilitates signing of Scholarship agreements with the Government departments, Ministries, Consulates, embassies, clubs, etc. for attracting students as per the scholarship policy of SUC. Scholarships are also based on the students' excelling in extracurricular activities and students recommended by principals/counselors recommendation.

D. GOVERNMENT & PUBLIC RELATIONS PLAN

The Head of Public Relations draws out a detailed plan for developing Public relation with government and semi-government corporate. The Head of Public & Government Relations develops 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 & conducting conference, seminars, workshops, panel discussions for the mutual benefits of business and academia.

E. LISTING WITH THE MINISTRY OF HIGHER EDUCATION

The Head of Public Relations identifies authorized agencies for listing of SUC in various Arab countries for enabling the acceptance of SUC degree in those countries. The Head of Public Relations meets the Ambassador, Counsel General, & Education counselor at embassies and consulates and establishes connections with personnel from the Higher Education ministry to find out the process of enlisting and obtains the application form required for the listing purpose. The application form along with listing requirements of these Arab countries are sent to the IR & QA Office for preparing the required documents by coordinating with various units.

F. BUSINESS COUNCILS

The Head of Public Relations meets the key representative at business councils of Arab countries to identify opportunities of consultancy and research projects, to enter into agreements and to offer scholarship.

G. COMMUNITY CLUB

The Head of Public & Government Relations visits the members of the community clubs to extend support to their social causes, to strengthen its network relationship and offers need/merit based scholarship to its members.

H. PARTICIPATION IN EXTERNAL EVENTS

The Head of Public Relations visits inter university competitions, extra-curricular activities so as to promote SUC.

I. INTERNAL EVENTS

The Head of Public Relations actively participates in internal events and takes care of the chief guests invited for such events.

J. WORKSHOPS

The Head of Public Relations organizes workshops for Arab students, counselors, principals and corporate on various key management areas.

K. IDENTIFYING NEW MARKETS & AGENTS

The Head of Public Relations also has the responsibility to identify new markets in Arab segment. The Head of Public & Government Relations also identifies and short lists agents in targeted Arab countries GCC (Oman, Qatar, Bahrain, and Jordan). An agreement is signed between the university and the agent to formalize the relationship. The agents in the Arab region can serve the following purpose:

- v. Understand the Arab market scenario (through advertisements and other media) in their countries
- vi. Understand the scope of marketing a UAE based degree in the Arab countries
- vii. Understand the visa regulations in other Arab countries



- viii. Understand the education pattern in Arab countries. The agent should be aware of the legal requirements of these countries.

L. PROMOTIONAL ACTIVITY AND INTERNATIONAL VISITS

After a feedback is taken from the agent, the Head of Public Relations plans a visit to the country. Before the travel, the following activities are undertaken:

- vi. Advertisements are placed in newspaper of the host country
- vii. Advertisements in radio
- viii. Billboards
- ix. Distribution of fliers
- x. Arrangement of seminars at designated cities

Post visit, the Head of Public Relations 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.

M. MEETING UNIVERSITIES FOR ARTICULATION AGREEMENT:

The Head of Public Relations facilitates signing of articulation agreement with other local and international institutions.

N. MEDIA RELATIONSHIP:

The Head of Public Relations manages the relationship with Arab media – print & electronic in the country of operation and is also available for interviews to radio & T.V. and press.

V. ANNUAL PLANNING

The Head of Public Relations is responsible for planning 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:

- 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

VI. SEMESTER PLANNING & CLOSING PRESENTATION

The Head of Public Relations presents the Closing updates of his Office along with the planning of the upcoming Semester to all Faculty and Staff members at the end of every semester. The presentation generally includes the progress of the activities planned before the commencement of the semester, important statistics and major activities planned for the next upcoming semester.

VII. CALENDARS

The Head of Public Relations plans the year round marketing activities for Arab segment. The calendar for such planning is made available.

VIII. CHECK LIST

The Head of Public Relations 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.



IX. WEBSITE, PORTAL & FAQ

Information on specific areas and functions of the Head of Public & Government Relations is displayed under the AAC section on SUC Website which is reviewed and approved by the Head of Marketing & Creative Communications before the start of every semester.

X. BUDGET

The Head of Public Relations proposes budget for promotional activities in Arab market.

XI. REPORTS

The Head of Public Relations presents the following reports to EC on a semester and monthly basis:

XII. EVALUATION (TO BE UPDATED)

- f. EC evaluates the overall performance of HPR based on the achievement of goals.
- g. Functional Heads, Committee Chairs evaluate HPR based on the formal and informal inputs received from various sources (As per questionnaire).
- h. Faculty members also evaluate HPR as per the questionnaire.
- i. Student feedback on student services is also considered for evaluation of HOMC.
- j. Apart from the operational evaluation, HPR is also evaluated as per Faculty evaluation System.

Head of Public Relation's Evaluation components are given below:

| S. No | Component | Weights |
|-------|--|------------|
| 1 | EC 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 |



COMMITTEE



TEACHING EFFECTIVENESS COMMITTEE



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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 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 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

GOAL 1: To support effective teaching and learning practices of Faculty members

GOAL 2: To support the functioning of PSDP, internship and dissertation at SUC

GOAL 3: To manage the Skyline Entrepreneurship and Innovation Club [SEIC]

GOAL 4: To support in faculty recruitment and probation confirmation

III. STRUCTURE OF THE COMMITTEE

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 a Coordinator 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.

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. APPOINTMENT & REMOVAL

The chair of committee 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.

VII. 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 organize 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



VIII. 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
- 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 provide inputs for confirming probation
- 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 conforming faculty probation
- x. To support completion of calendars, budgets, TE Committee reports, audit reports and presentations



IX. 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 | <ul style="list-style-type: none"> Conduct session for Faculty members on Best teaching practices for example (2 to 3): <ul style="list-style-type: none"> Collaborative teaching Flipped classroom 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 |
| Support Peer Reviews and provide feedback for improvement | <ul style="list-style-type: none"> Conduct orientation session for new, part-time and interested Faculty members Provide feedback for improvement | <ul style="list-style-type: none"> 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 | <ul style="list-style-type: none"> PSDP: Embed all PSDP in courses and support faculty to conduct PSDP in the planned session | <ul style="list-style-type: none"> One session per course per semester | Semester |
| Support faculty to conduct Dissertation sessions | <ul style="list-style-type: none"> Sophomore and Junior - Conduct workshops for Dissertation students: <ol style="list-style-type: none"> Academic writing Research and analysis Presentation skills | <ul style="list-style-type: none"> Three sessions per semester | Semester |
| Support faculty to conduct Internship Sessions | <ul style="list-style-type: none"> Sophomore and Junior - Conduct workshops for Internship students <ol style="list-style-type: none"> Professional work etiquettes and work culture Time management | <ul style="list-style-type: none"> At least two sessions per level per semester | Semester |



| | | | |
|--|---|--|----------------------|
| | <p>3. Team work</p> <ul style="list-style-type: none"> Senior - Career Management: <ol style="list-style-type: none"> CV Writing Interviews skills Social media profile building | | |
| GOAL 3: To manage the Skyline Entrepreneurship and Innovation Club [SEIC] | | | |
| Coordinate the events as per the approved SEIC Calendar | <ul style="list-style-type: none"> Conduct planned events with the SEIC members namely: <ul style="list-style-type: none"> Industry Speaker Annual Business Plan and New Idea Competition Workshop by Entrepreneur Form Faculty mentoring groups for business plan development and internal competition | <ul style="list-style-type: none"> 100% Pilot mentoring groups and record findings | Semester |
| GOAL 4: To support in faculty recruitment and probation confirmation | | | |
| Assist HR in selection process | <ul style="list-style-type: none"> Interview faculty members from Teaching Effectiveness perspective | <ul style="list-style-type: none"> 100% participation | As and when required |
| Screening of the candidature for faculty recruitment | <ul style="list-style-type: none"> Liaise with Faculty Search Committee and HR department to complete the CV screening | <ul style="list-style-type: none"> Timely CV screening feedback | As and when required |
| Assist HR in faculty probation confirmation | <ul style="list-style-type: none"> Review faculty performance during probation period Submit Faculty probation reports from teaching effectiveness perspective | <ul style="list-style-type: none"> Before completion of probation tenure | As and when required |



X. 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.

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
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.



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 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 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.

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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.

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



vi. SKYLINE ENTREPRENEURSHIP & INNOVATION CLUB (SEIC)
ORGANIZATION CHART

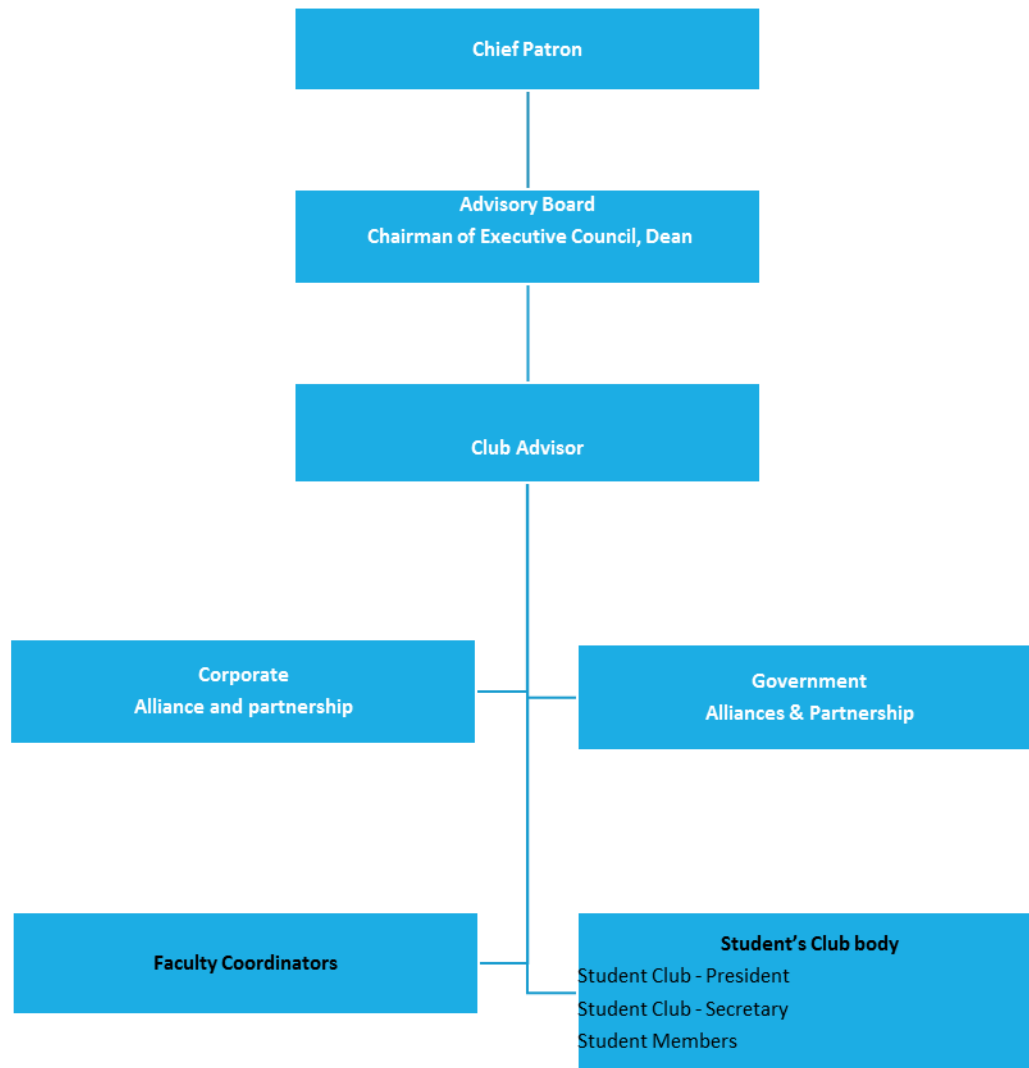
3

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
 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



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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
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 2

ix. CLUB MEMBER BENEFITS

- a. Entrepreneurship & Innovation Lab access



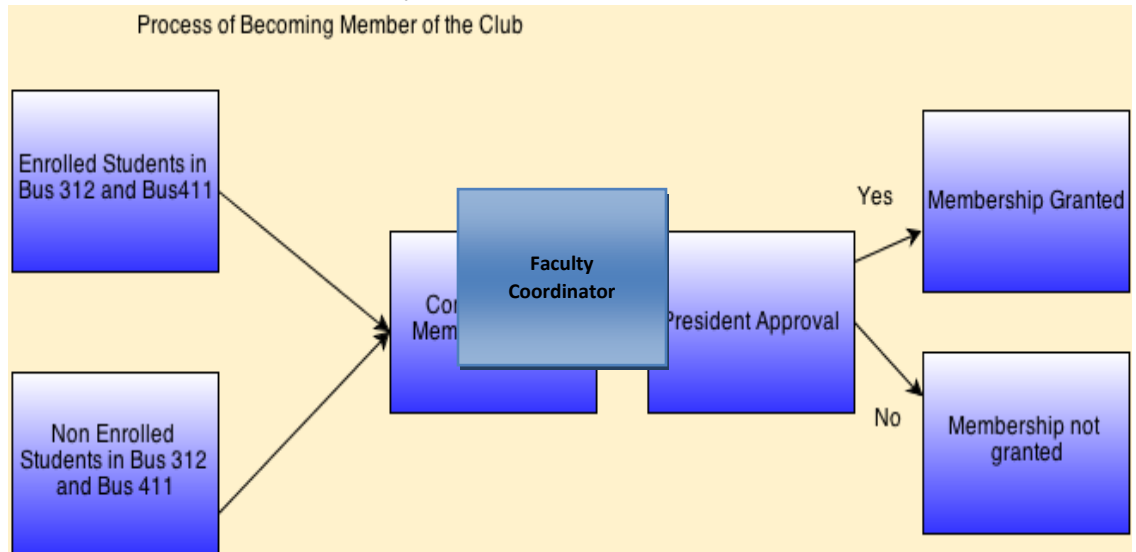
SUC has an equipped entrepreneurship & innovation lab, where club members would be having opportunities to spend quality time and develop innovative business ideas by using Entrepreneurship & Innovation lab resources such as books, research materials, online search engines etc.

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



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:

- Assessing and validating the opportunity area and customer value proposition
- Formulating a business plan
- Developing Product development strategy
- Developing Sales and marketing strategy with particular focus on key initial sales
- 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.



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.
- g.

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

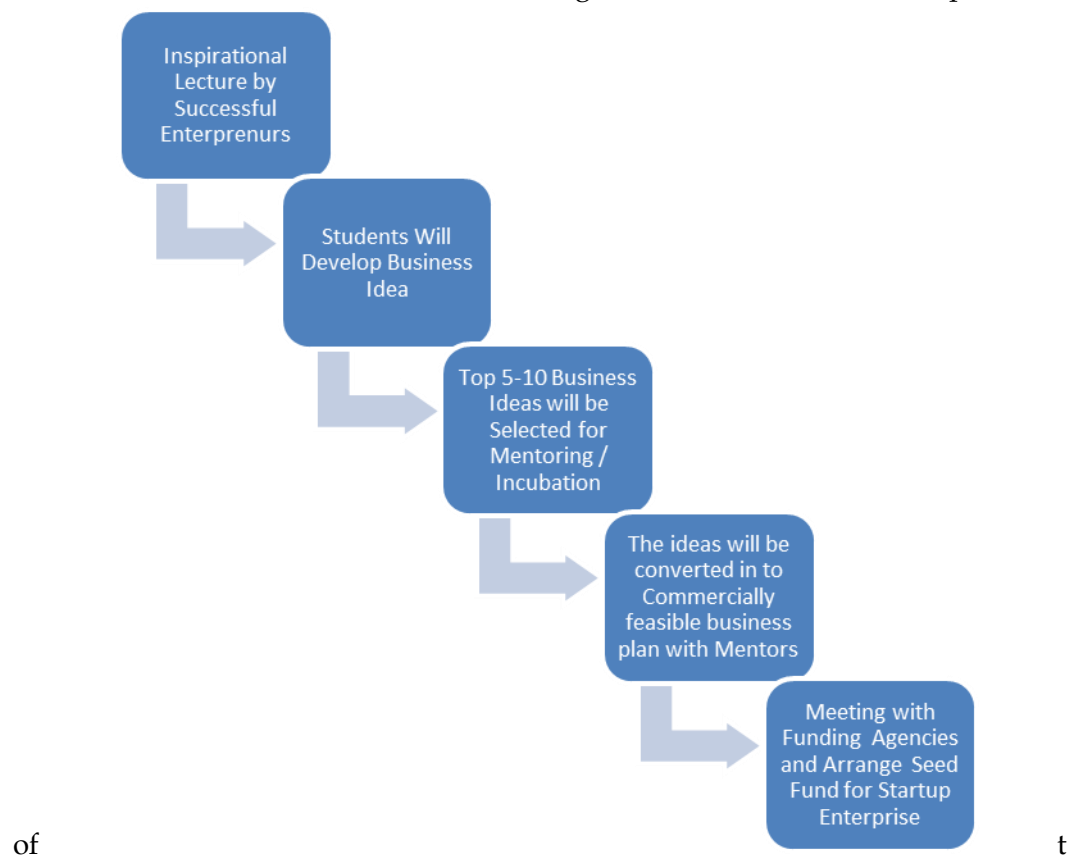
- a. Investing in any idea by SUC will be documented through partnership agreement between the student(s) and SUC, where it will be clearly mentioned that AED50000/= will be sponsored by SUC and rest will be acquired by either students (owners of the idea) or external sponsor.
- b. An agreement (MOU) 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

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he 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

| 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 |

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 |



XI. 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

XII. 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.

XIII. 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.



XIV. 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.

XV. 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



XVI. SEMESTER PLANNING & CLOSING PRESENTATION

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.

XVII. 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.

XVIII. 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.

XIX. 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.

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 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 & 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.

XXII. 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.

XXIII. 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

XXIV. 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 EC 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.

XXV. 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.



RESEARCH COMMITTEE



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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

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.
- 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.

VI. APPOINTMENT & REMOVAL

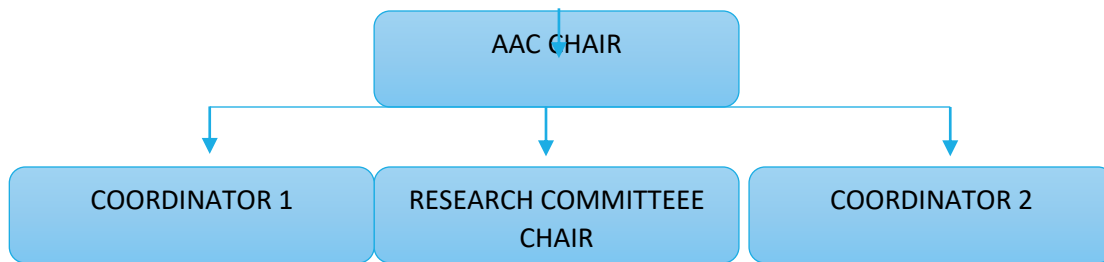
The chair of committee and the members are appointed by the EC for a period of 2 years.

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



VII. 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. Planiffo r research Strategy
- L. Improving BBA dissertations & MBA project assignments
- M. Promote Interdisciplinary research at SUC



VIII. 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. 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's office
- **Coordinator 1 responsibilities**
 - Conferences and Publications
 - 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

IX. 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 recognition | To see how many faculty members attended the research Training, Case study workshop, Research forum or any other innovative research activity | No. of faculty participated | 60 % |
| 1.2 Objective | To develop a creative research partnership & consultancy with businesses, universities, government & non-governmental organizations based | 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 year | Budget utilized One year budget (X) 100 | 60 % Utilization |
| Goal 2 | To publish a recognized research work and share a knowledge within & outside University | | | |



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

X. COMMITTEE SPECIFIC POLICIES

A. RESEARCH, 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. CONFERENCE PARTICIPATION & RESEARCH 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

| 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.*

**iv. 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 (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) | | | | |
| Full Professor | | | | | |

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 (INTERNAL 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.

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) to the Research committee with all required 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.

Simple process (Before the Conference):

Faculty member will submit the required filled Conference form to research office. Research Committee will review it as per SUC standards and will forward to HRD to coordinate with Registrar & HOA for their signatures & Comments. HRD will then forward to Dean's Office for approval / non approval. Dean's Office will forward to COEC's office for further process and final approval. After COEC office, the form will get back to HRD and then Research Office.

Simple process (After the Conference):

Faculty member will submit all the required filled documents, invoices & other related papers as mentioned in the form. Research Committee will review and confirm of all documents and then forward to HRD. HRD will coordinate with



Finance department, Dean's Office and then COEC's for the reimbursement of Funds as per required criteria and Fund allocation. Once again the Final signed copy will get back to HRD and Research Committee. HRD will communicate Faculty to contact for fund collection once ready.

3. Fund allocation and disbursement

Note: Each Faculty member will be paid AED 35000 in five years (AY 14-15 to 18-19)

In addition to that, AED 3000 will also be paid for research support like data collection if required.

- 3.1. The SUC covers the expenses of a Conference presentation for the participation up to AED 11,666/- per conference ($35000/3 = 11666$). 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 11,666 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 35000** is earmarked for Assistant Professor, Associate Professor and Full Professor and **AED 23334** 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 11666 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 35000 for Assistant/Associate/Professor levels and AED 23334 for Lecturers.

Leave Policy for presenting papers in National / International Conferences.



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.

v. External Research & Consultancy

Experienced researchers will be encouraged and supported to attract external research funds into the University and such staff will be appreciated publicly in the University bulletin and paid honoraria commensurate with the values of the grants. In addition to the above sources, the University would devote a certain percentage of its internally generated revenue (such as through endowment funds, short-term training workshops, business ventures, etc.) to the support of worthwhile research proposals, whose outcome will significantly contribute to developmental and industrial growth.

vi. 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
4. If an ISSN does *not* appear in the journal you will need to provide:
5. external evidence such as an ISSN number being cited in an extract from one of the Institute for Scientific Information indexes or
6. evidence that the journal is classified as 'refereed' in Ulrich's International Periodicals Directory (Volume 5 - Refereed Serials) or via Ulrich's website

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:
 - 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

vii. 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:
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



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.

viii. **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



B. RESEARCH REQUIREMENTS FOR FACULTY PROMOTIONS

i. 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., **Visiting 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 EC upon a recommendation of the Dean of the College. Duration of the appointment, and compensation and benefits, shall be determined by the EC.

ii. 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.



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.

1. 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 EC. 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 EC 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 EC.
 - d. The SUC Promotion Committee (SUC-PC) is responsible for reviewing all requests for promotion and making recommendations to the EC. The SUC-PC will ensure that SUC processes have been followed, that SUC promotion criteria are met. The committee is comprised of Dean, one faculty from each SUC Teaching, Research & Service Committees.
 - e. The EC will review the faculty portfolios, external reviews, and the recommendations of the SUC Promotion Committee and will make the final decision. The EC will notify the faculty member of the final decision.
2. 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.



C. FACULTY AWARDS BASED ON RESEARCH ACHIEVEMENTS

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 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.

D. RECRUITMENT SELECTION BASED ON RESEARCH EXPERIENCE

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.

E. EVALUATION OF RESEARCH & SCHOLARLY ACTIVITIES FOR PROBATION CONFIRMATION

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.



F. MOUS WITH OTHER INSTITUTIONS FOR COLLABORATIVE RESEARCH

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.

G. ETHICAL ISSUES POLICY

The **Ethical issues** policy includes, as appropriate, regulations on the use of human and animal subjects.

i. 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. In SUC, the policy on human subjects in research relates to seeking permissions to be a part of sample voluntarily and respects the rights and welfare of human subjects which are covered under the ambit of legal and privacy requirements of the region.

ii. PURPOSE

To ensure the legal rights, privacy, dignity and cultural compliances, laws of decency related to human subjects are strictly adhered by the researches permitted by SUC.

iii. FORMATION OF THE COMMITTEE

Consists of members from Research Committee and Subject experts.

iv. RESPONSIBILITY OF A RESEARCHER

1. Ensure all researches emanating from SUC seek prior permissions from the human subject to be a part of the sample and same should be documented.
2. Ensure all the data collected from the research subject comply with the privacy laws and should be exclusively used for research purpose only
3. Ensure the information relating to the subject may be revealed only to Government officials subject to order from the court.
4. Ensure only trained investigators will be permitted to be the part of the survey team.
5. Ensure compliance to the cultural sentiments of the region.
6. Regularly monitor the research process.



v. FUNCTIONS OF THE COMMITTEE

The Research committee shall review all the Research work done by Project teams and can co-opt a subject expert if required to review the compliance of ethical and human subjects issues related to the research work undertaken by the Researchers. The committee also investigates 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.

All unethical issues related to the faculty research and publications are dealt by Disciplinary Action Committee. In this regard, the Disciplinary Action Committee shall comprise of the Dean, EC members, research committee chair and a representative of faculty.

vi. PROCESS FLOW OF DISCIPLINARY ACTION

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

vii. RESPONSIBILITIES OF THE EMPLOYEES

To follow ethical practices in collecting, analyzing and presenting data and present conclusions as per internationally acceptable standards

H. CASE STUDY CENTER

i. 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 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.

ii. 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.

iii. 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.

iv. 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.



v. 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.

vi. 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.

vii. 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.

I. MANAGING KNOWLEDGE UPDATES

i. 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.

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

iii. COMMITTEES KPI'S

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

iv. 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.

XI. 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

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

XII. 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.

XIII. 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.

XIV. 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
- 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 PRESENTATION

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.

XVI. 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.

XVII. 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.

XVIII. 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.

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 & 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.

XXI. 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.

XXII. 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.

XXIII. 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

XXIV. 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 EC 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.



XXV. 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 | <ul style="list-style-type: none"> • WIL Harzing Listing • Australian ABDC (All Listing) • <u>Thomson Reuters</u> <ul style="list-style-type: none"> ○ JCR Social sciences ○ JCR Computer sciences ○ JCR Business Management (Appendices are attached) | Excellent (90-100) | A |
| 2 | <ul style="list-style-type: none"> • Peer Reviewed Journals • Reputable Editorial Board • Recognized Directories | Very good (80 to 89) | B |
| 3 | <ul style="list-style-type: none"> • Reputable Journals with few recognized Directories | Good (70 to 79) | C |
| 4 | <ul style="list-style-type: none"> • New Journals / Journals of other domains / Articles | Fair (60 to 69) | D |

Faculty evaluation Criteria on Conference presentations

| | Conference | Skyline FES | Skyline Grade |
|---|---|-----------------------|---------------|
| 1 | <u>WORLD REPUTABLE ACADEMIES</u> Reputable Academies as approved by Research Committee <ul style="list-style-type: none"> • 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 | <u>WORLD REPUTABLE ASSOCIATIONS</u> Reputable Associations as approved by Research committee | Very good | |



| | | | |
|---|---|--------------------|---|
| | <ul style="list-style-type: none">• Marketing Associations.• Accounting Associations• Finance Associations• Management Associations• HRD Associations / Economics Associations• Tourism Associations• Computing and Information Systems | (80 to 89) | B |
| 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 | <ul style="list-style-type: none">• Case Study Development and Publication in NACRA and WACRA• Book Chapter in reputable publisher | Very good (80 to 89) | B |
| | | | |



| | | |
|----------------|---|--|
| STANDARD 10 | Research and Scholarly Activities | |
| 10.1 | Research Strategy. | RESEARCH, CONFERENCE PARTICIPATION AND PUBLICATION |
| 10.2 | Research Support. | |
| 10.3 | Research Policy. | |
| 10.4 | Research Expectations. | |
| 10.5 | Cooperative Arrangements. | MOUS WITH OTHER INSTITUTIONS FOR COLLABORATIVE RESEARCH ACTIVITIES |
| STIPULATION 1A | 10. Research | |
| | a. Ethical Issues Policy. This includes, as appropriate, regulations on the use of human and animal subjects. | ETHICAL ISSUES POLICY |
| | b. Research Support Policy. | RESEARCH, CONFERENCE PARTICIPATION AND PUBLICATION |



ESTABLISHED 1990

COMMUNITY SERVICES COMMITTEE



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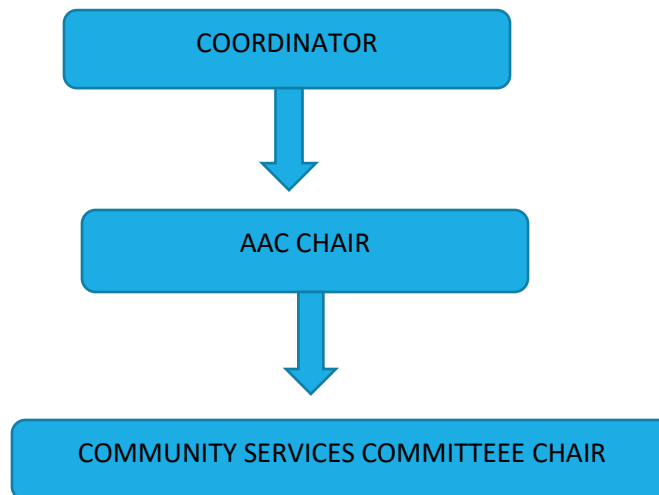
I. INTRODUCTION:

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:

- A. To encourage and involve faculty, staff and students to enhance brand value of SUC.
- B. To encourage faculty, staff and students to contribute to community development Activities.
- C. 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.

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 learnt into the planning of the new calendar events. 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 Sakhodes, aculty 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. APPOINTMENT & REMOVAL

The chair of committee 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.

VII. OVERALL RESPONSIBILITIES

- A. Brand Building
- B. Preparation of Calendars& Checklists
- C. Budget Allocation
- D. Dissemination of Information to Faculty
- E. Faculty Evaluation System (FES)
- F. CHEDS Data Requirement
- G. Orientation for New Members
- H. Probation Confirmation
- I. Faculty Goal Setting
- J. Ministry Documentation



VIII. INDIVIDUAL RESPONSIBILITIES

A. 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

B. RESPONSIBILITY OF COORDINATORS

- 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
- vi. Conduct Workshop
- vii. Encouraging and Interacting with The Faculty, Staff and Students
- viii. Coordinating with Media and Communication Department for Media Updates
(Press Release, Website Update)
- ix. Preparing The Services Reports

IX. 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

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

- a. 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
- b. After the events is over the coordinator prepares the event report and forwards it for chairs and the same would also be sent to SUC media and communication department for updating in digital and print media
- c. The committee takes feedback from the participants for assessing the impact of the activity

ii. Process for liaison with external organization in conducting events through corporate affairs

The community 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 conduct the events based on the identified themes but if a faculty, staff and students wants to conduct the events they can submit the proposal through proposal form (Annexure A) to the committee. The committee will review the proposal based on outcomes achieved, feasibility and budget available. After the consultation with the committee members the chair will approve/disapprove the proposal and the same will be communicated to the proposer of the event within two weeks from receipt of the proposal.

iv. Process for Conducting for External and internal Events

- a. The community 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)
- b. Committee prepares the budget for conducting internal and external events
- c. The services committee disseminates the calendar to Faculty, Staff and Students
- d. A team will be formed for conducting each internal and external events
- e. The community services committee conducts the external event as per the community services calendar and the budget allocated for the particular event.
- f. The coordinator prepares the pre- and post-event checklist and disseminates the information to the identified team which is responsible for conducting the events.



- g. After the events is over the coordinator prepares the event report and forwards it to chairs and the same would also be sent to SUC media and communication department for updating in digital and print media
- h. To take feedback from the external participants for assessing the impact of the activity

X. 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
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 an 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)

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 student's involvement will be reviewed and if necessary a letter will be put in the HR file.

XI. INTER DEPARTMENTAL AND COMMITTEE REQUIREMENTS

The Community services committee will organize a meeting every semester with head departments to seek the involvement and appraise about Community events.

The information required from the different units is as follows:

A. Finance

- i. Budget Approval at the beginning of the year
- ii. Transportation arrangements for external activities

B. Administration

- i. Students list
- ii. Faculty, class and shift schedule
- iii. Communication to students through various media
- iv. Administration, Media and communication, IT, Marketing, Maintenance

C. Human resources

- i. Skills of Faculty and staff
- ii. Holidays and vacation information

D. Marketing & PR Department

- i. Contact list of Government departments
- ii. Contact list of Entrepreneur's
- iii. Contact persons from Schools and other businesses

E. Maintenance Department

- i. Support in organizing events.

F. Media and Communication

- i. Contact Person from Media and Communication department responsible for promoting the events
- ii. Coordination in making press releases for community services events.
- iii. Publish the community services information on digital media.

G. Computing Department

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

H. Corporate affairs Department

- i. Contact list of Entrepreneur's, Corporates and Alumni
- ii. Liaise between Community services Committee and outside agencies



XII. 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.

XIII. 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.

XIV. 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

XV. 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:

- A. Goals, Objectives, Purpose, Academic Goals, Departmental Goals, Individual Goals, KPIs & Benchmarking
- B. Policy & Procedures Manual
- C. Forms, Process Flows & Authority Level
- D. Strategic Plan
- E. IE Tools
- F. Feedback
- G. Fact Files
- H. Job Description
- I. Pre-Semester Checklist
- J. Operational Checklist
- K. Calendars & Checklists
- L. Orientation to faculty
- M. Requirements from other departments or committees
- N. Semester Closing & Opening Presentation
- O. Semester Audits
- P. Reporting Format
- Q. Notice Board updates
- R. Website content
- S. FAQs
- T. Portal content
- U. Calendar Management System
- V. Document Management System
- W. Budget of the committee

XVI. SEMESTER PLANNING & CLOSING PRESENTATION

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.



XVII. 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.

XVIII. 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.

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

XIX. 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.

XX. 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.

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 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.

XXII. 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.

XXIII. 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:

XXIV. 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.

XXV. EVALUATION

A. 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.

B. 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% |

C. 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 | |
|-------|---|------------|--------------|---------------|
| | | | 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 |



D. 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 |

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:

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.

| MOE STANDARDS | | EXISTING POLICY |
|---------------|---------------------------------|---|
| 11.3 | Community Relations. | COMMITTEE SPECIFIC POLICIES |
| | a. Community Engagement Policy. | COMMUNITY ENGAGEMENT POLICY |



DEPARTMENT



ADMINISTRATION DEPARTMENT



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ESTABLISHED 1990

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| 12 | Review of Academic Curriculum - BBA & MBA | |
| 13 | Review of MQP / Maths Crash Course / Week Students | |
| 14 | Review of allocation of Academic Advisor / Mentor | |
| 15 | Review of Scholarship students [New Registration] | |
| 16 | Review of Student strength | |
| 17 | Review of Students who have reached maximum credits attempt & Year towards graduation | |
| 18 | Review of Financial / other department defaulters students | |
| 19 | Review of course withdrawn students | |
| 20 | Review of Visa students | |
| 21 | Review of comparison and no. of percentage admitted provisionally [BBA/MBA] | |
| 22 | Review of pending degrees | |
| 23 | Review of Counseling students list | |
| 24 | Review of Portal | |
| 25 | Review of PSDP & Events Calendar | |
| 26 | Review of Orientation schedules | |
| 27 | Review of Demographics | |
| 28 | Interdepartmental issues, graduation , student issues, co- | |



| | | |
|--|-----------------------------|--|
| | coordinating with EC & Dean | |
|--|-----------------------------|--|



I. INTRODUCTION

The Administration, Registration and Examination department is responsible for managing the institutional academic operations that comply with various academic and academic support service policies of the institution & MOE. The activities include planning & executing academic operations, registrations and examinations necessary for academic progression of the students and also assist the faculty members in planning their operations. The overall functions of administration is aimed at enabling coordination with learning support services so as to facilitate a conducive learning environment in the institution. It is also responsible for maintaining student records for monitoring their progression and facilitate regular counseling for academic progression. Also, the department is responsible for maintaining overall academic and behavioral discipline of the students as per the policies. The administration department is responsible for developing the overall Institutional and Institutional calendar which guides the operations of SUC.

II. DEPARTMENTAL GOALS

Goal 1: To facilitate and plan the operations of academic and academic support services within policy framework of MOE including ELC and CPD departments.

Goal 2: To ensure non-discriminatory learning atmosphere

Goal 3: To Register and maintain student records safely & confidentially

Goal 4: To plan and conduct fair examinations and declare the results timely

Goal 5: To provide appropriate academic and student information to various departments and decision makers



III. DEPARTMENTAL STRUCTURE

DEPARTMENT STRUCTURE [ADMINISTRATION, REGISTRATION & EXAMINATION]



IV. STRATEGIC PLAN

The Administration Department aims to provide effective implementation outlined in the policies and procedures for the satisfaction of stakeholders with enhanced accuracy and efficiency to achieve the maximum output as defined in the strategic plan. The Strategic Plan will ensure the Department will remain focused on where and how it can become even more efficient, effective and productive while maintaining a high level of flexibility, and to be creative to adapt to the changing needs of the University in a challenging environment.

The head of the department in coordination with the Strategic Planning Committee develops the strategic plan of the department for a 5 year period. The departments executes the strategic plan to achieve specific long-term goals and strategic directions in line with the vision, mission and purposes of the University. The department prepares an annual operational plan and progress of this plan is reviewed on a regular basis by the strategic planning committee to identify any gaps and recommend corrective actions to the department thus ensuring adherence to all institutional policies pertaining to strategic plan review.

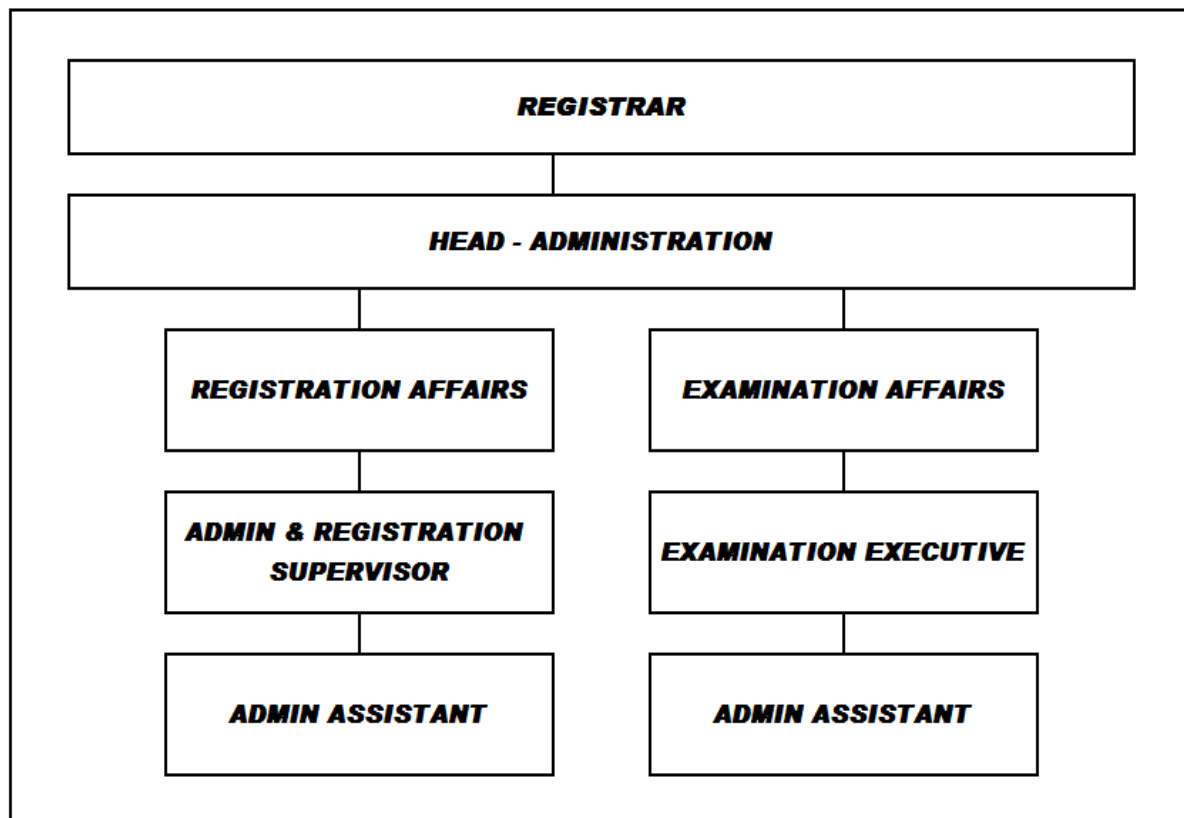


SECTION 1 / 1A- INSTITUTIONAL / OPERATIONAL



I. ANNUAL PLANNING AND CLOSING

As a vital department of SUC, Administration, Registration & Examination Department plans thoroughly the preparations and activities of Academic Year to successfully achieve our set goals & objectives in accordance with SUC policies & regulations.



- f. Seat allocation
- g. Faculty allocation
- h. Curriculum update for Ay
- i. Projected semester wise plan
- j. Enrollment guideline
- k. Orientations
- l. Ready reckoner
- m. Dean's list
- n. Topper's list
- o. SAP
- p. DAC
- q. Internship calendar
- r. Dissertation calendar



- s. Dissertation list and status
- t. Class Commencement calendar
- u. Faculty Teaching load statistics
- v. Repeating course registrations
- w. Issuance of letters

ii. REPORTS

- a. Old student correspondence
- b. CHEDS
- c. Graduation file - Registration
- d. "Each batch planning and closing
- e. - New with placement report"
- f. Placement
- g. TOELF, IELTS, challenge exams & interview
- h. Maths crash course,
- i. Students start of class attendance
- j. Audit of closing of batch

iii. CONTINUING BATCH

- a. Number of batches created
- b. Number of classes planned
- c. Normal students
- d. TOC students
- e. SAP cases
- f. Re activation
- g. Postponement
- h. Canceled
- i. Temp cancelations
- j. Withdrawals
- k. Change of invoices & graduation plan

iv. EXAM

- a. Complete file of each exam pre, during and planning
- b. Exam meeting reports, presentation and MOM's
- c. Late submission
- d. Check DAC case file
- e. Check faculty issues and mistake file with action status
- f. Check change of grade files
- g. Check all result file for signature

III. FACT FILE

Fact files are maintained by the department including the following information.



- A. Student Strength
- B. Fact Sheet
- C. Faculty Allocation
- D. Advisory/Mentor Allocation
- E. Progression Statistics
- F. SAP Statistics
- G. Reactivation/ postponement / cancellation / temporary cancellation
- H. Enrollment statistics
- I. Dean's list
- J. TOC summary
- K. Result analysis

Deadline to Submit: End of Each Semester [Fall & Spring]

IV. CALENDARS

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.

Following are different categories of calendars prepared by the Administration:

- A. Institutional Calendar - BBA [Weekdays & Weekend]
- B. Institutional Calendar - MBA [Weekdays & Weekend]
- C. Institutional Calendar - English Preparatory
- D. Institutional Calendar - CTH
- E. Institutional Calendar - MQP [Weekdays & Weekend]
- F. Institutional Calendar - IATA
- G. Academic Quick Reference Calendar - BBA [Weekdays & Weekend]
- H. Academic Quick Reference Calendar - MBA [Weekdays & Weekend]
- I. Orientation Calendar
- J. Examination Calendar
- K. Class Commencement Calendar
- L. CTH-ACCA Orientation Calendar
- M. Examination Paper Submission Calendar
- N. Calendar for BBA students to MBA program orientation
- O. Personal Data update calendar
- P. Student Management Meeting Calendar

Deadline to Submit: Before the start of the Academic year



V. DMS

All Admin related documents are uploaded in DMS in order to provide information and general use to the students of SUC including academic & academic support services departments and general public.

Following are different categories of documents prepared by the Administration and uploaded in DMS:

| DEPARTMENT - DOCUMENT MANAGEMENT SYSTEM - ADMIN & EXAM | | |
|---|---|----------------------------------|
| Sl. No. | Descriptions | To be uploaded in the DMS |
| 1 | PLANNING | YES |
| | STRATEGIC SECTION | YES |
| | GOALS, OBJECTIVES, KPIs & BENCHMARKING | YES |
| | POLICY & PROCEDURES MANUAL | YES |
| | POLICY & PROCEDURES MANUAL - STAFF & FACULTY | YES |
| | POLICY & PROCEDURES MANUAL - STUDENT | YES |
| | PROCEDURE, FORMS, PROCESS FLOWS & AUTHORITY LEVEL | YES |
| | STRATEGIC PLAN | YES |
| | IE TOOLS | YES |
| | FEEDBACK | YES |
| | FACT FILES - STUDENT, STAFF & FACULTY | YES |
| | CATALOG | YES |
| JOB DESCRIPTION | YES | |



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| | | |
|---|--|-----|
| | OPERATIONAL SECTION | YES |
| | PRE-SEMESTER CHECKLIST | YES |
| | OPERATIONAL CHECKLIST | YES |
| | LETTERS | YES |
| | STUDENT HANDBOOKS - STUDENT | YES |
| | DEPARTMENTAL LEAFLETS | YES |
| | ORIENTATION (PPT OUTLINE) FOR FACULTY, STAFF, STUDENT & GENERAL PUBLIC - STUDENT, STAFF & FACULTY | YES |
| | CALENDARS & SCHEDULES - STUDENT, STAFF & FACULTY | YES |
| | REPORTING FORMAT | YES |
| | SEMESTER CLOSING & OPENING PRESENTATION | YES |
| | SEMESTER AUDITS | YES |
| | INTER-DEPARTMENTAL REQUIREMENTS | YES |
| | AUTOMATED SECTION | YES |
| | DEPARTMENT PROCESSES, | YES |
| | RE-ENGINEERING & AUTOMATION | YES |
| | WEBSITE | YES |
| | FAQS | YES |
| | PORTAL | YES |
| | FINANCE SECTION | YES |
| | DEPARTMENT BUDGET | YES |
| | BUDGET LINKS TO REQUISITION & LPO | YES |
| | GENERAL SECTION | YES |
| | GENERAL REQUIREMENTS OF HOD & DEPARTMENT | YES |
| 2 | CLOSING | YES |
| | DEPARTMENT - CLOSING REPORTS | YES |



| | | |
|----|--|-----|
| | GOALS & OBJECTIVES - ACHIEVEMENT STATUS | YES |
| | BUDGET VS. ACTUAL | YES |
| | FEEDBACK REPORTS | YES |
| | FEEDBACK RECOMMENDATIONS | YES |
| | IE TOOLS | YES |
| | IE RECOMMENDATIONS | YES |
| | POLICY PROCEDURE MANUAL - PREVIOUS YEAR | YES |
| | MOMs | YES |
| | STRATEGIC PLAN | YES |
| | STOCK AUDIT - DEPT & MISC. | YES |
| 3 | REPORT | YES |
| | DAILY | YES |
| | MONTHLY | YES |
| | SEMESTER | YES |
| | WEEKLY AUDIT SHEET | YES |
| | SEMESTER AUDIT REPORTS | YES |
| | PRESEMESTER CHECKLIST STATUS UPDATE | YES |
| | SEMESTER PLANNING & CLOSING PRESENTATION | YES |
| 4 | ORIENTATIONS | YES |
| 5 | READY RECKONER | YES |
| 6 | POSTPONEMENT | YES |
| 7 | REPEATING COURSES | YES |
| 8 | CANCELLATION | YES |
| 9 | REACTIVATION | YES |
| 10 | DEAN'S LIST | YES |
| 11 | TOPPER'S LIST | YES |
| 12 | CLASS SCHEDULE - NEW INTAKE STUDENTS | YES |
| 13 | DAC LETTERS | YES |



| | | |
|----|---------------------------|-----|
| 14 | ADMISSION STATISTIC | YES |
| 15 | DEMOGRAPHICS | YES |
| 16 | DEBITS | YES |
| 17 | FILE SCANNED DATA | YES |
| 18 | STUDENT DATA UPDATE FORMS | YES |
| 19 | STUDENT HANDBOOK | YES |
| 20 | CANDIDACY SHEET | YES |
| 21 | GRADUATION PLAN | YES |
| 22 | ACCELERATED FORM | YES |
| 23 | UNDERTAKING FORM | YES |
| 24 | TRANSCRIPTS | YES |

VI. CHECKLISTS

The Administration department prepares the checklist to monitor the progress of activities are carried out and complete as per the schedule. It contains the details of activities, the time schedules and the person responsibilities.

Following are different categories of checklist prepared by the Administration Department:

- A. Academic Checklist
- B. Academic Advising Checklist
- C. Academic Mentor Checklist
- D. Dean Checklist
- E. HQA Checklist
- F. Registrar & HASS Checklist
- G. HOA Checklist
- H. Admin Monthly review checklist
- I. Admin Semester review checklist
- J. Continuing & new batch checklist
- K. Start of New intake checklist



- L. Start of new academic year checklist
- M. Pre-semester checklist

Deadline to Submit: Before the start of the each semester/quarter
[Fall/Spring/Summer]

VII. WEBSITE/PORTAL & FAQ

Website, portal etc. are updated periodically before each semester in order to provide information to the students of SUC including academic & academic support services departments and general public. FAQs are also uploaded on the website for students, staff and general public.

Deadline to Submit: Before the start of the each semester/quarter
[Fall/Spring/Summer]

VIII. NOTICE BOARD

Administration Department has a dedicated notice board. This is regularly updated with necessary information about the calendar and other activities by the Administration Department.

- ✓ Academic Calendars
- ✓ Examination Calendar
- ✓ Low Attendance list
- ✓ Any other notice

Deadline to Submit: Before the start of the each semester/quarter
[Fall/Spring/Summer]

IX. SUBMISSION OF CHEDS

Administration department coordinates with different departments for submission of required data to CHEDS every Fall and Spring semester. Departments submit the data to Administration which is compiled and submitted to the AAC for review. Once the data is approved by AAC, the Administration enters the data online on the CHEDS website as per deadline of submission.

Following are the CHEDS Data prepared by the Administration Department:



- 1.Enrollment
- 2.Graduation
- 3.Online Submission

Following are the CHEDS Data prepared by other Department:

| S_NO | CHEDS DATA | DEPARTMENT |
|------|------------------------|--------------|
| 1 | Operations | IR & QA |
| 2 | Faculty Load | HRD |
| 3 | Faculty Salaries | FINANCE & HR |
| 4 | Faculty Awards | IR & QA |
| 5 | Student Awards | IR & QA |
| 6 | Community Engagement | IR & QA |
| 7 | Surveys | IR & QA |
| 8 | Faculty Publications | IR & QA |
| 9 | Financial | FINANCE |
| 10 | Institutional Overview | IR & QA |

Deadline to Submit: After the start of the each semester/quarter or after closing of Registration and Enrollment [Fall/Spring]

X. IE TOOLS

IE Tools consists of various committees which are being prepared during each semester for the purpose of analysis and to take necessary corrective measures if required.

Following are the IE tools prepared by the Administration Department:

A. Academic Progression Committee

Academic progression committee specially deals with the progression, retention and academic standing till graduation. During the under graduating studies the students may come across situations where in they may have to temporarily withdraw courses; keeping records of these information helps SUC



to keep track of attrition rate, fulfilling graduation requirement and successful completion of graduation. The academic progression committee deals with the following sub components

Progression, Retention & Graduation (PRG)

The progression rate is a measure of the number of students progressing from one level to another level. This measure helps in comparing the number of students progressing by level and majors on an annual basis. Further it helps in determining the graduation status.

i. Satisfactory Academic Progression Review [SAP]

All Students enrolled at Skyline University College shall be monitored very carefully for the quality and quantity of satisfactory academic work completed during their study at SUC. A freshman student will be evaluated at the end of spring semester for good academic standing and there after the academic progression will be reviewed every semester.

ii. Postponement, Re Activation, Course Withdrawal And Cancellation

The details of postponement, reactivation, course withdrawal and cancellation will be received from SSD on monthly basis.

iii. Graduation

Students are awarded degrees on meeting graduation requirements. Administration and examination department audits the graduating student's details and prepares the list of students who are eligible to graduate during the academic year and forwards it to Graduation Board's approval. Students are recommended for graduation by the Graduation Board on fulfilling the graduation requirements. Students who successfully complete the degree are awarded their degree during the graduation ceremony

B. Exam and Invigilation Schedule Committee

Examination Committee functions independently to prepare the midterm and final examination schedules ensuring a free and fair conduct of the examination and enabling the students to progress as per the graduation plan.

C. Faculty schedule and course allocation Committee

The committee involves in allocating and scheduling of faculty to the courses for the upcoming semester as per the SUC teaching load policy under the guidelines of MOE. The committee reviews the courses as per the curriculum applicable for the batch and allocates courses to the existing faculty members



based on their areas of expertise. The committee forwards its request to the faculty search committee if faculty resources are not meeting the academic requirement for the conducting the courses as per the allocation plan.

D. Quality Check Committee

Examination committee functions with the support of following subcommittees:

- i. Exam & Invigilation Schedule
- ii. Quality Check
- iii. Result Analysis

These subcommittees in coordination with the examination department facilities the smooth conduct of examination as per the guidelines.

E. Registration BBA

Skyline University College follows a non-discriminatory policy to registering students who have successfully completed general secondary school Certificate of UAE or its equivalent for admission into the BBA program. This tool aims at analyzing the students schooling background coming from different education system followed in different parts of the world. This tool also helps in analyzing qualifying grade of the enrolled students. Students failing to meet the high school grade criteria for the BBA program can be registered with provisional admissions as per guidelines of MOE. This tool incorporates sample audit of new student files which includes submission of documents i.e. duly filled application form and verified high school documents, TOEFL or IELTS score, Math placement or SAT score, valid passport copy with visa, photograph, invoice/fee structure, admission letter, documents related to SUC Visa, documents related to transfer of credits (if applicable) and document related to Hostel admission (if applicable).

F. Registration MBA

Skyline University College follows a non-discriminatory policy to register students who have successfully completed accredited Bachelor's degree for Postgraduate admissions. It also helps in analyzing their qualifying grade as applicable for the enrolled students. Students failing to meet the bachelor degree grade criteria at the postgraduate level can be registered for provisional admissions as per guidelines of MOE. This tool also incorporates sample audit of new student files which includes submission of documents i.e. application form completely filled and verified high school documents, TOEFL or IELTS score, valid passport copy with visa, photograph, invoice, admission letter, documents related to Skyline Visa, documents related to Transfer of credits (if applicable) and document related to Hostel admission.



G. TOC Committee

The TOC committee processes & facilitates the transfer admission students from an accredited institution to SUC by equating their earned academic credits equivalent to SUC business management courses as per the specified TOC policy & procedures.

H. MQP Committee

The MQP committee reviews the prospective MBA applicants' academic status. Based on the review students not qualifying the admission requirement as per the policy for the main program are offered Pre - MBA courses to enable them to qualify for admission into the main MBA program. The committee follows the specified MQP policy & procedures for allocating Pre - MBA courses.

Deadline to Submit: Before the start of the each semester/quarter
[Fall/Spring/Summer]

XI. FEEDBACK

Feedbacks are conducted during each semester for the purpose of analysis and to take necessary corrective measures if required.

Following are feedbacks conducted in each semester:

- A. Student Satisfaction Survey - Admin, Reg & Exam
- B. Graduate Information Survey

XII. BUDGETING

Budgeting is done in consultation with the Head of Finance Department for all the operations of the Administration, Registration & Examination Department.

This includes:

- A. **Registration Expense:**
 - i. ORIENTATION EXP
 - ii. MISC EXP
- B. **Administration Expense:**
 - iii. DEGREE CHIPS
 - iv. DEGREE FOLDERS



- v. DEGREE CERTIFICATES
- vi. CPD CERTIFICATES
- vii. HOLOGRAMS
- viii. EXAM CERTIFICATES/ PAPERS
- ix. MISC EXP
- C. Examination Expense:**
 - x. SCANTRON SHEETS
 - xi. ASSIGNMENT SHEETS
 - xii. TOEFL EXAM CHGS
 - xiii. IELTS EXAM CHGS
 - xiv. TRANSCRIPT PAPERS
 - xv. REFRESHMENTS
 - xvi. MISC EXP

At the start of the Academic year Head of the finance approves the budget and the same is implemented based on this.

XIII. ORIENTATION

The administration department carries out orientation program for the newly joined Staff/Faculty and students.

The orientation program is to facilitate the freshman students to understand the policy procedure of SUC and settle down comfortably into the new environment and to the newly joined staff/ faculty to understand the operation and functions of our department.

In co-ordination with Head of Academics following orientations are being conducted:

- A. Dissertation Orientation to Supervisor
- B. Internship Orientation to supervisor
- C. Invigilation & Exam conduct Orientation

Updates of Orientations: Before the start of semester/quarter

Conduct of Orientations: Start day of each activity [As per calendar]



XIV. REPORTS

Administration Department submits reports as per schedule. The following are different categories of reports:

- A. **PLACEMENT & ENROLLMENT REPORT** [*submission* : 1 month before the start of the semester [mon & wed]; then daily basis till the closing]
This report gives us an idea of new intake registration and enrollment status of the students; the checklist of the report helps the department to monitor all the start of intake preparations for e.g. seat allocation, preparation of navigators, exam calendars [ielts/toefl/iesol/etc...], challenge exam/interview calendar, enrollment guidelines, curriculum check in the system and to define no. of batches.
With this report we can track the status of kit collection, student file movement, seat allocation, student postponement, cancellation, student progression to different level, international admission, visa/visa letter status of the students, student orientation status.
- B. **CONTINUING REGISTRATION MGT** [*submission* : Weekly Monday]
This report gives us an overview status of continuing students, to monitor the enrollment strength of continuing students, sap status, sap academic status, toc status, toc academic status, mid-term failure status, advisory activities, dean's list, toppers list etc.
- C. **TOEFL & IELTS MANAGEMENT FILE (PRE_DURING_POST) REPORT** [*submission* : Weekly Wednesday]
This report shows the date and student strength of IELTS exam conduct, which will help us to arrange the exam smoothly.
- D. **VISA MANAGEMENT REPORT** [*submission* : Weekly Thursday]
This report is mainly to monitor the progress of international/visa letter/embassy letter students. Four departments are involved in this report process; where the enrollment status of the students is monitored along with the attendance status, academic status, financial status, passport & visa expiry status.
- E. **REPEATING COURSE MGT REPORT BBA & MBA** [*submission* : Weekly Thursday]
This report will help us monitor and identify academically weak students and enable us to take appropriate action.
In this report various students categories like low CGPA, failed students, withdrawn students, low major CGPA students, students with low GPA in capstone courses etc are compiled. Students are properly counselled and informed to register for the repeating course to maintain the Good standing status.



- F. PERSONAL & GUARDIAN DETAILS UPDATE LOCAL & INTL STU MGT REPORT** [*submission* : FORTNIGHTLY - 1ST & 3RD THURSDAY]
This report helps us to maintain the updated data of the students & guardians. The data is taken from the students & guardians as per the prescribed calendar.
1. Form is disseminated to student for them to fill
 2. Data provided will be counter check with the system records and updated
 3. Documents copy will be required if copy on file is expired (passport, visa, emirates ID)
- G. DISSERTATION & INTERNSHIP & INTERNSHIP PROJECT REPORT** [*submission* : FORTNIGHTLY - 1ST & 3RD THURSDAY]
This report helps us to view the progress of dissertation & internship students. The report is structured in such a way that students are monitored from start of the project till the end of the result publication.
- H. IATA-MANAGEMENT FILE** [*submission* : FORTNIGHTLY - 1ST & 3RD THURSDAY]
This report helps us to view the progress of students registered for IATA till they receives the certificate.
- I. ACCA-MANAGEMENT FILE** [*submission* : FORTNIGHTLY - 1ST & 3RD THURSDAY]
This report helps us to view the progress of students registered for ACCA till they receives the certificate.
- J. CTH-MANAGEMENT FILE** [*submission* : FORTNIGHTLY - 1ST & 3RD THURSDAY]
This report helps us to view the progress of students registered for CTH till they receives the certificate.
- K. FACT SHEET, UNDERTAKING & AUDIT & BLOCKING & DE ACTIIVTATION REPORT** [*submission* : Weekly Thursday]
This report helps us to monitor the student strength of each semester/academic year. This report includes the blocking & de-activation status of continuing students as well.
- L. GRADUATE MANAGEMENT OLD STUDENTS & CURRENT AY GRADUATE CANDIDACY SHEET REPORT** [*submission* : FORTNIGHTLY - 1ST & 3RD THURSDAY]
This report helps us to monitor the status of the degree issued and pending cases.
- i. Graduating students are notified to apply for graduation candidacy
 - ii. Received form are updated and processed
 - iii. Degree prepared and release are recorded



M. KIT & FILE AUDIT COLLECTION REPORT BBA, MBA, ELC & CPD REPORT [*submission : Weekly Thursday*]

This report helps us to monitor the status of kits issued to the new students.

N. EXAM REPORTS [*submission : 2 wks bf exam tue & thur, 1 wk bf exam daily post exam tue & thur till closing*]

This report helps us to monitor the status of exam conduct, which includes examination invigilation preparation, assessment entry status, question paper submission status, quality check status, exam pre-during-post conduct status, result analysis etc.

O. HALL TICKET AUDIT REPORTS [*submission : 2 wks bf tue & thu & 1 week daily till closing*]

This report helps us to monitor the status of hall ticket collection of the students and to monitor the absentees of the exam.

P. IESOL EXAM UPDATE [*submission : before, during & after the exam date*]

This report is to monitor the status of students attending the placement test.

Q. FACULTY ATTENDANCE - WEEKDAYS & WEEKEND [*submission : weekly - sunday*]

This report is to monitor the class conduct

R. ATTENDANCE & CLASS CODE WEEKDAY & WEEKEND - BBA & MBA - REPORT - THUR, FRI & SAT- REPORT [*submission : weekly - Friday & Saturday*]

This report is to monitor the attendance status of the students

- Data for weekend attendance is provided by security after actual classroom inspection.
- Data is encoded in excel format report

S. REQUEST & APPLICATION MGT REPORT - SEM & MBA QTR [*submission : weekly - Sunday*]

This report is to monitor the status of requests by the students/alumni and parents

T. MONTHLY REPORT [*submission : Monthly*]

This report is to monitor the functions and operations of the department on a monthly basis [this includes all the reports & statistics].

U. SEMESTER REPORT [*submission : Semester*]

This report is to monitor the functions and operations of the department on a semester basis [this includes all the reports & statistics].



v. **CLOSING REPORT** [*submission* : Yearly]

This report is to monitor the functions and operations of the department on a yearly basis [this includes all the reports & statistics].

XV. **AUTHORITY**

Head of Admin (HOD) – Oversees the Department with regards to student administration, Counseling, Registration & Examination and able to have an effective and efficient management of all administrative functions and to support AAC in implementing and achieving its strategic aims and objectives.

Following are HOD's roles and authorities:

- A. Strategic responsibility
 - i. Institutional Strategic Responsibilities
 - ii. Department Strategic Responsibilities
- B. Operation responsibility
- C. Yearly Planning and closing responsibility
- D. Reporting Responsibility
- E. Coordination Responsibility
- F. Calendar & Checklist and Responsibility
- G. Presentation
- H. Orientation
- I. Training
- J. Audit
- K. Policy Manual
- L. Handbook

Reporting to: Registrar/HASS, HOA, Dean & COEC

Admin Staff reporting to HOD:

- A. Admin Supervisor – Registration
- B. Admin Executive – Examination
- C. Admin Assistants
- D. Admin

Support

Staff



SECTION 1B-REGISTRATION



I. 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.



- d. **Test Format & Study material:** The test format is clearly explained to them with the help of City & Guilds test Action Planner for CBT.
- 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 within 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.
- h. **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. Undergraduate 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 |



1. **Section-1 (Listening Comprehension):** This section measures the ability to understand English as it is spoken in North America as given below:
 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

 2. **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

 3. **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 Undergraduate program and 550 for Graduate 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.
 - 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

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 & STUDY MATERIAL

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 TESTING VENUE AT SUC

Prospective students of SUC or general candidates appearing for IELTS Exam can register at SUC either in person or through online. The registration office operates in liaison with IELTS -IDP. It organizes IELTS tests (both Academic and General



Training) at regular intervals at SUC. It functions twice a week- Mondays and Wednesdays, 10 am to 1:30 pm.

ii. IELTS EXAM REGISTRATION REQUIREMENTS

- a. 2 passport photographs
- 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

iii. 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.
- d. **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.



- e. **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.
- f. **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.
- g. **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 & STUDY MATERIAL**
- 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 within 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 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

SUC conducts a mathematical ability test in which an applicant is required to score a minimum of 60% passing score for placement into the Undergraduate 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 MOE and having a grade "C" or above in a Mathematics related course.
- c. Students with a minimum EmSAT Math score of 1100

II. PREPARATORY COURSES

Refer ELC Policy Manual for details

III. PRE- REGISTRATION PROCEDURE FOR NEW STUDENTS

A. AUDIT OF FILES FOR NEW AND TRANSFER STUDENTS

After receiving the admission file from the Marketing department the registration department audits the file for the fulfillment of documents required for registration into SUC. The registration department registers the students with all the necessary documents as per the available registration checklist (Annexure__1). In case of



documents being incomplete or not submitted the file is returned to Marketing department for fulfilling the requirements.

Registration department will verify the following:

- i. Student information is dully filled in
- ii. Photograph is scanned
- iii. Signature of the enrollment officer & student
- iv. All necessary documents for the registration including copies of certificate
- v. All undertaking forms dully filled in if applicable
- vi. All visa documents if applicable
- vii. Placement test form
- viii. TOC application with relevant documents if applicable
- ix. Payment receipt
- x. MOU / Scholarship / discount letter or undertaking if applicable
- xi. Checklist [As Annexure_1)



B. CONDUCT OF PLACEMENT TEST ORIENTATION FOR NEW & TRANSFER STUDENTS

Registration Unit coordinates with ELC in providing guidance classes to the prospective students of SUC who have registered for the above mentioned Placement tests. The dates for these classes are set in accordance with their test dates. Administration provides ELC with a calendar and the classes will be held accordingly. The students will be given a thorough exposure to all the components of the tests in the form of well-developed City & Guilds action Planner/ TOEFL Navigator / IELTS Pathfinder. These classes are very useful and advantageous for the students. After the class, they are given a mock test which replicates the real exam. The students can procure their mock exam score the following day from the exam department.

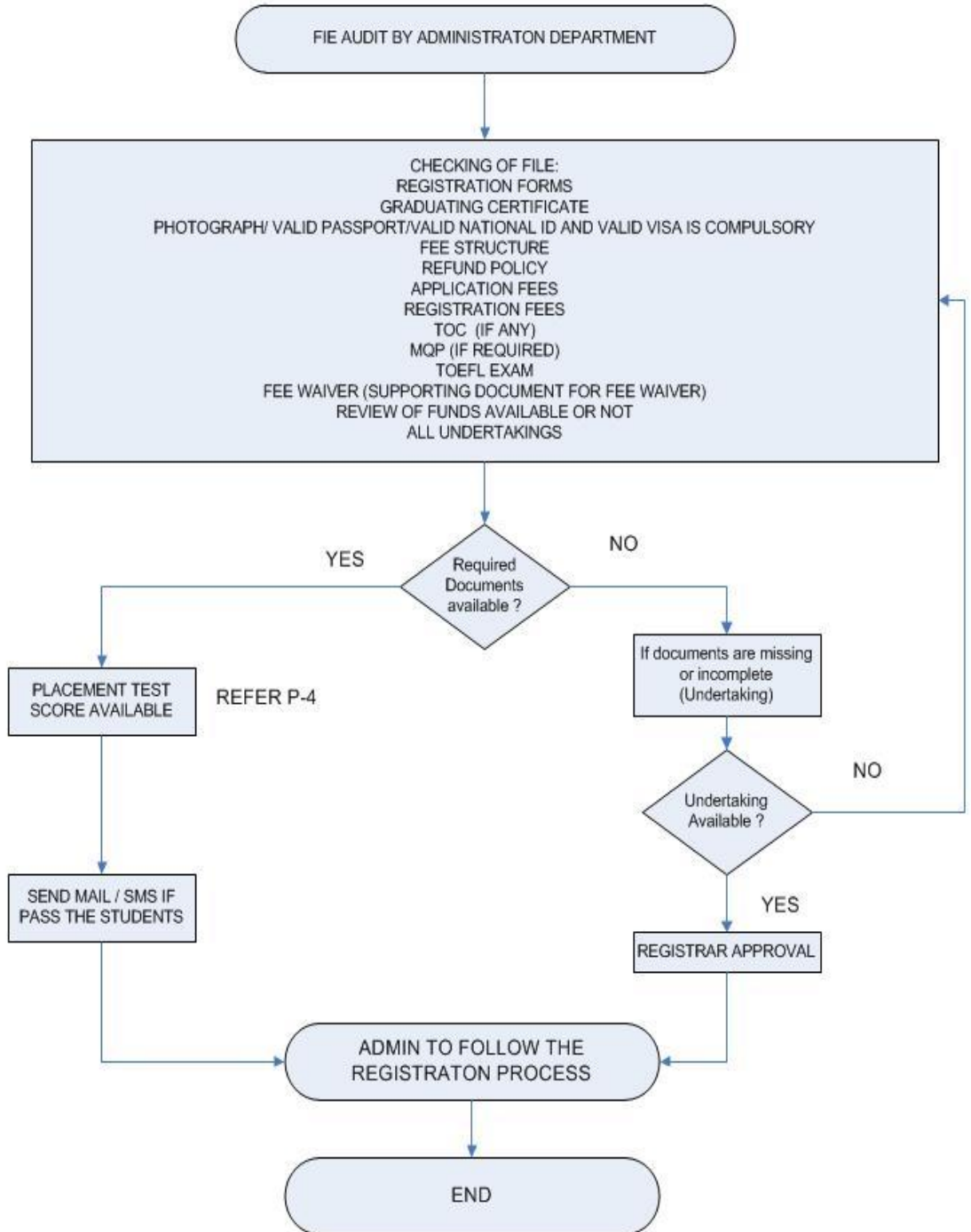
Registration department will co-ordinate with ELC department in arranging the following:

- i. Verify the registered student list for orientation based on the prescribed calendar
- ii. Register the student to the orientation class
- iii. Forward the list to ELC department
- iv. Reminder to the students about the orientation dates
- v. Conduct of MOCK exam
- vi. Forward the mock exam papers to the examination department
- vii. Result published within the prescribed timeline
- viii. Update the system and inform all concerned
- ix. List of absentees of Orientation & Mock exam will be forwarded to the marketing department for follow-up

C. CONDUCT OF PLACEMENT TEST FOR NEW & TRANSFER ST



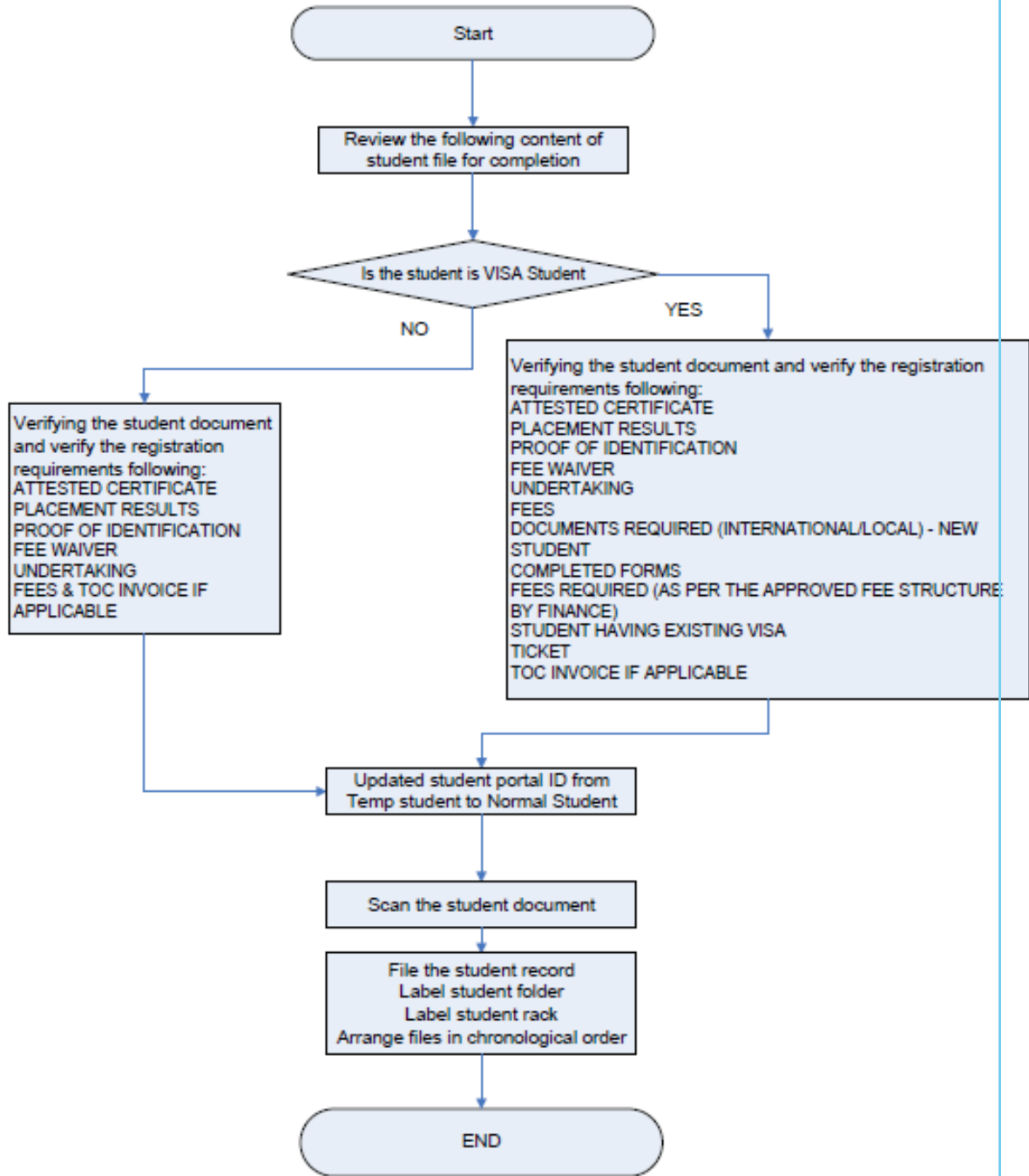
FILE AUDIT PROCESS FOR REGISTRATION IN SYSTEM



DE



FILE AUDIT PROCESS FLOW



TS



Students who do not meet the entry requirements for admission to the BBA program at SUC will have to appear for the placement test comprising of English and Mathematics. Administration prepares a schedule for the conduct of placement tests i.e. City & Guilds / IELTS / TOEFL and Mathematical Ability Test (Refer above for details)

Registration department will co-ordinate with Examination department in arranging the following:

- i. Verify the registered student list for examination based on the prescribed calendar
- ii. Register the student for the examination as per the calendar
- iii. Forward the list to examination department
- iv. The roster of exam calendar is forwarded to the internal and external sources by the examination department
- v. Absentees of the examination to be reported to the concerned by the registration department

D. ENROLLMENT INTO MAIN PROGRAM, NEW, TRANSFER & CONTINUING STUDENTS

Registration department enrolls students for academic program and courses.

i. **New Students**

The registration department enrolls the students with all the necessary documents as per the admission requirements and registration checklist (Annexure__1).

Registration department will verify the following before completing the enrollment process:

- a. Student information, photograph and signature
- b. Enrollment documents are verified
- c. Academic documents are attached
- d. Placement documents are available
- e. All the admission requirements are met
- f. Financial clearance
- g. All undertaking letters are attached if applicable
- h. TOC documents are attached if applicable
- i. VISA related documents are attached if applicable

ii. **Transfer & Continuing Students:**

Transfer & Continuing Students will be enrolled as per their Graduation plan.

Registration department will verify the following before completing the enrollment process:

- a. Verify the graduation plan



- b. Check the progression and status of the student
- c. Financial clearance
- d. SAP status
- e. Re-activation status
- f. Repeating course
- g. Pre-requisite met
- h. Undertaking status of the student if any

E. ENROLLMENT INTO PREPARATORY COURSES

Students who do not obtain the qualifying score in English placement tests required for admission to the Undergraduate / Graduate program at SUC will have to undergo the appropriate English preparatory courses based on their scores achieved in the English placement tests. Similarly, students who do not obtain the qualifying score in the Mathematics placement test conducted at SUC will have to undergo the Mathematics Crash course. Please refer section - 'PREPARATORY PROGRAMS' for further details.

IV. REJECTION OF ADMISSION/ REGISTRATION

If a candidate does not fulfill the basic entry requirement as per the registration checklist the admission / registration will be rejected.

The admission / registration will also be rejected under the following conditions:

- A. In case of non-submission of documents required by the institution or government authorities
- B. In case of submission of any forged documents for admission
- C. In case of non-attestation of degree certificates submitted for admission
- D. Any information received from the parent organization regarding the irregularities in the documents submitted.
- E. Criminal charge(s) are proved against the student at the time of admission.

V. POST REGISTRATION PROCEDURE

A. AUDIT OF FILES (CONTINUING STUDENTS)

Registration department regularly audit the files for continuing students

The checklist for carrying out the audit is as follows:

- i. Submission of necessary documents as per the Undertaking form submitted at the time of Admission**
- ii. Verification of all student personal information data**
- iii. Expiry date of Visa, passport and emirates ID**



The registration department informs the concerned students regarding the pending submissions of documents as per the undertaking letter provided and the validity status of documents at least 6 months before the date of expiry.

B. REGISTRATION CHECKLIST

UNDERGRADUATE

Documents

- a. Passport copy (Minimum 6 Months Validity)
- b. Visa Page (Minimum 6 Months Validity)
- c. Emirates Id
- d. Duly Filled- Up Enrollment Form with Signature Of Applicant / Marketing Officer
- e. IELTS [A]/Pearson [A]/TOEFL [IBT/CBT] Certificate
- f. Student Name in the Enrolment Form Vs Passport
- g. Initial Payment
- h. Visa/Embassy Letter [Submission of Post-Dated Cheque]
- i. Placement Form
- j. Proof - If Placement Test Not Require
- k. Financial Rules & Regulation Form – Signature
- l. Visa Documents
- m. Guardian Tenancy Contract/Emirates Id Card/PP & Visa Copy/Undertaking
- n. Accreditation of the University/School
- o. **SAT/Diploma Verification**
- p. Graduate / HS Mark Percentage
- q. **IGCSE/O-Level/A-Level/As-Level/Other Curriculum**

i. For International student

- a. Visa Documents
- b. Visa Undertaking Forms
- c. Visa Student Detail Forms
- d. Hostel Forms
- e. Guardian Details Form
- f. Visa Processing Form
- g. Guardian Authorization Letter
- h. Accreditation of the University/School
- i. Police Clearance (Nigerian Student)

ii. DOCUMENTS GIVEN TO STUDENTS [COUNTER SIGNED]

- a. Duly Attested High School Credentials or / Diploma if Applicable (Undertaking Form)



iii. FULL UNDERTAKING LIST

- a. Undertaking -Visa Page
- b. Undertaking -Passport Page
- c. Undertaking - Non Submission Of Photographs
- d. Undertaking - Non Submission Of attested 12th Standard UAE Secondary School Certificate
- e. Undertaking - Non Submission of UAE National ID
- f. Undertaking - Non Submission Of attested A - Level certificate
- g. Undertaking - Non Submission Of attested AS - Level from IGCSE/GCE/GCSE Board certificate
- h. Undertaking - Non Submission Of attested O - Level from IGCSE/GCE/GCSE Board certificate
- i. Undertaking -12th Standard from Abroad
- j. Undertaking -12th Standard from Private Institution in the UAE
- k. Undertaking -Attested High School Certificate
- l. Undertaking -High School Certificate
- m. Undertaking -Attested IGCSE/GCE/GCSE Grade
- n. Undertaking -Non submission of TOFEL/IELTS/SAT Result
- o. Undertaking -IB Diploma

iv. TRANSFER OF CREDITS IF APPLICABLE

- a. Duly Filled-Up Application form For Transfer of Credits
- b. The Official Transcript
- c. Detailed Syllabi (Credit Value, Level, Course Content Etc)
- d. Official Letter from Previous Institution
- e. Paid Processing Fees

v. VISA CASE IF APPLICABLE

- a. Visa Undertaking Forms
- b. Student Detail Forms
- c. Hostel Forms
- d. Guardian Details Form
- e. Visa Processing Form
- f. Guardian Authorization Letter
- g. Guardian Tenancy Contract/Emirates Id Card/PP & Visa Copy/Undertaking

vi. VISA/EMBASSY LETTER

- a. Submission of 3 Post dated-cheques
- b. Old Visa Copy Page

GRADUATE REGISTRATION CHECKLIST

i. DOCUMENTS REQUIRED FROM ALL STUDENTS



- a. Dully Filled- Up Enrollment Form with Signature Of Applicant / Marketing Officer
 - b. Passport copy (Minimum 6 Months Validity)
 - c. Visa Page (Minimum 6 Months Validity)
 - d. Emirates Id
 - e. IELTS [A]/Pearson [A]/TOEFL [IBT/CBT] /Cambridge Advanced English Certificate
 - f. Student Name in the Enrolment Form Vs Passport
 - g. Initial Payment
 - h. Visa/Embassy Letter [Submission of Post-Dated Cheque]
 - i. Placement Form
 - j. Proof - If Placement Test Not Require
 - k. Financial Rules & Regulation Form – Signature
 - l. Visa Documents
 - m. Guardian Tenancy Contract/Emirates ID Card/PP & Visa Copy/Undertaking
 - n. Accreditation of the University/College
 - o. Graduate Mark Percentage
 - p. Equivalency Certificate of Bachelors degree
 - q. Student Personal Detail Form
 - r. Students Certificate Authenticity Check Form
 - s. Student Visa / Letter Processing Request Form
- ii. ADDITIONAL DOCUMENT TO BE SUBMITTED BY LOCAL STUDENT**
- a. Passport copy (Minimum 6 Months Validity)
- iii. ADDITIONAL DOCUMENTS TO BE SUBMITTED BY INTERNATIONAL STUDENTS**
- a. Visa Documents
 - b. Visa Undertaking Forms
 - c. Visa Student Detail Forms
 - d. Hostel Forms
 - e. Guardian Details Form
 - f. Visa Processing Form
 - g. Guardian Authorization Letter
 - h. Accreditation of the University/College
 - i. Police Clearance (Nigerian Student)
- i.**
- iv. DOCUMENT GIVEN TO STUDENTS [COUNTER SIGNED]**
- a. Duly Attested Graduation Credentials
- v. FULL UNDERTAKING LIST**
- a. Undertaking -Visa Page



- b. Undertaking -Passport Page
- c. Undertaking - Non Submission Of Attested Bachelor Degree
- d. Undertaking - Non Submission of UAE National ID
- e. Undertaking -Non submission of equivalency Certificate (International Student)
- f. Undertaking –Non Submission of TOEFL / IELTS
- g. Undertaking for MBA Provisional Admission
- h. Undertaking for MBA Provisional Admission for CGPA 2.0 to 2.49)
- i. Undertaking for MBA Scholarship / Fee Waiver/Recommendation grant
- j. Undertaking for MBA Bring your own device
- k. Undertaking for MBA with less than 5 years of work experience

vi. TRANSFER OF CREDITS IF APPLICABLE

- a. 1 Dully Filled-Up Application form For Transfer of Credits
- b. The Official Transcript
- c. Detailed Syllabi (Credit Value, Level, Course Content Etc)
- d. Official Letter from Previous Institution
- e. Paid Processing Fees

vii. VISA CASE IF APPLICABLE

- 1. Visa Undertaking Forms
- 2. Student Detail Forms
- 3. Hostel Forms
- 4. Guardian Details Form
- 5. Visa Processing Form
- 6. Guardian Authorization Letter
- 7. Guardian Tenancy Contract/Emirates Id Card/PP & Visa Copy/Undertaking

viii. VISA/EMBASSY LETTER

- 1. Submission of 3 Post-dated cheques
- 2. Old Visa Copy Page

C. ISSUANCE OF STUDENT KIT



i. New Students:

The kit gives the student a clear idea about his/her admission status, academic program, class shift, guidance on portal usage, Portal username and password, car sticker details, ID card, tab description and fee payment plan.

The following materials will be issued to students based on the entrance examination result:

a. Admission Letters & Invoice

Once the student's admission is confirmed, he/she is issued a 'Letter of Admission' & 'Invoice'. Students need to pay their SUC fees according to the Invoice issued.

Note: It is the student's responsibility to report any discrepancies in invoice to the Admin Dept. within a maximum time frame of one month after the receipt of invoice.

b. Identity Cards

Students are issued with a SUC Identity card according to their admission status (Provisional / Confirmed). Students need to carry their Identity cards all the time while being in the SUC Campus. Identity cards will be checked randomly.

c. Portal ID

Every student is issued a portal ID and password through which they can access their class attendance, assessments and the results online. The academic profile, academic advisor and the events of the SUC can also be accessed through the portal.

d. Graduation Plan

Every student is issued with the graduation plan, which will help them to plan their studies accordingly.

e. RFID

Students who use their own transportation are issued the RFID car stickers along with the kit.



f. Placement Results

Result copy of the placement test

g. Handbook

It 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, Institutional calendar and whom to approach for services.

New student kit issuance scenario:

- a. Direct Entry to Degree Program
- b. Foundation to Degree Program
- c. MQP to Degree Program (MBA)
- d. Maths Crash Course (UG) and Degree Program
- e. Maths Crash Course (UG) + Foundation to Degree Program

Process:

The process of the new student's kit issuance is mentioned as flow chart below:





PLEASE UPDATE

ii. Continuing Students:

The kit gives the student a clear idea about his/her Progression status, academic program and fee payment plan.

The following materials will be issued to students based on the progression status:

a. Admission Letters & Invoice

Once the student's progression is confirmed, he/she is issued a 'Letter of Admission' & 'Invoice'. Students need to pay their SUC fees according to the Invoice issued.

Note: It is the student's responsibility to report any discrepancies in invoice to the Admin Dept. within a maximum time frame of one month after the receipt of invoice.

b. Graduation Plan

Every student is issued with the graduation plan, which will help them to plan their studies accordingly.

Continuing student kit issuance scenario:

- a. Accelerated program
- b. Program transfer
- c. Re-activated students

Process:

The process of the continuing students kit issuance is mentioned as flow chart below:



Procedure for the kit preparation:

Review the Department Checklists [as mentioned in the registration checklist]

Attach the fees structure as per admission requirement

a. If no discount

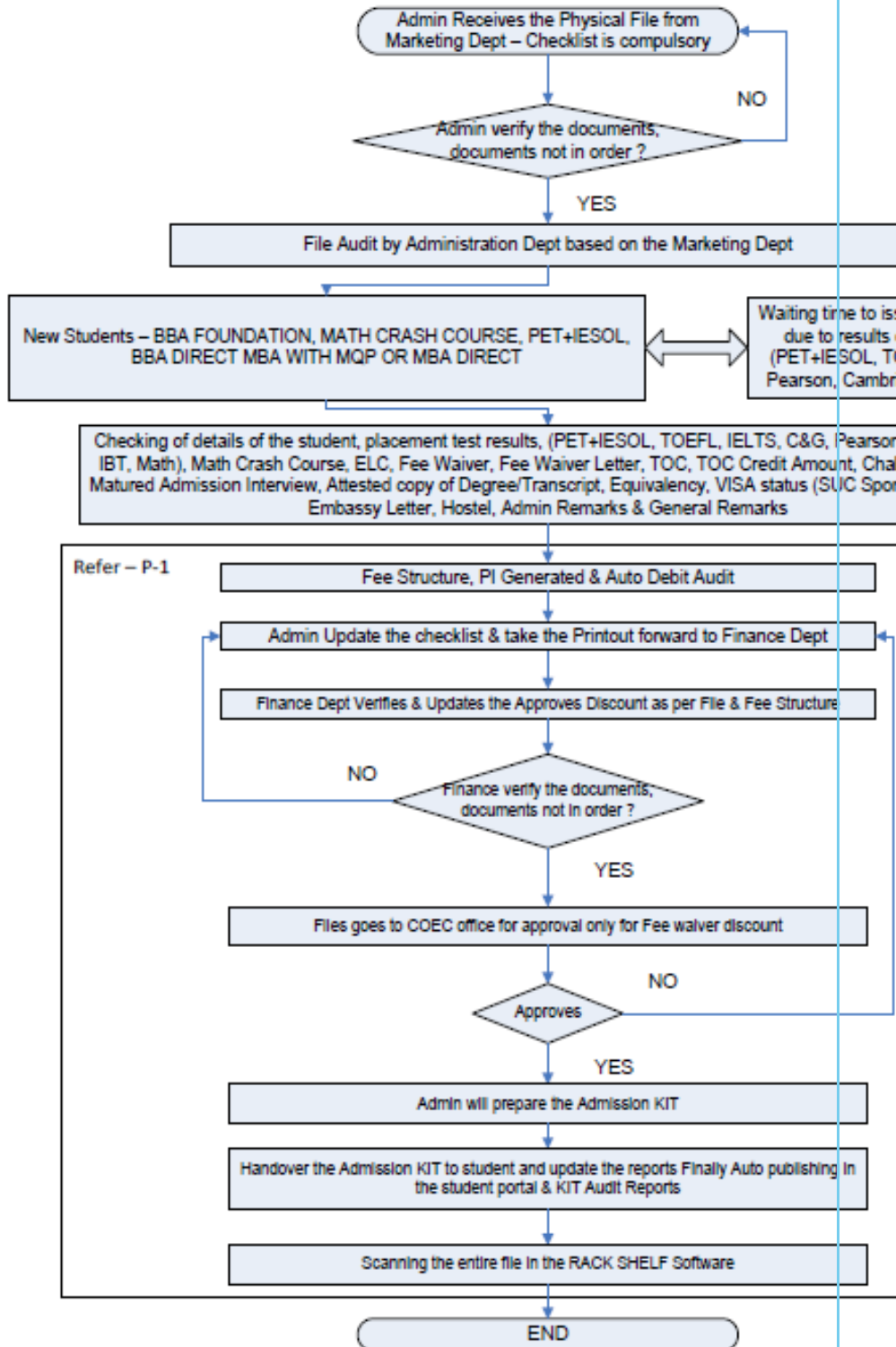
1. Forward the file to finance department along with the updated checklist
2. Finance department will approve the fees structure and update their checklist
3. Administration department receive the approved file and process the kit

b. If discount is applicable

1. Forward the file to finance department along with the updated checklist
2. Finance department



KIT – NEW STUDENTS





- will approve the fees structure and update their checklist
3. Administration will forward the file to verification department for the discount approval
 4. Administration department receive the approved file and process the kit

D. BATCH CREATION

From the total number of students registered/enrolled for particular courses in a semester, the choice of students, pre-requisites, graduation plan and no. of credits morning, evening and weekend batches are created not exceeding the class size policy of SUC.

Batch creation is done based on the following:

- i. Selection of the academic curriculum which has to be implemented year wise[intake wise]
- ii. Define semester/quarter wise courses
- iii. Define Sessions [Morning/Evening/Weekend]
- iv. Define no. of students [Active/TOC/repeating etc...] in each session.
- v. Define no. of batches to be created session wise
- vi. Creation of batches accordingly

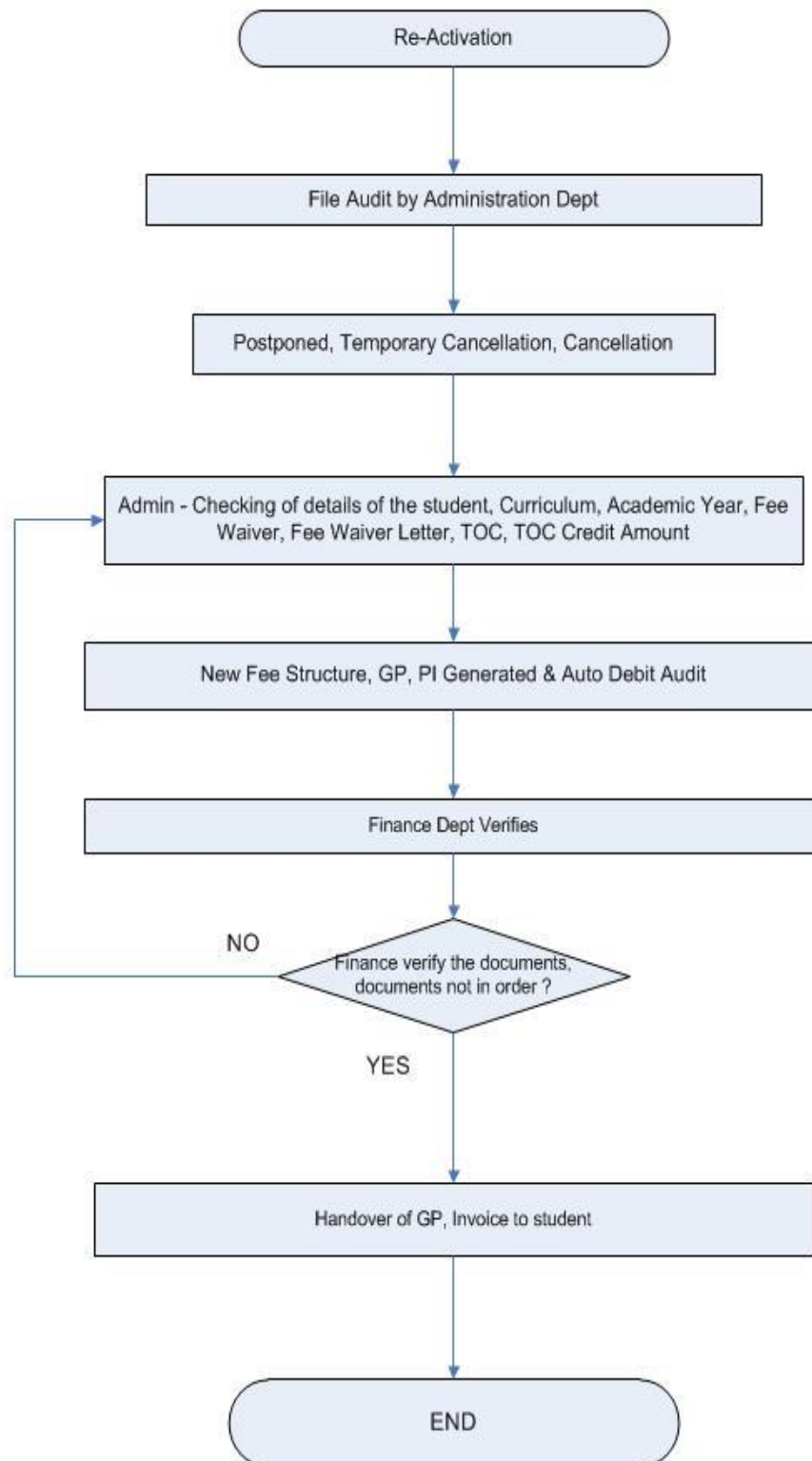
VI. STUDENT DEBITS

- A. At 20th of every month,
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KIT – CONTINUING STUDENTS – RE-ACTIVATION

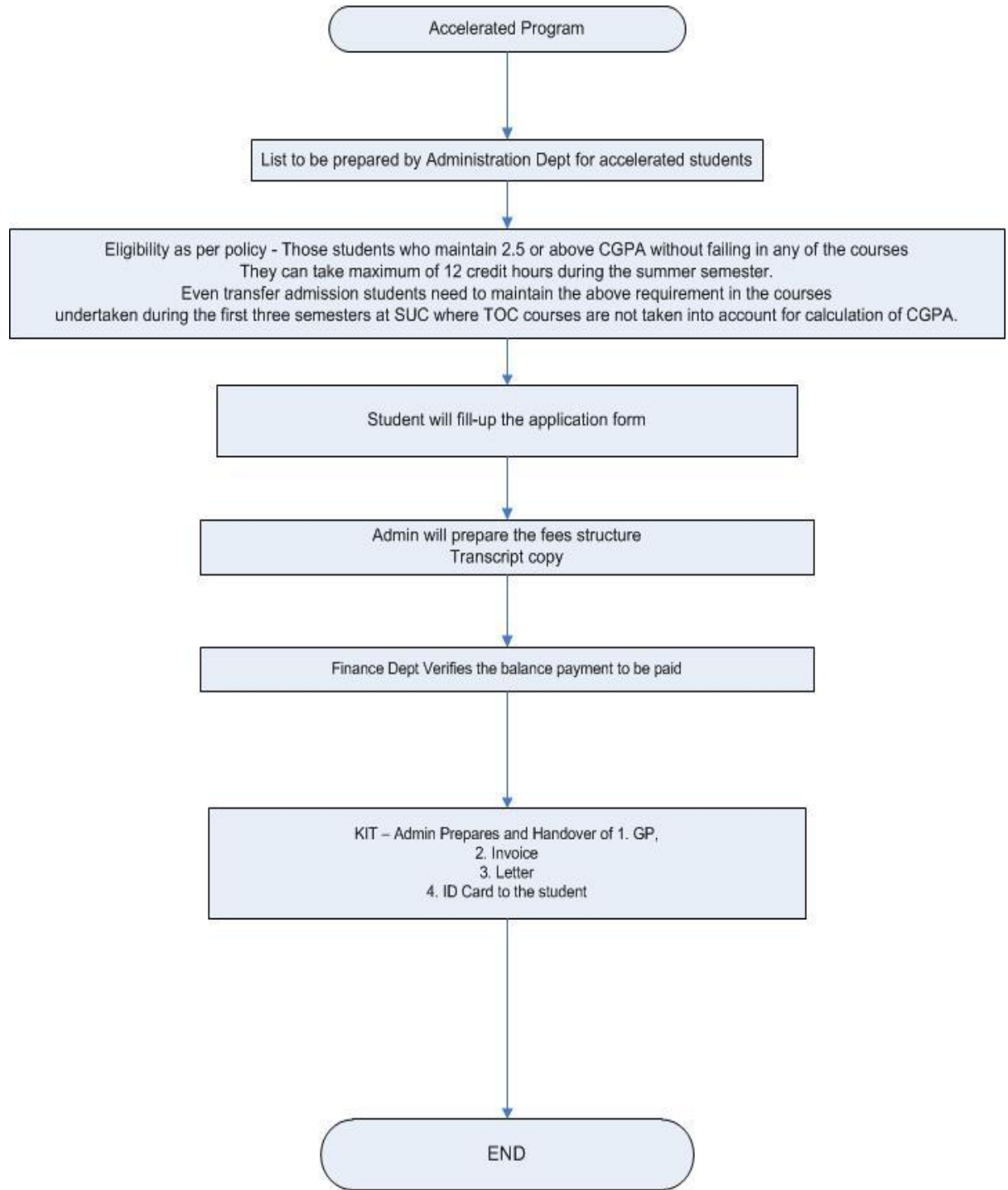
P-1.1





KIT – CONTINUING STUDENTS – ACCELERATED

P-1.2



ebit for active students for the month is sent to finance department for collecting the



- installments.
- B. Students who cancelled or pending status will be informed to finance department with debit / credit system on monthly basis.
 - C. Following are the different type of Debits pushed by the Administration department
 - i. Automatic Debit pushed by TPS
 - ii. Manuel Debit
 - iii. Debit by different department

Procedure for the Automatic Debit:

- a. Admin will verify the student status
- b. Will check the attached fees structure
- c. Push the debit through TPS
- d. Debit will reflect in Finance Department

Procedure for the Manuel Debit:

- a. Admin will verify the student status
- b. Verify the monthly amount with the fees structure
- c. Forward the debit to IT department to push through system
- d. Debit will reflect in Finance Department

Procedure for the Debit from different department:

- a. Department will forward the debit request as per the format to admin
- b. Admin will debit the same
- c. Admin will forward the debit transaction to finance
- d. Finance will audit and confirm the debit
- e. Finance will confirm the receipt of debit to the concerned department
- f. File & close







VII. STUDENT RECORDS

The documents being maintained in SUC will normally fall in three categories viz:

- A. ADMINISTRATIVE RECORDS
- B. ACADEMIC RECORDS
- C. FINANCIAL RECORDS

Each of the above maintained separately

Note: All the above documents will be maintained as student file till graduation and thereafter the documents are converted into PDF file and stored in electronic archive, hard copies of the documents will be completely destroyed after four years from the date of graduation

A. ADMINISTRATIVE RECORDS

Administrative records comprise of the personal profile of each and every student of SUC and consist of the following:

i. Enrolment Form

Each student fills up the enrollment form at the time of registration. The form lists the personal information, passport and visa details, the major area of the program the student has opted for, educational qualifications, work experience, registration payments, the terms and conditions on which the admission is given. Once the result of the entrance examination is available, the administration department updates the file. This document is maintained only till the student qualifies for and attends the graduation ceremony.

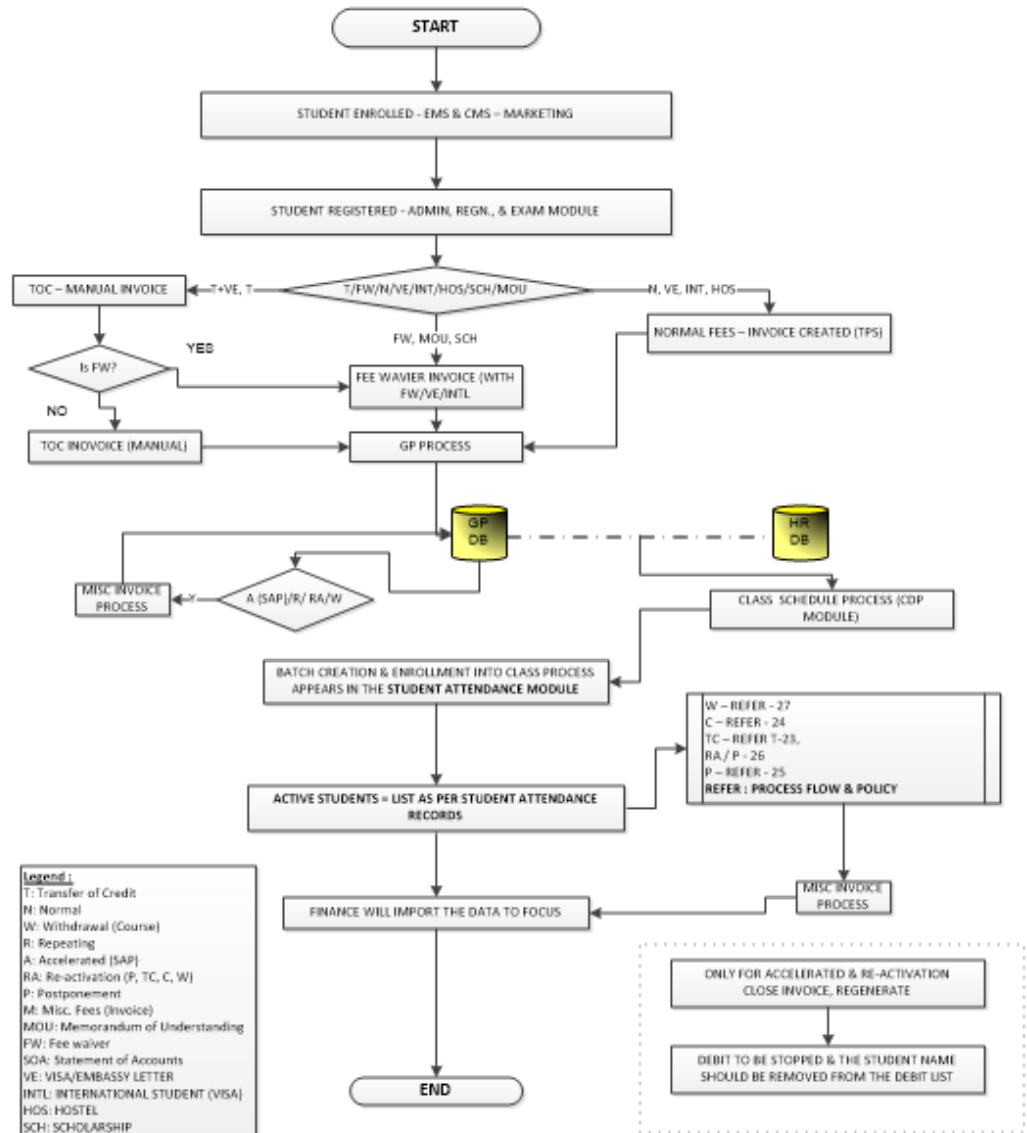
ii. Directory Information

The directory information consists of data regarding the address, telephone number, mobile number, email address etc. This record is stored electronically soon after the student is registered. It is also available as a hard copy in the enrolment form.



DEBIT OF STUDENTS PROCESS

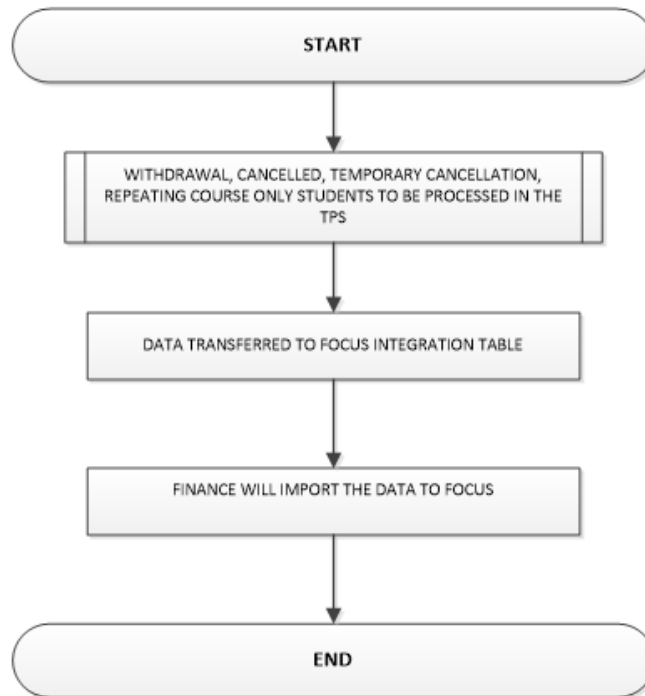
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DEBIT OF STUDENTS – TPS – AUTO PROCESS



record is updated as and when the student informs of a change. Normally, this information is also updated every year by floating an address update form.

iii. Record Of Entry Level Qualifications

A copy of the higher secondary school certificate is maintained in the personal file of the student. While accepting this document, the student is required to show the original certificate to SUC officials, who verify and attest the copy of the certificate.

iv. Results Of Personality And Interest Tests: (Optional)

A record of the results of the personality and interest tests are kept in the Administration Dept. The record will be maintained till the student graduates.

v. Record Of Discipline

In case the student has been involved in any incidents of indiscipline, a record of the incident is kept in the student's personal file.

vi. Attendance Record

The student's attendance is recorded in the system through software.

vii. Letter Of Admission:



A copy of the letter of admission and the fee payment schedule is filed in the personal records of the student.

viii. Copy Of Passport:

A copy of the passport along with the visa information is filed in the personal record of the student.

ix. Miscellaneous Documents:

Copies of letters issued to the student, proof of mitigation and any other correspondence with the student, are also filed in the personal file of the student.

x. Graduation Information And Copies Of Transcript

Copies of all transcripts issued to the students, grade warnings, letters of probation and suspension if any, and the graduation information forms a part of the academic profile, which is filed in the personal file of the student.

xi. Accessibility To The Records

Only the following personnel have an access to the records unless specified by the student:

- a. Founder President
- b. COEC
- c. Dean
- d. Registrar & HASS
- e. Head of Academics
- f. Head - Admin & Exam Department
- g. Administrative Officers
- h. Filing Clerk in the Administration Department
- i. MOE Officials

B. ACADEMIC RECORDS

The Administration Department maintains the academic records of each student. The records comprise of the following:

i. Curriculum Requirement

Students enrolled each year follow a particular curriculum. The administration department keeps a record of the applicable curriculum. The record is transferred to the electronic archive after the student graduates.

ii. Details Of Transfer Of Credits

All documents related to the transfer of credits such as the transcripts, course description, and the details of accepted transfers, are kept with the



administration department for each such student. The details of transfer of credits accepted are transferred to the student's electronic records.

iii. Details Of Courses Undertaken And The Grades Awarded

As and when the student takes the courses, and, appears for the examinations, his/her profile is updated in the software. The details of credits undertaken and the grades awarded, the GPA and the CGPA of the student is available through the software. The record is transferred to the electronic archive once the student graduates. These records are very important since the student's performance and graduation depends on the accuracy of such records. It is the responsibility of the Administration and Examination Department to maintain accurate records.

iv. Hard Copies Of Transcripts Issued, And, The Degrees Awarded

A grade report is issued to each student at the end of every semester. A consolidated grade report is filed in the student file at the end of the academic year. Official transcript will be issued only with the Degree.

However a student may request for interim transcripts by paying the necessary fees. A copy of every issued transcript is kept in the student's personal file. The hard copies of degrees are retained by the administration department for a period of four years after the student graduates from the SUC, thereafter, the copies are destroyed.

v. Copies Of Coursework / Examination Scripts:

The Examination Department retains the examination scripts for a period of one year after the declaration of the results after which they are destroyed.

vi. Accessibility To The Records

Only the following personnel have an access to the records unless specified by the student:

- a. Founder President
- b. COEC
- c. Dean
- d. Registrar & HASS
- e. Head of Academics
- f. Head - Admin & Exam Department
- g. Administrative Officers
- h. Filing Clerk in the Administration Department
- i. MOE Officials



C. FINANCIAL RECORDS

Records of all financial affairs related to a student including the total fees payable, installments paid, any fee reductions, scholarships awarded, and the current balances are maintained by the Finance Department. The main document related to the student is the ledger that is stored electronically and transferred to electronic archives as a permanent record.

i. Accessibility To The Records

Only the following personnel have an access to the records unless specified by the student:

1. Founder President
2. COEC
3. Dean
4. Registrar & HASS
5. Head of Academics
6. Head - Admin & Exam Department
7. Administrative Officers
8. Filing Clerk in the Administration Department
9. MOE Officials

D. METHOD OF KEEPING AND DESTROYING RECORDS

All physical documents related to students are kept in fire-proof cabinets with proper locking system. All documents that need to be destroyed are put through paper shredder.

E. ELECTRONIC DATABASE AND BACKUPS

The student directory, course information, attendance, all assessment records are kept in electronic records in a centralized manner. The accessibility of these records is limited to SUC's administrative staff with an access password. An automatic back-up of the database will be taken on a semester basis on a DVD and will be transferred to bank locker. These records will be kept for an indefinite period.

F. FILE SCANNING

All files of registered students of SUC are maintained as soft copy. Once the final registration is complete the student records are scanned and a soft copy of the same is maintained and the backup is stored at the appropriate secured places as per backup policy, to enable SUC retrieve the information during emergency contingency.



G. UPDATING STUDENT DATA

Any change in the student's personal details should be updated by filling up by student data update form. This form is available in student portal upon student request the data is updated in the computer as well as student personal file. The students are solely responsible in providing the updated data. This data is mostly used for the communication between SUC and the students. Dependent & Non-Dependent students must submit the correct guardian details to the SUC.

H. STUDENT VISA/PASSPORT/EMIRATES ID EXPIRY CHECK

Registration department regularly carries out verification of data in order to assess the expiry dates of documents required to stay in the country so that renewal of these documents can be undertaken within the specified time limits. The registration department informs the concerned department and students regarding the status at least 6 months before the date of expiry.

I. RECONCILIATION OF ACTIVE STUDENT LIST

Registration department reconciles the active student list with the finance department on a monthly basis so as to assess the exact number enrolled in SUC and follow-up for the necessary action.

J. AUDIT OF GRADUATE FILE

On completing the graduation requirement and the student is eligible for the award of the degree the registration department carries out a thorough check of graduation candidacy status sheet and cross checks with the concerned departments for declaring the student eligible for the award of degree. Any incompleteness found during the audit the student is informed to fulfill the requirement to be able to qualify for receiving the degree.

Process of Candidacy sheet [Annexure-2]:

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



- ii. Step 2: Graduation Board will verify the following components are met:
 - 1. Entry requirements
 - 2. Academic requirements
 - 3. Graduation Requirements
 - 4. Financial Requirements
 - 5. Departmental clearance
 - 6. Signing on certificates

K. MOE PORTAL UPDATION

After issuance of the degree; the registration department uploads the required documents to the MOE DMS Portal www.amricon-dms.com for the attestation process of the student.

The uploaded documents are as follows:

- i. Copy of Emirates ID.
- ii. 2- Copy of Previous Study Certificate. [If the certificate is granted by a foreign country, the high school certificate must be equalized by the Ministry of Education]
- iii. 3- Copy of Transfer Transcript.
- iv. 4- Copy of Academic Certificate.
- v. 5- Copy of the Transcript.



SECTION 1C-ADMINISTRATION



I. STUDENT MANAGEMENT

After the student is registered into the SUC program (BBA, BSIT, MBA, MQP, English Preparatory, CPD) the student is tracked for his/her regularity, requisitions, academic standing, and progression so as to communicate the status of the students with the department's faculty, staff and student to help them to progress successfully.

A. PROCEDURE

i. **Monitoring student attendance.**

The attendance is meant for keeping track of the attendance of each student. The attendance for all students are available on the system which can be printed if and when required. Administration finalizes the list of eligible students for the exam based on meeting minimum of -25% of attendance as per policy.

ii. **Monitoring student academic performance (Failure, low CGPA)**

Various students' categories like low CGPA, failed students, withdrawn students, low major CGPA students, students with low GPA in capstone courses etc are compiled. Students are properly counselled and informed to register for the repeating course to maintain the Good standing status.

iii. **Monitoring academic progression with respect to qualitative and quantitative requirements**

All Students enrolled at Skyline University College shall be monitored very carefully for the quality and quantity of satisfactory academic work completed during their study at SUC. A freshman student will be evaluated at the end of spring semester for good academic standing and there after the academic progression will be reviewed every semester.

iv. **Execution of student requests within stipulated timeframe**

Various student requests status are keenly monitored and processed.

II. STUDENT REQUEST

Any student request which comes through SSD will be segregated and the request is send to the respective departments to fulfill the student request within the policy frame work of SUC will be responded to the students within 48 hours. Issues relating to external agencies the response time varies based on the time taken by the outside agency.



A. LEAVE APPLICATION

Student who wants to avail leave during the ongoing semester should fill the leave request form available with student portal. All leave applied must be approved by the Registrar & HASS.

Step 1: Apply leave application through the student portal

Step 2: submit the supporting document [proof] to Administration Department

Step 3: The document will be forwarded to Registrar & HASS for approval

Step 4: The status of the application will be communicated to the student, faculty and advisor

Step 5: Application copy with approval status will be placed in the student file

B. CHANGE OF CLASS TIMING

Students willing to shift their classes from Morning to Evening or Weekdays to Weekend or vice-versa should fill up the request form available with the Administration Department citing reasons along with the evidence. Such request will be approved only according to the availability of the seat. The change of class shift will be entertained only during the first two weeks from the commencement of the semester and will be at solely subject to the availability or judgment of the Head - Admin & Exam Department.

Step 1: Apply change of class timings through the student portal

Step 2: Submit the supporting document [proof] to Administration Department

Step 3: The document will be forwarded to Head of Administration for the approval

Step 4: Approved application will be forwarded to registration officer for shifting of class timing.

Step 5: The status of the application will be communicated to the student, faculty and advisor

Step 6: Application copy with approval status will be placed in the student file

C. CHANGE OF MAJOR/EMPHASIS

Students may change their major/emphasis by filling the transfer form available with student portal along with the applicable fee.



Change of Major/emphasis is permissible only till the fourth semester subject to availability of seat in the respective major/emphasis and after paying the applicable fee. The change of major/emphasis is not granted as a right but will be submitted to the Head of Academics and Dean for approval.

It is advised that the change of major/emphasis should be done at the freshman level. Only under mitigating circumstances, the case can be considered in the sophomore year of the study.

Step 1: Apply for the change of major/emphasis through the student portal

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 Head of Academics for his approval

Step 4: Upon approval, applicable fees will be debited to the student account and deadline for payment is informed

Step 5: In case of a TOC student, the same procedure as above will be applicable for any change in major/emphasis; in addition student will have to reapply for TOC for the new major.

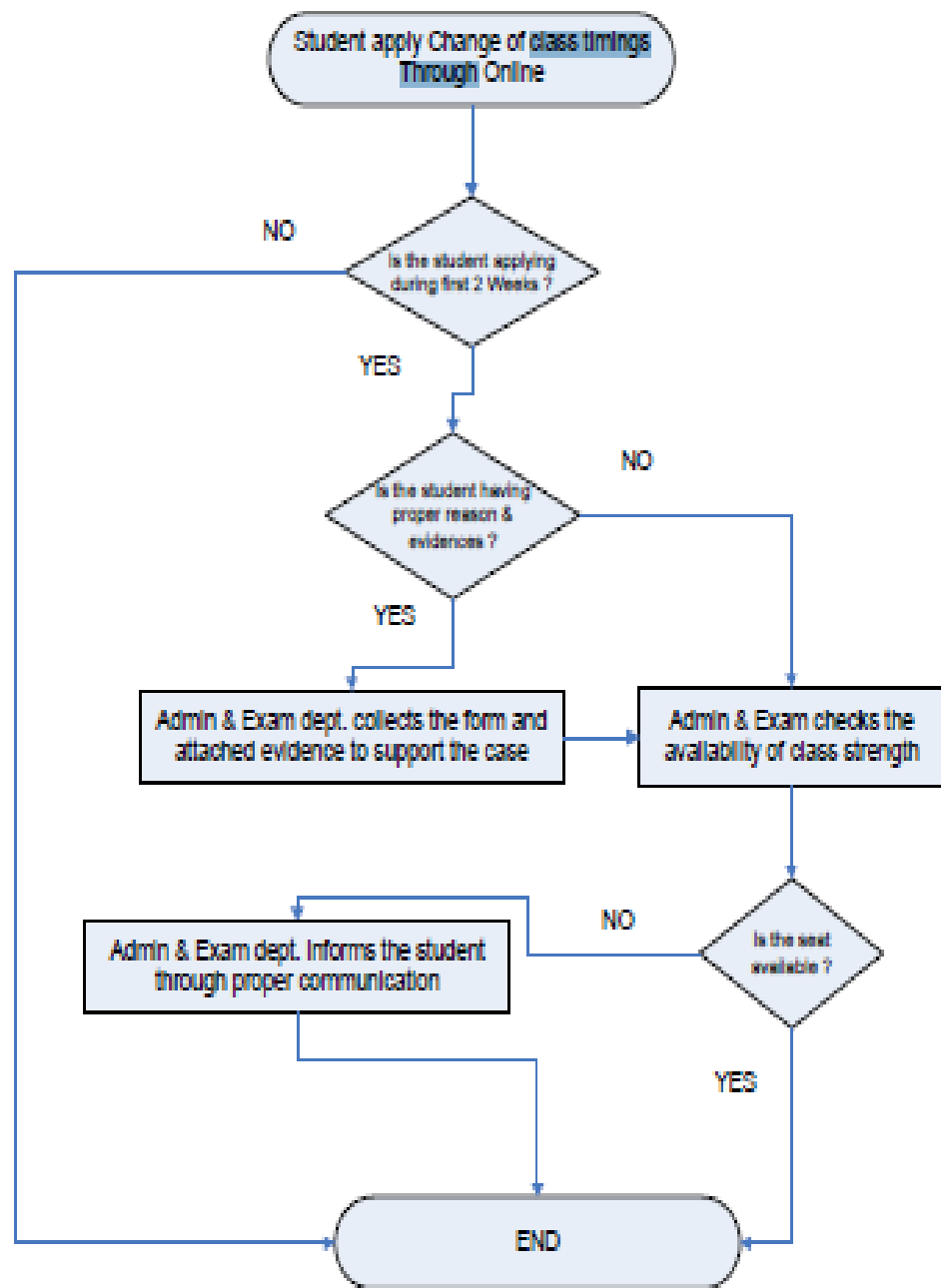
Step 6: Student pays the amount debited to his account

Step 7: Approved application will be forwarded to registration officer for changing the major/emphasis. Step 8: The status of the application will be



FLOWCHART OF CHANGING CLASS TIMINGS

A-26





communicated to the student, faculty and advisor

Step 9: A new ID card, revised graduation plan and fee schedule is issued to the transferred student

Step 10: Application copy with approval status will be placed in the student file

D. WITHDRAWAL OF COURSE

Withdrawal of a course/s can be done within the first week of commencement of a semester with a maximum number of two courses. The withdrawn course/s will not be reflected in the student's transcript for that semester. However, if the student withdraws any course/s after the first week, the withdrawal of the course/s will be reflected in his/ her transcript as a "W" and a repeating course fee of that particular academic year will be applicable whenever the student takes that course/s.

The withdrawal of course is not applicable for students under accelerated Program, SUC Visa/ Visa Letter/ Embassy Letter.

Step 1: Apply withdrawal application through the student portal

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 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

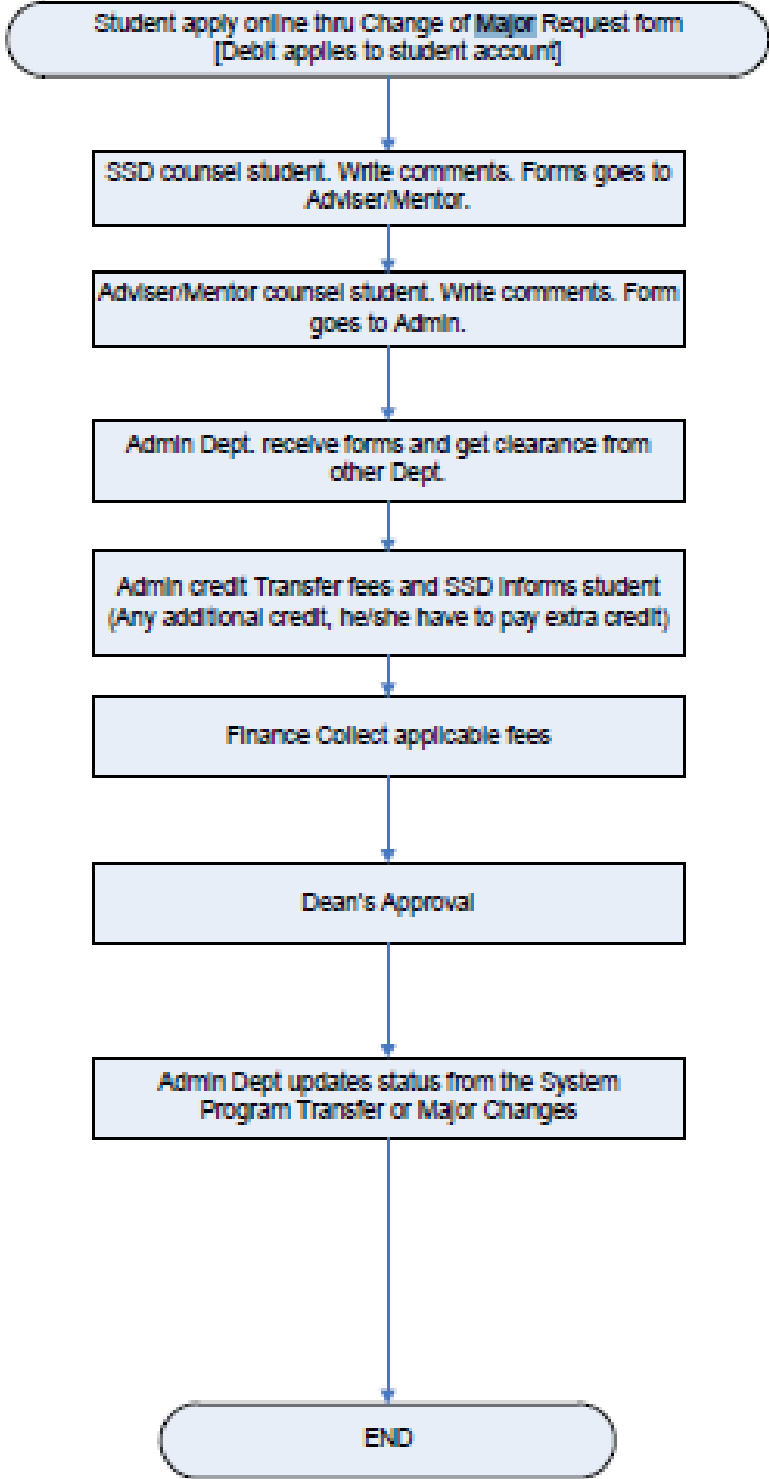
Step 6: Approved application will be forwarded to registration officer for course/s withdrawal

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 withdraws
Step 9: Application copy with approval status will



FLOWCHART OF MAJOR CHANGE





e placed in the student file



E. ADDITION OF A COURSE

Addition of a course is allowed only to those students who are not progressing as per the Graduation plan given to them initially. However a student cannot exceed maximum load of 18 credits per semester. If a student opts for additional course/s, along with the regular course will have to apply for the same within two weeks of the commencement of the semester. An additional charge will be applicable to the student as per the policy.

Step 1: Apply for addition of course/s through the student portal within first two weeks of commencement

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 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 adding course/s

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 applying for addition of course/s

Step 9: Application copy with approval status will be placed in the student file



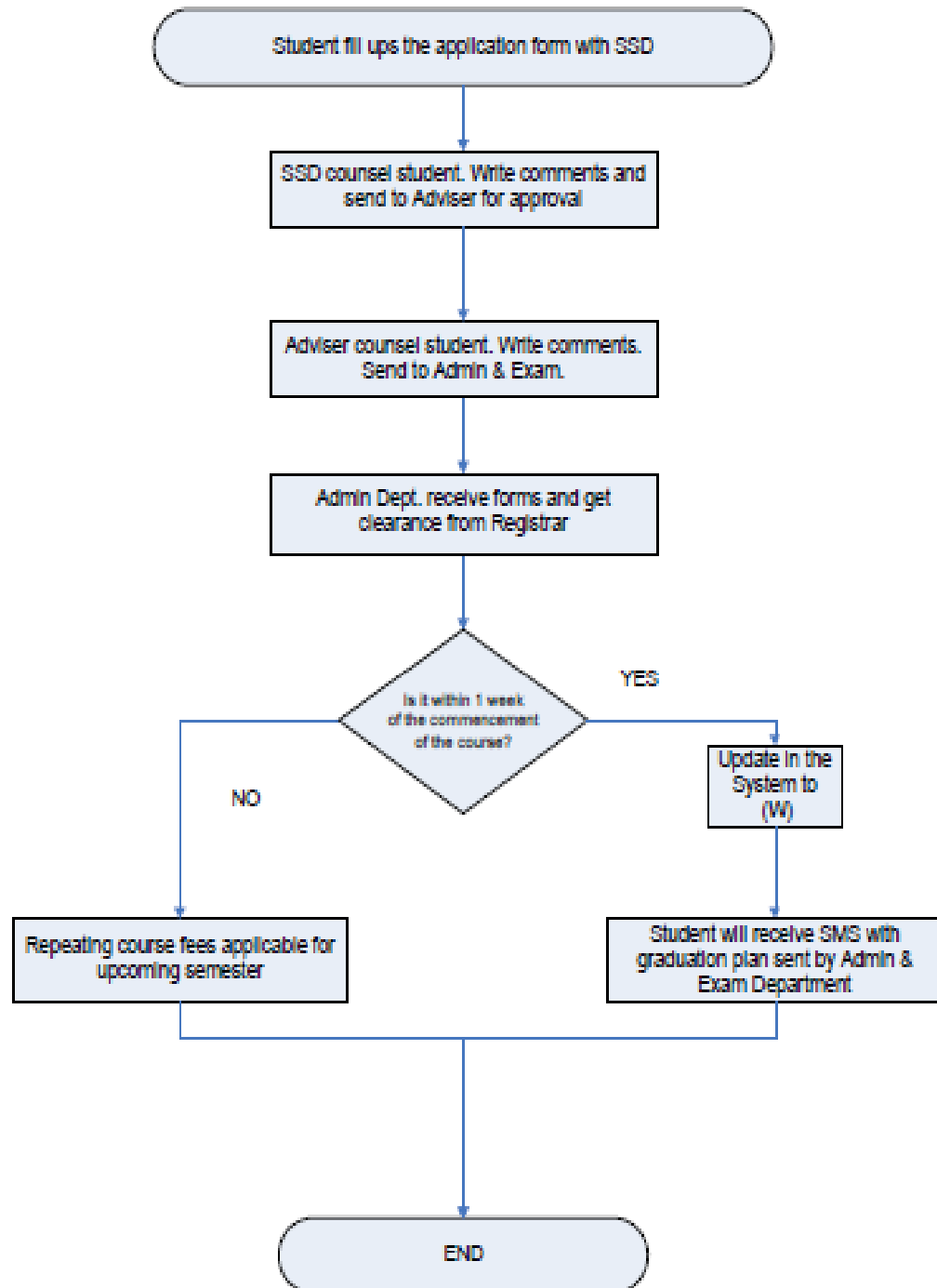
LETTERS /TRANSCRIPT FROM THE SUC

- i.** Bona-fide student letter (In English or Arabic) language



FLOWCHART OF WITHDRAWAL / DROPPING OF A COURSE

A-1





- ter mentioning dates of examination
- ii.** Copy of course definitive document (CDD) for course/s attended
 - iii.** Transcripts
 - iv.** Reference Letters
 - v.** Course Equivalency Letters
 - vi.** Certificate Equivalency Letters
 - vii.** No Objection Letters
 - viii.** Letters for Government Departments
 - ix.** University Reference Letters
 - x.** Letters of Introduction for Internship / Dissertation
 - xi.** Sponsor Request Letters
 - xii.** 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

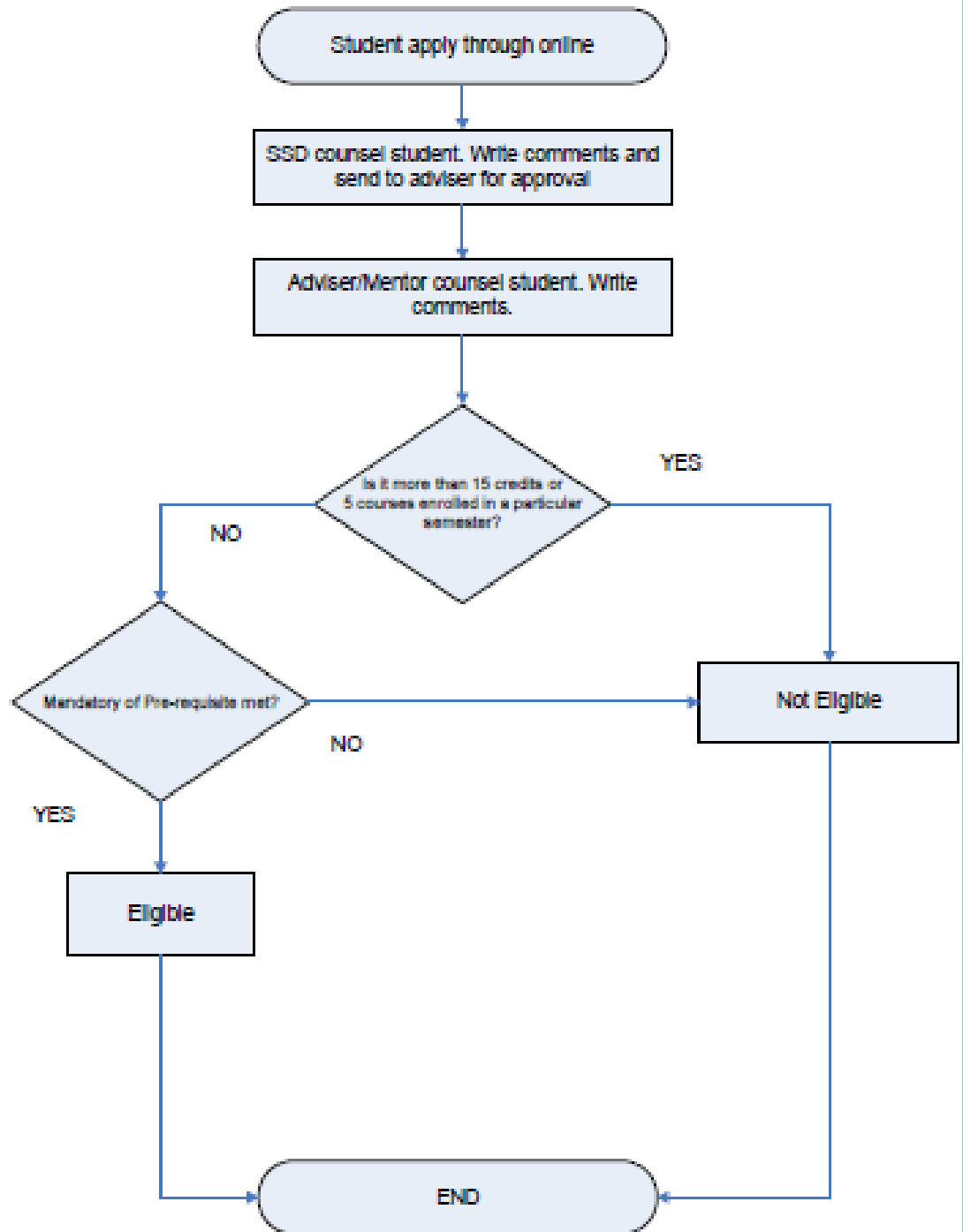
Step 3: After the clearance from Finance Department, the Administration Department prepares the letters as requested by the student

Step 4: The original letter is given to the student and a copy is maintained in the student's personal file



FLOWCHART OF ADDITION OF COURSES

A-13





Normal time to respond the request is mentioned below:

| TIME FRAME | | |
|-------------------------------|--|-----------------|
| VARIOUS REQUESTS | CLEARANCE REQUIRED | PROCESSING TIME |
| CLASS SHIFT CHANGE | FROM FACULTY AFTER 2 WEEKS OF COMMENCEMENT | 2 WORKING DAYS |
| PROGRAM TRANSFER | FROM ADVISOR & FINANCE | 2 WORKING DAYS |
| WITHDRAWAL | FROM ADVISOR | 2 WORKING DAYS |
| POSTPONEMENT | FROM ADVISOR & FINANCE | 2 WORKING DAYS |
| CANCELLATION | FROM ADVISOR | 2 WORKING DAYS |
| RE-ACTIVATION | FROM ADVISOR & FINANCE | 2 WORKING DAYS |
| REPEATING COURSE | FROM FINANCE | 2 WORKING DAYS |
| CLASS SCHEDULE | NIL | 2 WORKING DAYS |
| LETTERS | FROM FINANCE | 2 WORKING DAYS |
| GRADUATION PLAN | FROM FINANCE | 2 WORKING DAYS |
| PASSPORT ISSUANCE | FROM FINANCE | 2 WORKING DAYS |
| MITIGATION CIRCUMSTANCES | NIL | 2 WORKING DAYS |
| APPEALS AGAINST GRADE AWARDED | FROM FINANCE | 3 WORKING DAYS |
| GRADE IMPROVEMENT | FROM FINANCE | 2 WORKING DAYS |
| STUDENT PROCESS FORM | NIL | 2 WORKING DAYS |
| STUDENT PERSONAL DATA UPDATE | NIL | 2 WORKING DAYS |
| GRADUATION APPLICATION | FROM FINANCE | 2 WORKING DAYS |
| PROVISIONAL STUDENTS | NIL | 2 WORKING DAYS |
| ID CARDS | NIL | START OF THE |



| | | SEMESTER |
|--------------------------|--------------|--|
| ADMISSION KIT | NIL | START OF THE SEMESTER |
| PROVISIONAL CERTIFICATE | FROM FINANCE | 1 MONTH AFTER RESIT RESULT OF FINAL SEMESTER |
| DEGREE CERTIFICATE | FROM FINANCE | GRADUATION CEREMONY |
| SHORT COURSE CERTIFICATE | FROM FINANCE | AS PER AVAILABILITY |
| TRANSCRIPT / CDD | FROM FINANCE | 3-5 WORKING DAYS |



III. 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.



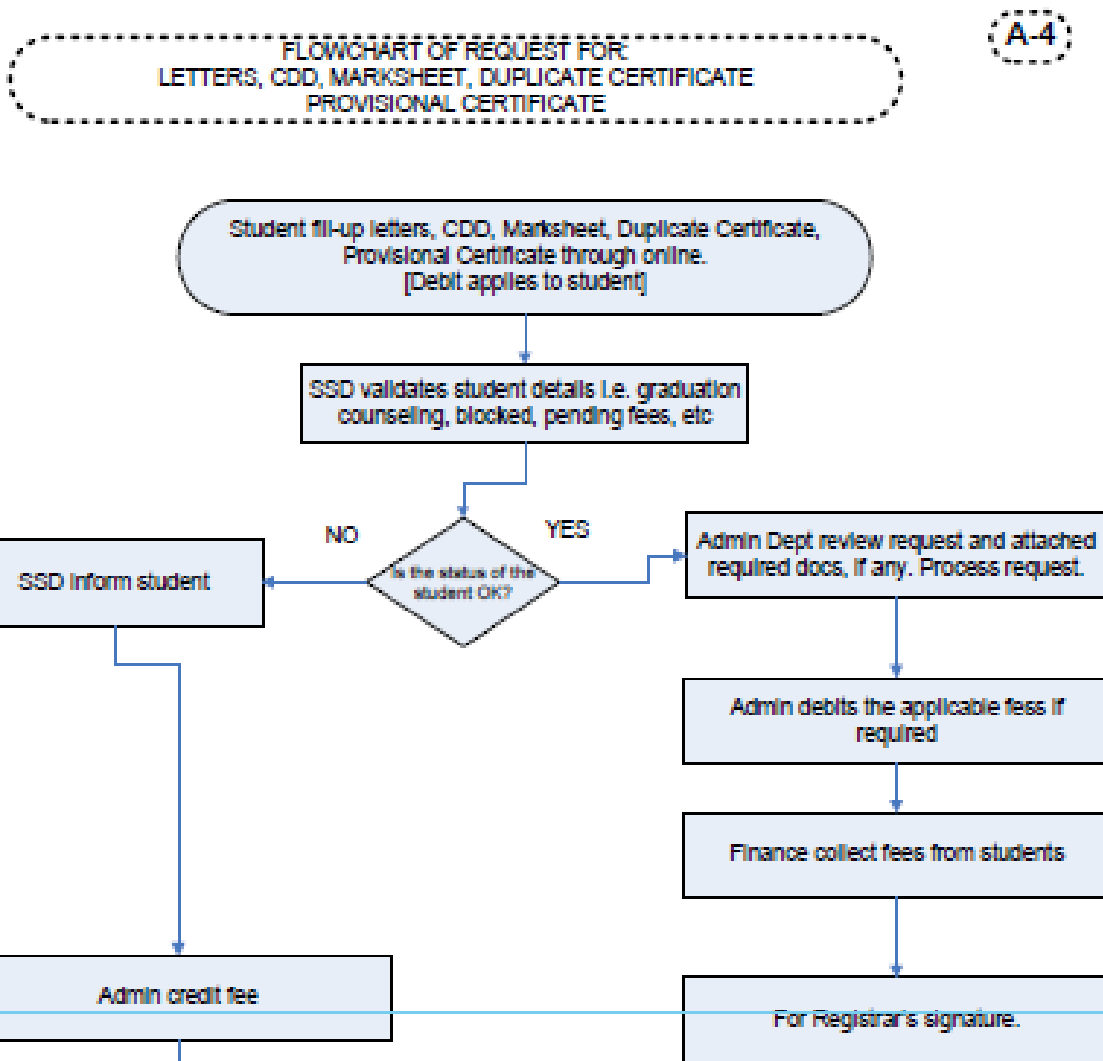
IV. ADMINISTRATION PROCEDURE

A. INSTITUTIONAL CALENDAR

Institutional 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 institutional calendar by the calendar management committee

- i. Receive the academic plan calendar from MOHSER
- ii. Receive the respective calendar from all the departments
- iii. Check the annual leave calendar of UAE
- iv. Check the program commencement calendar
- v. Refer all other operational calendars





Faculty allocation is done based on the following:

- i. Selection of the academic curriculum which has to be implemented year wise [intake wise]
- ii. Define semester/quarter wise courses
- iii. Define Sessions [Morning/Evening/Weekend]
- iv. Define no. of students [Active/TOC/repeating etc...] in each session.
- v. Define no. of batches to be created session wise
- vi. Creation of batches accordingly and handover the list to academic planning committee
- vii. Collect the faculty expertise list from the HRD
- viii. 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:

- i. Allocation of faculty has to be done as per their specialization, preference and course preparation in last two academic years.
- ii. Allocation of faculty from Undergraduate to Graduate Program is not allowed however it can be done only under extreme case for which Dean's approval needs to be taken.
- iii. 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.
- iv. Full time faculty to Adjunct faculty ratio has to be maintained at the level of 75:25 (Either credit or head count).
- v. Acceptable faculty to student ratio is 1:30 at both Undergraduate & Graduate level.
- vi. Minimum course preparation will be in range of 2-3 courses.
- vii. Maximum course preparation will be 4 courses in extreme cases.
- viii. Maximum course preparation for the faculty carrying administrative position will be 2 courses.
- ix. Faculty needs to contribute additional hours to cover admin responsibilities associated with extra credit course.
- x. PhD faculty (terminal degree holders) can be allocated maximum 12 credit hours
- xi. Non-PhD (Non-terminal degree holders) / master's degree can be allocated maximum 15 credit hours
- xii. Faculty load needs to be balance between morning, evening and weekend sessions.
- xiii. **Dissertation load to be considered while calculating total load of a faculty.**



| Qualification | Teaching Load/ week |
|---|-------------------------|
| PhD faculty (terminal degree holders) | maximum 12 credit hours |
| Non-PhD (Non-terminal degree holders) / master's degree | maximum 15 credit hours |

CREDIT DISTRIBUTION - UNDERGRADUATE FACULTY (BBA & BSIT)

| Designation | Teaching Load/ week |
|--|---|
| Professor | 12 Credits |
| Associate Professor | 12 Credits |
| Assistant Professor | 12 Credits |
| Lecturer | 12 Credits |
| Sr. Instructor | 15 Credits |
| Instructor | 15 Credits |
| Faculty Members with Administrative position | 3 release hrs. for program coordinators and department chairs, 6 release hours per semester for dean and appropriate release time for other major administrative assignments. |
| Visiting Faculty (International) | 12 Credits |
| Adjunct Faculty-Part Time | 6 Credits |



CREDIT DISTRIBUTION - GRADUATE FACULTY (MBA)

| Designation | Teaching Load/ week |
|--|---|
| Professor | 9 Credits |
| Associate Professor | 9 Credits |
| Faculty Members with Administrative position | 3 release hrs. for program coordinators and department chairs, 6 release hours per semester for Dean and appropriate release time for other major administrative assignments. |
| Visiting Faculty (International) | 9 Credits |
| Adjunct Faculty-Part Time | 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.

C. ADMISSION PROCEDURE

- i. Fill up the Application form for Admission in SUC
- ii. Submit Admission entry requirement documents
- iii. Pay the application and registration 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 Mathematics score, will have to appear for English Placement test and / or Mathematics Placement test as per schedule

D. ENROLLMENT GUIDELINES

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. 17-18

ENROLLMENT GUIDELINES - AY 2017-18

1. ENROLLMENT DATES: [COURSE COMMENCING & LAST DATE OF REGISTRATION]

2. SEAT ALLOTTED TO INTAKE:

3. PLACEMENT TEST DATES:

| PROGRAM | TEST DATE |
|----------------|-------------------------|
| BBA - WEEKDAYS | PLEASE CHECK THE SYSTEM |
| BBA - WEEKEND | PLEASE CHECK THE SYSTEM |
| ELC | 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.

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, guardian 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
- 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:

A. Local Undergraduate Candidates With Own Visa

- i. National Security Services clearance certificate for UAE Nationals effective from 2014.
- ii. 2 Passport size colored photographs with white background (not Polaroid) along with a digital copy.
- iii. Passport Copy with minimum six months validity
- iv. UAE National ID
- v. Attested copy of High School Certificate along with marks sheet (as applicable).



- a. UAE 12th standard High School certificate students should submit the attested copy by the school and Ministry of Education, UAE
 - b. 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
 - c. 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
- vi. 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 Education (MOE).
- vii. Proof of SAT 500 score or holding Diploma or Transfer Of Credit with 'C' grade in mathematics subject

B. Local Undergraduate Candidates Seeking SUC Visa/Visa Letter/Embassy Letter

- i. National Security Services clearance certificate for UAE Nationals effective from 2014.
- ii. 2 Passport size colored photographs with white background (not Polaroid) 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).
 - a. UAE 12th standard High School certificate students should submit the attested copy by the school and Ministry of Education, UAE
 - b. 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



- c. 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
- v. 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 Education (MOE).
- vi. Proof of SAT 500 score or holding Diploma or Transfer Of Credit with 'C' grade in mathematics subject
- vii. PDC for the academic year

C. Visa Undergraduate Students (Overseas)

- i. 2 Passport size colored photographs (not Polaroid) with white background.
- ii. Passport Copy with minimum eight months validity.
- iii. Police clearance certificate and Medical certificate from any registered hospital, if applicable (Nigerian Students)
- iv. 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).
- v. 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 Education (MOE).
- vi. Proof of SAT 500 score or holding Diploma or Transfer Of Credit with 'C' grade in mathematics subject



D. Local Graduate (MBA) Candidates With Own Visa

- i. 2 Passport size colored photographs (not Polaroid) along with a digital copy
- ii. Passport Copy with minimum six months validity
- iii. UAE National ID
- iv. Attested copy of Bachelor's Degree Certificate 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 Education (MOE).

E. Local Graduate (MBA) Candidates Seeking SUC Visa/Visa Letter/Embassy Letter

- i. 2 Passport size colored photographs (not Polaroid) with white background along with a digital copy
- ii. Passport copy with minimum eight months validity.
- iii. Attested copy of Bachelor's Degree Certificate 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 Education (MOE).
- v. PDC for the academic year

F. Visa Graduate (MBA) Students (Overseas)

- i. 2 Passport size colored photographs (not Polaroid) with white background along with 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 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, and certificate 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.

6. Registration Checklist

a. Undergraduate (BBA / BSIT)

iii. DOCUMENTS REQUIRED FROM ALL STUDENTS

1. Dully Filled- Up Enrollment Form with Signature Of Applicant / Marketing Officer - *Annexure 1*
2. Passport copy (Minimum 6 Months Validity)
3. Visa Page (Minimum 6 Months Validity)
4. Emirates Id
5. IELTS [A]/Pearson [A]/TOEFL [IBT/CBT] / Cambridge English:: Advanced Test / IESOL Certificate
6. Student Name in the Enrolment Form Vs Passport
7. Initial Payment
8. Visa/Embassy Letter [Submission of Post-Dated Cheque]
9. Placement Form- *Annexure 2*
10. Proof - If Placement Test Not Required
11. Financial Rules & Regulation Form - Signature - *Annexure 3*
12. Visa Documents
13. Guardian Tenancy Contract/Emirates Id Card/PP & Visa Copy/Undertaking
14. Accreditation of the University/School
15. SAT/Diploma Verification
16. HS Mark Percentage
17. IGCSE/O-Level/A-Level/As-Level/Other Curriculum
18. Student Personal Detail Form *Annexure 4*
19. Students Certificate Authenticity Check Form - *Annexure 5*
20. Student Visa / Letter Processing Request Form - *Annexure 6*

iv. ADDITIONAL DOCUMENT FROM LOCAL STUDENTS

1. Submission of National Security Services clearance certificate for UAE Nationals effective from 2014.



v. ADDITIONAL DOCUMENTS REQUIRED FROM INTERNATIONAL STUDENTS

- j. Visa Documents
- k. Undertaking Form for non-submission of Visa page – *Annexure 7*
- l. Visa Student Detail Forms
- m. Hostel Forms– *Annexure 24*
- n. Guardian Details Form– *Annexure 8*
- o. Visa Processing Form– *Annexure 6*
- p. Guardian Authorization Letter
- q. Accreditation of the University/School
- r. Police Clearance (Nigerian Student)

vi. DOCUMENTS GIVEN TO STUDENTS [COUNTER SIGNED]

Duly Attested High School Credentials or / Diploma if Applicable (Undertaking Form-Annexure

vii. FULL UNDERTAKING LIST

- p. Undertaking -Visa Page – *Annexure 7*
- q. Undertaking -Passport Page–*Annexure 9*
- r. Undertaking - Non Submission Of Attested 12th Standard UAE Secondary School Certificate– *Annexure 10*
- s. Undertaking - Non Submission Of UAE National ID– *Annexure 11*
- t. Undertaking - Non Submission Of Attested A - Level Certificate– *Annexure 12*
- u. Undertaking - Non Submission Of Attested AS - Level from IGCSE/GCE/GCSE Board certificate– *Annexure 13*
- v. Undertaking - Non Submission Of Attested O - Level from IGCSE/GCE/GCSE Board certificate– *Annexure 14*
- w. Undertaking -12th Standard from Abroad– *Annexure 15*
- x. Undertaking -12th Standard from Private Institution in the UAE– *Annexure 16*
- y. Undertaking -Attested High School Certificate– *Annexure 17*
- z. Undertaking -Attested IGCSE/GCE/GCSE Grade– *Annexure 18*
- aa. Undertaking -Non submission of TOFEL/IELTS/CES /PET/ IESOL Result– *Annexure 19*
- bb. Undertaking -Non submission of Maths (SAT/ Diploma) Result– *Annexure 20*
- cc. Undertaking -IB Diploma– *Annexure 21*
- dd. Undertaking -Equivalency
- ee. Undertaking for UG Scholarship / Fee Waiver/Recommendation grant - *Annexure 22*
- ff.



viii. TRANSFER OF CREDITS IF APPLICABLE

1. Dully Filled-Up Application form For Transfer of Credits- *Annexure 23*
2. The Official Transcript
3. Detailed Syllabi (Credit Value, Level, Course Content Etc.)
4. Official Letter from Previous Institution
5. Paid Processing Fees

ix. VISA CASE IF APPLICABLE

1. Visa Undertaking Forms- *Annexure 7*
2. Student Detail Forms- *Annexure 4*
3. Hostel Forms- *Annexure 24*
4. Guardian Details Form- *Annexure 8*
5. Visa Processing Form- *Annexure 6*
6. Guardian Authorization Letter
7. Guardian Tenancy Contract/Emirates Id Card/PP & Visa Copy/Undertaking

x. VISA/EMBASSY LETTER

- c. Submission of 3 Postdated cheques
- d. Old Visa Copy Page

b. Graduate (MBA)

ii. DOCUMENTS TO BE SUBMITTED BY ALL STUDENTS

1. Dully Filled- Up Enrollment Form with Signature Of Applicant / Marketing Officer -*Annexure 25*
2. Passport copy (Minimum 6 Months Validity)
3. Visa Page (Minimum 6 Months Validity)
4. Emirates Id
5. IELTS [A]/Pearson [A]/TOEFL [IBT/CBT] /Cambridge Advanced English Certificate
6. Student Name in the Enrolment Form Vs Passport
7. Initial Payment
8. Visa/Embassy Letter [Submission of Post-Dated Cheque]
9. Placement Form- *Annexure 2*
10. Proof - If Placement Test Not Require
11. Financial Rules & Regulation Form - Signature -*Annexure 46*
12. Visa Documents
13. Guardian Tenancy Contract/Emirates ID Card/PP & Visa Copy/Undertaking
14. Accreditation of the University/College



15. Graduate Mark Percentage
16. Equivalency Certificate of Bachelor's degree
17. Student Personal Detail Form *Annexure 48*
18. Students Certificate Authenticity Check Form – Annexure
19. Student Visa / Letter Processing Request Form – *Annexure 6*

iii. ADDITIONAL DOCUMENTS TO BE SUBMITTED BY INTERNATIONAL STUDENTS

1. Visa Documents
2. Visa Undertaking Forms - -Annexure 26
3. Visa Student Detail Forms *Annexure 48*
4. Hostel Application Form (Internal / External Hostel) *Annexure 24*
5. Guardian Details Form –*Annexure 8*
6. Visa Processing Form – *Annexure 6*
7. Guardian Authorization Letter
8. Accreditation of the University/College
9. Police Clearance (Nigerian Student)
10. Fund Position

iv. ADDITIONAL DOCUMENT TO BE SUBMITTED BY LOCAL STUDENT

Passport copy (Minimum 6 Months Validity)

v. DOCUMENT GIVEN TO STUDENTS [COUNTER SIGNED]

Duly Attested Graduation Credentials

vi. FULL UNDERTAKING LIST

1. Undertaking -Visa Page –*Annexure 31*
2. Undertaking -Passport Page –*Annexure 27*
3. Undertaking - Non Submission of Attested Bachelor Degree –*Annexure 29*
4. Undertaking - Non Submission of UAE National ID - –*Annexure 28*
5. Undertaking -Non submission of equivalency Certificate (International Student) *Annexure 30*
6. Undertaking -Non Submission of TOEFL / IELTS - *Annexure 32*



7. Undertaking for MBA Provisional Admission – *Annexure 33*
8. Undertaking for MBA Provisional Admission for CGPA 2.0 to 2.49) - *Annexure 34-36*
9. Undertaking for MBA Scholarship / Fee Waiver/Recommendation grant - *Annexure 41*
10. Undertaking for MBA Bring your own device - *Annexure 42*
11. Undertaking for MBA with less than 5 years of work experience- *Annexure 43*

vii. TRANSFER OF CREDITS IF APPLICABLE

1. Dully Filled-Up Application form For Transfer of Credits *Annexure 26*
2. The Official Transcript
3. Detailed Syllabi (Credit Value, Level, Course Content etc)
4. Official Letter from Previous Institution
5. Paid Processing Fees

viii. VISA CASE IF APPLICABLE

1. Visa Undertaking Forms- *Annexure 31*
2. Student Detail Forms- *Annexure 48*
3. Hostel Forms- *Annexure 24*
4. Guardian Details Form- *Annexure 8*
5. Visa Processing Form- *Annexure 6*
6. Guardian Authorization Letter
7. Guardian Tenancy Contract/Emirates Id Card/PP & Visa Copy/Undertaking

ix. VISA/EMBASSY LETTER

1. Submission of 3 Post-dated cheques
2. Old Visa Copy Page

7. ADMISSION REQUIREMENTS:

- i. As Per The Policy Of Skyline University College
- ii. Undertaking Only For One Semester [**Attestation**]



- iii. Copy Of Certificate Is Must During The Admission [If There Is An Undertaking Student Have To Submit The Copy Of The Certificate On The First Day Of The Class Commencement]
- iv. TOEFL / IELTS / Pearson / City & Guilds / Advanced Test Of English Language[Cambridge] - Academic Is Mandatory
- v. National Id Card Copy Is Compulsory
- vi. Equivalency Certificate Undertaking[If Required]

8. STUDENT FILE VERIFICATION:

Registration officer should verify the documents before forwarding to administration:

- i. Student Information, Photograph And Signature
- ii. Enrollment Documents Are Verified
- iii. Academic Documents Are Attached
- iv. Placement Documents Are Available
- v. All The Admission Requirements Are Met
- vi. Financial Clearance
- vii. All Undertaking Letters Are Attached If Applicable
- viii. Toc Documents Are Attached If Applicable
- ix. Visa Related Documents Are Attached If Applicable

9. STUDENT FILES:

- i. Student Files to be maintained as Per the Serial Number.
- ii. Student file includes Student application form, registration documents, progression data, student correspondence, DAC report, financial report, fee status, re-sit, medical reports, etc.
- iii. Postponement/Cancellation forms submitted by the students should also be enclosed in the Student File. Any email sent by the student for postponement/ cancellation cannot be considered as a record and kept in the student file.
- iv. File should also be created for rejected admissions to maintain the evidence for rejection



- v. All student files are maintained in the Administration, Registration and Examination Department.
- vi. If any Old Postponement / Cancellation Student Who Want To Re-Activate; New File Should Be Created With The Serial No. & Student Has To submit New Documents. [*Old Documents Should Not Transfer To The New File Since We Have To Keep The Records Of The Old Files*].

10. E-FILING

Once the final registration of a student is completed, all the student records are scanned and a soft copy of the same is maintained in the Administration, Registration and Examination department and the backup is stored at the appropriate secured places as per backup policy, to enable SUC retrieve the information during emergency contingency.

11. ENROLLMENT DATA:

All students are enrolled in the Administration and Examination registration system. All their personal, registration, academic details, curriculum, graduation plan, TOC status (If applicable) are entered in the system and this comprises of the Enrollment Data.

12. GENERAL:

- i. Please Do Not Mention Any Name of the Staff / or Any Other Comments on the Application Form. Please Use Separate Sheet For The Same If Required.
- ii. All Discounts & Fee Policies to be followed as per the Skyline University Policy with the supporting document.
- iii. All discounts will be approved after submitting the attested copy of previous school/ university certificate and successful completion of placement test.
- iv. Signature of authorization is required for all the discounts.
- v. The entire fee waiver will be deducted from end of the year as per university policy.
- vi. Student has to appear for the placement test within 1 week of registration.
- vii. Collections of kit & registration payment to be done with in 1 week of result publish.
- viii. TOEFL re-exam will be applicable as per policy [475 and above].
- ix. Police Clearance & Medical Certificate Required Form International Nigerian Students



13. STUDENT KIT

A. New Students:

The kit gives the student a clear idea about his/her admission status, academic program, class shift, guidance on portal usage, Portal username and password, car sticker details, ID card, tab description and fee payment plan.

The following materials will be issued to students based on the entrance examination result:

i. Admission Letters & Invoice

Once the student's admission is confirmed, he/she is issued a 'Letter of Admission' & 'Invoice'. Students need to pay their SUC fees according to the Invoice issued.

Note: It is the student's responsibility to report any discrepancies in invoice to the Admin Dept. within a maximum time frame of one month after the receipt of invoice.

ii. Identity Cards

Students are issued with a SUC Identity card according to their admission status (Provisional / Confirmed). Students need to carry their Identity cards all the time while being in the SUC Campus. Identity cards will be checked randomly.

iii. Portal ID

Every student is issued a portal ID and password through which they can access their class attendance, assessments and the results online. The academic profile, academic advisor and the events of the SUC can also be accessed through the portal.

iv. Graduation Plan

Every student is issued with the graduation plan, which will help them to plan their studies accordingly.

v. RFID

Students who use their own transportation are issued the RFID car stickers along with the kit.



vi. Placement Results

Result copy of the placement test

vii. Handbook

It 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, Institutional calendar and whom to approach for services.

New student kit issuance:

- a. Direct Entry to Degree Program
 - b. Foundation to Degree Program
 - c. MQP to Degree Program (MBA)
 - d. Maths Crash Course (UG) and Degree Program
 - e. Maths Crash Course (UG) + Foundation to Degree Program

E. 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.
Blank format



Rights for amendment regarding seat allocation is duly reserved by the Dean

F. 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 content is as follows:

- i. Institutional Vision, Mission & Purpose
- ii. Deans Message
- iii. Academic Advisor/Mentor list
- iv. Whom to contact list
- v. Admission letter
- vi. Policies of the University
- vii. Student Services
- viii. Fee payment policy
- ix. Library & Computing policy
- x. Rules & Regulations of the University
- xi. Institutional Calendars
- xii. Examination Calendar
- xiii. Events Calendar
- xiv. Sports Calendar

Process of the preparation of student handbook:

- i. Collect the Institutional Vision, Mission & Purpose from IR dept.
- i. Collect the policies pertaining to the student handbook from various department
- ii. Preparation of “whom to contact list”
- iii. Preparation of Admission Letter
- iv. Compile the policies of the university for the students
- v. Collect all the relevant calendars from all the department



All the above points are taken into consideration while preparing the student handbook and is normally published before

| SEAT ALLOCATION - ACD YR 2016-17 | | | | | | | | | | | | | | | | | |
|----------------------------------|-------------------------------------|-----------------|---------|---------|-------|-----------------|---------|---------|-------|-----------------|---------|---------|-------|----------|-----|-----|-----------|
| PROGRAM | MAJOR / EMPHASIS | MAY 2016 INTAKE | | | TOTAL | SEP 2016 INTAKE | | | TOTAL | JAN 2017 INTAKE | | | TOTAL | AY 16-17 | | | NOT OK |
| | | MORNING | 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 | |
| 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 | | 0 | 35 | 30 | |
| | MBA - MARKETING | | 0 | | | | 10 | | | | 0 | | | 0 | 10 | 0 | |
| MQP | MBA - SML | | 10 | 15 | | 20 | 15 | | | 20 | 15 | | 0 | 50 | 45 | | |
| | MBA - FINANCE | | | | 0 | | | | 0 | | | | 0 | 0 | 0 | 0 | 0 |
| | MBA - HR | | | | | | | | | | | | | | | | |
| | MBA - E-GOVERNANCE | | | | | | | | | | | | | | | | |
| MBA - MARKETING | | | | | | | | | | | | | | | | | |
| AIPC - 120 HRS | | | | | 0 | | | | 0 | | | | 0 | 0 | 0 | 0 | 0 |
| | | | | | 0 | | | | 0 | | | | 0 | 0 | 0 | 0 | 0 |
| AIPC - 190 HRS | | | | | 0 | | | | 0 | | | | 0 | 0 | 0 | 0 | 0 |
| MB TOTAL | | 0 | 110 | 50 | 160 | 90 | 160 | 55 | 305 | 55 | 105 | 50 | 210 | 145 | 375 | 155 | 675 |
| MB TOTAL | | | | | 160 | | | | 305 | | | | 210 | | | | 675 |

he start of the intake.

The same is published in student portal, website, and hard copies are handed over to the students

Student handbook is prepared by the administration department who reserves the right to amend any policy change as well.

G. ORIENTATION, ACADEMIC & ADVISORY PRESENTATION

The administration department carries out orientation program for the Freshman, Sophomore, Junior and Senior students. The orientation program is to facilitate the freshman students to understand the policy procedure of SUC and settle down comfortably into the new environment. For sophomore students the importance of orientation is to help them to progress smoothly in their academics and attain good standing in academics. It will also guide the students to qualify for accelerated programs. For the junior and senior students the orientation is important to understand the graduation requirement and plan their future carriers. It also makes them aware about the developing soft skills, preparing CV and the importance of PSDP.

Following are the orientation conducted with the help of Academics:

- i. Dissertation Orientation to Supervisor
- ii. Internship Orientation to supervisor
- iii. Invigilation & Exam conduct Orientation
- iv. Student Orientation for the new intake
- v. Academic Advisor/Mentor Orientation



- vi. Academic Advisor/Mentor Presentation
- vii. Orientation to graduating students

Process for the above conduct:

- i. Preparation of calendar for the conduct of orientation
- ii. The content of the orientation is prepared and audited by the HQA office
- iii. Preparation of checklist
- iv. Absentees list to be generated
- v. Re-orientation to be conducted for the absentees
- vi. Upload the orientation to student portal

H. ACADEMIC & ACADEMIC ADVISOR / MENTOR CHECKLIST

The Administration department prepares the Academic & Academic advisor checklist to monitor the progress of Academic and Academic Advisory activities and that they are carried out and completed as per the schedule. It contains the details of activities, the time schedules and the person responsible.

Process of preparing academic & academic advisor checklist

- i. Details of activities for the semester/quarter to be listed down
- ii. Dates of each activity to be taken from the academic calendar
- iii. Time schedule to be fixed for each and every activity
- iv. Activities to be divided as mentioned below:
 - a. Prior to the start of the semester
 - b. During the Semester [Monthly wise]
 - c. After the semester
- v. Each activity to be monitored by the calendar management committee for the smooth function of the semester
- vi. Once approved, the same is uploaded into the faculty portal

The amendment of the checklist is upon Dean's approval

- i. PRIOR TO THE START OF THE SEMESTER
 - a. Allocation of appropriate courses to faculty members
 - b. Finalization of Faculty Members by HRD



- c. Create Batch code and mail to the faculty members
 - d. Group leader allocation and responsibilities to all
 - e. Group leader meeting with the other faculty to decide the teaching strategy and CDP [Books, resources, assessments and methodology of teaching]
 - f. Submission of CDP to HOA
 - g. Screening of CDP for approval/ revision
 - h. Submission of revised CDP by faculty to HOA
 - i. Course Delivery Package (CDP) & LO matrix approved by HOA for Uploading in Portal
 - j. Academic Advisor/Mentor allocation
 - k. Allotment of Supervisors for Dissertation / Internship
- ii. DURING THE SEMESTER
- a. Faculty Orientation
 - b. Academic Advisor/Mentor Chair presentation
 - c. Academic Orientation to students in class [CDP review, exam pattern, methodology of teaching and expectation of course learning outcomes]
 - d. Examination Orientation to the new intake
 - e. Welcome mail to all students by the faculty members
 - f. Supervisor to Inform students regarding start of Dissertation & Internship Orientation
 - g. Start of Guiding - Dissertation / Internship
 - h. Orientation for Dissertation & Internship to students by the supervisors [Handover the handbook, and guideline]



- i. Fortnightly Meeting for
Dissertation Students & Attendance Entry -
Dissertation/Internship/Advising/Directed Study
- j. Advisory/Mentor
Orientation level wise
- k. Advising/Mentor Meeting
with students
- l. Group Leader co-ordination
with adjunct faculty - Mid-term / Final paper
- m. 1. Submission of Mid Term
Question Paper (Subjective Type)
2. Submission of Final & Re-sit Examination Paper
(Objective/Subjective Type)
- n. Group Leaders MOM to
discuss with HOA
- o. Internship Supervisor to
Contact the External supervisor - to find the Internship progress of
students
- p. Exam committee meeting to
allocate the invigilators (MIDTERM / FINAL)
- q. 1. Quality Check for the Mid-
term / proof reading / updation of question
paper
2. Quality Check for the Final Exam / updation / proof reading
- r. Send report of Internship
External supervisor comments on Internship students for our records
- s. Orientation for Mid-term
exam to Faculty
- t. Advising/Mentor
Presentation to Chairman - [The improvement & Performance of
SAP/Repeating course/Conditional
Admissions/DAC/Dissertation/Internship students]
- u. Deadline for entering
continuous mode of assessment marks till mid-term
- v. Deadline for entering Mid-
term Marks in ERP
- w. Board Meeting of Mid-term /
Final



- x. Mid-term exam and Final exam results review and finalization with individual faculty member
- y. Result Declaration of Mid-term exam / Final exam
- z. 1. Mitigation Examination
Week (Midterm)
2. Re-Sit/Mitigation Examination Week (Final)
- aa. 1. Result Submission of
Mitigation Exam (Midterm)
2. Result Submission of Re-sit/Mitigation exam (Final)
- bb. HOA Meeting [Course performance] + Mid-term exam & Attendance analysis meeting with faculty members / Advisors
- cc. Advising/Mentor Meet &
Start of Academic Feedback
- dd. Internship Supervisor to
Contact the External supervisor - to find the Internship progress of students
- ee. Fortnightly Meeting for
Dissertation Students & Attendance Entry -
Dissertation/Internship/Advising/Directed Study
- ff. Submission of evaluated
mid-term exam paper to examination office
- gg. Supervisor to Inform the
students about the last day submission of dissertation/ Internship &
VIVA preparation
- hh. Send report of Internship
External supervisor comments on Internship students for our records
- ii. Last day of Dissertation &
Internship Submission
- jj. Faculty to Inform the
students to review the assessment for any updation
- kk. Deadline for entering
continuous mode of assessment marks in ERP till final exam
- ll. Conduct of all presentation,
project work based final exam to be completed
- mm. Revision Week
- nn. Dissertation & Internship
Project VIVA



- oo. Sample assessment and answer sheet for course file
- pp. Advising/Mentor Report to Chairman - [The improvement & Performance of SAP/Repeating course/Conditional Admissions students]
- qq. Submission of all assignment to examination office
- rr. Submission of Course file
- ss. Result statistics and assignment break-up to all faculty members
- tt. Course file review [HQA], Final exam & Attendance analysis meeting with faculties / Advisory Report review / Student Feedback & presentation with respective Advisors /collection of sample quiz/assessment and other class related reports

I. 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.

J. 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.

K. 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.



L. 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
 - a. BBA [Weekdays & Weekend] - Academic Quick reference Calendar
 - b. BSIT [Weekdays & Weekend] - Academic Quick reference Calendar
 - c. MBA [Weekdays & Weekend] - Academic Quick reference Calendar
 - d. MQP [Weekdays & Weekend] - Academic Semester Calendar
 - e. BBA [Weekdays & Weekend] - Semester Calendar
 - f. BSIT [Weekdays & Weekend] - Semester Calendar
 - g. MBA [Weekdays & Weekend] - Semester Calendar
 - h. English Preparatory - Semester Calendar
 - i. CTH - Semester Calendar
 - j. Faculty Academic Quick reference calendar
- ii. Room Allocation [Weekdays & Weekend]
- iii. Schedules pertaining to BBA/BSIT / MBA/English Preparatory/CTH/MQP
 - a. Orientation Schedule
 - b. Ready Reckoner
 - c. Faculty Shift Schedule
 - d. Semester Part time Faculty to Full time Faculty
 - 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



M. DISSERTATION / INTERNSHIP STUDENT ALLOCATION

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 sent 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.

N. 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.

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

O. 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.

P. 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.

Q. 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:

- i. Information policy procedure
- ii. Handbooks



- iii. Orientation
- iv. Academic profile
- v. CDP
- vi. Course materials
- vii. Current batch activities
- viii. Events calendar
- ix. Online request
- x. Advisor
- xi. Downloads
- xii. News and updates.

R. 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 cancellation 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.

S. CANCELLATION POLICY

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

- i. Marketing & Registration Department for their comments.
- ii. Finance department for checking whether the student's account is cleared.
- iii. Library to check for any pending books to be returned.
- iv. Computing department will de-activate the portal and email address.
- v. Human Resource Department for the verification of the student visa status.
- vi. 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:

- i. Visa Cancellation Letter from Immigration

T. RE-ACTIVATION POLICY

The students who are in the category of Postponement, Temporary Cancellation, 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

U. 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 for Undergraduate students



and minimum 9 credits for Graduate students. 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

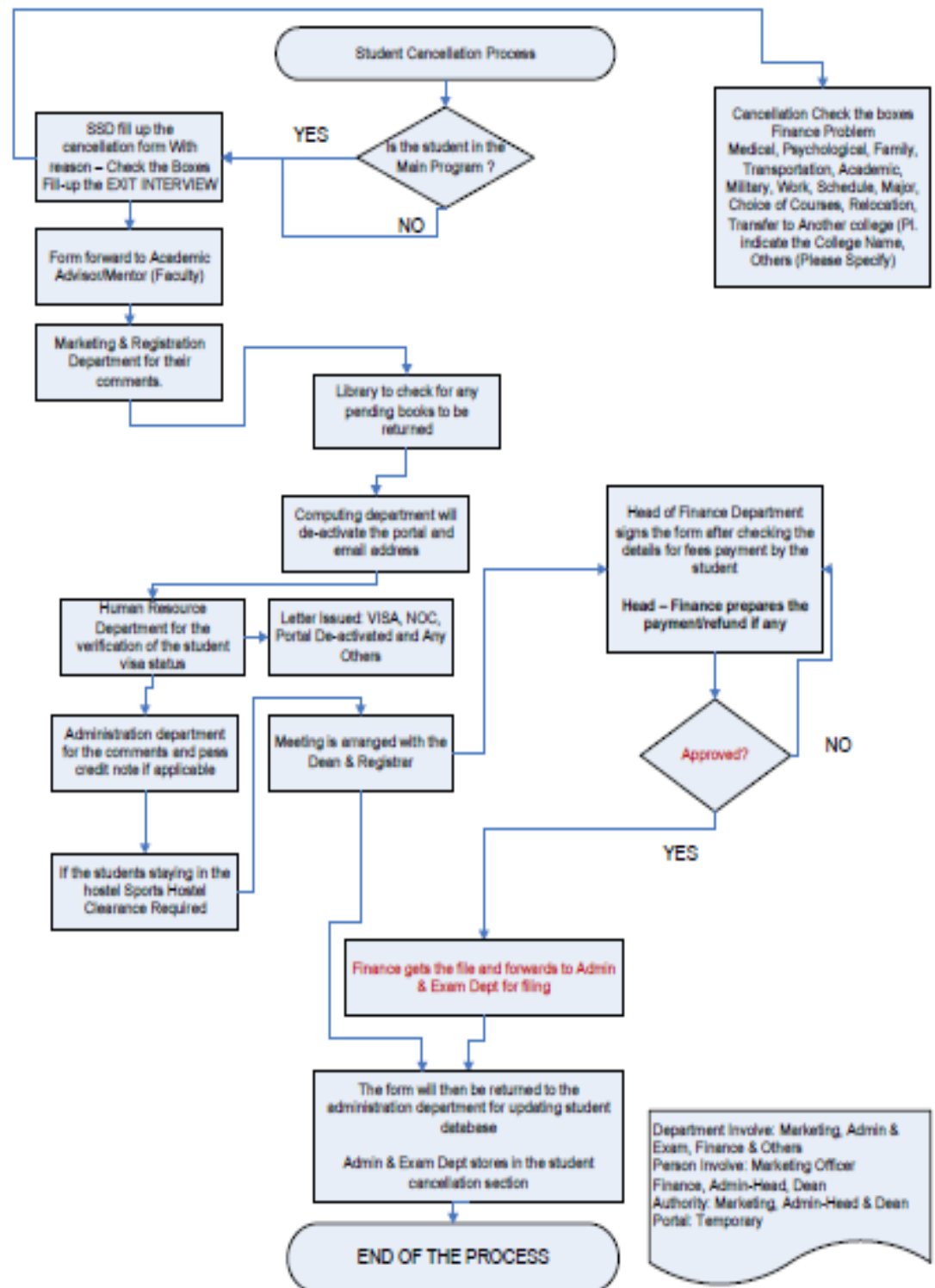
Step 1: After the declaration of result in each semester, students with 3.5 and above CGPA are selected for the Dean's List

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 disciplinary ac



STUDENT CANCELLATION PROCESS





ivities

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

V. TOPPERS LIST *(TO BE UPDATED FOR GRADUATE STUDENTS)*

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.

PROCEDURE FOR YEARLY TOPPERS LIST

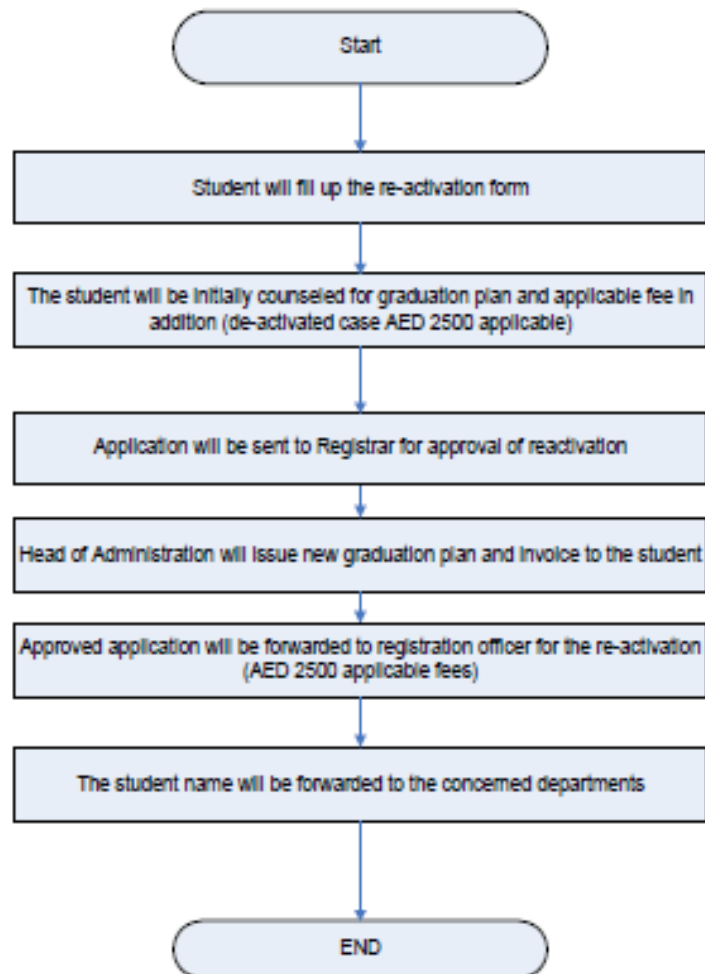
Step 1: After the declaration of result in each academic year, toppers in each major are identified based on the percentage

Step 2: Only
student



FLOW CHART OF STUDENT RE-ACTIVATION (DE-ACTIVATION)

A-17



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

V. PRIVACY POLICY

SUC accords all rights of privacy to its students. SUC will not disclose any information about the student's academic and nonacademic records without the consent of the student. The exceptions could be the following:

- A. Founder President & COEC.
- B. Dean, EC and Head of Academics
- C. CAA & MOE Officials
- D. Another University / College where student might be interested in joining, on student's request.
- E. Person(s) or organization(s) providing financial support
- F. Accreditation Agencies
- G. Judicial Orders
- H. 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.

VI. DISCIPLINARY POLICY

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

- A. Any misbehavior or misconduct, which may distort the image of the SUC.
- B. Misconduct in classroom, computer lab, or library.
- C. Any insult to faculty or staff members.
- D. Any damage to SUC property.
- E. Any misconduct during exams.
- F. Moving around as couples.
- G. Dress code
- H. Fighting.
- I. Theft.

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

- A. Chairman of DAC Committee
- B. One faculty member teaching the student who has been called for hearing
- C. Dean
- D. Registrar & HASS
- E. Head of Student Affairs
- F. The Advisor of the student
- G. Class Representative
- H. Head - Admin Department

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



Levels of Disciplinary Action, Responsible Authority

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

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

**Disciplinary Action Committee*

VII. STUDENT RIGHTS AND RESPONSIBILITIES POLICY.

A. STUDENT RIGHTS

- i. Students have the right to freedom of expression in the classroom. It is the responsibility of the faculty member to ensure that each student in the classroom is provided an atmosphere which is conducive to freedom of expression by encouraging discussion and permitting exception to the views he/ she has presented.
- ii. Students have the right of expression in the classroom and the responsibility to learn from the course of study according to the standards of performance established by the faculty. Student behavior in the classroom should contribute to the learning process.
- iii. Students will have the right of timely access to an assigned advisor, the right to receive pertinent and accurate information as needed for academic and career planning and the right to make their own decisions.
- iv. Students of SUC who believe they have been subjected to any form of discrimination or have been denied access to services, have the right to file their grievance with the Student Services Department
- v. Students have the right to appeal against marks or grades awarded which they are not satisfied.



- vi. Students have the right to participate in extra-curricular and co-curricular activities depending on their skills and capabilities

B. STUDENT RESPONSIBILITIES

The student shall be responsible for conducting themselves as follows

- i. Students shall conduct themselves with reasonable consideration for all other persons within the SUC.
- ii. Students shall not indulge in any behavior likely to bring the SUC to disrepute.
- iii. Students shall comply with any reasonable instruction issued by any member of staff of the SUC.
- iv. No student will tender false or deliberately misleading information.
- v. Male and female students are not allowed to move together or sit together in class rooms.
- vi. A student shall not use, or incite others to use physical violence while in the SUC premises.
- vii. A student shall not damage, threaten to damage or incite others to damage any equipment or property of the SUC while on premises.
- viii. Students shall comply with the fee policy of the SUC.
- ix. Students shall comply with all regulations pertaining to the use of library and other SUC facilities.
- x. No student shall create excessive noise, write on walls, make rude remarks, and use abusive or unreasonable behavior in the SUC premises. Violators will be suitably punished.
- xi. Malicious or willful damage to SUC property or the property of any student or member of staff will lead to severe disciplinary action.
- xii. Students are supposed to switch-off pagers and mobile phones in the classrooms and handover to the security before entering for examinations.
- xiii. Students should adhere to the class timings as per the rules & regulations in force.
- xiv. Smoking is prohibited in SUC as per the UAE Law. Any violation will lead to fines.
- xv. Chewing of tobacco or any other form of betel etc is prohibited. Anyone found to be violating this will be penalized.
- xvi. Writing & drawing on desks is strictly prohibited. Any violation will lead to fines.
- xvii. Eatables & drinks are allowed outside the SUC building or in the cafeteria only.
- xviii. Students using bus should strictly comply with the rules and regulations of transport.
- xix. Students shall not litter or throw rubbish. A littering fine as per fees applicable is imposed on violations.
- xx. Students shall not remove, deface or damage the premises, equipment or property belonging to the SUC.



- xxi. Students will be required to make good, in whole to the satisfaction of the Management of the SUC, any damage caused to the SUC property.
- xxii. The SUC accepts no responsibility to any private property being lost or damaged in the SUC premises.
- xxiii. Students bringing vehicles shall observe car-parking regulations in force as well as the speed within the college boundaries.
- xxiv. Students are not allowed to bring their friends / outsiders (except parents) to the SUC. In case of emergency they may contact the Administration & Examination Department for approval.
- xxv. Student must carry their SUC Identity Card when they are inside the campus.
- xxvi. Playing cards in any form in the SUC campus is strictly prohibited.

VIII. 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.

B. 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.

C. Process flow for formulating and amending Class Size Policy



UNDERGRADUATE CLASS SIZE REQUIREMENT

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

| Areas of study | Minimum class size | Maximum class size | |
|---------------------------|--------------------|--------------------|-------------|
| | | Lecture | Lab session |
| General Education courses | 10 | 50 | 40 |
| Business core courses | 10 | 50 | 40 |
| Major courses | 6 | 40 | 40 |

GRADUATE CLASS SIZE REQUIREMENT

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

| Areas of study | Minimum class size | Maximum class size | |
|------------------|--------------------|--------------------|-------------|
| | | Lecture | Lab session |
| Core courses | 10 | 50 | 40 |
| Emphasis courses | 6 | 40 | 40 |

A. REVIEW AND PREPARE ACADEMIC PLAN

The major role of the Academic Planning 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.

B. PLAN ACADEMIC OPERATIONS EFFECTIVELY AND EFFICIENTLY

Academic Planning 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:



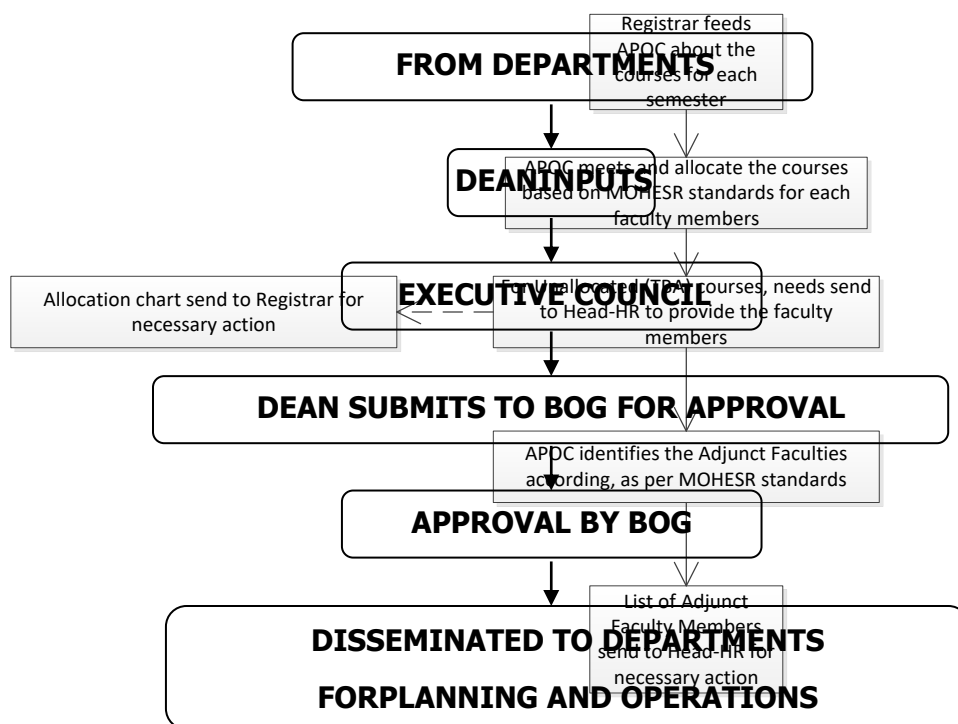
- i. No. of students enrolled in all the categories of intakes (weekend and weekday batches, BBA & MBA, major wise, morning, evening)
- ii. Creation of batches following the class siz policies
- iii. Class Scheduling

C. 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

D. PLANNING & ALLOCATION OF COURSES TO FACULTY MEMBERS, AS PER MOE STANDARD IMPLEMENTATION

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



Faculty Course Allocation Process



E. 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.

IX. POSTPONEMENT POLICY

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.

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

X. MITIGATING CIRCUMSTANCES POLICY

A. **Plea for Consideration of Mitigating Circumstances for Class Assignments, Tests, Etc.**

Head - Admin Department may exercise his / her judgment based on new calendar deadlines whether to accept the plea for mitigating circumstances for continuous modes of assessments and may administer make up assessments if convinced by his /her genuineness and relevance of the circumstances leading to the student's missing such assessments. Appeals for consideration of mitigating circumstances for continuous assessment modes must be made within 24 hours of conduct or submission deadline of the assessments. Documentary evidence to substantiate such plea must be provided by students. Appeals after the expiry of 24 hours deadline will be considered as time barred. Such decisions will lie on the Registrar & HASS and will be assessed after discussion with Dean & concerned faculty.

B. **Plea For Consideration Of Mitigating Circumstances For Midterm Examination**

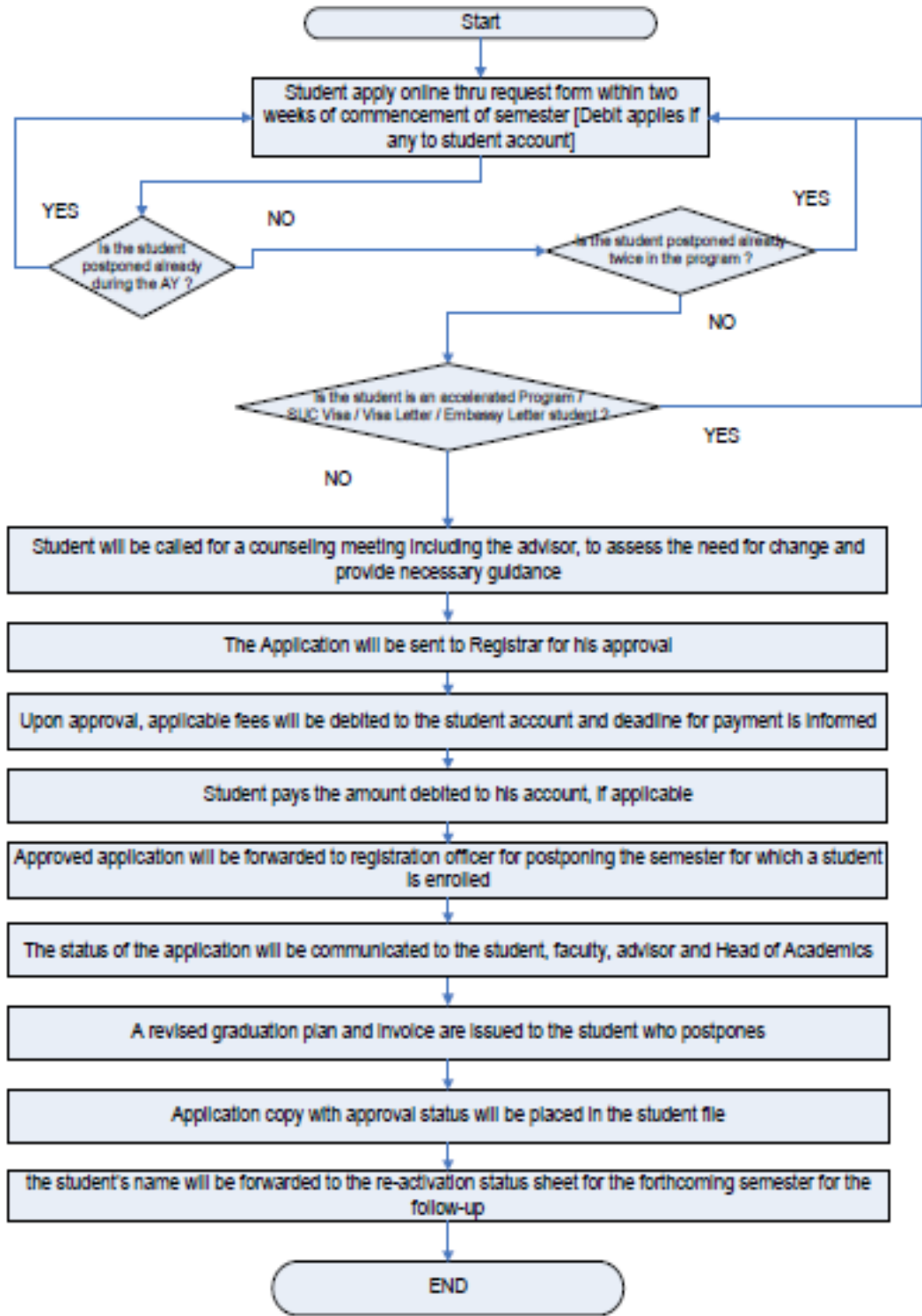
Students' inability to take midterm examinations due to unavoidable circumstances will be forwarded to Head - Administration along with necessary documentary evidence.

The Head - Admin Department and 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 hou



FLOWCHART OF POSTPONEMENT

A-11





s of the conduct of the mid-term examination. If the appeal is decided in favor of the student then the examination department in liaison with the advisor will conduct the midterm exam again for this student. Appeals after the expiry of 48 hours deadline will be considered as time barred. The decision of the Head - Admin department in this case cannot be challenged or reviewed.

C. Plea For Consideration Of Mitigating Circumstances For Final Examination (First Sit)

If a student is unable to take a scheduled first sit examination due to sickness, accident, death in family, a telephonic intimation of the circumstances must be made, by the student, his friend or relative before or on the day of the examination prior to its commencement to the Administration Department. A medical certificate attested by ministry of health, documentary evidence of the circumstances affecting the student must be submitted within 2 working days of conduct of the examination. Appeals after the expiry of 2 working days deadline will be considered as time barred.

Plea for consideration of mitigating circumstances will be forwarded to Head - Admin Department along with necessary documentary evidence.

The Head - Administration along with 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

- i. Accident
- ii. In case of death of Immediate Family Member
- iii. Hospitalization of self
- iv. 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.



XI. APPEAL AGAINST MARKS / GRADES AWARDS POLICY

A. Grounds Of Appeal

The student may appeal ONLY against the marks/grade awarded in a course under the following circumstances.

- i. Procedure is not in accordance with the current approved regulations.
- ii. Material and significant administrative error has taken place.
- iii. Unfair discrimination
- iv. Inconsistency of the decision
- v. Disagreement with marks or a grade cannot itself constitute ground for appeal.

It is important for students to understand the status of numerical marks/grades assigned to pieces of work. Assessors make their judgments on individual student performance within the assessment regulations of a program which outline the objectives of study and standard to be obtained. Assessment is a matter of judgment. Academic judgments of this type cannot in themselves be questioned or over turned.

B. Time Duration of Appeal

An appeal must be logged with the Administration department within five working days of communication of a result. The appeal addressed to the Registrar & HASS must be in appeal form highlighting the grounds on which the appeal is being made. Documentary evidence if available must be enclosed to support the appellant's case.



Appeal Hearing

When there are sufficient grounds for an appeal the arrangement is done to call for an appeal board.

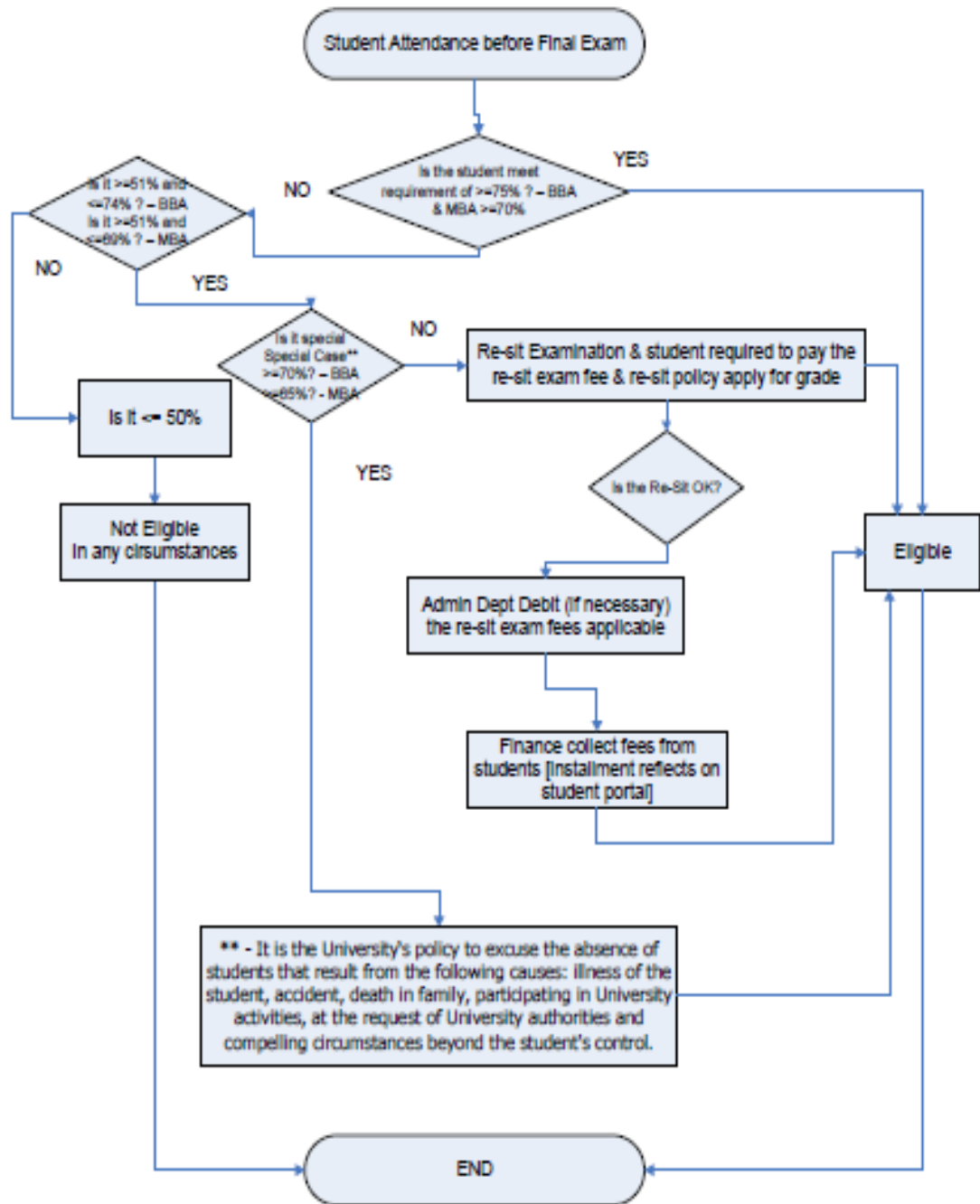
Appeal board will consist of:

- i.** Dean
- ii.** Registrar & HASS
- iii.** Head of Academics
- iv.** Advisor
- v.** Faculty Concerned
- vi.** Recording Secretar



ATTENDANCE FOR FINAL EXAM

A-24





At least three members are required to be present to constitute forum for a board. The student will be allowed to present his case. The board will communicate through the chair the decision of the appeal board in writing to the student. Decisions of the appeal board cannot be challenged or subjected to review.



XII. REPEATING COURSES POLICY

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.

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

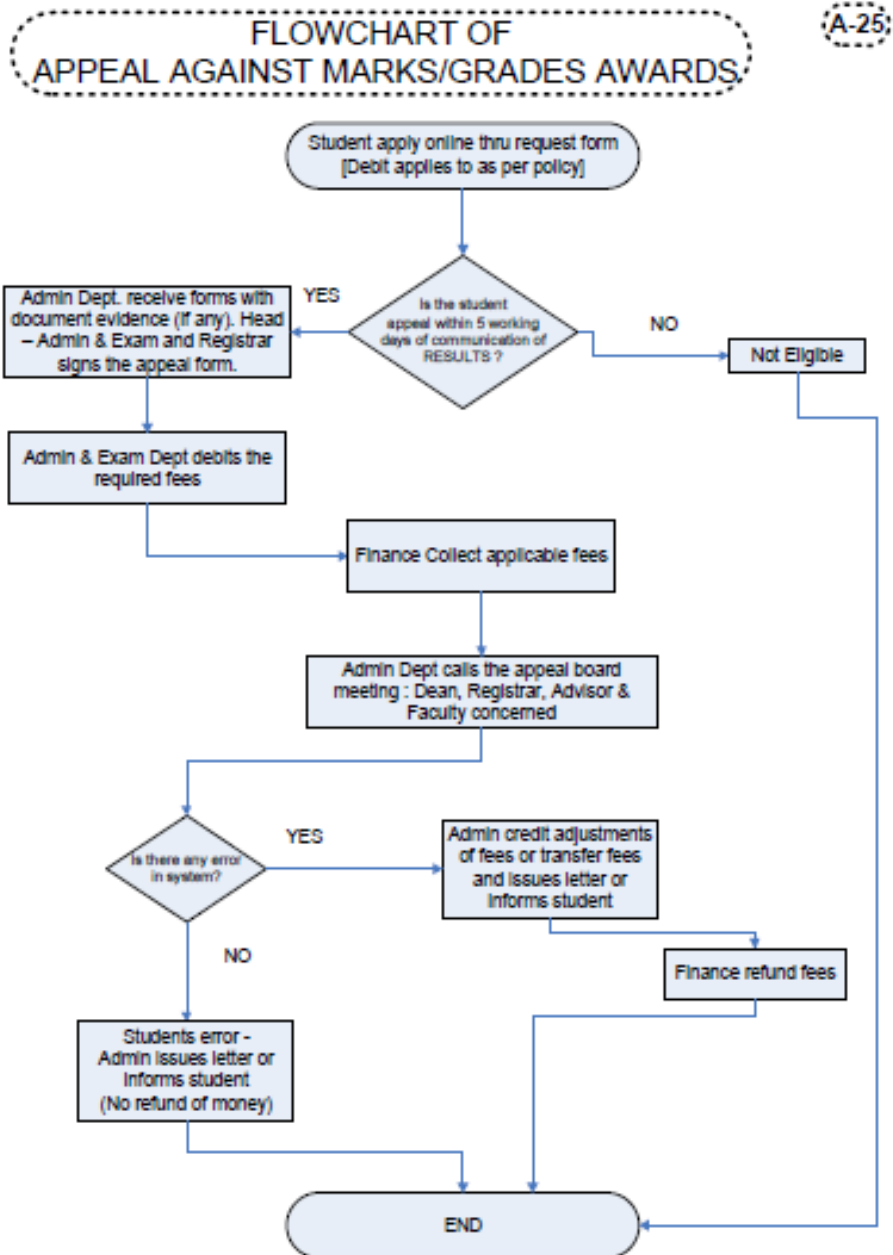
Step 8: A revised graduation plan and invoice are issued to the student who postpones

Step 9: Application copy with approval status will be placed in the student file



XIII. PROGRESSION & RETENTION POLICY

Progression is an indication of semester wise academic progress of the student based on successful completion of qualitative and quantitative



requir

ment



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.

XIV. GRADUATION CEREMONY

- 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 as applicable
- vi. Graduation fee as applicable by Finance department

XV. CURRICULA APPROVAL AND REVISION POLICY

i. Introduction

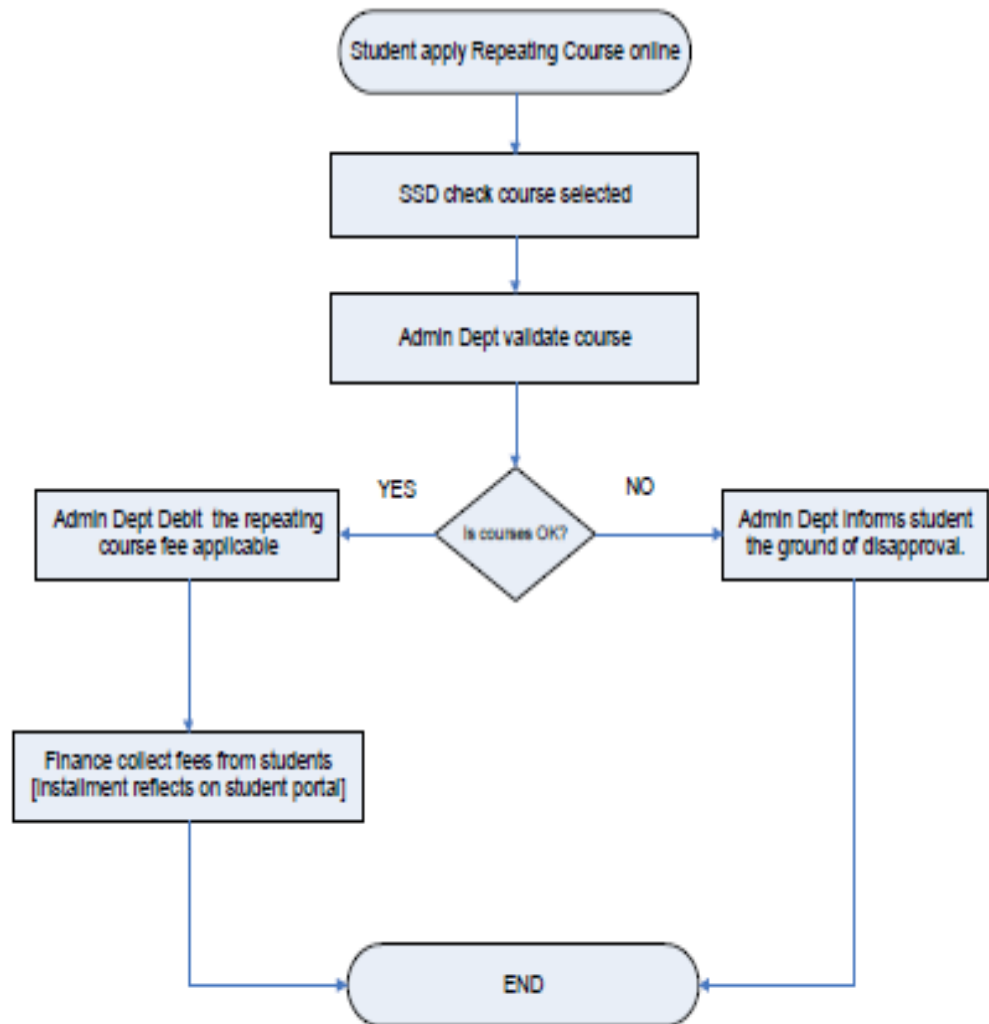
Development, Modification and Revision of the Curriculum at SUC are undertaken by the Program Review Committee (PRC). Program Review Committee revisits the Curriculum every year and reviews it on a cycle of four years. If these annual revisits indicate imminent need of a major change within the cycle 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.

ii. Formulation of committee



FLOWCHART OF REPEATING COURSE

A-14



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.



iii. 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

iv. 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.

v. 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 |



SECTION 1D- EXAMINATION



I. EXAMINATION PROCEDURE

SUC has examination section under the administration department, the section assists faculty to conduct continuous mode of assessments and conducts centralized midterm and final exams. The section is responsible in all the preparations leading to a smooth conduct of exams, quality check, evaluation of scripts, processing, conducting exam board meetings, finalizing and declaring the results. Any appeals for the grades are also managed by this section.

A. EXAMINATION COMMITTEE

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

Invigilation Guidelines:

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

- i. Administration forwards invigilators requirements to the Committee.
- ii. Verify the availability of Full time, Semester & Part time faculty during the examination period from HRD.
- iii. Verify the class schedule / shift schedule of the faculty members
- iv. Assign the invigilation duty as per the teaching load assigned for the week.
- v. Equally distribute invigilator 1 & invigilator 2 fairly.
- vi. For the Part time faculty members the assignment of the invigilation duty is on the days of their class schedule.
- vii. Faculty member with administrative position should be given release/ reduced duty allocation considering the nature of their responsibilities.
- viii. Faculty members with extra load will be allocated extra invigilation duties.
- ix. Disseminating the role of invigilators duty
- x. Orientation of the examination to be carried out
- xi. Invigilation schedule to be sent to all the invigilators 1 week before the exam.
- xii. Any adjustments in the invigilation duty should be informed to HRD / chair of the examination committee well in advance.
- xiii. In case of emergency the faculty member should inform HOA & Head of Admin to arrange for an alternative invigilator however this should be avoided



- xiv. Courses that require viva, or presentation are identified for the semester. Subject experts other than the faculty teaching members are identified and assigned Panelists responsibilities.

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

B. EXAMINATION CALENDAR

- i. From the institutional calendar the exam week/dates are cross checked
- ii. The number of course that require exams, viva, presentation etc. are assessed
- iii. Main and resit Exam schedules for all the Courses are planned for midterm and final exams as required.
- iv. The exam schedule is sent for approval from the Dean
- v. Approved schedule is disseminated to finance, computers, administration and faculty 3 weeks in advance

C. INVIGILATION SCHEDULE

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

D. SCHEDULE FOR VIVA & PROJECT PRESENTATION

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

E. SUBMISSION OF PAPER

- i. Ensures the question paper is submitted as per the administrative timelines
- ii. Prepares the list of subject experts
- iii. Gets list approved by the Dean
- iv. Prepares the schedule of quality check



- v. Provides the guidelines for the experts

F. QUALITY CHECK

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

G. POST EXAM ACTIVITIES

- i. The examination committee shall take the responsibility to distribute the answer scripts to the faculty members
- ii. Along with the answer scripts a copy of marking guidelines and rubrics are handed over to the faculty members
- iii. Committee clearly indicates the need to Focus on LO matrix and need for sample copies from each grade is requested at the end of the evaluation
- iv. On the due date the committee is responsible to collect the answer scripts and the samples from each level,
- v. The answer scripts by batches and sample copies are stored at secured place and samples for course files are handed over to examination section to take a copy so as to place it in course files
- vi. Dissertation and project works and sample copies are also collected by examination committee to be archived.
 - a. **The chairman of the committee shall be on the board of result declaration**
 - 1. To facilitate the result board in finalizing the results, recording the documents, getting final approval before releasing the result for public consumption.
 - b. **Submit a report at the end of each semester**
 - 2. Semester wise report to be prepared and disseminated to appropriate decision maker.

II. 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.



ESTABLISHED 1990

- 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:**
- Midterm and final exam schedule is notified to the students at least 4 weeks before the exams.
 - The notification is displayed on the notice boards / Plasma TV and student portal.
 - The information is also displayed in the classroom notice boards.
 - Information to collect the hall ticket, clearance of all the dues including fee is clearly stated.
- ii. Re-Sit/Mitigation Examinations**
- Re-Sit Final examinations will be based on comprehensive syllabus.
 - Re-Sit/ Mitigation of final examinations will be normally held after 1 week of declaration of first-sit results. Regular classes will not be suspended for such examinations.
 - Only students with grade D who will benefit with grade improvement or students with grade F who benefit from re-sit will be allowed to re-sit the



final examinations, based on their performance in the continuous modes of assessments. Otherwise students will be counseled to retake the course.

- d. These examinations will be conducted as per the pre-released schedule.

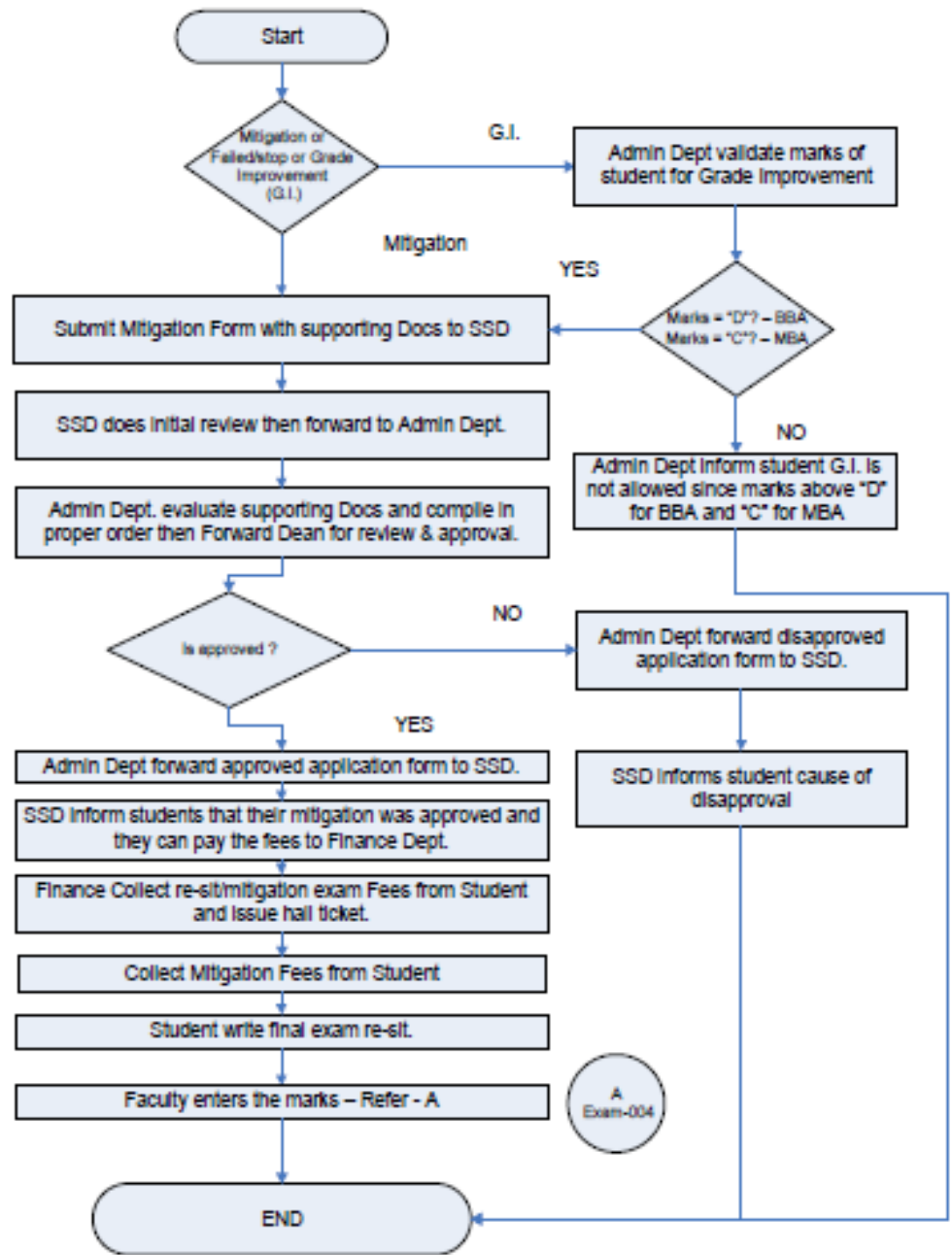


- iii. Eligibility of the student to appear for exam:**
- a. Administration finalizes the list of eligible students for the exam based on meeting 70% of attendance as per policy.
 - b. Cases with exemptions are discussed with the Dean, Registrar & HASS. Dean is authorized to exempt those students. The students actively participating in various committees are referred by the chair of the committee to the Administration seeking exemption [minimum requirement in case of committee recommended students is a minimum of 50% attendance].
 - c. Students who have 70 percent of the attendance & exemptions approved by Dean as per the policy will be listed.
 - d. Students who do not meet the requirement will be listed in the notice board and information is passed on their email.
 - e. 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.
 - f. Students having completed all the requirements as per point 4 & 5 and a clearance from finance will receive a hall ticket.
 - g. 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



RESIT-MITIGATION EXAM PROCESS FLOW

EXAM-005



course name



- h. Only students with valid hall ticket & ID card will be permitted into the exam.
- i. Students coming within 15 minutes of the start of exam are allowed in the exam hall otherwise re-sit exam policy will apply.

III. 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:

- A. Student attendance list is presented to the committee 2 weeks before the examination
- B. 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
- C. Admin will present all the attendance mitigation to the committee
- D. Case will be reviewed by student by student and committee will decide the stop students list for the exam as per SUC policy
- E. The stopped students will be removed from the exam list and others will be printed
- F. Stopped students list will be displayed in the notice board for the student information
- G. Hall ticket process flow is mentioned below:



IV. INVIGILATION

Examination committee assists the administration department in the smooth conduct of examinations including VIVA & scheduling the project presentation and proposing the panels.

A. PROCEDURE FOR INVIGILATION SCHEDULE:

Step 1: Check the examination schedule to assess the invigilators requirement for the smooth conduct of exam

Step 2: Verify the availability of Full time & Part time faculty from HRD

Step 3: Assign the invigilation duty as per the teaching load assigned for the week. For the Part time faculty members the assignment of the invigilation duty is on the days of their class schedule.

Step 4: Disseminating the role of invigilators duty

Step 5: Orientation of the examination to be carried out

Step 6: Invigilation schedule to be sent to all the invigilators 1 week before the exam.

Step 7: Any adjustments in the invigilation duty should be informed to HRD / chair of the examination committee before the schedule is published

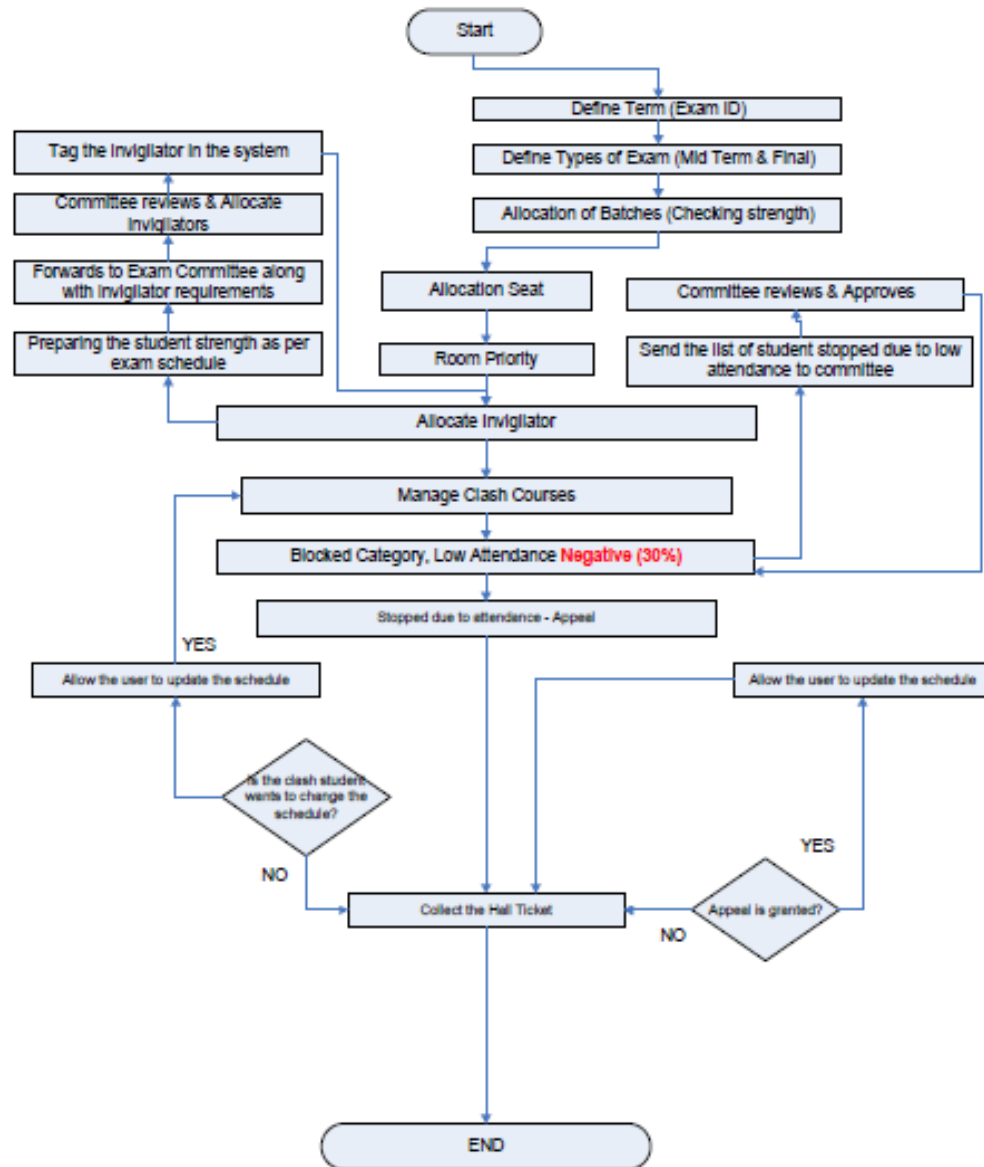
Step 8: In case of emergency the faculty member should inform chair of examination committee or arrange for an alternative invigilator

B. GENERAL INSTRUCTION FOR INVIGILATOR-I

- i. Ensure that the students are seated in their appropriate seats and carry pen or pencils only. If dictionary or calculators are found please verify that nothing is scribbled.
- ii. Inform the students to read the points displayed on the screen.
- iii. Distribute the answer sheet and question paper in the same sequence



HALL TICKET FOR FINAL EXAM EXAM-006



as

- in the exam attendance sheet.
- iv. Once the exam starts, walk around to ensure that the students have started doing their answers.
- v. Be vigilant at all times.
- vi. If you suspect a candidate is cheating, alert your second Invigilator, so they can also observe the candidate. If you feel it is warranted, give an initial warning to the student and continue to observe him/her.
- vii. If it is convinced he/she cheating, confiscate the evidence and note down his name and seat no. in the required form, give him another answer sheet and allow the student to complete the exam in order to avoid any disturbance to the other examinees.



- viii. Both the invigilator and second Invigilator who have witnessed the cheating should write a report on the invigilator incident report. An invigilator should never stand over any students either behind or over their shoulder.
- ix. An invigilator is not allowed to sit in the exam room.
- x. Invigilators are not allowed to carry any magazine / books/ mobiles inside the exam room.
- xi. No Tea / Coffee / Water will be provided during the exam.
- xii. Invigilator should not step out the exam hall while exam is in progress.
- xiii. For any query during exam, Administrator may step out to contact Admin/Exam Staff
- xiv. Students will be allowed to leave the Examination Hall only after 30 minutes. Once the student leaves the examination hall for whatever reason, student will not be allowed to re-enter the examination hall.
- xv. Students will be allowed to enter the Examination Hall only till 15 minutes after the start of the exams.
- xvi. Invigilators should leave the exam paper submission counter only after tallying the answer scripts.
- xvii. During the exam if there are any doubts raised by the students the matter should be reported to examination in-charge, who will then arrange for necessary action. Only upon receiving the information regarding correction from the examination in charge / exam committee chair, no corrections must be discussed or initiated without the approval of examination committee chair.
- xviii. Collecting the exam material 15 minutes before the start of the exam and reporting 10 minutes before to the invigilation room / hall is necessary
- xix. Distribute the answer copies / scantron sheets before the students enter the exam room / exam hall
- xx. Ensure students occupy the allotted seat in the exam room/hall
- xxi. Ensure students fill up the relevant data on the answer sheets, and signs the exam attendance sheet
- xxii. Ensure that students do not resort to any unfair means during the entire exam duration.
- xxiii. Collaborate with the co invigilator during the exam in the smooth conduct of the exam; report any incident of unfair means practices, indiscipline or consultation between the students.

C. GENERAL INSTRUCTION FOR INVIGILATOR - II

- i. Ensure that all students attendance have been taken and signed all answer sheet accordingly.
- ii. Invigilator-II will be solely responsible for filling the scantron sheet.
- iii. After attendance procedure, walk around to ensure that the students have started doing their answers.
- iv. Be vigilant at all times.



- v. If you suspect a candidate is cheating, alert your Invigilator, so they can also observe the candidate. If you feel it is warranted, give an initial warning to the student and continue to observe him/her.
- vi. If it is convinced he/she cheating, confiscate the evidence and note down his name and seat no. in required form, give him another answer sheet and allow the student to complete the exam in order to avoid any disturbance to the other examinees.
- vii. Both the invigilator and Invigilator-II who have witnessed the cheating should write a report on the invigilator incident report.
- viii. An Invigilator-II is not allowed to sit in the exam room.
- ix. Invigilator-II are not allowed to carry any magazine / books/ mobiles inside the exam room.
- x. No Tea /Coffee / Water will be provided during the exam.
- xi. Students will be allowed to leave the Examination Hall only after 30 minutes. Once the student leaves the examination hall for whatever reason, student will not be allowed to re-enter the examination hall.
- xii. Students will be allowed to enter the Examination Hall only till 15 minutes after the start of the exams.
- xiii. Invigilator-II can step out the exam hall only if any query arises while exam is on progress.
- xiv. Invigilator-II should leave the Exam Paper Submission Counter only after tallying the answer scripts

D. 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.
- 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:
 - a. Writes his/her name on the title page of the answer book(s).
 - b. 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.
 - c. Enters distinctly in the margin the number of the question being answered if required.
 - d. Does not scribble or write on the desk or on any form of scrap paper whatsoever.
 - e. Does not remove pages from the question booklet / answer book.
 - f. Does not take question / answer booklet outside the Examination hall / room.
 - g. 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.
 - h. 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.

E. STUDENTS ARE STRICTLY RESTRICTED FROM THE FOLLOWING:

- ii. To communicate, under any circumstances whatsoever, with other students.



- iii. To answer, under any circumstances what so ever, communications from other students.
- iv. To copy from one another under any circumstances.
- v. To be involved in misconduct of any kind.
- vi. To enter into any conversation whilst in the examination hall before, during or after the examination.
- vii. To leave their seats without the permission of an invigilator.
- viii. To carry any written material, slips, papers, etc. whether relevant or not into the examination hall.
- ix. Any student requiring special arrangements or seating should put in an application to the Student Services Department at least 48 hours before the examination.

V. PUBLICATION OF RESULTS

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 (grade D & D+ ONLY).

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

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.

C. PUBLICATION OF RESULTS FOR SHORT/UNSCHEDULED COURSES

Results for short course/unscheduled courses will be submitted by faculty to the examination office within one week of conduct of final examination. Head - Administration in consultation with Exam board will ratify the results. The Board reserves the right to condone failures in consultation with the faculty who has taught the course.



This condonement privilege of Board cannot be reviewed or challenged. Results for short/unscheduled courses will be published within 10 days of conduct of an examination and will be made available to students in the form of grade report. A copy of result will be provided to the administration department to personally call and advise the students.



SECTION 2- UNDERGRADUATE PROGRAM



I.
I. DETAILS SPECIFIC TO SCHOOL OF BUSINESS

A. BBA PROGRAM DETAILS



i. OVERVIEW

Skyline University College conducts an undergraduate program leading to the award of Bachelor of Business Administration degree in Finance, Information Systems, International Business, Marketing and Retail Management, Public Administration and Travel and Tourism Management 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.

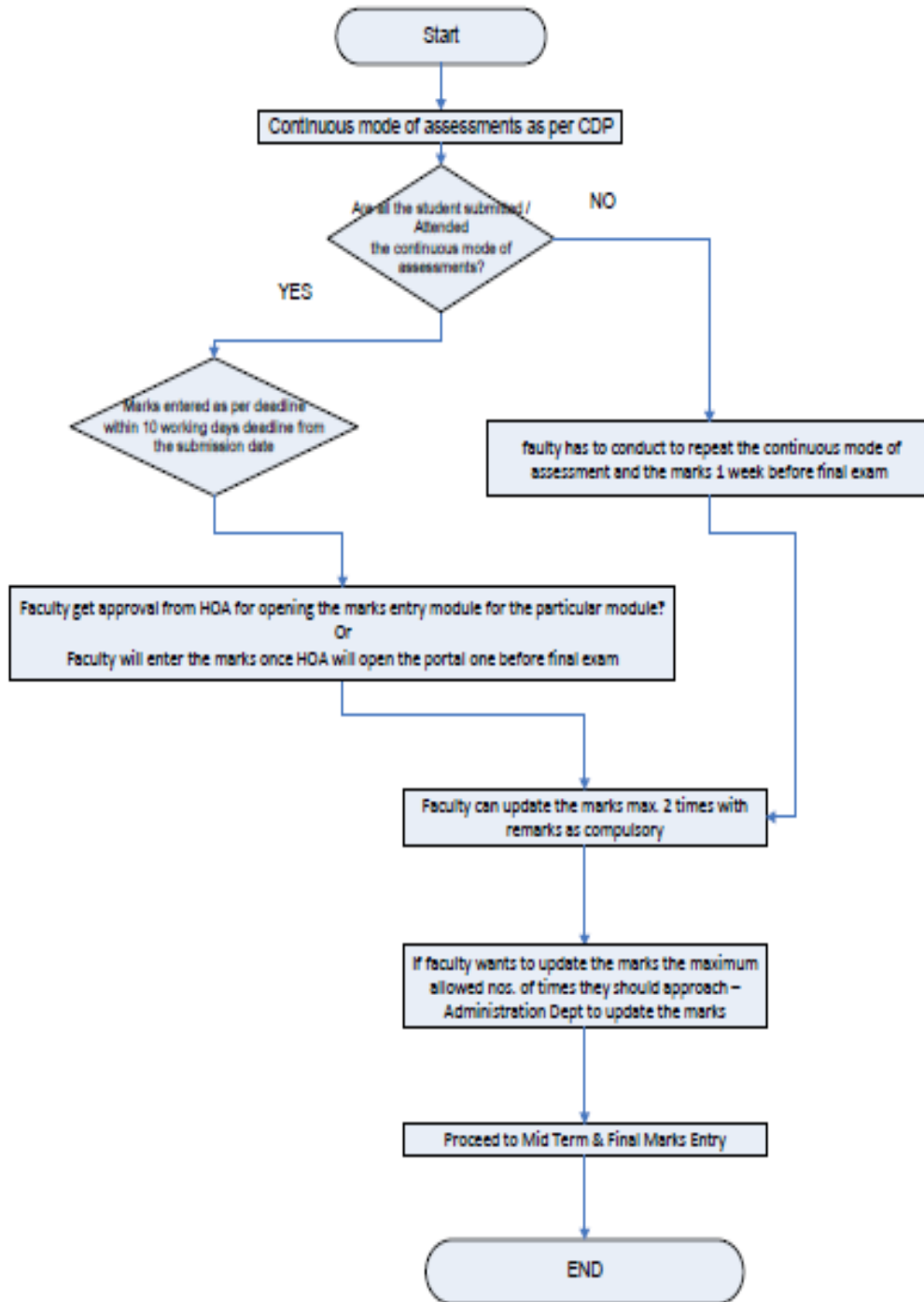
ii. RATIONALE

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, transportation, telecommunications, and other technical areas, including protection of intellectual property rights



MARK ENTRY CONTINEOUS MODE OF ASSESSMENT PROCESS FLOW

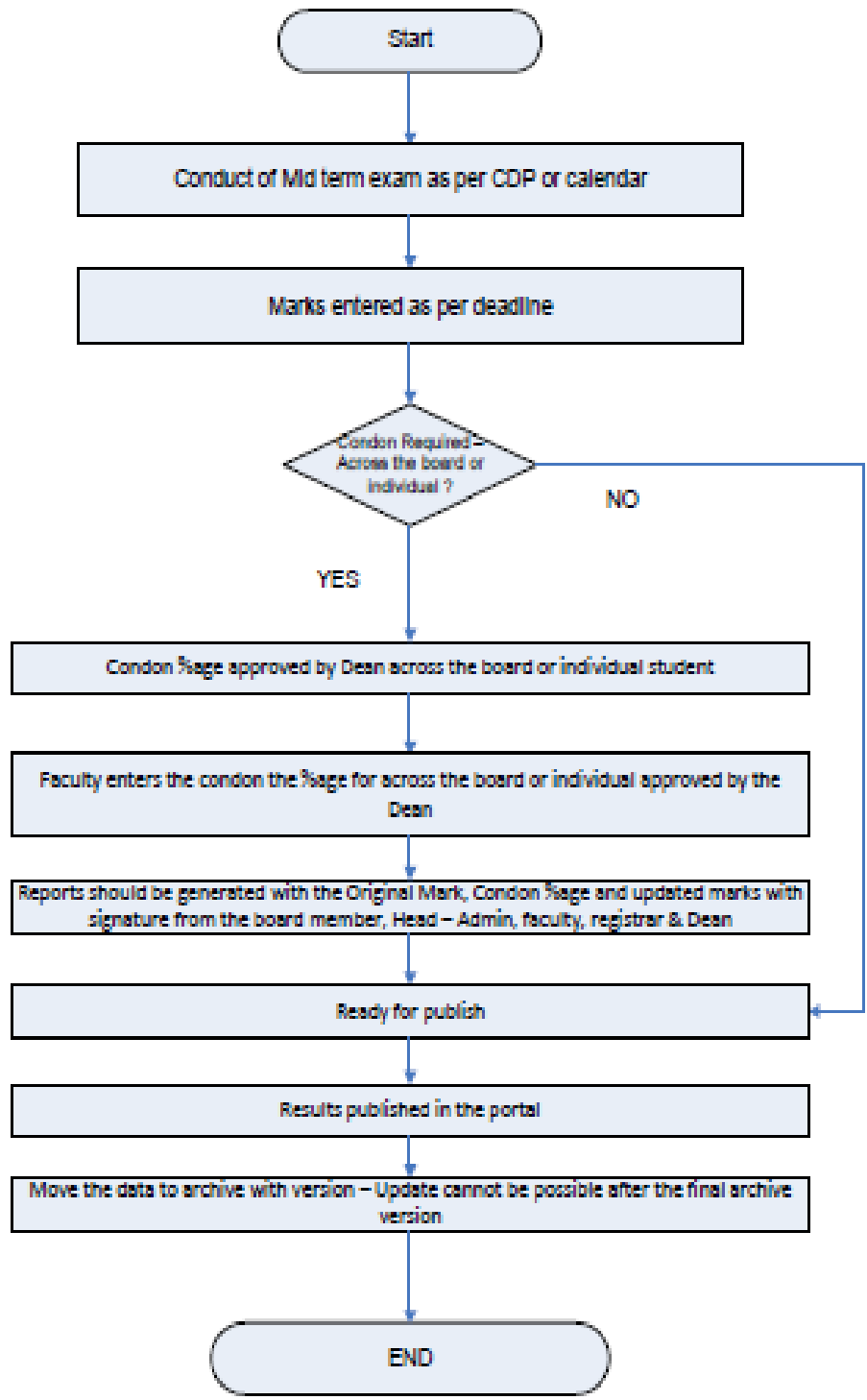
EXAM-002





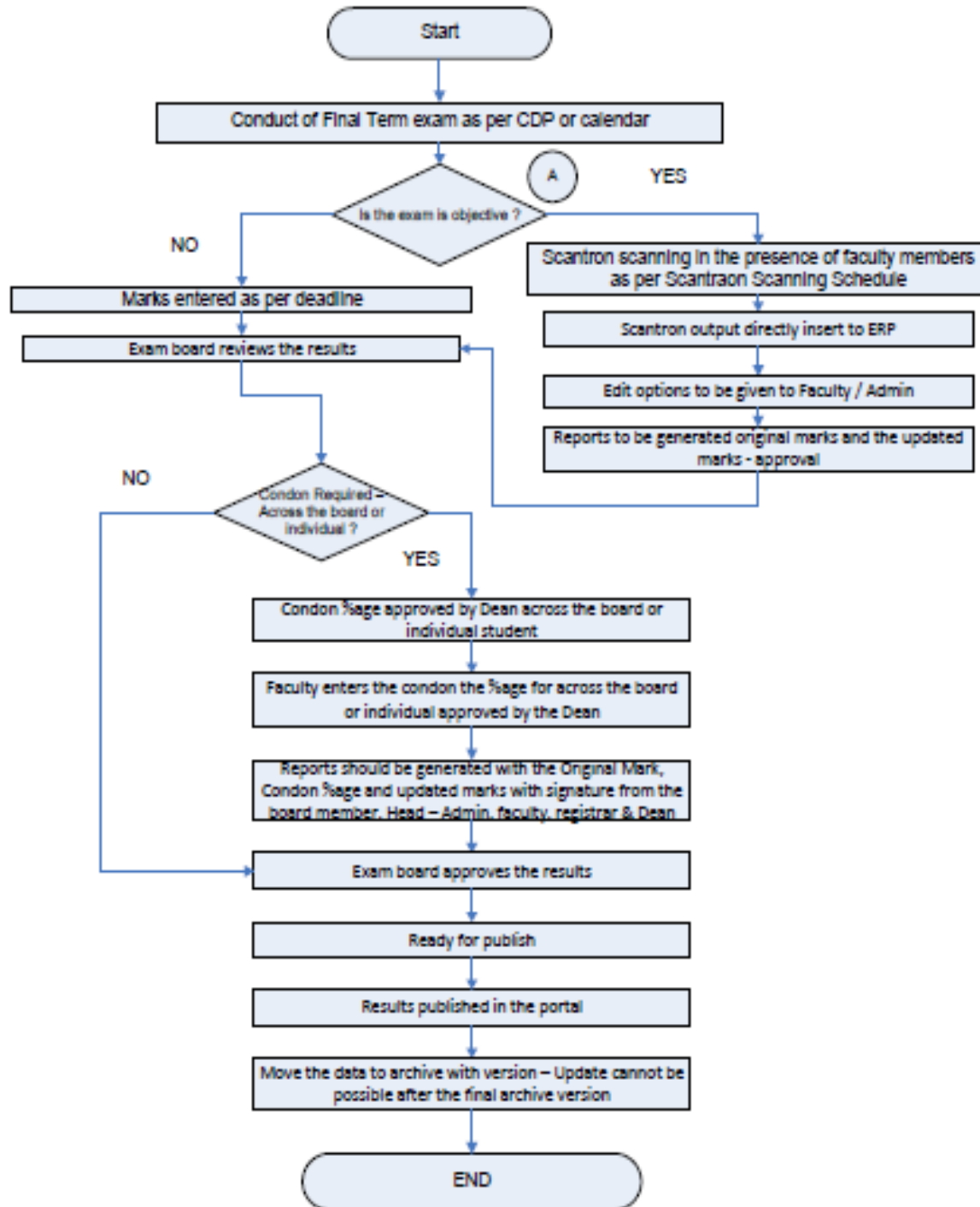
MID TERM EXAM MARKS ENTRY PROCESS FLOW

EXAM-00:





FINAL TERM EXAM MARKS ENTRY PROCESS FLOW EXAM-004





UAE is 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. 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. Demonstrate application of skills in communication, mathematics and computers to meet business requirements.
- d. Demonstrate capacity for critical enquiry, logical thinking, and use analytical skills to solve business and management problems.
- e. Apply acquired knowledge in business environment.
- f. Synthesize theory and practice within the sphere of their respective areas of majors for effective decision making.

iv. 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:

- a. The 4 year – 8 semester degree program can be accelerated by taking summer semesters.
- b. Morning classes – 9:30 AM to 13:15 PM, Evening class – 06:50 PM to 10:10 PM
- c. Weekend classes available on Fridays & Saturdays – 09:00 am – 7:00 pm
- d. Credits hours refer to one lecture hour per week last fifteen weeks
- e. Each academic year consists of two semesters and each semester consists of 15 weeks
- f. A summer semester is offered to students who meet the necessary eligibility criteria.
- g. Accelerated program subject to class size policy [refer policy]

v. BACHELOR OF BUSINESS ADMINISTRATION WITH MAJORS IN:

- a. Travel & Tourism Management
- b. Information System
- c. International Business
- d. Marketing & Retail Management
- e. Finance
- f. Public Administration

vi. GENERAL EDUCATION

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 provided to the students encompassing science, computing, humanities, and culture inculcates a sensitive and scientific temper in the young professionals.

a. GENERAL EDUCATION - OBJECTIVES

Student will be able to

1. Demonstrate an understanding of the basic scientific principles for application in decision-making
2. Comprehend and Explain human civilization, culture, ethical values, and religion, with a view to understanding of the global community.
3. Develop skills in business communication
4. Demonstrate skills of information technology in effective data processing and analyzing
5. Develop skills in problem solving through the application of both critical thinking techniques and mathematical & statistical tools

General Education Courses

| Code | Course | Credits | Prerequisite | Course Type |
|---------|-------------------------------------|---------|--------------|-------------|
| CIS1001 | COMPUTER SKILLS-I | 3 | None | Core Course |
| CIS2102 | COMPUTER SKILLS-II | 3 | CIS1001 | Core Course |
| ENG1001 | ENGLISH COMPOSITION | 3 | None | Core Course |
| ENG1102 | BUSINESS COMMUNICATION | 3 | ENG1001 | Core Course |
| ENG2103 | ADVANCED ENGLISH COMPOSITION | 3 | ENG1001 | Core Course |
| GEN1001 | GENERAL STUDY SKILLS | 2 | None | Core Course |
| GEN1002 | COMMUNITY SERVICES & SPORTS | 1 | None | Core Course |
| HUM1001 | ISLAMIC CULTURE | 3 | None | Core Course |
| HUM1002 | CRITICAL THINKING & PROBLEM SOLVING | 3 | None | Core Course |
| HUM2003 | INTRODUCTION TO HUMANITIES | 3 | None | Core Course |



| | | | | |
|--|----------------------|-----------|---------|-------------|
| MAT1001 | BUSINESS MATHEMATICS | 3 | None | Core Course |
| MAT1102 | BUSINESS STATISTICS | 3 | MAT1001 | Core Course |
| SCI2001 | GENERAL SCIENCE | 3 | None | Core Course |
| Total credits required in General Education | | 36 | | |

vii. BUSINESS EDUCATION

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 - 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

| Code | Course | Credits | Prerequisite | Course Type |
|---------|--------------------------------------|---------|--------------|-------------|
| ACC1001 | PRINCIPLES OF ACCOUNTING-I | 3 | None | Core Course |
| ACC2102 | PRINCIPLES OF ACCOUNTING-II | 3 | ACC1001 | Core Course |
| BUS3101 | QUANTITATIVE TECHNIQUES FOR BUSINESS | 3 | MAT1102 | Core Course |
| BUS3103 | BUSINESS RESEARCH METHODS | 3 | MAT1102 | Core Course |



| | | | | |
|---------|-------------------------------|---|-------------------|---------------------------|
| BUS3104 | ENTREPRENEURSHIP(P) | 3 | MGM1001 | Core and Protected Course |
| BUS4006 | BUSINESS ETHICS | 3 | None | Core Course |
| BUS4107 | INTERNATIONAL BUSINESS | 3 | MGM1001 | Core Course |
| ECO2001 | MICRO ECONOMICS | 3 | None | Core Course |
| ECO2102 | MACRO ECONOMICS | 3 | ECO2001 | Core Course |
| FIN2101 | PRINCIPLES OF FINANCE | 3 | ACC1001 | Core Course |
| MIS4101 | MANAGEMENT INFORMATION SYSTEM | 3 | CIS2102 | Core Course |
| LAW2001 | BUSINESS LAW | 3 | None | Core Course |
| MKT2201 | PRINCIPLES OF MARKETING | 3 | ECO2001 & ACC1001 | Core Course |
| MGM1001 | PERSPECTIVE OF MANAGEMENT | 3 | None | Core Course |

Capstone Courses

| Code | Course | Credits | Prerequisite | Course Type |
|---------------------|---|---------|---------------------------------------|-----------------------------------|
| MGM4106 | Strategic Management (C,S) | 3 | Senior Status | Capstone and Senior Status Course |
| IND4102/ IND4203 | Internship (C,S) OR Internship Project (C,S) | 3 | Senior Status/Senior Status & BUS3101 | Capstone and Senior Status course |

Electives – Choose Any Four

| Code | Course | Credits | Prerequisite | Course Type |
|---------|----------------------------------|---------|--------------|-------------------------------|
| BUS3102 | Innovation (E,P) | 3 | HUM1002 | Elective and Protected Course |
| BUS3005 | Cross Cultural Communication (E) | 3 | None | Elective Course |
| MGM3102 | Organizational Behavior(E) | 3 | MGM1001 | Elective Course |
| MGM3103 | Management Of Human | 3 | MGM1001 | Elective Course |



| | | | | |
|---|-----------------------------------|-----------|---------------------|-----------------|
| | Resources (E) | | | |
| MGM3104 | Customer Relations Management (E) | 3 | MGM1001 | Elective Course |
| MKT3202 | E- Marketing (E) | 3 | CIS 1001 & MKT 2201 | Elective Course |
| Total credits required in Business Education | | 63 | | |

S – Senior Level, C – Capstone, E – Elective

E, P – Elective & Protected and P – Protected

viii. BBA IN INTERNATIONAL BUSINESS – INTRODUCTION

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. BBA in International Business provides the details of operations and management of international business in its various dimensions & contexts and equips the students to execute their responsibilities. BBA in International Business gives students an 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 – OBJECTIVES

STUDENTS WILL BE ABLE TO

1. Demonstrate an understanding of operations of international trade organizations.
2. Use techniques of logistics & supply chain management
3. Demonstrate skills in managing clients and customer relationships globally



4. Apply functions, tools and techniques of international business operations & marketing
5. Apply knowledge and skills in the areas of project planning, scheduling, budgeting and controlling
6. Evaluate policies and formulate appropriate strategies for international business organizations

Core Courses

| Code | Course | Credits | Prerequisite | Course Type |
|---------|---------------------------------------|---------|--------------|-------------|
| IBS3110 | Economics of International Business | 3 | ECO2102 | Core Course |
| IBS3011 | Export & Import Management | 3 | None | Core Course |
| IBS3112 | Comparative Global Management | 3 | MGM1001 | Core Course |
| IBS4113 | International Finance | 3 | FIN2101 | Core Course |
| MKT4013 | Logistics and Supply Chain Management | 3 | None | Core Course |

Capstone Courses

| Code | Course | Credits | Prerequisite | Course Type |
|---------|-------------------------------|---------|---------------|-----------------------------------|
| MKT4119 | International Marketing (C,S) | 3 | Senior Status | Capstone and Senior Status course |

Electives – Choose Any One

| Code | Course | Credits | Prerequisite | Course Type |
|--|---------------------------------|-----------|--------------|-------------------------------|
| IBS4114 | Business Project Management (E) | 3 | MGM1001 | Elective Course |
| IBS4015 | International Banking (E) | 3 | None | Elective Course |
| MKT4120 | Services Marketing (E,P) | 3 | MKT2201 | Elective and Protected Course |
| TOTAL CREDITS REQUIRED IN BBA IN INTERNATIONAL BUSINESS | | 21 | | |

S – Senior Level, C – Capstone, E – Elective,

E, P – Elective & Protected and P –Protected



ix. BBA IN MARKETING AND RETAIL MANAGEMENT - INTRODUCTION

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 retail trading, investment & retail banking, logistics & supply chain management and marketing of various other services and products. It is among the countries witnessing fastest growth of retailing in terms of new stores opening and job creation. All these sectors require qualified and trained manpower in the relevant fields of Marketing and Retail Management

BBA in marketing and retail management is intended to prepare students to comprehend basic marketing & retail management concepts and operations. As this program progress, it aims at making students understand various facets of marketing and retail management in the ever-changing business environment. BBA in marketing and retail management infuses pragmatism into the theory and empowers students to apply the concepts in work context. It also prepares students to pursue higher academic pursuits in the field of marketing and retail management

a. MARKETING AND RETAIL MANAGEMENT - OBJECTIVES

Students will be able to

1. Demonstrate an understanding of concepts, principles and theories of marketing and retail management functions
2. Demonstrate the use of skills, tools and techniques for problem solving in marketing and retail management operations
3. Apply marketing and retail management concepts and techniques to analyze market trends
4. Plan, analyze, implement and evaluate the marketing and retail management programs under various situations of businesses.
5. Evaluate policies and formulate appropriate marketing and retail management strategies for business organizations.

Core Courses

| Code | Course | Credits | Prerequisite | Course Type |
|---------|-------------------|---------|--------------|-------------|
| MKT3110 | Consumer Behavior | 3 | MKT2201 | Core Course |



| | | | | |
|---------|---------------------------------------|---|---------|-------------|
| MKT3111 | Marketing Communication | 3 | MKT2201 | Core Course |
| MKT3112 | Retail Management | 3 | MKT2201 | Core Course |
| MKT4013 | Logistics and Supply Chain Management | 3 | None | Core Course |
| MKT4114 | Store Operations | 3 | MKT2201 | Core Course |

Capstone Courses

| Code | Course | Credits | Prerequisite | Course Type |
|---------|----------------------------------|---------|---------------|-----------------------------------|
| MKT4116 | Retail Merchandizing and Pricing | 3 | SENIOR STATUS | Capstone and Senior Status course |

Electives – Choose Any One

| Code | Course | Credits | Prerequisite | Course Type |
|---|---|-----------|--------------|------------------------|
| MKT4115 | Mall Management (E,P) | 3 | MKT2201 | Elective and Protected |
| MKT4117 | Visual Merchandizing and Store Design (E) | 3 | MKT2201 | Elective Course |
| MKT4118 | Sales Management (E) | 3 | MKT2201 | Elective Course |
| TOTAL CREDITS REQUIRED IN BBA IN MARKETING AND RETAIL MANAGEMENT | | 21 | | |

S – Senior Level, C – Capstone, E – Elective,

E, P – Elective & Protected and P – Protected

x. BBA IN TRAVEL AND TOURISM MANAGEMENT - INTRODUCTION

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.

BBA in Travel and Tourism management 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 - OBJECTIVES

STUDENTS WILL BE ABLE TO

1. Demonstrate an understanding of the concepts of tourism systems and its impacts on economy, culture and environment for tourism development
2. Integrate Information Communication Technology in travel, tourism & hospitality for effective operations and management.
3. Apply skills of management for managing various components of tourism industry
4. Plan and organize events, travel and tour operations
5. Evaluate the implications of policy and planning pertaining to tourism destination management.

Core Courses

| Code | Course | Credits | Prerequisite | Course Type |
|---------|---------------------------------------|---------|--------------|---------------------------|
| TAT3010 | Foundations of Tourism | 3 | None | Core Course |
| TAT3011 | Air Travel Operations & Management(P) | 3 | None | Core and Protected Course |
| TAT3012 | Travel Agency Operations & Tours | 3 | None | Core Course |
| TAT4013 | Event Management | 3 | None | Core Course |
| TAT4114 | Impacts Of Tourism | 3 | TAT3010 | Core Course |



Capstone Courses

| Code | Course | Credits | Prerequisite | Course Type |
|---------|---|---------|---------------|-----------------------------------|
| TAT4116 | Tourism Policy Planning & Development (C,S) | 3 | Senior Status | Capstone and Senior Status Course |

Electives – Choose Any One

| Code | Course | Credits | Prerequisite | Course Type |
|--|--|-----------|-------------------|-----------------|
| TAT4215 | E - Tourism (E) | 3 | TAT3011 & CIS1001 | Elective Course |
| TAT4117 | Management of Hospitality Industry (E) | 3 | TAT3010 | Elective Course |
| TAT4118 | Management of Tourism Enterprises(E) | 3 | TAT3010 | Elective Course |
| TOTA CREDITS REQUIRED IN BBA IN TRAVEL AND TOURISM MANAGEMENT | | 21 | | |

S – Senior Level, C – Capstone, E – Elective

E, P – Elective & Protected and P – Protected

xi. BBA IN INFORMATION SYSTEM - INTRODUCTION

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.

BBA in Information Systems 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.



a. INFORMATION SYSTEM- OBJECTIVES

STUDENTS WILL BE ABLE TO

1. Demonstrate an understanding of information systems, functions, processes, project management and emerging trends
2. Apply cloud computing models to manage application & databases in organizations.
3. Analyze the system requirements for IS adoption in organizations
4. Evaluate impacts of internet security in local and cloud context.

Core Courses

| Code | Course | Credits | Prerequisite | Course Type |
|---------|--|---------|--------------|-------------|
| CIS3110 | Database Management Systems | 3 | CIS2102 | Core Course |
| CIS3111 | Information System Security | 3 | CIS2102 | Core Course |
| CIS3112 | E-Commerce | 3 | CIS2102 | Core Course |
| CIS4013 | Information Systems Project Management | 3 | None | Core Course |
| CIS4114 | Cloud Enterprise Systems | 3 | CIS2102 | Core Course |

Capstone Courses

| Code | Course | Credits | Prerequisite | Course Type |
|---------|--------------------------------|---------|-------------------------|-----------------------------------|
| CIS4216 | Business Process Modeling(C,S) | 3 | CIS3110 & SENIOR STATUS | Capstone and Senior Status Course |



Electives – Choose Any One

| Code | Course | Credits | Prerequisite | Course Type |
|---|--|---------|--------------|-----------------|
| CIS4115 | Information System Audit & Control (E) | 3 | CIS2102 | Elective Course |
| CIS4017 | Knowledge Management Technology (E) | 3 | None | Elective Course |
| CIS4118 | Business Intelligence (E,P) | 3 | CIS2102 | Elective Course |
| TOTA CREDITS REQUIRED IN BBA IN INFORMATION SYSTEM | | 21 | | |

S – Senior Level, C – Capstone, E – Elective

E, P – Elective & Protected and P – Protected

xii. BBA IN FINANCE – INTRODUCTION

The Bachelor of Business Administration program 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. 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 – OBJECTIVES

Students will be able to

1. Demonstrate an understanding of the structure and functioning of financial system including Islamic Finance.
2. Comprehend and Explain the importance of ethics in discharging accounting and finance functions
3. Demonstrate skills of preparing, presenting and analyzing financial statements
4. Demonstrate the use of technology in the areas of accounting
5. Analyze financial management issues with respect to the organizational perspective.



6. Evaluate investment decisions, capital structure and working capital management

Core Courses

| Code | Course | Credits | Prerequisite | Course Type |
|---------|---------------------------------|---------|--------------|-------------|
| FIN3110 | Financial Markets & Instruments | 3 | FIN2101 | Core Course |
| FIN3111 | Financial Statement Analysis | 3 | ACC2102 | Core Course |
| FIN3112 | Corporate Finance | 3 | FIN2101 | Core Course |
| FIN4113 | Risk Management | 3 | FIN2101 | Core Course |
| FIN4114 | Fundamentals of Investments | 3 | FIN3112 | Core Course |

Capstone Courses

| Code | Course | Credits | Prerequisite | Course Type |
|---------|-----------------------------------|---------|-------------------------|-----------------------------------|
| FIN4216 | Applied Projects in Finance (C,S) | 3 | FIN3112 & Senior Status | Capstone and Senior Status course |

Electives – Choose Any One

| Code | Course | Credits | Prerequisite | Course Type |
|---|--------------------------------------|---------|--------------|-------------------------------|
| FIN4115 | Islamic Finance (E) | 3 | FIN3112 | Elective Course |
| FIN4117 | Accounting Information Systems (E,P) | 3 | ACC2102 | Elective and Protected Course |
| FIN4118 | Derivatives (E) | 3 | None | Elective Course |
| TOTAL CREDITS REQUIRED IN BBA IN FINANCE | | 21 | | |

S – Senior Level, C – Capstone, E – Elective

E, P – Elective & Protected P– Protected

xiii. BBA IN PUBLIC ADMINISTRATION – INTRODUCTION

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 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. BBA in Public Administration focuses on training manpower for effective administration, urban management, formulating policy and implementation, managing environment and public sector activities. It also focuses on developing manpower for disaster management and E-Governance

a. PUBLIC ADMINISTRATION - OBJECTIVES

Students will be able to

1. Demonstrate an understanding of principles and theories of public administration
2. Examine the impacts of Environment for managing economic sustainability
3. Analyze various models of E-Governance
4. Assess international relations for appropriate foreign policy directions
5. Evaluate policies and formulate appropriate strategies for planning and managing public organizations

Core Courses

| Code | Course | Credits | Prerequisite | Course Type |
|---------|---|---------|--------------|---------------------------|
| PAD3110 | Principles and Practices of Public Administration | 3 | MGM 1001 | Core Course |
| PAD3111 | Economics of Sustainability | 3 | ECO2102 | Core Course |
| PAD3112 | Comparative Public Administration | 3 | PAD3110 | Core Course |
| PAD4113 | E- Governance | 3 | CIS2102 | Core Course |
| PAD4114 | International Relations and Foreign Policy (P) | 3 | PAD3110 | Core and Protected Course |

Capstone Courses



| Code | Course | Credits | Prerequisite | Course Type |
|---------|------------------------------|---------|------------------------|-----------------------------------|
| PAD4216 | Public Policy Formation(C,S) | 3 | PAD3110& Senior Status | Capstone and Senior Status course |

Electives – Choose Any One

| Code | Course | Credits | Prerequisite | Course Type |
|---|-----------------------------|-----------|--------------|-----------------|
| PAD4115 | Public Sector Marketing (E) | 3 | MKT2201 | Elective Course |
| PAD4117 | Disaster Management (E) | 3 | PAD3110 | Elective Course |
| PAD4118 | Environment Management (E) | 3 | SCI2001 | Elective Course |
| TOTAL CREDITS REQUIRED IN BBA IN PUBLIC ADMINISTRATION | | 21 | | |

S – Senior Level, C – Capstone, E – Elective,

E, P – Elective & Protected and P – Protected

B. PROJECTED SEMESTER WISE PLAN

Following semester-wise plan provides information on various courses to be conducted in each semester at different levels of the BBA Program. This plan has been developed for a 4 year BBA program. Generally 15-18 credit hours of classes are offered in a particular semester.

| SEMESTER WISE PLAN | | | |
|----------------------------------|-------------------------------|-----------------|--------|
| 4 YEAR PROGRAM - 2017 INTAKE | | | |
| MAJOR | CODE & COURSES | COURSES OFFERED | |
| | | FALL | SPRING |
| FRESHMAN [FOCUSED ON SEP INTAKE] | | | |
| | CIS1001 - COMPUTER SKILLS-I | # | |
| | ENG1001 - ENGLISH COMPOSITION | # | |



| | | |
|---|---|---|
| GEN1001 - GENERAL STUDY SKILLS | # | |
| GEN1002 - COMMUNITY SERVICES & SPORTS | # | |
| MAT1001 - BUSINESS MATHEMATICS | # | |
| MGM1001 - PERSPECTIVES OF MANAGEMENT | # | |
| ENG1102 - BUSINESS COMMUNICATION | | # |
| HUM1001 - ISLAMIC CULTURE | | # |
| HUM1002 - CRITICAL THINKING & PROBLEM SOLVING | | # |
| MAT1102 - BUSINESS STATISTICS | | # |
| ACC1001 - PRINCIPLES OF ACCOUNTING-I | | # |
| SOPHOMORE | | |
| HUM2003- INTRODUCTION TO HUMANITIES | # | |
| SCI2001 - GENERAL SCIENCE | # | |
| ACC2102- PRINCIPLES OF ACCOUNTING-II | # | |
| ECO2001 - MICRO ECONOMICS | # | |
| LAW2001 - BUSINESS LAW | # | |
| CIS2102 - COMPUTER SKILLS-II | | # |
| ENG2103 - ADVANCED ENGLISH COMPOSITION | | # |
| ECO2102 - MACRO ECONOMICS | | # |
| FIN2101 - PRINCIPLES OF FINANCE | | # |
| MKT2201 - PRINCIPLES OF MARKETING | | # |
| JUNIOR | | |
| BUS3101- QUANTITATIVE TECHNIQUES FOR BUSINESS | # | |
| BUS3102 - INNOVATION(E,P) | # | |
| MGM3102 - ORGANIZATIONAL BEHAVIOUR (E) | # | |
| MKT3202 - E- MARKETING(E) | # | |



| | ELECTIVE - Choose Anyone | | |
|-----|---|---|---|
| | MGM3104 - CUSTOMER RELATIONS MANAGEMENT(E) | # | |
| | BUS3005- CROSS CULTURAL COMMUNICATION(E) | # | |
| BBT | TAT3010 - FOUNDATIONS OF TOURISM | # | |
| BBI | CIS3110 - DATABASE MANAGEMENT SYSTEMS | # | |
| BIB | IBS3110 - ECONOMICS OF INTERNATIONAL BUSINESS | # | |
| BMR | MKT 3110 - CONSUMER BEHAVIOUR | # | |
| BBF | FIN 3110 - FINANCIAL MARKETS & INSTITUTIONS | # | |
| BBP | PAD3110 - PRINCIPLES AND PRACTICES OF PUBLIC ADMINISTRATION | # | |
| | BUS3103 - ENTREPRENEURSHIP(P) | | # |
| | BUS3104- BUSINESS RESEARCH METHODS | | # |
| | MGM3103- MANAGEMENT OF HUMAN RESOURCE(E) | | # |
| BBT | TAT3011 - AIR TRAVEL OPERATIONS AND MANAGEMENT(P) | | # |
| BBT | TAT3012 - TRAVEL AGENCY OPERATIONS & TOURS | | # |
| BBI | CIS3111 - INFORMATION SYSTEM SECURITY | | # |
| BBI | CIS3112 - E-COMMERCE | | # |
| BIB | IBS3011 - EXPORT AND IMPORT MANAGEMENT | | # |
| BIB | IBS3112 - COMPARATIVE GLOBAL MANAGEMENT | | # |
| BMR | MKT 3111 - MARKETING COMMUNICATION | | # |
| BMR | MKT 3112 - RETAIL MANAGEMENT | | # |
| BBF | FIN 3111 - FINANCIAL STATEMENT ANALYSIS | | # |



| | | | |
|---------------|---|---|---|
| BBF | FIN 3112 - CORPORATE FINANCE | | # |
| BBP | PAD3111 - ECONOMICS OF SUSTAINABILITY | | # |
| BBP | PAD3112 - COMPARATIVE PUBLIC ADMINISTRATION | | # |
| SENIOR | | | |
| | BUS4006 - BUSINESS ETHICS | # | |
| | IND4101 - DISSERTATION MIS 4101 - Management Information Systems | # | |
| | MGM4105- OPERATIONS MANAGEMENT | # | |
| BBT | TAT4013- EVENT MANAGEMENT | # | |
| BBT | TAT4114- IMPACTS OF TOURISM | # | |
| BBI | CIS4013 - INFORMATION SYSTEMS PROJECT MANAGEMENT | # | |
| BBI | CIS4114 - CLOUD ENTERPRISE SYSTEMS | # | |
| BIB | MKT4013 - LOGISTICS AND SUPPLY CHAIN MANAGEMENT | # | |
| BIB | IBS4113 - INTERNATIONAL FINANCE | # | |
| BMR | MKT4013 - LOGISTICS AND SUPPLY CHAIN MANAGEMENT | # | |
| BMR | MKT 4114 - STORE OPERATIONS | # | |
| BBF | FIN 4113 - RISK MANAGEMENT | # | |
| BBF | FIN 4114 - FUNDAMENTALS OF INVESTMENTS | # | |
| BBP | PAD4113 - E- GOVERNANCE | # | |
| BBP | PAD4114- INTERNATIONAL RELATIONS AND FOREIGN POLICY (P) | # | |
| | BUS4107- INTERNATIONAL BUSINESS | | # |
| | IND4102 OR IND 4203- INTERNSHIP (C,S) OR INTERNSHIP PROJECT (C,S) | | # |
| | MGM4106 - STRATEGIC MANAGEMENT (C,S) | | # |
| BBT | TAT4116- TOURISM POLICY PLANNING & | | # |



| | | | |
|-----|--|--|---|
| | DEVELOPMENT (C,S) | | |
| | ELECTIVE - Choose Anyone | | |
| BBT | TAT4215 - E - TOURISM (E) | | # |
| BBT | TAT 4117- MANAGEMENT OF HOSPITALITY INDUSTRY (E) | | # |
| BBT | TAT4118 - MANAGEMENT OF TOURISM ENTERPRISES (E) | | # |
| | | | |
| BBI | CIS4216 - BUSINESS PROCESS MODELING(C,S) | | # |
| | ELECTIVE - Choose Anyone | | |
| BBI | CIS4115 - INFORMATION SYSTEM AUDIT AND CONTROL(E) | | # |
| BBI | CIS 4017 - KNOWLEDGE MANAGEMENT TECHNOLOGY(E) | | # |
| BBI | CIS 4118 -BUSINESS INTELLIGENCE (E,P) | | # |
| | | | |
| BIB | MKT4119 - INTERNATIONAL MARKETING (C,S) | | |
| | ELECTIVE - Choose Anyone | | |
| BIB | IBS4114 - BUSINESS PROJECT MANAGEMENT (E) | | # |
| BIB | IBS4015 - INTERNATIONAL BANKING (E) | | # |
| BIB | MKT4120 - SERVICES MARKETING (E,P) | | # |
| | | | |
| BMR | MKT4116 - RETAIL MERCHANDIZING AND PRICING(C,S) | | # |
| | ELECTIVE - Choose Anyone | | |
| BMR | MKT4115 - MALL MANAGEMENT(E,P) | | # |
| BMR | MKT4117 - VISUAL MERCHENDIZING AND STORE DESIGN(E) | | # |
| BMR | MKT4118 - SALES MANAGEMENT (E) | | # |



| | | | |
|--|---|--|---|
| BBF | FIN 4216 - APPLIED PROJECTS IN FINANCE (C,S) | | # |
| | ELECTIVE - Choose Anyone | | |
| BBF | FIN 4115 - ISLAMIC FINANCE(E) | | # |
| BBF | FIN 4117 - ACCOUNTING INFORMATION SYSTEM(E,P) | | # |
| BBF | FIN 4118 - DERIVATIVES (E) | | # |
| | | | |
| BBP | PAD4216 - PUBLIC POLICY FORMATION (C,S) | | # |
| | ELECTIVE - Choose Anyone | | |
| BBP | PAD4115 - PUBLIC SECTOR MARKETING (E) | | # |
| BBP | PAD4117 - DISASTER MANAGEMENT (E) | | # |
| BBP | PAD4118- ENVIRONMENT MANAGEMENT (E) | | # |
| <p>C,S - Capstone course and Senior Status P- Protected course</p> | | | |

C. DISSERTATION POLICY

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 specialization 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)

D. POLICY ON DOUBLE DEGREE

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.

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.

II. DETAILS SPECIFIC TO SCHOOL OF IT

A. BSIT PROGRAM DETAILS

i. OVERVIEW

Skyline University College undergraduate program leading to the award of Bachelor of Science degree is equipped to meet the needs of dynamic information technology environments. The program focuses on providing graduates with competencies and skills required to design, build, test and apply information technology solutions for organizations.



ii. PROGRAM RATIONALE

Around the globe, organizations are increasingly becoming more connected, both internally and with other stakeholders like suppliers, customers and government authorities. Information Technology is playing a critical part for achieving excellence; develop product and service mix, enhancing decision making, and achieving sustainable competitive advantage in the organization at the global level.

At the national level, UAE's 2021 Vision aims at developing knowledge based and highly productive economy through innovation and research in science & technology. The UAE is investing heavily in adopting and implementing Information and Communication Technology (ICT) in its government and private sectors. As per the UAE government initiatives like smart governance, m-governance, open innovation, open data infrastructure, drives ICT sector growth in UAE. The increase in both scale and sophistication of the UAE ICT sector has drawn many international IT organizations to locate their office and development center in UAE.

This requires trained man power to meet the requirement of business organizations for implementing IT initiatives at the global and national level.

iii. BSIT OBJECTIVES

At the end of the program student will be able to:

1. Demonstrate communication, mathematical, critical enquiry, logical thinking, and analytical skills in designing appropriate information system and problem solving
2. Demonstrate an understanding of various concepts of Information technology and its applications.
3. Evaluate security and ethical issues in the context of information technology.
4. Demonstrate the ability to work in teams and lead information technology projects.
5. Demonstrate the ability to evaluate and develop solutions for complex and unstructured IT problems

iv. BSIT CURRICULUM REQUIREMENTS

The curriculum provides the student with General Education, core study in information technology and a major field of study (major requirements).

All students pursuing a Bachelor of Science in Information Technology (BSIT) Program must complete the following requirements:



| | No. of Credits | No. of Courses |
|------------------------------|----------------|----------------|
| General Education | 36 | 13 |
| Core Courses | 60 | 20 |
| Internship | 3 | 1 |
| Major (Enterprise computing) | 21 | 7 |
| Total Requirements | 120 | 41 |

***Note: General Study Skill is a 2 credit course and Community Service is a 1 credit course.**

v. GENERAL EDUCATION

a. INTRODUCTION

THE GENERAL EDUCATION PROGRAM AT THE BSIT 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 PROVIDED TO THE STUDENTS ENCOMPASSING SCIENCE, COMPUTING, HUMANITIES, AND CULTURE INCULCATES A SENSITIVE AND SCIENTIFIC TEMPER IN THE YOUNG PROFESSIONALS.

b. OBJECTIVES

Student will be able to:

1. Demonstrate an understanding of the basic scientific principles for application in decision-making
2. Comprehend and Explain human civilization, culture, ethical values, and religion, with a view to understanding of the global community.
3. Develop skills in business communication
4. Demonstrate skills of information technology in effective data processing and analyzing
5. Develop skills in problem solving through the application of both critical thinking techniques and mathematical & statistical tools

GENERAL EDUCATION COURSES



ESTABLISHED 1990

| COURSE CODE | COURSE NAME | CREDIT | PREREQUISITE |
|-------------------|--|--------|---------------------------------|
| CIS1001 | Introduction to Information Technology | 3 | None |
| ENG1001 | English Composition | 3 | None |
| GEN1001 | General Study Skills | 2 | None |
| GEN1002 | Community Services & Sports | 1 | None |
| MAT1001 | Mathematics - I | 3 | None |
| HUM1001 | Introduction to Humanities | 3 | None |
| ENG1102 | Business Communication | 3 | ENG 1001 English Composition |
| HUM1002 | Critical Thinking & Problem Solving | 3 | None |
| HUM100Cult ure | 3 | None | |
| MAT1102 | Mathematics - II | 3 | MAT1001 - Mathematics-I |
| ECO 2001 | Economics | 3 | None |
| SCI2001 | General Science | 3 | None |
| ENG 2103 | Advanced English Composition | 3 | ENG 1001 English Composition |
| TOTAL | | 36 | |



vi. CORE COURSES

a. INTRODUCTION

The Core courses aim at providing conceptual background to the students in information technology. Program contents have been designed to expose students to the functions of programming, networking, security and ethical aspects of information technology towards developing an attitude for conducting and leading information technology projects effectively and innovatively.

b. GOALS

1. To develop an understanding of information technology concepts
2. To develop information technology competencies among students to meet the challenges of organizational and societal environment.
3. To inculcate values and ethical behavior necessary in developing information technology solutions
4. To Leverage information technology to realize strategic goals and opportunities in organizations

c. OBJECTIVES

Student will be able to:

1. Demonstrate an understanding of computer architecture, programming, software engineering and software project management
2. Use analytical and logical skills in designing information technology projects
3. Analyze the ethical and security issues in the development of information technology solutions
4. Synthesize information technology theory and practices to realize strategic goals
5. Evaluate processes associated with software development, testing and implementation



CORE COURSES

| COURSE CODE | COURSE NAME | CREDIT | PREREQUISITE |
|-------------|---|--------|--|
| BIT1101 | Digital Logic | 3 | MAT 1001 - Mathematics-I |
| BIT2102 | Principles of Programming Language | 3 | CIS 1001 - Introduction to Information Technology |
| BIT2103 | Computer Organization | 3 | BIT1101 - Digital Logic |
| BIT2104 | Web Design and Development | 3 | BIT2102- Principles of Programming Language |
| BIT2105 | Data Structures and Algorithm Analysis | 3 | BIT2102 - Principles of Programming Language |
| BIT2106 | Database Management Systems | 3 | CIS 1001 - Introduction to Information Technology |
| BIT2107 | Human-Computer Interaction | 3 | CIS 1001 - Introduction to Information Technology |
| BIT2108 | Computer Architecture | 3 | BIT2103 - Computer Organization |
| BUS3102 | Innovation(P) | 3 | HUM1002 - Critical Thinking & Problem Solving |
| BIT3209 | Operating Systems | 3 | BIT2105 - Data Structures and Algorithm Analysis, BIT2108- Computer Architecture |
| BIT3111 | Computer Networks | 3 | BIT2108 - Computer Architecture |
| BIT3112 | Information Technology Project Management | 3 | CIS 1001 - Introduction to Information Technology |
| BIT3113 | Mobile Application Development | 3 | BIT3209 - Operating Systems |
| BIT4117 | Information Technology and Ethics | 3 | CIS 1001 - Introduction to Information Technology |



| | | | |
|--------------|--------------------------------------|-----------|--|
| BIT4118 | Big Data Analytics | 3 | MAT1102 - Mathematics - II |
| BIT4219 | Computing Project(P) | 3 | BIT2102 - Principles of Programming Language, ITE3110 - Software Engineering |
| BIT4220 | Information System Audit and Control | 3 | ITE4113-Business Process Modeling, ITE3110-Software Engineering |
| Total | | 51 | |

CAPSTONE COURSES

| COURSE CODE | COURSE NAME | CREDIT | PREREQUISITE |
|-------------|---|--------|--|
| BIT4121 | Strategic Information System Management (C) | 3 | BIT4117- Information Technology and Ethics |
| IND 4101 | Internship (C,S) | 3 | Senior Status |
| TOTAL | | 6 | |

ELECTIVE COURSES (ANY TWO)

| COURSE CODE | COURSE NAME | CREDIT | PREREQUISITE |
|-------------|-------------|--------|--------------|
|-------------|-------------|--------|--------------|



| | | | |
|---------|--------------------------------------|---|---|
| BIT3110 | Distributed Database Systems (E) | 3 | BIT2106 - Database Management Systems |
| BIT3114 | Data Warehousing and Data Mining (E) | 3 | BIT2106 - Database Management Systems |
| BIT3115 | E-Commerce(E) | 3 | CIS 1001 - Introduction to Information Technology |
| BIT3116 | Internet of Things(E) | 3 | BIT3111 - Computer Networks |
| TOTAL | | 6 | |

S - Senior Level, C - Capstone, E - Elective

E, P - Elective & Protected and P - Protected



vii. ENTERPRISE COMPUTING

a. INTRODUCTION

Enterprise wide information technology known as enterprise systems forms the backbone of the organizations in today's highly dynamic global economic environment. To design better enterprise systems such as Enterprise Resource Planning Systems (ERP), Supply Chain Management Systems (SCM) and Customer Relations Management Systems (CRM), information technology professionals require a good understanding and competencies in enterprise computing. The program will provide students with knowhow to develop reliable, scalable and secure enterprise systems. Students will be equipped to handle complex issues and challenges associated with the enterprise computing. The major prepares the student to analyze enterprise information needs, and recommend appropriate solutions for effective implementation.

b. OBJECTIVES

At the end of the program, student will be able to

1. Demonstrate an understanding of enterprise systems functions and processes
2. Apply emerging information technologies for the benefit of organization
3. Analyze unfamiliar business processes for implementing organization wide information technology solutions
4. Synthesize the enterprise computing theory and practice to realize organizational goals
5. Evaluate various enterprise systems and its impact on organization

ENTERPRISE COMPUTING MAJOR

CORE COURSES

| COURSE CODE | COURSE NAME | CREDIT | PREREQUISITE |
|-------------|----------------------|--------|--|
| ITE3110 | Software Engineering | 3 | BIT2102-Principles of Programming Language |



| | | | |
|---------|---|---|---------------------------------------|
| ITE3111 | E-Supply Chain Management | 3 | MAT1102 - Mathematics - II |
| ITE3112 | IT Infrastructure and Emerging Technologies | 3 | BIT3111 - Computer Networks |
| ITE4113 | Business Process Modeling | 3 | BIT2106 - Database Management Systems |
| ITE4114 | Enterprise Information System Security | 3 | BIT3111 - Computer Networks |

CAPSTONE COURSE

| COURSE CODE | COURSE NAME | CREDIT | PREREQUISITE |
|-------------|------------------------|--------|---|
| ITE4316 | Enterprise Systems (C) | 3 | ITE3110-Software Engineering, ITE3112 IT infrastructure and Emerging Technologies, ITE4113 - Business Process Modelling |

ELECTIVE - CHOOSE ANY ONE

| COURSE CODE | COURSE NAME | CREDIT | PREREQUISITE |
|-------------|--------------------------------------|--------|--|
| ITE4015 | Knowledge Management Technology(E,P) | 3 | None |
| ITE4117 | High Performance Computing (E) | 3 | BIT3111 - Computer Networks |
| ITE4118 | Cloud Computing (E) | 3 | ITE3112- IT Infrastructure and Emerging Technologies |

S - Senior Level, C - Capstone, E - Elective



E, P – Elective & Protected and P – Protected



B. BSIT PROJECTED SEMESTER WISE PLAN

SEMESTER WISE GRADUATION PLAN - BSIT- EC

| FRESHMAN | | SOPHOMORE | |
|---|---|---|--|
| CIS1001 - INTRODUCTION TO INFORMATION TECHNOLOGY | HUM1003 - ISLAMIC CULTURE | ECO2001 - ECONOMICS | BIT2104 - WEB DESIGN AND DEVELOPMENT |
| GEN1001 - GENERAL STUDY SKILLS | HUM1002 - CRITICAL THINKING & PROBLEM SOLVING | BIT2102 - PRINCIPLES OF PROGRAMMING LANGUAGE | BIT2105 - DATA STRUCTURES AND ALGORITHM ANALYSIS |
| ENG1001* - ENGLISH COMPOSITION | ENG1102* - BUSINESS COMMUNICATION | ENG 2103 - ADVANCED ENGLISH COMPOSITION | BIT2106 - DATABASE MANAGEMENT SYSTEMS |
| GEN1002 - COMMUNITY SERVICES & SPORTS | MAT1102 - MATHEMATICS-II | SCI2001 - GENERAL SCIENCE | BIT2107 - HUMAN COMPUTER INTERACTION |
| MAT1001 - MATHEMATICS-I | BIT1101 - DIGITAL LOGIC | BIT2103- COMPUTER ORGANIZATION | BIT2108- COMPUTER ARCHITECTURE |
| HUM1001- INTRODUCTION TO HUMANITIES | HUM1003 - ISLAMIC CULTURE | ECO2001 - ECONOMICS | BIT2104 - WEB DESIGN AND DEVELOPMENT |
| JUNIOR | | SENIOR | |
| BUS3102 - INNOVATION(P) | BIT3112 - INFORMATION TECHNOLOGY PROJECT MANAGEMENT | BIT4117 - INFORMATION TECHNOLOGY AND ETHICS | BIT4220 - INFORMATION SYSTEM AUDIT AND CONTROL |
| BIT3209 - OPERATING SYSTEMS | BIT3113 - MOBILE APPLICATION DEVELOPMENT | BIT4118 - BIG DATA ANALYTICS | BIT4121 - STRATEGIC INFORMATION SYSTEM MANAGEMENT (C) |
| BIT3111 - COMPUTER NETWORKS | ITE3111 - E-SUPPLY CHAIN MANAGEMENT | BIT4219 - COMPUTING PROJECT (P) | IND 4101 - INTERNSHIP (C,S) |
| ITE3110-SOFTWARE ENGINEERING | ITE3112 IT INFRASTRUCTURE AND EMERGING TECHNOLOGIES | ITE4113 - BUSINESS PROCESS MODELING | ITE4316 - ENTERPRISE SYSTEMS (C) |



ESTABLISHED 1990

| ELECTIVE - CHOOSE ANYONE | BIT3114 - DATA WAREHOUSING AND DATA MINING(E) | ITE4114 - ENTERPRISE INFORMATION SYSTEM SECURITY | ELECTIVE - CHOOSE ANYONE |
|--|--|---|--|
| BIT3110 - DISTRIBUTED DATABASE SYSTEMS (E) | | | ITE4015 - KNOWLEDGE MANAGEMENT TECHNOLOGY(E,P) |
| BIT3115 - E-COMMERCE(E) | | | ITE 4117 - HIGH PERFORMANCE COMPUTING(E) |
| BIT3116 - INTERNET OF THINGS(E) | | | ITE 4118 - CLOUD COMPUTING(E) |



III. GENERAL DETAILS FOR SCHOOL OF BUSINESS & SCHOOL OF IT

A. NEW ADMISSIONS ENTRY REQUIREMENT

All admissions in SUC are guided by Ministerial Decrees # 200/yr 2004 and 133/yr 2005; MOE / CAA /The Standards for Licensure & Accreditation-2011.

An applicant seeking admission for Undergraduate program is required to fulfill the following conditions:

i. High School Grade

- a. Prospective student should have 60% marks in the secondary school of UAE or its equivalent as per the International Grade Conversions published by World Education Services Inc. (www.wes.org) and www.classbase.com. Student having any equivalent qualification from an institution in UAE must get the documents attested by the Ministry of Education and Youth. For qualifications obtained from abroad, attestation is required from the relevant authorities of that country.
- 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.
 1. Same subject taken at 2 or more levels can be counted as two different Subjects.
 2. Subjects taken out of School in the 12th Year shall be accepted provided they are attested by The British Council.
 3. 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 MOE guidelines with anyone of the category mentioned below

- i. **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.
- ii. **IB Certificate**
 - 2.1. SUC to accept IB certificate requires a minimum grade of 22 points
 - 2.2. IB certificates are considered as American Diploma and are equalized by Ministry of Education.
 - 2.3. Should require SAT (400 Math & 500 TOEFL)
- iii. **IB Career:** IB Career is considered as Vocational (Technical School)



Normally require higher number of points (26-28)

d. Other SS Qualifications (inside UAE):

Students from the Iranian, Indian, Pakistani, Philippine, French or German high school curriculum require 12 years of schooling and attestation from MOE/ KHDA/ ADEC.

e. Secondary School Qualifications Obtained Outside UAE:

1. Must meet the requirements for admission into university in the country of origin
2. With Min 11 years of schooling
3. Attestation: Education Authority (Home Country) ; Ministry of Foreign Affairs (Home Country) ; UAE Embassy+ 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 MOE. It is not applied for High School Certificate holders of other systems of education.

On passing the Foundation Program, the student's Certificate will be recognized and attested by the MOE. 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 meets the admission requirements set for specific programs at that institution.

ii. English Language Proficiency Test (TOEFL/IELTS/PEARSON-Academic, Cambridge English: Advanced Test/ City & Guilds-IESOL)

Prospective BBA student is required to fulfill any one of the following requirements for admission to BBA program as given below (Refer Table 1)

- 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 36-46 in the Pearson Test of English.



- d. A minimum score of 41-46 in Cambridge English: Advanced Test of English Language.
- e. A minimum score of B1 in City & Guilds IESOL / SESOL Test.
- f. A minimum score of 1100 in EmSAT Achieve English (Emirates Standardized Test)

Table -1 Undergraduate Score Range

| S. No | IELTS [ACADEMIC] | TOEFL - ITP | TOEFL - IBT | TOEFL - CBT | PTE-ACADEMIC | CAE | City & Guilds IESOL | EmSAT Achieve English | |
|-------|------------------|-------------|-------------|-------------|--------------|---------|---------------------|-----------------------|---|
| 1 | >=5 | >=500 | >=61 | >=173 | >=36 | 41 - 46 | B1 | >=1100 | Direct Entry into UNDERGRADUATE |
| | - | 475-499 | - | - | - | - | - | | Retake TOEFL without preparatory course |
| 2 | 4 - 4.5 | 425 - 474 | 39 - 60 | 117 - 170 | 29 - 35 | 32 - 40 | A2 | 825 - 1075 | CITY & GUILDS - 45 SESSIONS |
| 3 | 3 - 3.5 | Below 425 | 21 - 38 | 67 - 110 | 24 - 28 | - | Below A2 | Below 800 | COMBINATION OF CAMBRIDGE PRELIMINARY : PET + 75 HRS IELTS |

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 ETS and for IELTS verification will be done from IETLTS website.

3. *Requirements are applied regardless of educational system or country where student is coming from.*

iii. 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 Undergraduate 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 MOE and having a grade "C" or above in a Mathematics related course.
- c. Students with a minimum EmSAT Math score of 1100.

B. PROVISIONAL ADMISSION

i. IN CASE OF UAE HIGH SCHOOL BOARD

PROVISIONAL ADMISSION PROCEDURE (UAE HIGH SCHOOL BOARD)

- a. Fill up the Application form for Admission in SUC.
- b. Submit Admission entry requirement documents.
- c. Pay the application & registration and first installment fee along with the submission of application as applicable (Local).
- d. 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.
- e. Appeal for Dean's consideration.
- f. Dean's Approval.

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 MOE. It is not applied for High School Certificate holders of other systems of education.

The Foundation Program should cover the following courses:

1. English
2. Mathematics
3. Computer science
4. Arabic



ii. IN CASE OF INCOMPLETE DOCUMENT SUBMISSION PROVISIONAL ADMISSION PROCEDURE (UAE HIGH SCHOOL BOARD)

Fill up the Application form for Admission in SUC

- a. Submit Admission entry requirement documents
- b. Pay the application & registration fee and first installment fee along with the submission of application as applicable (Local / Visa / Visa Letter / Embassy Letter)
- c. 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
- d. Fill up undertaking forms for incomplete submission of any of the required documents
- e. The student will be allowed on provisional admission for a period of one semester. The pending documents as per registration checklist must be submitted by the student before enrolling into the second semester.

C. 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; 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 student must be in good academic standing and still eligible to return to the current or former institution.
- iii. Students who are not in good standing may get transfer only to a different major from the one from which the student is transferring
- iv. The course contents mentioned in the 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.
- v. The student must attend a minimum of 50% of the credit hours of their study plan at SUC in other words, only up to 50% of the courses offered in SUC can be offered as transfer of credits transferred to the program.
- vi. The credit hours completed must be equivalent or higher to the corresponding courses offered at SUC.
- vii. The students must have passed the course with a minimum of 'C' grade or equivalent.
- viii. Maximum credits awarded for transfer admission will be limited to specified courses at SUC. In case credits earned at the original institution are less than those at SUC, the lower credits will be awarded as transfer.
- ix. No transfer can be awarded for Capstone and protected courses of SUC.



- x. Once TOC is granted and the Graduation plan is signed by the student, the student cannot challenge the TOC decision during the progression of course.
- xi. A student is placed in the Senior Level status only after completing all the balance courses till the junior level.
- xii. Incase student changes the major area of study the student will have to re-apply for TOC. Prohibit accepting credit twice for substantially the same course taken at two different institutions.
- xiii. The grades of transferred courses will not be included while calculating the student's Grade Point Average (GPA).
- xiv. The processing fees of TOC is non-refundable and is charged (as per applicable fee structure).
- xv. Transfer admission students will not be included in the toppers list.
- xvi. TOC will be awarded to students of Higher College of Technology diploma holders on the following conditions. (This provision is made available as per the Ministry of Higher Education & Scientific Research (MOE) circular no.1 (amended) dated 11th March 2006).
 - a. The 12th standard Certificate should not be less than 50%.
 - b. His/her diploma should be accredited and attested by MOE or its equivalence certificate for those who graduate outside UAE.
 - c. To check the validity of the certificate issued by HCT and make sure that it is authentic.
 - d. CGPA should be 2.0 and above.
 - e. The student should get "C" grade and above in the following subjects:
 - 1. English
 - 2. Math
 - 3. Computer
 - f. 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.
- i. Once the TOC is granted, it will be informed to student along with the graduation plan for review & consent with signature.
- ii. 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.
- iii. 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.
- iv. This TOC process once approved is applicable only for the mentioned intake.
- v. TOC will not be granted to provisionally enrolled student for the courses which are in offer in the 1st semester.
- vi. 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.
- vii. Fee waiver for the TOC courses granted will be applicable only on completion of the program, otherwise, the full amount must be paid.



Procedure to apply for TOC

- i. Fill up the Application form for Admission along with TOC application form in SUC
- ii. Submit the following TOC Admission entry requirement documents:
 - a. The official transcript from accredited institutions
 - b. Detailed syllabi (Credit Value, Level, detailed course content, learning outcomes/objective and indicative learning resources)
 - c. An official letter from the previous institution
 - d. All documents mentioned in the admission requirements
 - e. Processing fee of AED 300/- (non-refundable) must be paid for evaluation
 - f. 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
 1. Pay the application and registration fee along with the submission of application as applicable (Local / Visa / Visa Letter / Embassy Letter)
 2. 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

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:

- i. Accredited by the MOE, 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.
- vi. 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 is informed about the total number of courses exempted and that AED 1500/- per course will be deducted from the total fee.

D. ADMISSION TO PHYSICALLY CHALLENGED STUDENTS

Applicants with special needs are also admitted in SUC after a due process of understanding the learning abilities and the approaches of teaching to them is clearly



understood. SUC facilitates the special needs student by allocating extra time to help them learn without sacrificing the syllabus and the rigor required in it.

Upon meeting the admission requirements, the candidates shall be interviewed by the concerned teaching faculty members under the guidance of a committee which shall be formed as and when required and the outcomes of the interview are recorded and communicated to the candidate and the Dean for necessary actions. The interview shall be focused on:

- i. To understand the nature of shortcomings
- ii. To understand the learning abilities, assessment modes, additional time required for completion
- iii. To understand the learning abilities through computer
- iv. To understand their skill levels in assessing

E. REGISTRATION REQUIREMENTS

i. Local Candidates With Own Visa

- a. National Security Services clearance certificate for UAE Nationals effective from 2014.
- b.2 Passport size colored photographs with white background (not Polaroid) along with a digital copy.
- c. Passport Copy with minimum six months validity
- d. UAE National ID
- e. 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
- 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 Test score of B1 or the equivalent score on any other standardized test approved by the Ministry of Education (MOE).



g. Prospective students must bring their own electronic devices (laptop or ipad or tablets) for e-books to be downloaded.

h. The following fees must be paid at the time of admission:

(A total of AED 6,000/-) and payment for Placement test, 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.

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.

i. 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.

ii. Local Candidates Seeking SUC Visa/Visa Letter/Embassy Letter

a. National Security Services clearance certificate for UAE Nationals effective from 2014.

b. 2 Passport size colored photographs with white background (not Polaroid) along with a digital copy.

c. Passport Copy with minimum eight months validity.

d. 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

e. 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 Education (MOE).

- f. Prospective students must bring their own electronic devices (laptop or ipad or tablets) for e-books to be downloaded.

The fees must be paid at the time of admission along with 2 PDC(Postdated cheques of AED 12,500/- each) ; (Ref. Fee Structure & Hostel Policy, Annexures)

*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.

1. 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.
2. Student Personal details form with the Country of residence telephone number.

iii. 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 Education (MOE).
- g. Prospective students must bring their own electronic devices (laptop or ipad or tablets) for e-books to be downloaded.
- h. The following fees must be paid at the time of admission: (USD 10,636/-); (Ref. Fee Structure & Hostel Policy, Annexures)



*Students having acceptable IELTS/ TOEFL/Pearson/ Cambridge English Score are not required to pay TOEFL exam and TOEFL book fee.

1. 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.
2. 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.

F. REGISTRATION PROCEDURE

The Registration department sends the admission file for each student to Administration and the registration unit of the Administration & Examination Department audits the file for the fulfillment of documents required for registration into SUC. The registration department registers the students with all the necessary documents mentioned in the registration checklist. In case of documents being incomplete or not submitted the file is returned to Marketing department for fulfilling the requirements.

G. REGISTRATION CHECKLIST

i. DOCUMENTS REQUIRED FROM ALL STUDENTS

- a. Dully Filled- Up Enrollment Form with Signature Of Applicant / Marketing Officer - Annexure 1
- b. Passport copy (Minimum 6 Months Validity)
- c. Visa Page (Minimum 6 Months Validity)
- d. Emirates Id
- e. IELTS [A]/Pearson [A]/TOEFL [IBT/CBT] / Cambridge English:: Advanced Test / IESOL Certificate
- f. Student Name in the Enrolment Form Vs Passport
- g. Initial Payment
- h. Visa/Embassy Letter [Submission of Post-Dated Cheque]
- i. Placement Form- *Annexure 2*
- j. Proof - If Placement Test Not Required
- k. Financial Rules & Regulation Form - Signature - *Annexure 3*
- l. Visa Documents
- m. Guardian Tenancy Contract/Emirates Id Card/PP & Visa Copy/Undertaking
- n. Accreditation of the University/School
- o. SAT/Diploma Verification



- p. HS Mark Percentage
- q. IGCSE/O-Level/ A-Level/ As-Level/Other Curriculum
- r. Student Personal Detail Form *Annexure 4*
- s. Students Certificate Authenticity Check Form - *Annexure 5*
- t. Student Visa / Letter Processing Request Form - *Annexure 6*

ii. ADDITIONAL DOCUMENT FROM LOCAL STUDENTS

- a. Submission of National Security Services clearance certificate for UAE Nationals effective from 2014.

iii. ADDITIONAL DOCUMENTS REQUIRED FROM INTERNATIONAL STUDENTS

- a. Visa Documents
- b. Undertaking Form for non-submission of Visa page - *Annexure 7*
- c. Visa Student Detail Forms
- d. Hostel Forms- *Annexure 24*
- e. Guardian Details Form- *Annexure 8*
- f. Visa Processing Form- *Annexure 6*
- g. Guardian Authorization Letter
- h. Accreditation of the University/School
- i. Police Clearance (Nigerian Student)

iv. DOCUMENTS GIVEN TO STUDENTS [COUNTER SIGNED]

Duly Attested High School Credentials or / Diploma if Applicable (*Undertaking Form-Annexure 9*)

v. FULL UNDERTAKING LIST

- a. Undertaking -Visa Page - **Annexure 7**
- b. Undertaking -Passport Page-*Annexure 9*
- c. Undertaking - Non Submission Of Attested 12th Standard UAE Secondary School Certificate- *Annexure 10*
- d. Undertaking - Non Submission Of UAE National ID- *Annexure 11*
- e. Undertaking - Non Submission Of Attested A - Level Certificate- *Annexure 12*
- f. Undertaking - Non Submission Of Attested AS - Level from IGCSE/GCE/GCSE Board certificate- *Annexure 13*



- g. Undertaking - Non Submission Of Attested O - Level from IGCSE/GCE/GCSE Board certificate- *Annexure 14*
- h. Undertaking -12th Standard from Abroad- *Annexure 15*
- i. Undertaking -12th Standard from Private Institution in the UAE- *Annexure 16*
- j. Undertaking -Attested High School Certificate- *Annexure 17*
- k. Undertaking -Attested IGCSE/GCE/GCSE Grade- *Annexure 18*
- l. Undertaking -Non submission of TOFEL/IELTS/CES /PET/ IESOL Result- *Annexure 19*
- m. Undertaking -Non submission of Maths (SAT/ Diploma) Result- *Annexure 20*
- n. Undertaking -IB Diploma- *Annexure 21*
- o. Undertaking -Equivalency
- p. Undertaking for BBA Scholarship / Fee Waiver/Recommendation grant - *Annexure 22*

vi. TRANSFER OF CREDITS IF APPLICABLE

- a. Dully Filled-Up Application form For Transfer of Credits- *Annexure 23*
- b. The Official Transcript
- c. Detailed Syllabi (Credit Value, Level, Course Content Etc.)
- d. Official Letter from Previous Institution
- e. Paid Processing Fees

vii. VISA CASE IF APPLICABLE

- a. Visa Undertaking Forms- *Annexure 7*
- b. Student Detail Forms- *Annexure 4*
- c. Hostel Forms- *Annexure 24*
- d. Guardian Details Form- *Annexure 8*
- e. Visa Processing Form- *Annexure 6*
- f. Guardian Authorization Letter
- g. Guardian Tenancy Contract/Emirates Id Card/PP & Visa Copy/Undertaking

viii. VISA/EMBASSY LETTER

- a. Submission of 3 Postdated cheques
- b. Old Visa Copy Page



H. ACADEMIC YEAR

An undergraduate Academic Year in SUC comprises of Fall & Spring semester for the 4 year program continuing students while it comprises of Fall, Spring & Summer semester for the accelerated program students.

I. PROGRAM & PROGRAM DURATION

i. Program

SUC offers 4 years BBA program in Marketing & Retail Management, Travel & Tourism Management, Information Systems, International Business, Finance and Public Administration and BBA with International Business major for weekend. It also offers 4 years BSIT program in Enterprise Computing.

ii. Program Duration

The Undergraduate Program for Weekdays & Weekend is structured for four-years of study divided into 8 semesters. SUC normally operates summer, fall and spring semesters in an academic year.

SUC also conducts accelerated program for Weekdays to be completed in 8 semesters, spread over 3 years, for students attaining 2.5 CGPA and above by the end of the third semester without failing in any of the courses till then [Subject to class size policy; refer policy].

J. ACADEMIC RULES AND REGULATION

i. PROGRAM TERMINOLOGY AND DEFINITION

For a standard communication all departments, faculty & students must refer to the standard terminology and explanation given below:

ii. 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.

iii. PERIOD OF STUDY

Students enrolled for an Undergraduate Program shall complete within a maximum of 6 years by earning 120 credits. Student can earn 120 credits in four years in normal case or by attempting maximum of 180 credits.

In case of accelerated Program, the student can complete the program within a maximum of 3 years by earning 120 credits.

iv. STUDENT EVALUATION AND GRADING

| 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 | | |

v. GRADE POINT AVERAGE [GPA]

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

GPA/CGPA Calculation



| Grade Points | | Credits | | Total |
|--------------|---|-----------|---|-------------|
| 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 |

$$\begin{array}{l} \text{CREDITS} \\ \text{GPA} = \end{array} \frac{\text{GRADE POINTS EARNED X COURSE}}{\text{Total Credits Attempted}}$$

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

$$\begin{array}{l} \text{CREDITS} \\ \text{CGPA} = \end{array} \frac{\text{SEMESTER GRADE POINTS EARNED X COURSE}}{\text{TOTAL CREDITS ATTEMPTED}}$$

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



GPA - Grade Points Average

CGPA - Cumulative Grade Point Average

vi. ACADEMIC STANDING

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

a. QUALITATIVE REQUIREMENTS

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

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 |

b. QUANTITATIVE REQUIREMENTS

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

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

c. 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.

d. FINAL WARNING

Student is placed on final warning at the end of Spring Semester if s/he is unable to perform well and meet the requirements during probation period and the student is expected to improve his academic performance during summer and fall semesters. In case the student does not improve, he is served with a suspension for the next semester.

e. SUSPENSION

In case the student is unable to improve the performance in spite of the final warning on probation, student will be placed on academic suspension



[Suspension-1 & Suspension-2].

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

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

1. Suspension 1

Case 1

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

Case 2

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

Case 3

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

2. Suspension 2

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

Example:



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

Case 1

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

Case 2

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

3. DISMISSAL

In case the student has not achieved 'Good Standing' as per section (i) & (ii) above at the end of Suspension-2 semester, the student shall be dismissed and dismissal will be reflected in his transcript. In this case No refund of fees is allowed.



vii. ACADEMIC INTEGRITY POLICY

a. 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

- a. Paraphrasing materials or ideas of others without identifying the sources.
- b. Using sources of information (published or unpublished) without identifying the source.
- c. Directly quoting the words of others without using quotation marks or indented format to identify them.
- d. Detection of such plagiarism based on plagiarism software is also included.

b. Presenting False Credentials

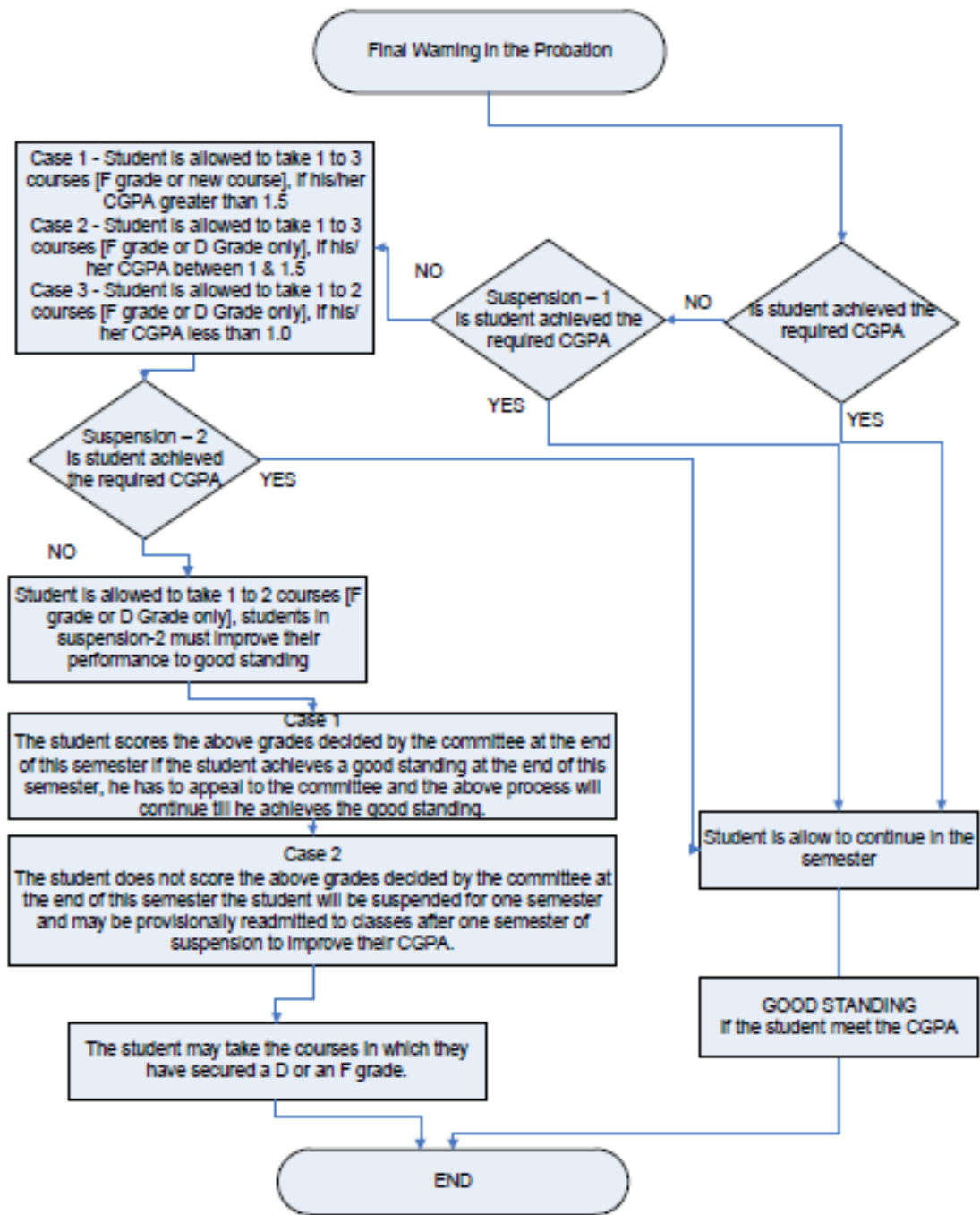
Is an act of submitting misleading certificates / documents / information like presenting false medical excuses; change of identity; presenting falsified certificates.

c. 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.



SUSPENSION



hainance.

d. 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.

e. 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.

f. 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.

g. 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.

h. 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.

i. Inquiry Case of Suspected Academic Offenses (As Defined Above)

- a. 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.



- b. The allegation is fully explained and the student is allowed to have his/her say to defend himself / herself and explain the situation.
- c. The investigating team will submit its recommendation along with the minutes of investigation interview to the office of Dean & Registrar & HASS.
- d. The Dean in consultation with Registrar & HASS & Head - Admin will advise appropriate action, based on recommendation of the investigating team. The decision of the Dean cannot be challenged or reviewed
- e. Unfair means students will not be included in the toppers or Dean's list.
- f. Report will be placed in the student file and it will be communicated to faculty, advisor and Head of academics

j. The Following Are The Courses Of Action That May Be Recommended Based On The Severity Of Offense:

- a. 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.
- b. 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.
- c. In case of third offense, student will be awarded 'F' Grade in all the courses and the student will have to repeat the semester.
- d. 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.
- e. Student will not be re-admitted and no appeal will be accepted.
- f. Record is placed in the student file.

K. INTERNSHIP PROJECT POLICY

i. Introduction

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



ii. Role And Responsibility Of Faculty / Supervisor / Organization / Industry / Students

a. The Role of Employer / Industry Supervisor:

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

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

b. Faculty Supervisor Role and Responsibility

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



iii. Role and Responsibility of students for internship:

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

INTERNSHIP EVALUATION:

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

| Evaluation | Percentage |
|---|------------|
| External supervisor mid evaluation | 20% |
| External supervisor end term evaluation | 30% |
| Evaluation by SUC internal supervisor | |
| a. Evaluation of intern report (30%) | 50% |
| b. Viva and presentation (20%) | |

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

Criteria for selecting Internship Company

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

- A. The company profile
- B. The professional growth of the company
- C. The companies national and international operations
- D. The stability of the company
- E. The size and operation of the company



Internship Report Writing Guideline

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

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

L. GRADUATION REQUIREMENT

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

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

M. GRADUATION HONORS

Upon meeting the Undergraduate Program graduation requirements, students



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

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

i. Graduation Board

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

ii. Procedure:

a. Step 1: Graduating students file to be prepared by Administration which includes the following:

1. Copy of attested high school / O level certificate
2. Copy of TOEFL / IELTS / PET Academic/ Cambridge
3. Copy of the transcripts
4. Copy of TOC confirmation
5. Final Statement of Account
6. Candidacy sheet containing clearance from all departments
7. Graduation Application form

b. Step 2: Graduation Board will verify the following components are met:

1. Entry requirements
2. Academic requirements
3. Graduation Requirements
4. Financial Requirements
5. Departmental clearance



6. Signing on certificates

c. Step 3: Certificate Preparation process

1. Place chips on the Degree and hologram on the transcript
2. Sort the degrees major-wise
3. Academic excellence letter is placed in the folder
4. Toppers list /scholarship letter if applicable is placed in the folder
5. Medals are placed in the graduation kit as per graduation honors list



N. ATTENDANCE POLICY

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 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.

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.
- ix. In case if there is no response from the student, the name could be placed in temporary cancellation status for the particular semester and will have to pay the required registration fee for the re-activation.
- 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.
- xii. 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.



SECTION C: GRADUATE PROGRAM



I. SCHOOL OF BUSINESS (MBA)

A. MBA PROGRAM DETAILS

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, 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 is pursuing 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 - OBJECTIVES:

Students will be able to

1. Explain theories, tools and techniques of business management and their applications.
2. **Develop leadership skills and competencies for managing organizations**
3. Research, evaluate, analyze and formulate business strategies
4. Evaluate ethical business practices and its implications on business.



5. Integrate knowledge and business practices to consistently solve complex issues

iv. 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-10:10pm, three days a week
4. Weekend classes run between 9 AM - 2.30 PM on Friday and Saturday

v. MASTER IN BUSINESS ADMINISTRATION WITH EMPHASIS ON:

- Finance
- Marketing
- Human Resource Management
- Strategic Management & Leadership
- E-Governance



vi. CORE COURSES

a. 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.

b. CORE COURSES - OBJECTIVES

Student will be able to

1. Integrate knowledge in the fields of managerial economics, finance & accounting, human resource management, marketing management & business management systems for managing business operations
2. Assess ethical values and practices for conducting business
3. Analyze business problems and take strategic decisions
4. Evaluate business scenarios with help of appropriate tools and techniques

| CODE | COURSE | CREDITS | GENERAL COURSE CATEGORY | PREREQUISITE |
|---------|---|---------|-------------------------|--------------|
| 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 & | NONE |
| MGM6001 | HUMAN RESOURCE MANAGEMENT | 3 | CORE | NONE |
| MGM7102 | STRATEGIC MANAGEMENT | 3 | CAPSTONE | SUCCESSFUL COMPLETION OF 6000 LEVEL |
| MKT6001 | MARKETINGMANAGEMENT | 3 | CORE | NONE |
| Total Credits | | 27 | | |

vii. EMPHASIS ON FINANCE

a. 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 abreast with the various changes and challenges operating in international business scenarios

b. OBJECTIVES

STUDENT WILL BE ABLE TO

1. Explain theoretical framework of corporate and financial institutions
2. Demonstrate an understanding of ethical practices and its implications in regional and global financial Institutions
3. Apply the principles, tools and research techniques for making financial decisions
4. Analyze and estimate risk and return for investment decisions
5. 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 | ACC6001, FIN6001 |
| FIN7211 | INTERNATIONAL FINANCE | 3 | ELECTIVE & PROTECTED | ACC6001, FIN6001 |
| FIN7212 | INVESTMENT AND PORTFOLIO | 3 | ELECTIVE & PROTECTED | ACC6001, FIN6001 |
| FIN7223 | MANAGEMENT OF BANKS & | 3 | ELECTIVE & PROTECTED | ACC6001, FIN6001 |
| Total Credit Required In Emphasis on Finance | | 9 | | |

**Student needstocompleteanythreecoursesoutofthefourcoursesoftheEmphasisareas .*

viii. EMPHASIS ON MARKETING

a. Introduction

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.

b. OBJECTIVES

STUDENTS WILL BE ABLE TO

1. Demonstrate an understanding of competitive marketing strategies and approaches practiced by organizations
2. Analyze markets and assess the process in logistics and supply chain management
3. Develop marketing plans appropriate to target markets and geographic market segments using research skills.



4. 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 | 3 | ELECTIVE & PROTECTED | BUS6001, MKT6001, MKT7210 |
| MKT7313 | MARKETING COMMUNICATIONS | 3 | ELECTIVE & PROTECTED | BUS6001, MKT6001, MKT7210 |
| Total Credit Required In Emphasis on Marketing | | 9 | | |

**Student needstocompleteanythreecoursesoutofthefourcoursesoftheEmphasisareas.*

ix. EMPHASIS ON HUMAN RESOURCE MANAGEMENT

a. 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.

b. OBJECTIVES

Student will be able to:

1. Describe current processes and practices in Human Resource Management
2. Critically evaluate legal issues in Human Resource Management.
3. Design systems, tools & techniques of human capital management.
4. 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 |
| HRM7111 | LEGAL ASPECTS OF HUMAN RESOURCES | 3 | ELECTIVE & PROTECTED | MGM6001 |
| HRM7112 | MANAGING DIVERSITY | 3 | ELECTIVE & PROTECTED | MGM6001 |
| HRM7113 | STRATEGIC HUMAN CAPITAL | 3 | ELECTIVE & PROTECTED | MGM6001 |
| Total Credits Required In Emphasis On Human Resource Management | | 9 | | |

**Student needstocompleteanythreecoursesoutofthefourcoursesoftheEmphasisareas.*

x. EMPHASIS ON STRATEGIC MANAGEMENT AND LEADERSHIP



a. 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.

b. OBJECTIVES

1. Compare and contrast roles in strategic management and leadership
2. Develop strategies of creating culture of innovation in an organization to solve complex issues
3. Critically analyze risk and formulate effective organizational Strategies
4. Demonstrate ability to plan and lead change in organization

Electives – Choose Any Three

| Code | Course | CREDITS | GENERAL COURSE CATEGORY | PREREQUISITE |
|---|------------------------------|----------|-------------------------|--------------|
| SML 7010 | LEADING THROUGH CREATIVITY & | 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 | | 9 | | |

xi. EMPHASIS ON E-GOVERNANCE

a. 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.

b. OBJECTIVES

1. Demonstrate an understanding of theories and practices of E- Governance Initiatives
2. Assess the user requirements in the context of technological, cultural, ethical and legal perspectives
3. Analyze the strategies for planning and implementing E- Governance projects
5. 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 | CIS6001 |
| EGV7111 | EMERGING TECHNOLOGIES FOR SMART | 3 | ELECTIVE AND PROTECTED | CIS6001 |
| EGV7112 | E- GOVERNANCE PROJECT MANAGEMENT | 3 | ELECTIVE AND PROTECTED | CIS6001 |
| EGV7113 | SECURITY, ETHICAL AND LEGAL ISSUES OF E-GOVERNANCE | 3 | ELECTIVE AND PROTECTED | CIS6001 |
| Total Credits Required in Emphasis on E-governance | | 9 | | |

B. PROJECTED SEMESTER WISE PLAN



Following semester-wise plan provides information on various courses to be conducted in each semester at different levels of the MBA Program. This plan has been developed for a 2 year MBA program. Generally 9 credit hours of classes are offered in a particular semester.

| SEMESTER WISE PLAN (WEEKDAY) | | | | | |
|---|---|-----------------------|-----------------|--------|--------|
| 2017 INTAKE ONWARDS | | | | | |
| Emphasis | CODE & COURSES | PRE-REQUISITE COURSES | COURSES OFFERED | | |
| | | | FALL | SPRING | SUMMER |
| FIRST YEAR [FOCUSED ON SEP INTAKE] | | | | | |
| | ACC6001 Managerial Accounting | | # | | |
| | ECO6001 Managerial Economics | | # | | |
| | MGM6001 Human Resource Management | | # | | |
| | MKT6001 Marketing Management | | | # | |
| | FIN6001 Financial Management | | | # | |
| | BUS6001 Quantitative Methods For Business Decision Making | | | # | |
| SECOND YEAR | | | | | |
| | BUS6002 International Business | | | | # |
| | CIS6001 Corporate Information Strategy & Management | | | | # |
| | ELECTIVE | | | | |
| Marketing | MKT7102 Consumer Behavior | MKT 6001 | | | # |
| Finance | FIN7201 Corporate Finance | ACC 6001,FIN6001 | | | # |
| HRM | HRM7101 Performance and compensation Management | MGM 6001 | | | # |
| SML | SML 7001 Leading Through Creativity And Innovation | | | | # |
| E-governance | E-Governance theory and practice | | | | # |



| | | | | | |
|--------------|--|------------------------|---|--|--|
| Marketing | ELECTIVE | | | | |
| | MKT7103 Supply Chain Management | MKT 6001 | # | | |
| | MKT7104/MKT7101 International Marketing Strategy/ Marketing Communications | MKT 601 | # | | |
| Finance | ELECTIVE | | | | |
| | FIN7203 International Finance | ACC 6001,FIN6001 | # | | |
| | FIN7204/FIN7202 Investment And Portfolio Management/ Management of Banks & Financial Institutions | ACC 6001,FIN6001 | # | | |
| HRM | ELECTIVE | | | | |
| | HRM7102 Legal Aspects of Human Resources | MGM 6001 | # | | |
| | HRM7103/HRM7104 Managing Diversity / Strategic Human Capital Management | MGM 6001 | # | | |
| SML | ELECTIVE | | | | |
| | SML 7002 Strategic Risk Management | | # | | |
| | SML 7003/SML 7004 Strategic Leadership/Managing Strategic Change | | # | | |
| E-governance | ELECTIVE | | | | |
| | EGV7111 - Emerging technologies for smart government | | # | | |
| | EGV7112/EGV7113 E-Governance project management / Security, ethical and legal issues of E-governance | | # | | |
| | | | | | |
| | MGM7103 Strategic Management | All 6000 level courses | # | | |

Following quarter-wise plan provides information on various courses to be conducted in each quarter at different levels of the MBA Program. This plan has been developed



for a 2 year MBA program. Generally 6 credit hours of classes are offered in a particular quarter.

| QUARTER WISE PLAN | | | | | | | | |
|---------------------|---|-----------------------|-----------------|----|----|-----|-----|-----|
| 2017 INTAKE ONWARDS | | | | | | | | |
| Emphasis | CODE & COURSES | PRE-REQUISITE COURSES | COURSES OFFERED | | | | | |
| | | | Q1 | Q2 | Q3 | Q 4 | Q 5 | Q 6 |
| | ACC6001 Managerial Accounting | | # | | | | | |
| | ECO6001 Managerial Economics | | # | | | | | |
| | MGM6001 Human Resource Management | | | # | | | | |
| | MKT6001 Marketing Management | | | # | | | | |
| | FIN6001 Financial Management | | | | # | | | |
| | BUS6001 Quantitative Methods For Business Decision Making | | | | # | | | |
| | BUS6002 International Business | | | | | # | | |
| | CIS6001 Corporate Information Strategy & Management | | | | | | # | |
| Marketing | ELECTIVE | | | | | | | |
| | MKT7102 Consumer Behavior | MKT 6001 | | | | # | | |
| Finance | ELECTIVE | | | | | | | |
| | FIN7201 Corporate Finance | ACC 6001,FIN6001 | | | | # | | |



| | | | | | | | | |
|--------------|---|------------------|--|--|--|--|---|---|
| HRM | ELECTIVE | | | | | | | |
| | HRM7101 Performance and compensation Management | MGM 6001 | | | | | # | |
| SML | ELECTIVE | | | | | | | |
| | SML 7001 Leading Through Creativity And Innovation | | | | | | # | |
| Marketing | ELECTIVE | | | | | | | |
| | MKT7103 Supply Chain Management | MKT 6001 | | | | | | # |
| Finance | ELECTIVE | | | | | | | |
| | FIN7203 International Finance | ACC 6001,FIN6001 | | | | | | # |
| HRM | ELECTIVE | | | | | | | |
| | HRM7102 Legal Aspects of Human Resources | MGM 6001 | | | | | | # |
| SML | ELECTIVE | | | | | | | |
| | SML 7002 Strategic Risk Management | | | | | | | # |
| E-governance | E-Governance theory and practice | | | | | | | # |
| Marketing | ELECTIVE | | | | | | | |
| | MKT7104/MKT7101 International Marketing Strategy /Marketing Communications | MKT 6001 | | | | | | # |
| Finance | ELECTIVE | | | | | | | |
| | FIN7204/FIN 7202 Investment And Portfolio Management / Management of Banks & Financial Institutions | ACC 6001,FIN6001 | | | | | | # |



| | | | | | | | | |
|----------------------|---|---------------------------|--|--|--|--|--|---|
| HRM | ELECTIVE | | | | | | | |
| | HRM7103/HRM7104 Managing Diversity / Strategic Human Capital Management | MGM 6001 | | | | | | # |
| SML | ELECTIVE | | | | | | | |
| | SML 7003/SML 7004 Strategic Leadership/Managing Strategic Change | | | | | | | # |
| E- governanc e | ELECTIVE | | | | | | | |
| | EGV7111 - Emerging technologies for smart government EGV7112/EGV7113 E- Governance project management / Security, ethical and legal issues of E-governance | | | | | | | # |
| | | | | | | | | |
| | MGM7103 Strategic Management | All 6000 level courses | | | | | | # |



C. ADMISSION REQUIREMENTS

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 MBA program is required to fulfill the following conditions:

a. Bachelor Degree Grade

1. 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
2. A Bachelor's degree in other than business discipline will be accepted but the applicant is required to undergo a MBA Qualifying program (MQP)
3. 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

b. English Language Proficiency Test (TOEFL/IELTS/PEARSON-Academic, Cambridge English: Advanced Test/ City & Guilds-IESOL)

Prospective MBA student is required to fulfill any one of the following requirements for admission as given below (Refer Table 2)

1. 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)
2. A minimum score of 6.0 on International English Language Testing System (IELTS - Academic)
3. A minimum score of 50-57 in the Pearson Test of English.
4. A minimum score of 52-57 in Cambridge English: Advanced Test of English Language.
5. A minimum score of B2 in City & Guilds IESOL / SESOL Test.
6. A minimum score of 1400 in EmSAT Achieve English (Emirates Standardized Test)



Table -2 Graduate (MBA) Score Range

| IELTS [ACADEMIC] | TOEFL - ITP | TOEFL - IBT | TOEFL - CBT | PTE-ACADEMIC | CAE | City & Guilds IESOL | EmSAT Achieve English | Entry to program/preparatory courses |
|------------------|-------------|-------------|-------------|--------------|---------|---------------------|-----------------------|---|
| >=6 | >=550 | >=79 | >=213 | >=50 | 52 - 57 | B2 | >=1400 | Direct Entry to MBA Program |
| | 530-549 | | | | | | | Preparatory course in City and Guilds Plus can enroll for 6 credits in the first semester at MBA level and score a minimum of 3.0 grade on scale of 4.0 |
| 4 - 5.5 | 425 - 529 | 39 - 60 | 117 - 170 | 29 - 35 | 32 - 40 | B1 | 825 - 1375 | CITY & GUILDS - 45 SESSIONS |
| 3-3.5 | Below 425 | 21 - 38 | 67 - 110 | 24 - 28 | - | A2 | Below 800 | COMBINATION OF CAMBRIDGE PRELIMINARY : PET + 75 HRS IELTS |

Students, who have scored between 3 and 3.5 in IELTS or below 425 in TOEFL or equivalent scores of approved tests mentioned in Table-2 will undergo Cambridge Preliminary PET course in combination with IELTS Preparatory course for one semester. This is a non-credit course.

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.



4. Institutional TOEFL score can be transferred from any other Ministry of Higher Education approved universities in UAE or at various AMIDEAST approved testing venues across MOHESR-licensed institutions in the UAE.

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 MOE. 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.

- i. **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: Annexure 34
 - a. 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 Education (MOE), such as IELTS score of (6.0), Pearson Test of English Academic Score of 50, Cambridge English: Advanced score of 162 or City & guilds IESOL Score of B2 may be admitted to the MBA program subject to the following:
 1. May take a maximum of nine credit hours in the first semester or first two quarters of study
 2. 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
 3. If either provision is not met the student will be dismissed
 - b. 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 MOE may be admitted to the MBA program subject to the following:
 - a. Must achieve a TOEFL score of 550, or equivalent, by the end of the student's first semester of study
 - b. May take a maximum of six credit hours in the first semester or first two quarters of study, not including intensive English courses
 - c. 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



- d. If either provision is not met the student will be dismissed

- ii. **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: Annexure 35
 - i. 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.
 - ii. 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
 - iii. Meets the English competency requirements as per SUC policy.
 - iv. 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.
 - v. If either provision is not met the student will be dismissed.

iii. **MATURED ENTRY ADMISSION**

i. **INTERVIEW POLICY FOR MATURED ENTRY TO MBA PROGRAM**

a. **Introduction:**

This policy is applicable for students who are matured and meets the requirements of SUC Matured Admission Policy. Such candidates are required to appear for a personal interview with the designated committee.

Dean appoints subject expert/s and together interviews the student based on the application for the admission at MBA level.

b. **Interview criteria:**

Duration: The Committee conducts a thorough oral interview of the candidate for a period of no less than 30 minutes not exceeding 1 hour.

It will be in two parts. **Part A** of 40 marks and **Part B** of 60 marks.

c. **Evaluation Criteria**



Part A is evaluated on personality which includes Desire and ability to learn, verbal communication and reasoning, overall personality, goal clarity and work experience.

Part B is evaluated on knowledge of the candidate on the areas of MQP related courses by the committee.

d. Admission Criteria for Matured Admission

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

- 1.1. Must have 5 years of work experience after completion of Undergraduate degree.
- 1.2. 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
- 1.3. Meets the English competency requirements as per SUC policy
- 1.4. 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.
- 1.5. If he fails in the interview then the candidate is recommended by the committee to:
 - Challenge Exam
 - MQP

2. Non Business Graduates

- 1.1. Must have 5 years of work experience after completion of baccalaureate degree.
- 1.2. Meets the English competency requirements as per SUC policy.
- 1.3. Must complete the MQP requirement as per SUC policy mentioned in Section b Case 2.
- 1.4. 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.



1.5. 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

PROCEDURE

1. Administration will submit the applicant’s file along with interview evaluation Form to Dean’s Office
2. Dean will select appropriate subject experts who can interview the students on specific subjects
3. Dean along with selected subject experts interview the student
4. Dean in consultation with subject experts recommends the status of the student in the interview evaluation form
5. Student’s application along with the comments in the interview evaluation form is send to Administration department

iv. 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.

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.

v. **MQP TOC Policy**

- i. TOC will be granted to courses with a grade C at the Undergraduate level with overall CGPA above 2.5
- ii. Fill up the MQP TOC application form in SUC
- iii. Submit the following TOC Admission entry requirement documents:
 - a. The official transcript from accredited institutions
 - b. Detailed syllabi(Credit Value, Level, detailed course content, learning outcomes/objective and indicative learning resources)
 - c. Processing fee of AED 400/- (non-refundable) must be paid for evaluation

vi. **CHALLENGE EXAM**

i. **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.

ii. **Non- Business Management Background with MQP:**

Student with non-business background who has completed MQP Program from an approved institution by MOE will have to take a challenge exam at SUC.

Non-Business graduates with MQP from approved institutions by MOE 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.

If the Student fails to clear challenge exam, he has to undergo MQP and MQP fees will apply.

vii. TRANSFER ADMISSION

SUC accepts student’s 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 & MANAGEMENT |
| ACC6001 | MANAGERIAL ACCOUNTING |
| ECO6001 | MANAGERIAL ECONOMICS |
| MGM6001 | HUMAN RESOURCES MANAGEMENT |
| MKT6001 | MARKETING MANAGEMENT |

Transfer admission students have to fulfill the following requirements /conditions:

a. Documents Required

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 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)



b. 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:

1. Accredited by the MOE, UAE
2. Accredited by the Central or Regional accreditation bodies in the United States of America
3. Accredited by the UGC Grants Commission of India
4. Accredited by the HEC Grants Commission of Pakistan
5. Approved by the Quality Assurance Agency in Education, U.K.
6. Accredited/recognized by the Ministry of Higher Education for all other countries from where the student is seeking admission

c. APPLICATION:

The Application is the enrollment form which is the formal process of becoming a student of the Skyline University College. It contains the details such as Name, preferred degree wish to join, Nationality, session, official address, residential address, passport & emirates ID detail, Previous studied institution name, placement test details, work experience, Tuition fees.

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.

d. FEES STRUCTURE:

SUC policy with regards to the Tuition Fee, Miscellaneous Fee and Deposits, is implemented after the approval from Board of Governors, changes in the Strategic Plan are incorporated 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 the university however, the students should continue and complete the program without any postponement or break in between. If student postpones officially for one semester only, then the tuition fee remains the same. Not attending classes beyond one semester will be considered as new admission and published Tuition Fee for the new admissions will be applicable. Tuition Fee is subject to change annually and will be applicable for new admissions only.

Miscellaneous Fees 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.

Any changes in the Miscellaneous Fee will be communicated to students through either SMS or emails and will be published on the website, catalog, notice board and student handbook at the beginning of the academic year. Students are required to take note of such changes and clarify with appropriate officials if needed.

Students are required to pay a predefined Deposit as per the published fee structure at the time of admission. These deposits are refundable at the time of exiting the institution after any deductions which may be applicable due to dues arising out of damages or pending fees payable during the duration of the students stay in the university.

NOTE: Tuition fees remain constant for the students as per fee structure issued at the time of admission. However, miscellaneous fees are subject to change annually which will be published

e. PAYMENT TERMS

- a. TOEFL (Institutional) exam fees of AED 800/- (subject to change) or IELTS-CES exam fees of AED 950/- (subject to change) is to be paid along with the application fees. Students holding required TOEFL (IBT) or IELTS (Academic) scores as per the admission criteria are exempted from the English Placement Test. Student appearing for TOEFL (Institutional)



at SUC can repeat the exam maximum 2 times by paying the required fees.

- b. AED 550/- [Compulsory] to be paid as rental for the TOEFL book or AED 800/- for purchase of IELTS book or AED 400/- for purchase of CITY & GUILDS books. If the student passes the exam, & returns the TOEFL book along with the CD to the SUC in good condition, AED 300/- would be refunded back to the student and AED 250/- would be deducted as book rental charges. Otherwise the deposited amount will be forfeited.

f. SCHOLARSHIP AND REFUND POLICY

Refer Marketing Policy Manual for details

D. REGISTRATION REQUIREMENTS

i. Local Candidates With Own Visa

- a. National Security Services clearance certificate for UAE Nationals effective from 2014.
- b.2 Passport size colored photographs with white background (not Polaroid) along with a digital copy.
- c. Passport Copy with minimum six months validity
- d. UAE National ID
- e. 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
- 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 Test score of B1 or the equivalent score on any other standardized test approved by the Ministry of Education (MOE).
- g. Prospective students must bring their own electronic devices (laptop or ipad or tablets) for e-books to be downloaded.



- h.** The following fees must be paid at the time of admission:
- a. (A total of AED 6,000/-) and payment for Placement test, if applicable; (Ref. Fee Structure Policy, Annexures)
 - 3. *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.
 - 4. **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.
 - b. 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.

ii. Local Candidates Seeking SUC Visa/Visa Letter/Embassy Letter

- a. National Security Services clearance certificate for UAE Nationals effective from 2014.
- b. 2 Passport size colored photographs with white background (not Polaroid) along with a digital copy.
- c. Passport Copy with minimum eight months validity.
- d. 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
- e. 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 Education (MOE).
- f. Prospective students must bring their own electronic devices (laptop or ipad or tablets) for e-books to be downloaded.



The fees must be paid at the time of admission along with 2 PDC(Postdated cheques of AED 12,500/- each) ; (Ref. Fee Structure & Hostel Policy, Annexures)

*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.

1. 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.
2. Student Personal details form with the Country of residence telephone number.

iii. 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 Education (MOE).
- g. Prospective students must bring their own electronic devices (laptop or ipad or tablets) for e-books to be downloaded.
- h. The following fees must be paid at the time of admission: (USD 10,636/-); (Ref. Fee Structure & Hostel Policy, Annexures)

*Students having acceptable IELTS/ TOEFL/Pearson/ Cambridge English Score are not required to pay TOEFL exam and TOEFL book fee.



1. 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.
2. 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.

E. REGISTRATION PROCEDURE

The Registration department sends the admission file for each student to Administration and the registration unit of the Administration & Examination Department audits the file for the fulfillment of documents required for registration into SUC. The registration department registers the students with all the necessary documents mentioned in the registration checklist. In case of documents being incomplete or not submitted the file is returned to Marketing department for fulfilling the requirements.

REGISTRATION CHECKLIST

i. DOCUMENTS REQUIRED FROM ALL STUDENTS

- a. Dully Filled- Up Enrollment Form with Signature Of Applicant / Marketing Officer – Annexure 1
- b. Passport copy (Minimum 6 Months Validity)
- c. Visa Page (Minimum 6 Months Validity)
- d. Emirates Id
- e. IELTS [A]/Pearson [A]/TOEFL [IBT/CBT] / Cambridge English:: Advanced Test / IESOL Certificate
- f. Student Name in the Enrolment Form Vs Passport
- g. Initial Payment
- h. Visa/Embassy Letter [Submission of Post-Dated Cheque]
- i. Placement Form- *Annexure 2*
- j. Proof - If Placement Test Not Required
- k. Financial Rules & Regulation Form – Signature – *Annexure 3*
- l. Visa Documents
- m. Guardian Tenancy Contract/Emirates Id Card/PP & Visa Copy/Undertaking
- n. Accreditation of the University/School
- o. SAT/Diploma Verification
- p. HS Mark Percentage



- q. Curriculum IGCSE/O-Level/A-Level/As-Level/Other
- r. Student Personal Detail Form *Annexure 4*
- s. Students Certificate Authenticity Check Form -
Annexure 5
- t. Student Visa / Letter Processing Request Form -
Annexure 6

ii. ADDITIONAL DOCUMENT FROM LOCAL STUDENTS

Submission of National Security Services clearance certificate for UAE Nationals effective from 2014.

iii. ADDITIONAL DOCUMENTS REQUIRED FROM INTERNATIONAL STUDENTS

- a. Visa Documents
- b. Undertaking Form for non-submission of Visa
page - *Annexure 7*
- c. Visa Student Detail Forms
- d. Hostel Forms- *Annexure 24*
- e. Guardian Details Form- *Annexure 8*
- f. Visa Processing Form- *Annexure 6*
- g. Guardian Authorization Letter
- h. Accreditation of the University/School
- i. Police Clearance (Nigerian Student)

iv. DOCUMENTS GIVEN TO STUDENTS [COUNTER SIGNED]

Duly Attested High School Credentials or / Diploma if Applicable (*Undertaking Form-Annexure 9*)

v. FULL UNDERTAKING LIST

- a. Undertaking -Visa Page - **Annexure 7**
- b. Undertaking -Passport Page-*Annexure 9*
- c. Undertaking - Non Submission Of Attested 12th
Standard UAE Secondary School Certificate- *Annexure 10*
- d. Undertaking - Non Submission Of UAE National
ID- *Annexure 11*
- e. Undertaking - Non Submission Of Attested A -
Level Certificate- *Annexure 12*
- f. Undertaking - Non Submission Of Attested AS -
Level from IGCSE/GCE/GCSE Board certificate- *Annexure 13*
- g. Undertaking - Non Submission Of Attested O -
Level from IGCSE/GCE/GCSE Board certificate- *Annexure 14*



- h. Undertaking -12th Standard from Abroad-
Annexure 15
- i. Undertaking -12th Standard from Private
Institution in the UAE- *Annexure 16*
- j. Undertaking -Attested High School Certificate-
Annexure 17
- k. Undertaking -Attested IGCSE/GCE/GCSE
Grade- *Annexure 18*
- l. Undertaking -Non submission of
TOFEL/IELTS/CES /PET/ IESOL Result- *Annexure 19*
- m. Undertaking -Non submission of Maths (SAT/
Diploma) Result- *Annexure 20*
- n. Undertaking -IB Diploma- *Annexure 21*
- o. Undertaking -Equivalency
- p. Undertaking for BBA Scholarship / Fee
Waiver/Recommendation grant - *Annexure 22*

vi. TRANSFER OF CREDITS IF APPLICABLE

- a. Dully Filled-Up Application form For Transfer of Credits- *Annexure 23*
- b. The Official Transcript
- c. Detailed Syllabi (Credit Value, Level, Course
Content Etc.)
- d. Official Letter from Previous Institution
- e. Paid Processing Fees

vii. VISA CASE IF APPLICABLE

- a. Visa Undertaking Forms- *Annexure 7*
- b. Student Detail Forms- *Annexure 4*
- c. Hostel Forms- *Annexure 24*
- d. Guardian Details Form- *Annexure 8*
- e. Visa Processing Form- *Annexure 6*
- f. Guardian Authorization Letter
- g. Guardian Tenancy Contract/Emirates Id
Card/PP & Visa Copy/Undertaking

viii. VISA/EMBASSY LETTER

- a. Submission of 3 Postdated cheques
- b. Old Visa Copy Page



F. ACADEMIC YEAR

MBA Academic Year in SUC comprises of Fall, Spring & Summer semester for 18 months program

G. PROGRAM & PROGRAM DURATION

i. **Program**

SUC offers 18 months MBA program with emphasis in Marketing, Finance, Human Resource Management, Strategic Management & Leadership and E-Governance.

ii. **Program Duration**

The Graduate Program for Weekdays & Weekend is structured for 18 months of study divided into 6 semesters for weekday and 9 quarters for weekend. SUC normally operates summer, fall and spring semesters in an academic year.

H. ACADEMIC RULES AND REGULATION

PROGRAM TERMINOLOGY AND DEFINITION

For a standard communication all departments, faculty & students must refer to the standard terminology and explanation given below:

I. CREDIT HOURS

a. **MBA**

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 three semesters and each semester consists of 15 weeks in a semester program and four quarters and each quarter consists of 9 weeks in a quarter program.

II. PERIOD OF STUDY

i. **MBA**



Students enrolled for a MBA Program shall complete within a maximum of 27months by earning 36 credits. Student can earn 36 credits in normal case or by attempting maximum of 54 credits.

III. STUDENT EVALUATION AND GRADING

| Letter Grade | Grade Range | Grade Points | Defining Points |
|--------------|-------------|--------------|-----------------|
| A | 90-100 | 4.00 | Excellent |
| B+ | 85-89 | 3.50 | Very Good |
| B | 80-84 | 3.00 | Good |
| C+ | 75-79 | 2.50 | Satisfactory |
| C | 70-74 | 2.00 | PASS |
| D | 60-69 | 1.00 | FAIL |
| F | Below 60 | | FAIL |
| I | Incomplete | | |
| W | Withdrawal | | |

IV. GRADE POINT AVERAGE [GPA]

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

GPA/CGPA Calculation

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

$$\frac{\text{GRADE POINTS} \times \text{CREDITS HOURS}}{\text{GPA/CGPA/SGPA} =}$$



Total Credits Hours

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

$$\text{GPA/CGPA/SGPA} = 3.16$$

GPA – Grade Point Average

CGPA – Cumulative Grade Point Average

SGPA – Semester Grade Point Average



V. ACADEMIC STANDING

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

a. QUALITATIVE REQUIREMENTS (QUALITY OF ACADEMIC WORK COMPLETED)

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.

b. QUANTITATIVE REQUIREMENTS (QUANTITY OF ACADEMIC WORK COMPLETED)

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

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

c. PROBATION / WARNING

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

d. SUSPENSION

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



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

e. DISMISSAL

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





VI. ACADEMIC INTEGRITY POLICY

a. 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.

b. Presenting False Credentials

Is an act of submitting misleading certificates / documents / information like presenting false medical excuses; change of identity; presenting falsified certificates.

c. Cheating

- a. Using material not permitted by the faculty during exams, including stored information on electronic devices.
- b. Copying answers from another student on exams or assignments.
- c. Altering graded exams or assignments and submitting them for re-grading.
- d. Submitting the same paper for two classes.
- e. Altering exam answers and requesting that an exam be re-graded.
- f. Cooperating with or helping another student.
- g. Fabricating information such as data for a computer lab exam.
- h. Other forms of dishonest behavior, such as having another person take an exam in your place.

d. Facilitating Academic Dishonesty

- a. Allowing another student to copy an assignment or problem set that is supposed to be done individually.
- b. Allowing another student to copy answers during an exam.
- c. Taking an exam or completing an assignment for another student.



e. Collusion

- a. The work that has been done with others is submitted and passed off as solely the work of one person.
- b. Working with others without permission from your faculty to produce work which is then presented as your own independent work.

f. Fabrication of Data

- a. The falsification of data, information, or [citations](#) in any formal academic exercise.
- b. 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.

g. 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.

h. 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.

i. Inquiry Case of Suspected Academic Offenses (As Defined Above)

- a. 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.
- b. The allegation is fully explained and the student is allowed to have his/her say to defend himself / herself and explain the situation.
- c. The investigating team will submit its recommendation along with the minutes of investigation interview to the office of Dean & Registrar & HASS.



- d. The Dean in consultation with Registrar & HASS & Head – Admin will advise appropriate action, based on recommendation of the investigating team. The decision of the Dean cannot be challenged or reviewed
- e. Unfair means students will not be included in the toppers or Dean’s list.
- f. Report will be placed in the student file and it will be communicated to faculty, advisor and Head of academics

j. The Following Are The Courses Of Action That May Be Recommended Based On The Severity Of Offense:

- a. 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.
- b. 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.
- c. In case of third offense, student will be awarded ‘F’ Grade in all the courses and the student will have to repeat the semester.
- d. 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.
- e. Student will not be re-admitted and no appeal will be accepted.
- f. Record is placed in the student file.

I. GRADUATION REQUIREMENT

A Student will be awarded the Master 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 major
- iv. Achievement of CGPA not less than 3.00 in the following:
 - a. Overall 36 credits earned
 - b. Emphasis Courses
 - c. Capstone course [B Grade]
- v. Recommended for graduation by Graduation Board

J. GRADUATION HONORS



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

| | |
|------------------------|-----------------------------|
| 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 3.9 or higher |

i. Graduation Board

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

ii. Procedure:

- a. Step 1: Graduating students file to be prepared by Administration which includes the following:
 1. Copy of attested Graduate level certificate or Equivalency if required
 2. Copy of TOEFL / CITY & GUILDS / IELTS / PET Academic/ Cambridge
 3. Copy of the transcripts
 4. Copy of TOC confirmation
 5. Final Statement of Account
 6. Candidacy sheet containing clearance from all departments
 7. Graduation Application form
- b. Step 2: Graduation Board will verify the following components are met:
 1. Entry requirements
 2. Academic requirements
 3. Graduation Requirements



4. Financial Requirements
 5. Departmental clearance
 6. Signing on certificates
- c. Step 3: Certificate Preparation process
1. Place chips on the Degree and hologram on the transcript
 2. Sort the degrees Emphasis-wise
 3. Academic excellence letter is placed in the folder
 4. Toppers list /scholarship letter if applicable is placed in the folder
 5. Medals are placed in the graduation kit as per graduation honors list

K. ATTENDANCE POLICY

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.

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.

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 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 – 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.
- 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.
- 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.
- xii. 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.



| MOE STANDARDS | | EXISTING POLICY |
|-------------------|---|--|
| STANDARD 3 | The Educational Program | |
| 3.1 | Credit-bearing Programs. | BBA PROGRAM |
| 3.2 | The Curricula. | BBA CURRICULUM REQUIREMENTS MBA CURRICULUM REQUIREMENTS |
| 3.3 | Academic Courses. | BUSINESS SCHOOL |
| 3.4 | General Education. | GENERAL EDUCATION |
| 3.5 | Internship | INTERNSHIP / INTERNSHIP PROJECT POLICY |
| 3.6 | Undergraduate Preparatory or Remedial Courses and Programs. | PREPARATORY COURSES |
| 3.7 | Graduate Programs. | BBA PROGRAM |
| 3.8 | Course Delivery | NA |
| 3.9 | Class Size. | CLASS SIZE POLICY |
| STANDARD 5 | Students | |
| 5.1 | Student Handbook. | STUDENT HANDBOOK |
| 5.2 | Undergraduate Admission. | ADMISSION ENTRY REQUIREMENT - BBA |
| 5.3 | Graduate Admission. | ADMISSION ENTRY REQUIREMENT - MBA |
| 5.4 | Transfer Admission. | TRANSFER ADMISSION - BBA TRANSFER ADMISSION - MBA |
| 5.5 | Advanced Standing. | NA |
| 5.6 | Recognition of | NA |



| | | | |
|------------------------|--|------------|---|
| | Prior Learning. | | |
| 5.7 | Student Records. | | STUDENT RECORDS |
| 5.8 | Student Behavior and Academic Integrity. | | ACADEMIC INTEGRITY POLICY |
| STIPULATION 1 A | POLICY MANUAL 3. The Educational Program | | |
| | a. Undergraduate Completion Requirements Policy. See also Stipulation 4: Completion Requirements Policy. | | GRADUATION REQUIREMENT - BBA |
| | b. Graduate Completion Requirements Policy. See also Stipulation 4: Completion Requirements Policy. | | GRADUATION REQUIREMENT - MBA |
| | c. Independent study Policy. | | DISSERTATION POLICY |
| | d. Academic Progress Policy. This covers retention, dismissal and graduation, including: | Retention | PROGRESSION & RETENTION POLICY |
| | | dismissal | DISMISSAL |
| | | graduation | Progression, Retention & Graduation |
| | i a minimum cumulative | | GRADE POINT AVERAGE [GPA] - BBA |



| | | | |
|--|---|-----------------------|--|
| | grade point average for satisfactory progress; | | GRADE POINT AVERAGE [GPA] - MBA |
| | ii criteria for add, drop, leave of absence, withdrawal, and re-admission; | Add | ADDITION OF A COURSE |
| | | Drop | CANCELLATION POLICY |
| | | Leave of Absence | LEAVE APPLICATION |
| | | Withdrawal | WITHDRAWAL OF COURSE |
| | | Re-Admission | RE-ACTIVATION POLICY |
| | iii criteria for probation, academic suspension, and dismissal of students unable to demonstrate satisfactory progress. | probation | PROBATION / WARNING -BBA PROBATION / WARNING-MBA |
| | | academic suspension | SUSPENSION -BBA SUSPENSION-MBA |
| | | dismissal of students | DISMISSAL -BBA DISMISSAL-MBA |
| | e. Grading and Assessment Policy. This includes, among other elements: | | STUDENT EVALUATION AND GRADING - BBA STUDENT EVALUATION AND GRADING - MBA |
| | i institutional guidance on grading in order to ensure consistency; | | STUDENT EVALUATION AND GRADING - BBA STUDENT EVALUATION AND GRADING - MBA |
| | ii guidelines for faculty on preparing course assignments and examinations. | | To be Reviewed |
| | f. Examinations | | EXAMINATION PROCEDURE |



| | | | |
|--|---|--|---|
| | Policy. This covers processes taking place before, during, and after the administration of examinations. | | |
| | g. Curricula Approval and Revision Policy. This covers the procedure for the approval and revision of curricula, including individual courses (see also Stipulation 2: Substantive Change). | | <u>CURRICULA APPROVAL AND REVISION POLICY</u> |
| | h. Internship Policy. See Stipulation 6: Internships. | | <u>INTERNSHIP / INTERNSHIP PROJECT POLICY</u> |



CENTRE FOR CONTINUING LEARNING



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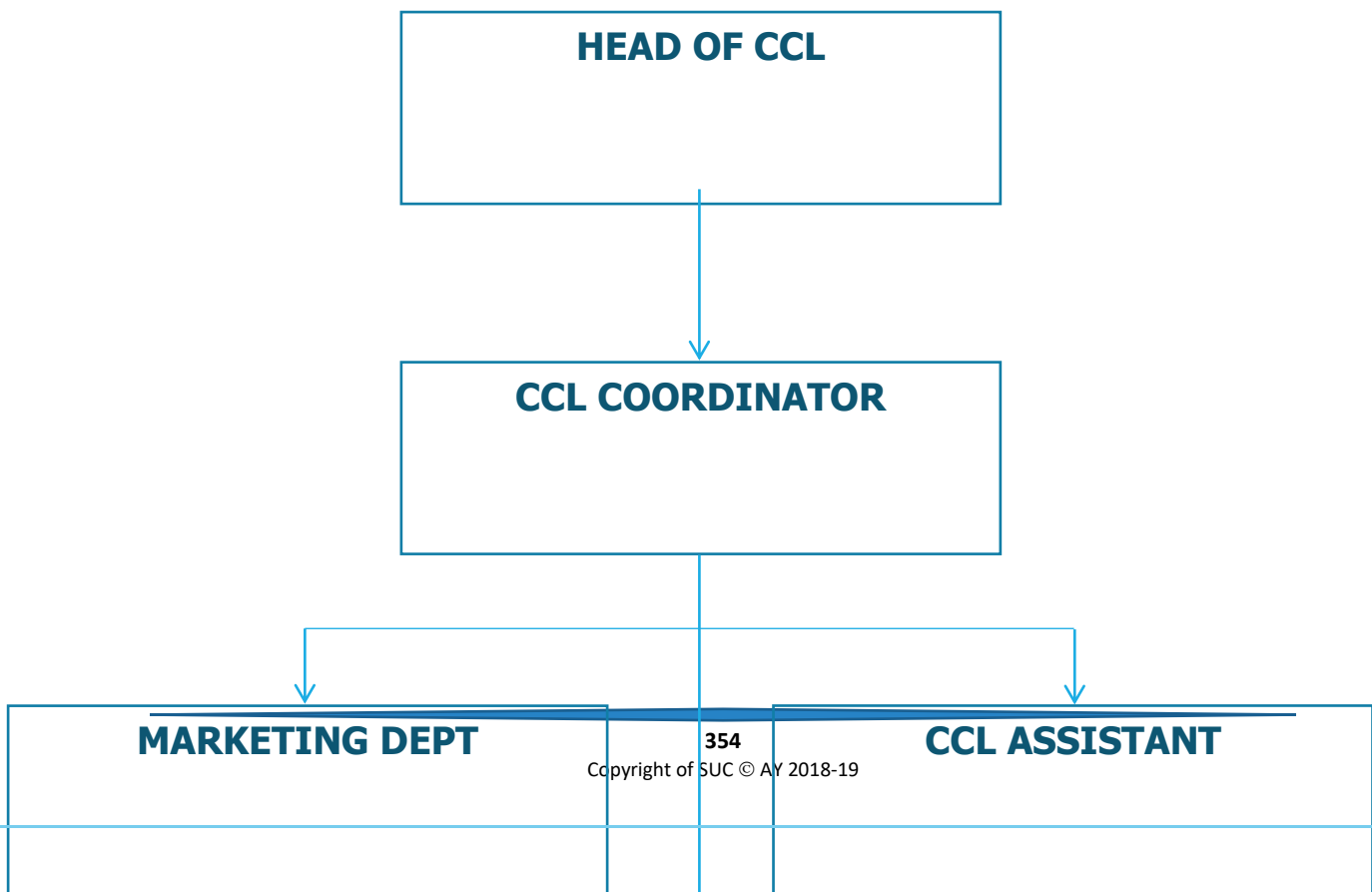
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A. CCL DEPARTMENT ORGANIZATIONAL CHART





WHOM TO CONTACT - LIST

| SR.NO. | QUERY ABOUT | CONTACT PERSON |
|--------|-----------------------------------|-------------------|
| 1 | Overall Department In-Charge | Dr. Ajith Kumar |
| 2 | Overall departmental coordination | |
| 3 | Developing new courses | |
| 4 | Registration of Short Courses | Mr. Roel Pulangco |
| 5 | Administration & Examination | Mr. Harish Nair |
| 6 | Library | Mr. Sheikh |
| 7 | Computing | Mr. Firoj Rauta |
| 8 | Fees Collection | Ms. Angelica |
| 9 | Tuition Fees, Refund, etc. | Mr. Elvin Miranda |
| 10 | Cafeteria Services | Mr. Elvin Miranda |
| 11 | Transport Facility | Mr. Elvin Miranda |



SECTION A

I. INTRODUCTION

The Centre for Continuing Learning (CCL) caters to the needs of the people for their professional development and by training in the fields of aviation, airfreight, information technology, marketing, management, events, travel, tourism, and others. This department also conducts training program for the executives working in both government and private sectors. Certificate programs/boot camps/ summer schools are designed and delivered to school and college students across the globe.

CCL enables the participants to gain / enhance knowledge and specific skills required by them for professional growth. The department focuses on providing scheduled training at different levels in different areas of the industry.

The Department is responsible to build a strong brand image & project the core values of Skyline University College (SUC) to the prospective candidates, SUC community & general public & internationally. The aim of the department is to reach the target segment by participating in various promotional activities, locally & internationally.

The CCL department consists of three divisions namely

- A. Centre for Professional Development
- B. Center for executive education
- C. Center for Pocket MBA & Boot Camps

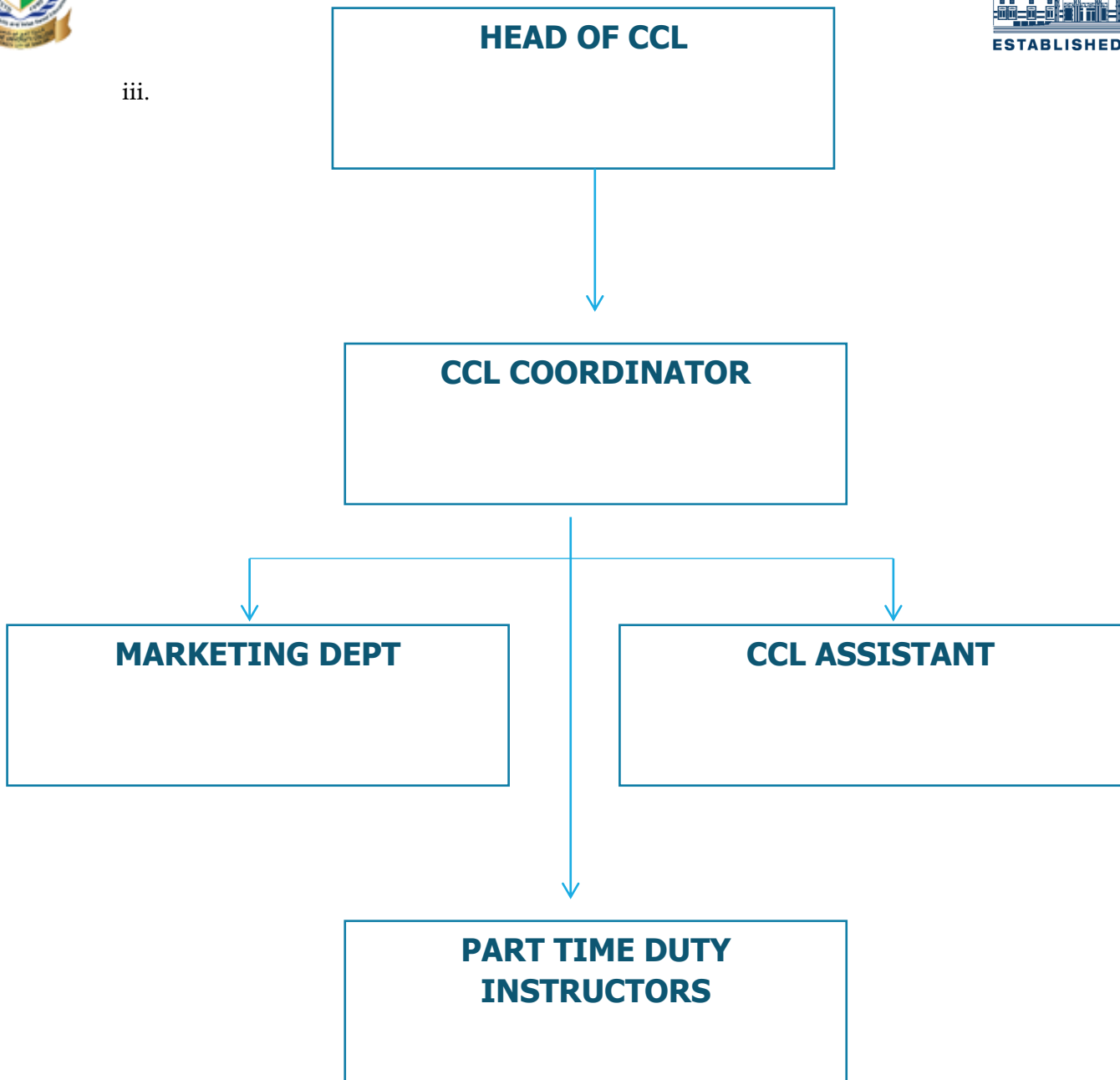
- A. Centre for Professional Development (CPD):** Centre for Professional Development offers different professional courses which are internationally recognized and globally accepted. The division caters to the training needs of travel & tourism, finance & accounting, marketing, information technology and other related areas in the field of management.

The main objectives of this division are

- i. To provide individuals with training in the fields of Aviation, Travel & Tourism, Marketing, Finance & Accounting, Human Resource Management, Logistics & Supply chain management etc.
- ii. To design online courses and conduct them for individuals in the fields of Management & IT



iii.





- To identify new internationally accredited programs and get them accredited and offer them to students as part of CCL courses
- iv. To ensure that annual renewals of all international accreditations are done as per their standards and as per the time lines.

Various Courses Offered by CPD :

- I. International Air Transport Association (IATA) Authorized Training Centre:** SUC has been awarded as Top Performing ATC in Middle East in 2013 and has secured the Top 10 award continuously three times in a row. We have completed 25 years of Partnership with IATA.
- II. Confederation of Tourism & Hospitality (CTH) Approved Study Centre:** The SUC has been approved by UK based Confederation of Tourism and Hospitality as a study centre for their courses in Travel, Tourism & hospitality.
- III. Association of Chartered Certified Accountants (ACCA) Computer Based Examination Centre:** SUC has been awarded as the first Gold Approved learning Provider University in UAE and has been the CBE centre for ACCA since 2009 onwards.
- IV. Kotler Business programs from Kotler Impact:** SUC is the only authorized training partner to provide KBP in UAE to offer Essentials of Marketing and Introduction of Marketing modules to update their knowledge and skills through various online lectures directly by the father of marketing Mr.Philip Kotler himself.

B. Centre for Executive Education:

This division of CCL designs and conducts training programs for the executives working in both private and government sectors. This division will conduct detailed training need analysis and will design and deliver the programs as per the requirements of the organization. SUC encourages and promotes its faculty members to organize Executive Development programs for the general public, government organizations, semi government and private organizations in the region. 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. The main goal of this division is to design and deliver customized executive development programs of quality in to different areas of management.



The main objectives of executive education :

- i. To identify corporates seeking trainings in management in the region
- ii. To develop programs and course as per the requirement of the corporate clients
- iii. To provide the business community in the region a centre to develop their professional management skills and trainings.
- iv. To provide forum to faculty to enhance and develop their professional skills in training.
- v. To develop a profit center within the organization.

List of the Executive Programs Currently offered by Centre for Executive Education which are conducted for 2-3 days.

- i. CONFLICT, NEGOTIATION & HANDLING DIFFICULT PEOPLE
- ii. STRATEGIC MANAGEMENT PLANNING
- iii. CHANGE MANAGEMENT SKILLS
- iv. TIME MANAGEMENT SKILLS
- v. SELLING SKILLS OVERVIEW
- vi. RETAIL SELLING & MERCHANDISING SKILLS
- vii. CUSTOMER SERVICE SKILLS
- viii. INTERNET MARKETING
- ix. FINANCE FOR NON FINANCE EXECUTIVES
- x. MANAGEMENT ACCOUNTING FOR NON FINANCE EXECUTIVE
- xi. ACCOUNTING FOR SMALL AND MEDIUM SECTOR ENTERPRISES
- xii. TOURISM MARKETING
- xiii. SIX THINKING HATS FOR EFFECTIVE MEETINGS & DECISION MAKING
- xiv. BALANCED SCORE CARD FOR PERFORMANCE EXCELLENCE
- xv. EXCEL FOR DATA ANALYSIS



- xvi. OUTLOOK 2010 ESSENTIALS WORKSHOP
- xvii. MARKETING MANAGEMENT
- xviii. JOB EVALUATION WORKSHOP - HAY METHOD
- xix. COMPETENCY FRAMEWORK
- xx. BALANCING THE NET: WORK & FAMILY LIVES
- xxi. BUSINESS WRITING
- xxii. DIGITAL MARKETING
- xxiii. Advanced Management Program for future Leaders
- xxiv. AGILE PROJECT MANAGEMENT PROGRAM
- xxv. BUSINESS COMMUNICATION & IT GOVERNANCE
- xxvi. ENTREPRENEURSHIP DEVELOPMENT PROGRAM
- xxvii. INNOVATION
- xxviii. INTRODUCTORY & BASIC ENGLISH COURSE
- xxix. IT GOVERNANCE
- xxx. KNOWLEDGE LEADERSHIP
- xxxi. Marketing Analytics
- xxxii. SOCIAL MEDIA / INTERNET Marketing
- xxxiii. TOUR GUIDE PROGRAM
- xxxiv. EXCEL FOR MANAGERS

The following one semester Advanced Certificate Programs will be offered from 2017-18.

- i. Advanced Certificate Program in Strategic Management
- ii. Advanced Certificate Program in Marketing Management
- iii. Advanced Certificate Program in Leadership Development
- iv. Advanced Certificate Program in Financial Management

C. Centre For Pocket MBA And Boot Camps:



The main objective of this division of CCL is to design and conduct certificate programs/boot camps/summer schools for school and college students across the globe. As part of the program the participants will also visit major tourist destinations in Dubai during the program.

The Main Objectives of this division are

- i. To design and conduct Summer Schools/ certificate program/ boot Camps for International school/ college/university students across the globe.
- ii. To design and conduct Refresher Course in Management/Pocket MBA to the employees working in Government sector and Private sector across the globe

The various Programs Offered by Centre for Pocket MBA & Boot Camps:

- **Certificate Program in Entrepreneurship and Emerging Trends in Information Technology.** This program is designed for 4 days which includes training sessions as well as sight seeing in Dubai.
- **Summer School in Self Management Skills & Cross Culture Management:** This program is designed for a week which includes Self management skills like Time Management, Interpersonal Skills, Leadership skills, Positive Attitude, Communication skills etc which will help the participants in not only developing the overall personality but also helps in understanding the various concepts of Cross Culture management. This program on the whole prepares the individuals with the requires skills to enter the corporate world
- **Refresher Course In Management With Emphasis On Innovation, Sustainability & Leadership.(Pocket MBA):** SUC refresher program is a practical, generalist program designed to provide the necessary tools to broaden and enrich executive's knowledge and leadership skills. Our short curriculum reflects recognized international standards and has been specifically designed to combine local and global perspectives. The program's approach is multidisciplinary and multi-functional. It combines theory and practical application, in order to provide idea to the participant regarding the range of



management skills and business disciplines that corporate executive must master to be effective in their organizations.

The objective of the program is to provide candidate with a global perspective of the international business landscape. It will enable participant to:

- i. Understand the emerging global trends in business management
- ii. Analyse importance of Innovation & Creativity in the work place.
- iii. Acquaint with global best practices in Human resources, Talent Management and lessons in managing Diversity through case studies.
- iv. Understand the importance of knowledge leadership and sustainability in the new millennium in the area of business management
- v. To get insights into the latest trends in Managerial communication in digital era.
- vi. Get appropriate career counselling for required skill set to play a key role in strategic decision-making and advancing their career.

II. DEPARTMENTAL GOALS

- A. To identify, develop & conduct new international professional programs as per the industry requirements.
- B. To update courses as per job market requirements to capitalize on industry required skills by students.
- C. To achieve excellence in training with a blend of academic expertise & industrial exposure
- D. To facilitate & assist CCL students in providing internship & placement opportunities in the relevant fields & skills acquired.
- E. To create awareness about offerings of CCL
- F. To enroll prospective students irrespective of age, color, gender, religion, race, nationality and disabilities into CCL as per the admission policy
- G. To Enhance the skill based learning of SUC Students by integration and linkage of Professional Courses with academic syllabus.
- H. To design and conduct various executive development programs to the employees working in both government and private sector in the region



I. To Develop and Conduct Management Development Program, Refresher course in Management (Pocket MBA) and Summer School (Boot Camps).

III. WHY CENTRE FOR CONTINUING LEARNING?

- A. Skyline University College is the pioneer in travel and tourism related courses since it's established in the year 1990 and has more than 25 years of association with IATA.
- B. Multiple international certifications offered under the CCL department covering Travel Tourism, Airlines, Accounting, Finance, Events, Cargo & logistics etc. relevant to the dynamic global business environment.
- C. Skyline University College is IATA's Authorized Training Centre (ATC) and awarded as Top Performing ATC throughout Middle East for many years in row.
- D. SUC Campus provides the impeccable environment and ambiance for the studies and extracurricular activities.
- E. CCL has got the students from different nationalities and caters to the industry requirements through its Experienced and qualified professional trainers and industry experts.
- F. Skyline has become study centre for CTH Confederation of Tourism and Hospitality
- G. SUC has been awarded the First Gold Approved Learning Provider University in 2015. SUC got was awarded Gold Status in 2016 and 2017. SUC have been and has been the Computer based examination centre for ACCA program since past several years.
- H. Excellent industry relationship to provide students with internship and job opportunities for industry exposure.
- I. Regular industry interface, guest lecturers & assignments.
- J. Opportunities for co-curricular and extra-curricular activities for overall personality development.
- K. Purpose built campus with state of the art facilities and interactive learning environment with the help of audio visual aids.
- L. Fully equipped gymnasium and indoor & outdoor sports facilities. Fully air conditioned transport facility available at an additional cost.
- M. Placement support to the students for all the short courses.
- N. Special discount to the Government sector employees & industry professionals



- O. Customized Management Programs for corporates are designed as per their requirement.
- P. CCL offers several EDP courses for students willing to update their knowledge and skills.

IV. STRATEGIC PLAN

Main goal: To achieve 10% of total SUC income should be from CCL.

| Year | Centre for Professional Development |
|-----------|--|
| 2017-2018 | Focus on re-branding and re-launching the existing courses and add IT related courses from CISCO, online Tour Guide Program, CTH Programs. |
| 2018-2019 | Adding an International HR qualifications like CIPD/ILM |
| 2019-2020 | Adding an International Marketing qualification like CIM |
| 2020-2021 | Looking at International Quaification in Accounting like CPA from USA. |
| 2021-2022 | Starting of Vocational qualifications in Management from Edexcel UK/NQF of Emirates |

| Year | Centre for Executive Education |
|-----------|--|
| 2017-2018 | Launching of one semester programs in leadership, Startegy, Marketing and Finance |
| 2018-2019 | Launching of the Certificate and diploma programs as per NQF of Emirates in the areas of Marketing, Finance, HR, Startegy and IT |
| 2019-2020 | Launching of online programs in Management and IT |
| 2020-2021 | Launching Programs in the area of Supply chain Management and Logistics |
| 2021-2022 | Launching Programs in the area of IT and Media and Communication |

| Year | Centre for Summer School Schools/Boot Camps/Pocket MBA |
|------|--|
|------|--|



| | |
|-----------|---|
| 2017-2018 | To launch a Summer School in the area of Self Management Skills & Cross Cultural Management |
| 2018-2019 | To launch a summer school in the area of IT |
| 2019-2020 | To launch a summer school in the area of Leadership Development |
| 2020-2021 | To launch a summer school which focuses on Arab Culture and Traditions |
| 2021-2022 | To launch a summer school in the area of Finance and Accounting |



SECTION B



I. MARKET INTELLIGENCE SYSTEM

In this procedures and sources are set, which are 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.

CCL 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.

II. STEPS TO COLLECT MARKET INTELLIGENCE

Step 1: Gathering information about other institutes/universities operating in the market which includes:

- a. Name of the institute/university college
- b. Location – address including website & email
- c. Type of courses – duration, cost for each, class timing



- d. Eligibility criteria
- e. Entrance exam details
- f. Number of teaching hours, nationality of faculty
- g. Total number of students, class strength, nationality of students
- h. Option of subjects for each program
- i. Market share in UAE
- j. Infrastructure
- k. Approval of International professional bodies
- l. Fee structure, terms of payment
- m. Extra payments, visa formalities, Sports, Library, books etc.
- n. Placement cell
- o. Transport facility
- p. Type of events organized
- q. Staff timing
- r. Promotional strategies
- s. Marketing budget
- t. Other information
- u. Emerging competitors

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

Step 10: Resolve problems through correct marketing techniques and by implementing revised plans.

III. MARKETING ACTIVITIES

The CCL Department prepares a marketing plan for the purpose of promoting its programs amongst the target audience. These plans are generally based on the following parameters.

- A. 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.

- B. To plan & develop brand identity of SUC in local and international markets
 - i. Conduct brand image surveys
 - ii. Gather brand positioning status information about SUC
 - iii. To prepare short term and long term strategies for brand building locally and internationally

- C. 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



D. To explore new market segments locally & internationally

- i.** Identify new target segments locally and internationally
- ii.** Identify potential corporate to enter into agreements
- iii.** Promoting weekend programs aggressively to specific market segments
- iv.** Promoting aggressively in other neighboring emirates and countries

E. To enroll prospective students into SUC without discrimination of age, color, gender, religion, race, nationality and disabilities

F. To maintain & build public relations with SUC community & its prospects

- i.** Organizing workshops for corporate, schools and general public
- ii.** Building relations with government bodies, clubs, association, consulate and councils
- iii.** Promoting cause based social activities

G. Public Disclosure

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 CCL Department Head.

Step 2: The information must be discussed with Dean, HQA and Registrar and approved by 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.



A. DEVELOPING NEW COURSES/TRAINING PROGRAMS

The Centre for Continuing Learning Department works towards the development of various professional courses as per the industry requirements and the courses are developed in consultation with the industry experts and faculty members and approved through various international organizations

B. CREATING MARKET AWARENESS

Advertisements

- a. The CCL follows the rules and regulations of Admissions specified by the Department
- b. All advertisements are designed and developed in-house at SUC
- c. Media used are Newspaper, Magazines, Radio and Direct Marketing.
- d. In addition to above media, direct enquiries generated from emails, campus visits are also responded.

i. Corporate Visits/Presentations

With prior approval from the corporate authorities, presentations are given on Training and Developmental activities offered by CCL specific to the professional requirements of the target segments. CCL may organize seminars, exhibitions, workshops to attract the target segments to the institution.

ii. E-Marketing/Internet Promotions

CCL sends email advertisements periodically to the existing and prospective candidates in the database.

Ads are placed in skyline website and leading portals to promote the courses offered by CCL.



Social media network is also used for promoting the CCL courses for the prospective candidates.

iii. Information And Dissemination On Updates On New Developments

CCL sends information about new developments of training in the respective professions.

iv. Marketing Through SMS

CCL also utilizes the database of available mobile numbers and frequently sends updates on the training schedules and other important messages for follow-up with prospective candidates.

v. Participation in Exhibitions

CCL participates in various exhibitions locally and abroad to promote and increase visibility.

vi. Public Relations

- a.** CCL invites guests and officials from various corporate for the events organized by the SUC.
- b. Flyers in leading newspapers**
CCL sends promotional fliers through various leading Arab and English newspapers across the UAE as per pre-planned CCL Marketing Calendar.
- c. Sponsorship**
The SUC promotes CCL by sponsoring events organized by corporate, agencies, business clubs, associations and educational institutions.



IV. MARKETING PLAN

The CCL 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. The activities of the marketing department can be broadly divided into local and regional market development activities.

A. RESPONSIBILITIES IN PREPARING MARKETING PLAN OF CCL

| Activity | Responsible for Preparing | Responsible for Implementation | Approving Authority | Approving Authority for Amendments | Frequency of Review |
|------------------|---------------------------|--|---------------------|------------------------------------|---------------------|
| Marketing Plan | Head of Marketing | CCL, Marketing Team & Corporate Affairs Office | COEC | COEC | Semester wise |
| Marketing Budget | Head of Marketing | CCL Marketing Team | BOG | BOG | Yearly |

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-

- xxxi. Radio
- xxxii. Newspapers
- xxxiii. Billboards
- xxxiv. Local Magazine/Directories
- xxxv. Exhibitions
- xxxvi. Workshops
- xxxvii. Gift Items
- xxxviii. Printing & Designing
- xxxix. Sponsorships of events



- xl. Participation in School activities
- xli. PR Activities
- xlii. MOU/Scholarship Proposal with various entities
- xliii. E-Marketing (Face book, Google & Yahoo, Other Portal)
- xliv. Marketing (Flyers & Brochures)

The budget is prepared and reviewed by the CCL Department along with COEC and Finance head where internal approval is given for submission to BOG for final approval. Once the budget is reviewed and approved, the same is put into action.

C. MEDIA 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 Advertisements

Steps to select the newspaper:

- a. Selecting the target market: Arab / Non Arab / matured students / weekend / gender / corporate
- b. Selecting the message content
- c. Selecting the media – focus should be on greater reach
- d. Selecting the type of advertisement – announcement or an advertorial or press release
- e. Selecting the placement of ads – particular page / section on newspaper based on gaze movement of the reader
- f. Selecting the timing based on intakes
- g. Selecting the size of advertisement
- h. Entering into formal contract with the service provider
- i. Releasing and monitoring the advertisement
- j. Evaluating the effectiveness of the advertisement

ii. Outdoor Media / Billboards



- a. Selection of location
- b. Selection of duration
- c. Selection of message/content
- d. 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:

- a. Selecting the media: Arab / Non Arab
- b. Selecting the message content
- c. Selecting the type of advertisement: announcement in radio
- d. Selecting the slot/program on radio
- e. Selecting the timing based on intakes
- f. Entering into formal contract with the service provider
- g. Releasing and monitoring the advertisement
- h. 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:

- a. Target market - Arab or Non Arab
- b. Curriculum - Country specific (British, Indian, Arab, American, Pakistan)
- c. Number of students in the school
- d. Tenure of the school as applicable -



- e. 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

- a. Career counseling presentations at school
- b. Meet principal / student counselors to discuss course offerings
- c. Workshops for students, school principals and counselors at the school premises
- d. Career fairs hosted by schools
- e. Sponsorships for various events at schools
- f. Scholarships proposals
- g. Evaluating the effectiveness of the activities conducted in the school premises

In the SUC campus

- a. Career counseling during the school student's visit to SUC
- b. Workshops for students, school principals and counselors at SUC
- c. SUC Campus tour for the prospective students
- d. Sports events for school students
- e. Cultural events for school students
- f. Co-Curricular activities
- g. Evaluating the effectiveness of the activities conducted in the SUC Campus

v. Exhibitions/Seminars

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:

- a. Popularity rating of the exhibition/seminar in the country
- b. Number of years the exhibition has been organized
- c. Analysis on feedback received from callers/visitors and enrollments
- d. The footfall analysis done from exhibitions held in the past
- e. Feedbacks received from students attending the event

vi. Knowledge Updates

CCL 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:

- a. From school visits
- b. From Corporate visits
- c. From data collected from workshops
- d. From databases purchased from outside
- e. Data collected from any events held in the university

vii. Corporate & Government 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 Executive Development Programs to the corporate and also conducts customized workshops or short courses as per their requirements. A structured calendar is put in place to meet key corporate and the government office personnel and make them aware about SUC offerings for their employees. These offers are awarded based on the terms of agreement signed as MOUs. Corporate visits are decided on the basis of their profile and the suitability of programs to the corporate.

viii. Internal Marketing



CCL offers special discounts to its existing students for enrolling into the short term 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.

ix. Internal Events

The CCL 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.

x. 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. These activities are carried out to build social values & help SUC establish itself as a socially responsible institution towards the community.

D. ONLINE MARKETING

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

- 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 (Face book, Twitter, LinkedIn, Google+, 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 as Alexa.com
- b. Selecting the message content
- c. Selecting the key words

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 CCL 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.



V. STUDENT ADMISSION COUNSELING SERVICES

On an enquiry about admission in Short courses , the CCL Department counsels the student regarding CTH, IATA, ACCA and various other Diploma and Certificate Programs, to enhance the career opportunities in the job markets. CCL also conducts Entrance tests to identify the strengths and help students to decide his 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 and benefits related to the courses.

The Marketing Department extends counseling services to the students in three stages:

- A. Pre admission services
- B. During admission services
- C. Post registration services

A. PRE - ADMISSION SERVICES

The following pre - admission services are provided by the CCL Department while helping the prospective student to make the right choice of courses to match their career opportunities. Pre-enrolment activities are generally aimed at making the prospective candidates and or parents and guardians aware about the courses offered by CCL and help them make the right choice.

- i. To interact with the prospective student and understand their areas of interest and future plans and relatively provide detailed information about CCL programs and courses.
- ii. To receive visitors, provide full information and assistance during campus tours.
- iii. Explain the details of courses and its acceptability in international job market locally and internationally.



- iv. Disseminate proper information to target group in general and Provide correct and detailed information to assist the prospective candidate to choose suitable course
- v. The CCL Marketing Executive responds to individual prospects, as per their requirements so that they can make the right decision and Explains the admission requirements and fee structure
- vi. All documents are reviewed and eligibility is checked before enrollment is processed. The CCL Marketing Executive physically checks the original documents before attaching the true copies in the candidate file. to check the eligibility
- vii. CCL follows a non-discriminatory policy to admit all eligible candidates and their documents are forwarded to Administration department for further admission procedures.
- viii. Explains the facilities available in SUC
- ix. Explains about the entrance test to identify the English and Math Proficiency
- x. Informing students regarding visa regulations if applicable
- xi. Inform student seeking SUC visa about the hostel facilities if applicable
- xii. Explains and take the agreement signature on the refund policy

B. DURING ADMISSION SERVICES

- i. An Application form is filled by all the candidates under the guidance of CCL Marketing Executive on the stipulated date given by them.
- ii. Orients about the English / Math placement tests as per specific course requirements. English Language Centre (ELC) administers placement tests of English and Math (applicable as per CCL guidelines) for the students who register with The CCL at SUC for courses such as ACCA, CTH, IATA or courses where it is deemed necessary to administer the tests to determine their proficiency levels in English language and Math. Further, ELC guides and directs the students to the relevant English courses, if needed.



- iii. Issues the hall tickets for the placement test and informs the date and time of the test
- iv. Candidates should be ready with the required documents at the time of filling the application which includes copies of passport /labor card, photographs.
- v. Helps students to complete the process of fee payment after the Administration Department raises a debit note for all the enrolled candidates
- vi. The fee is collected at the Finance Department as per the fee payment policy of CCL financial Regulations.
- vii. The training Kit is collected from library as and when required depending upon the course enrolled.
- 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.

C. POST REGISTRATION SERVICES

All candidates of CCL courses collect the Admission kit from the Administration Department. After successful enrollment and submission of necessary documentation student will be issued an admission kit on the first day of class or he /She may collect it directly from Administration department. The kit comprises of the following items:

- i. Portal ID which shall be deactivated after the results declaration
- ii. Email ID which shall be deactivated after the results declaration
- iii. Letter of Admission
- iv. Schedule of Classes
- v. Orientation about CCL and Support Services of SUC
- vi. Schedule of examination
- vii. Guides the enrolled students about the academic and academic support services through the orientation program
- viii. Inform students about the commencement date of classes and use of portal services
- ix. Inform students about collection of the admission kit



- x. Receive the students on the first day of classes and guide them to the orientation program
- xi. To acquaint students with facilities available at SUC where a campus tour is organized

VI. POLICY AND PROCEDURES

A. GENERAL ADMISSION REQUIREMENTS

i. **Minimum Qualification:**

Candidate applying for any of the courses offered under Centre for Continuing Learning should have a minimum qualification of Grade 10 from approved Schools within UAE or outside UAE.

ii. **Minimum age criteria:**

Minimum 17 years of age is required for entry into any of the courses offered by the Centre for Continuing Learning.

iii. **English Language Proficiency**

All candidates are required to have a basic knowledge of English language, writing, speaking and reading.

i. **Mathematics Proficiency**

For all professional courses conducted by CCL mathematics is required to compute basic calculation during the course.

iv. **Computer Proficiency**

The candidate enrolling for the courses in CCL must have a basic knowledge on computer skills using word, excel, internet browsing, etc.

B. SPECIFIC ADMISSION REQUIREMENTS

In addition, other admission requirements for specific courses have been specified below:

i. **CTH - BASIC RAMP HANDLING**

Before joining the Basic Ramp Handling course, it is recommended the candidate complete the Airline Customer Services and the Basic Load Control course.



ii. CTH- BASIC LOAD CONTROL

Before joining Basic Load Control, it is recommended the candidate complete the Airline Customer Services course or its equivalent.

iii. IATA

This course is designed to introduce Airport Operations to both beginners and staff associated with airlines, airport handling and surface transportation companies, travel agencies and travel and tourism companies and even the general public who work or aspire to work at airports. Even senior level students from schools can benefit from this program by enhancing their career profile with additional qualification.

iv. Kotler Impact

This course is

C. APPLICATION:

The Application is the enrollment form which is the formal process of registering for the CCL courses. Each student fills up the enrollment form at the time of registration. The form lists the personal information, passport and visa details, the course the student has opted for, educational qualifications, work experience, registration payments, residential address, passport & emirates ID detail, Previous studied institution name, placement test details, work experience, Tuition fees, the terms and conditions on which the admission is given.

It contains the instruction of terms & conditions governing the course including those registration, student conduct, visa, refund policy, examination and fees schedule.

By signing the application, the applicants is accepting to comply with the rules and regulations of Centre for Professional Development and undertake that the documents submitted are genuine.

D. ADMISSION DOCUMENT REQUIREMENTS

The candidate is required to submit the following documents along with the Fee applicable for the courses opted in to register for the CCL courses:

1. 2 Passport size photographs
2. Passport/Visa Copy



E. COURSE OFFERINGS

The medium of instruction in all the short courses conducted by the CCL is English language.

i. CONFEDERATION OF TOURISM & HOSPITALITY COURSES

The Confederation of Tourism and Hospitality (CTH) is the UK's leading professional awarding body for qualifications in the specialist growing commercial sector worldwide.

Over the last 30 years CTH has focused on developing and adding value to careers in the industry, globally. CTH was established in 1982 as a specialist professional body in the UK to focus on the training needs of new entrants to the hospitality and tourism industries, and now has accredited colleges worldwide delivering sought after CTH qualification. On successful name registration of student with CTH course the student is provided with the admission kit, student's ID number, CTH Membership letter, CTH website username and password for online study support and USB from the CTH UK.

A. List of Courses

1. CTH Certificate in Travel & Tourism Management

The CTH Certificate in Travel & Tourism Management has been designed to provide participants with an understanding of the global structure of tourism and hospitality industry and its components. This program enables the participant to have basic knowledge of tourism industry and its intricacies. It is an internationally recognized certificate which equips the participant with skills and knowledge of operations and management of the tourism sector. The program is comprised of three modules which can be completed in one semester.

2. CTH Diploma in Travel & Tourism Management

The CTH Diploma in Travel & Tourism Management has been designed to provide participants with an understanding of the global structure of tourism and hospitality industry and its components. This program enables the participant to have basic knowledge of tourism industry and its intricacies. It is an internationally recognized certificate which equips



the participant with skills and knowledge of operations and management of the tourism sector. Diploma in Tourism and Hospitality comprises of six modules which can be completed in two semesters.

3. CTH Certificate in Events Management

The Certificate in Events Management is meant for students aspiring to enter Events Management industry to groom them into certified professionals. It is particularly useful for all those who look forward to build their career in Events Management and organize several different types of Events and seminars.

4. CTH Diploma in Events Management

The Diploma in Events Management is meant for beginners aspiring to enter Events Management industry as well as experienced ones to groom them into certified professionals and even residents (students, professionals, housewives) who aspire to work in the ever growing Events Management industry. It is particularly useful for all those who look forward to organize several different types of Events and seminars.

5. CTH Diploma in Air Cargo & Logistics Management

The CTH - Diploma in Air Cargo and Logistics Management is a three months program that provides participants from industry or the one who is beginner with the skill to understand the Air cargo industry and efficiently and professionally at a basic level according to the prevailing international industry standard.

6. CTH Certificate - Hospitality Management

The Hospitality Management Course is a 11 day program. It provides its participants basic knowledge and skills to handle the clients and hotel management in an efficient and professional manner in accordance to the international industry standard.

7. CTH Certificate - Front Office Management

The Front office Management Course is an 11 day program. It provides its participants basic knowledge and skills to handle the front office



management in an efficient and professional manner in accordance to the international industry standard

8. CTH Airline Customer Service

The Airline Customer Services Course is an 11 day program. It provides participant's basic knowledge on applicable passenger handling services and the skills to process a customer's needs at the airport in an efficient professional manner in accordance to the international industry standard.

9. CTH Basic Load Control

The Basic Air Cargo Course is a 11 day program. It provides its participants basic knowledge and skills to control the weight and balance of a departing flight and complete the required load documentation, e.g., load plan, load sheet, and trim sheet of a narrow-bodied aircraft in an efficient and professional manner in accordance to the international industry standard.

10. CTH Basic Ramp Handling

The Basic Ramp Handling Course is a 11 day program. It provides with the basic knowledge and skills to handle different kinds of load on a flight, facilitating the loading and unloading of a narrow-bodied aircraft at the ramp aircraft parking area of the airport in an efficient professional manner in accordance to the international industry standard.

B. MODE OF ASSESSMENT

Assessment / Grading:

Examination : 85%

Course Review Assignment : 15%

| Type of Assessment | Weight Towards the Final Grade, % | Schedule/Timings (Evenings) | Contents |
|----------------------------|-----------------------------------|-----------------------------|--------------|
| Exercises – Case Studies 1 | | 1-2 | Refer to CDD |
| Exercises – Case Studies 2 | | 3-4 | Refer to CDD |



| | | | |
|----------------------------|----|------|--------------|
| Exercises – Case Studies 3 | | 5-6 | Refer to CDD |
| Exercises – Case Studies 4 | | 7-8 | Refer to CDD |
| Exercises – Case Studies 5 | | 9-10 | Refer to CDD |
| Course Review Assignment | 15 | 11 | Refer to CDD |
| Examination | 85 | 11 | ALL |

Grade: Pass mark for international certifications are set by the international bodies and are subject to change.

C. EXAMINATION

The Administration & Examinations department conducts the applicable examination at the appointed day, time, and allocated examination hall or classroom. Examinations in Skyline University College short term courses vary in length from one course to the other. Generally, the total test time is 2 hours and 30 minutes. The results will be declared in a week's time and the candidates receive their Test Report Form through the same department.

ii. INTERNATIONAL AIR TRANSPORT ASSOCIATION LEARNING PROGRAMMES

IATA is a well-established and respected aviation organization and authority. IATA has 240 member airlines from 118 countries representing 84 percent of the total world's air transportation and train thousands of aviation professionals and businesses each year with a commitment to developing careers and a workforce that makes our industry safe, secure, and sustainable.

IATA offers flexible, high-quality learning solutions recognized worldwide. As the airline industry's global association, they have an unparalleled track record in training in all important areas of the aviation business. IATA partner with some of the world's leading educational institutes to deliver broad levels in learning with a wide range of course content and geographical and cultural reach, IATA training provides rewarding opportunities for every industry professional.



1. LIST OF COURSES

a. UFTAA [Foundation Level and Electronic Booking Tool]

Candidates will learn: Gain a broad understanding of the travel and tourism industry. Learn about international institutions like IATA / UFTAA / ICAO / WTO / IH&RA / ASTA / PATA etc. Learn to read international air, rail, road travel guides. Learn to relate world time zones and calculate transportation times associated with international travel. Calculate air fares and complete passenger ticket.

b. UFTAA [Consultant Level]

Candidates will learn to: Handle all major aspects of travel agency business. Provide accurate advice to clients on major tourist destinations. Produce customized and international inclusive tours. Sell international business, incentive and conference travel arrangements. Construct complex fares and routings by applying advanced IATA fare constructing principles; issue and reissue tickets and other documents for all types of international journeys. Familiarize the candidates with the common national requirements, IATA's Regulations and the role of the National Travel Agents' associations. Learn effective selling skills. Understand the Settlement System to give operations a distinct operational advantage.

c. UFTAA [Management Level]

Candidates will learn: the essential principles and strategies of supervising and managing people. Develop customized tours and gain competitive advantage. How to plan, organize and administer meetings, incentives, conferences and exhibitions? Be capable of establishing procedures and control costs. Understand the latest marketing trends and opportunities, and apply them in planning. Familiarize the candidate with the challenges and opportunities of information technology and internet strategies.

d. IATA Cargo Introductory Course

The IATA International Cargo Agents Training Program will enable the candidate to give appropriate guidance to clients concerning freight shipments, make appropriate arrangements and reservations for air cargo shipments, correctly apply published rates and charges for air cargo shipments, complete the air waybills accurately, and prepare shipments



ready for carriage all in accordance with the applicable IATA resolutions, rules and procedures.

e. IATA GDS Fares & Ticketing

The course provides participants with detailed understanding of the pricing process of a passengers' journey, understand the applicable worldwide fare rules, use the fare formula, and use a GDS to issue airline tickets according to current international standards.

f. IATA Airport Operations

This course is designed to introduce Airport Operations to both beginners and staff associated with airlines, airport handling and surface transportation companies, travel agencies and travel and tourism companies and even the general public who work or aspire to work at airports. Even senior level students from schools can benefit from this program by enhancing their career profile with additional qualification.

2. MODE OF ASSESSMENT

a. Foundation & EBT Course

One Paper – Routing Selection and General Knowledge Fare Calculations and Ticketing completion (3.0 hours)

b. Cargo Introductory Course

One Paper – Routing Selection and General Knowledge, Rating Calculations and Air Waybill completion (3.0 hours)

3. EXAMINATION

All newly enrolled candidates are automatically registered to sit for their examination in the first eligible examination session.

An Examination Confirmation Letter is included in each study kit. This letter specifies exactly which exam session has been registered per candidate. It also identifies the IATA Local Coordinator responsible for organizing the examination session.



Please note that candidates are able to change their registered exam session to a later one within their enrollment period. This is done by writing to IATA's Distance Learning Examinations Centre at Montreal, Canada. All exam registration changes must be made before the exam registration deadline page.

Candidates are allowed two (2) attempts to pass the examination within the enrolment period. A second failure will cause the enrolment to be cancelled. Examinations last for one day. When an examination consists of two papers, candidates must sit both papers when they make their first exam attempt. IATA introduced a 3rd Examination attempt only to the IATA UFTAA Foundation Level & EBT course and distance learning examination.

Candidates should carry their passport /labor card to the examination centre, without which they are not entitled to write the exam. Anyone who arrives late will not be admitted to the test.

iii. **ASSOCIATION OF CHARTERED CERTIFIED ACCOUNTANTS**

The Association of Chartered Certified Accountants (ACCA) is a British accountancy body which offers the Chartered Certified Accountant qualifications worldwide. It is one of the world's largest and fastest-growing accountancy bodies with 140,000 members and 404,000 affiliates and students in 170 countries (as at April 2010).

The Professional Scheme is the primary qualification of the ACCA and upon completion of up to 14 professional examinations and three years of supervised, relevant accountancy experience enables an individual to become a Chartered Certified Accountant.

ACCA Qualification is designed to provide the accounting knowledge, skills and professional values which will deliver finance professionals who are capable of building successful careers across all sectors, whether they are working in the public or private sectors, practicing in accounting firms, or pursuing a career in business.

LIST OF COURSES ACCA



a. **Knowledge Module**

The ACCA Knowledge module is a three months course covering three papers of the ACCA qualification F1, F2 and F3 constituting first step towards the ACCA Qualification and capable to get admission on the skill module .

b. **Skill Module**

The Skill Module of ACCA qualification covers the F4 - F9 Papers and after successful completion one may proceed to the professional level of ACCA Qualification. The Skill module class duration is six months.

c. **Professional Module**

The Professional level is the highest level of ACCA qualification consisting of 5 papers and after successful completion of this level the students may proceeds to their bright career of ACCA.

d. **Introductory Certificate in Financial & Management Accounting**

Introductory certificate in Financial & Management accounting is one of the certificate & diploma courses offered by ACCA. These certificate courses provide basic knowledge and techniques of financial and management accounting to those who have not studied accountancy before.

e. **Intermediate Certificate in Financial & Management Accounting**

Intermediate certificate in Financial & Management provides basic knowledge and techniques of financial and management accounting to those who have not studied accountancy before. You could work in a variety of accounts-support roles including: a junior accounts or cost clerk/junior bookkeeper role in a small or medium-sized enterprise; a range of junior or cost accounting administration roles within an accounting department of a larger organization or financial shared service center

1. **MODE OF ASSESSMENT**

For each paper students needs to clear one examination provided from ACCA. The initial papers F1- F4 are computer based exams and can be conducted in Skyline University through the server setup through IT department. And for the rest of the papers F5- P4 student will be sitting in the examination at the specified examination centre provided from the ACCA.



2. EXAMINATION

All newly enrolled candidates are automatically registered to sit for their examination in the examination session.

The examinations dates will be confirmed from the administration department after the completion of the course for F1-F5 papers (which are CBE papers). All CBE Paper's Examination can be conducted in the Skyline University as per the requirement.

For the remaining papers the ACCA will be updating us with the exact dates on JUN and DEC only at the specified examination centre.

Candidates should carry their passport /labor card to the examination centre, without which they are not entitled to write the exam. Anyone who arrives late will not be admitted to the test.

iv. SKYLINE UNIVERSITY COLLEGE PROFESSIONAL COURSES

The Centre for Continuing Learning department continuously focuses on the development of courses as per the requirement of industry and corporate. The courses are developed and customized by the qualified faculty to meet the desired knowledge and skill set of students. These courses are conducted under the CCL department of Skyline University College.

1. LIST OF COURSES

a. Certificate in Human Resource Management

The Certificate in Human Resource Management is three months program designed especially for those with little or no human resource experience, and are willing to excel in this field. The course provides a sound foundation for those who wish to provide participants from industry or the one who is beginner with the skill to understand and develop the knowledge, methods and skills necessary to meet the human resource challenges of today's changing workplace and workforce.

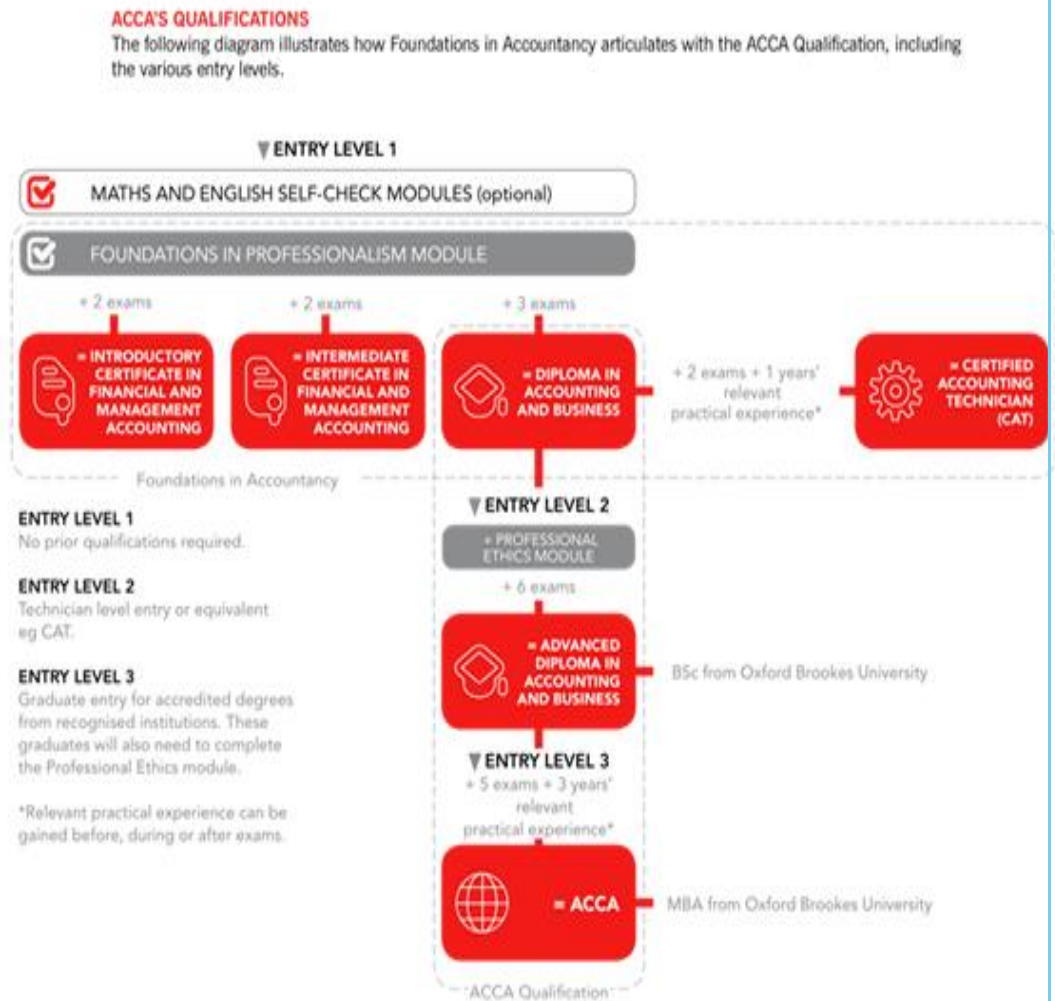
The certificate gives you a strong foundation in current HR best practices. It also prepares you to lead the strategic deployment of human capital in



today's corporations, government agencies, nonprofit organizations and small businesses.

b. Certificate in Banking & Finance

The Certificate in Finance and Banking Course is a three months program that provides participants from industry or the one who is beginner with the skill to understand and develop to learn Finance and banking efficiently and pro



essionally at a basic level according to the prevailing international banking standard.

The objectives of the program are to enable students to acquire general knowledge of the environment in which banks operate and to provide students with an insight of the standard organization of banks and their basic activities and procedures in different key fields. An important part



of the program will focus on demystifying a number of concepts commonly used by confirmed financial advisors and explain the techniques behind a selected range of financial products.

c. Certificate in Java

The Certificate in JAVA Course is a three months program that provides participants from industry or the one who is beginner with the skill to understand and develop to learn JAVA programming language efficiently and professionally at a basic level according to the prevailing international industry standard.

2. EXAMINATION

At the end of the course, Certificate will be awarded to the candidates who have cleared the Quizzes, Mid-Terms and the Final exams of all the modules as per the prescribed schedule.

F. POLICY ON CONDUCT OF COURSES

The courses run by the CCL department are supposed to be conducted as per the planned calendar and the target should be achieved. The policy of Class conduct is based on following basis.

i. Course Approval

All Courses Conducted under the CCL department must be approved by the authorities as and when required. The course approvals and renewals should be followed from time to time for successful renewals. The course manual needs to be updated and submitted to the authorities as per the guidelines before the completion of the year to avoid any delay in conduct of class. The trainer eligibilities must be appropriate at he time of conduct of class.

ii. Study Material



The Study material must be purchased or approved by the concerned principals for each course and it is the responsibility of trainer to keep updating the syllabus a per the directives. The study material needs to be distributed t students from the library upon student's request .

iii. **Qualified Trainer and Course Allocation**

Each Course has its own eligibility criteria and the same should be achieved for the appointment as a trainer. The course which is subject to renewals after some time, the trainer is supposed to update him/her as per the needs.

On the basis of qualification required to conduct the course the trainer must be allocated to the particular class. The trainer allocation must be done on the agreement between university and trainer on duty time and duration of classes and quality delivery of content to the students and achieve positive feedback.

iv. **Availability of Classroom**

Before the conduct of class the availability of classes and timings must be ensured and updated to the administration and security of the university.

v. **Registration of Students**

The courses which require the international registrations to the international bodies must be done immediately after the successful start of class and submission of required documents to avoid any failure to meet the deadline.

vi. **Class Size**

Each class conducted through the CCL different targets . The target of each conduct should be achieved successfully to avoid the cancellation of any class on the basis of less number of students. The minimum class size must be 50 % of the target to conduct the course from the outside faculty.

vii. **Student's Entrance exam**

Each Student enrolls in the CCL Course needs to go through the entrance exam of English and Mathematics. On the successful completion of the examination only student will be enrolled in the class.

viii. **Courses Weekly Report**

The trainer must be submitting the course weekly report as per the schedule to update all operational academic and conduct updates.



ix. **Course File Submission**

The Trainer needs to submit the course file to the CCL department for the course he has been allocated with for the initiation of computation of his teaching hours.

x. **Cancellation of course**

The course shall be cancelled if the trainer qualification, approval or target has not been received.

VII. CENTRE FOR EXECUTIVE EDUCATION

SUC encourages and promotes its faculty members to organize EDP programs for the general public, government organizations, semi government and private organizations in the region.

The organizing committee / team of the EDP may select EDP 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.

A. MISSION:

To design and deliver customized Executive Development Programs of quality in to different areas of management.

B. OBJECTIVES:

1. To identify corporates seeking trainings in management in the region
2. To develop programs and course as per the requirement of the corporate clients
3. To provide the business community in the region a centre to develop their professional management skills and trainings.
4. To provide forum to faculty to enhance and develop their professional skills in training.
5. To develop a profit center within the organization.



C. POLICIES RELATED TO EDP

i. INTELLECTUAL PROPERTY

1. The course materials designed and developed by the trainer will be the intellectual property of the concerned faculty and SUC.
2. Both the parties will have no right to share the material developed for EDP without consent of each other.

ii. BUDGET, EXPENSES AND PAYMENTS

1. Before the start of the EDP detailed budget has to be presented indicating expenses and expected revenues.
2. All the payments will be made to the finance department of skyline University College.
3. An amount of 20 percent of the net revenues will be recovered as indirect expenses (Administrative and Marketing expenses).
4. All direct expenses will be Deducted from the net revenue (Food/Kit/Photocopy/ Promotion etc., any other expenses on actual).
5. The net profit will be divided 50:50 between training team and SUC.
6. In case of external resource person is engaged the payment made to the resource person will be deducted as direct expense. In this case the remaining amount from above mentioned trainer fee will be forwarded to EDP committee fund as a fund for future EDP programs.
7. All external & internal EDP conducted by SUC faculty members will be dealt as per above mentioned terms and conditions.
8. In case of faculty directly approach CCL / EDP department to conduct any EDP (in company or on Campus) through their own marketing efforts, the profit sharing will be 70:30.

iii. ASSISTANCE

EDP committee will comprise of representatives from different departments for the coordination of programs and will work on the planning done by committee to make sure each program is a success. Indirect expenses will cover the departmental coordination support.

iv. TRAINERS/ RESOURCE PERSON

- 1.EDP committee will decide on program and resource person for same.
- 2.The trainer can be taken from the external resources and payment is done on per session basis



3.SUC may arrange for the trainings for faculty members related to his specialized skill sets and the training materials related to that will be an intellectual property of the University.

v. TRAINING FOR TRAINERS

- 1.The faculty member who attends a training sponsored by SUC will have to ensure that he would be able to generate substantial amount of business through delivering the same to outside organizations in the future.
- 2.Dedicated fund will be allocated for training and development activities required for acquiring skills among faculty members involved in Executive Development Program.
- 3.The decision for the same will be done by the human resource department & EDP committee and approval by Executive Council.
- 4.After getting any such training if a faculty member leaves SUC before generating an equivalent amount or within one year of training attended the amount spent on such training has to be paid to the SUC by faculty member.

vi. VENUE

EDP committee reserves the right to choose venue within SUC or external locations based on client requirements. Such decisions will be taken by EDP committee with approval from Executive Council.

D. LIST OF COURSES (To be updated with IT certification courses)

i. CONFLICT, NEGOTIATION & HANDLING DIFFICULT PEOPLE

Common in today's workplace environment are changing organizational structures, increased team interactions, and competitive challenges for corporate positioning. For these reasons, it is critical for individuals to develop skills in communication to effectively handle conflict in a wide variety of workplace situations. Because conflict management is so vital for career success, every leader and manager must learn the skills for effectively managing conflict in today's workplace environment.

ii. STRATEGIC MANAGEMENT PLANNING



To enable the participants to develop & implement appropriate skills for Strategic Management and Planning

iii. CHANGE MANAGEMENT SKILLS

To enable the participants to develop & implement appropriate skills for managing the change activities in management.

iv. TIME MANAGEMENT SKILLS

To enable the participants to be aware of the importance of Time Management and understand the skills of utilizing the Time optimally.

v. SELLING SKILLS OVERVIEW

Development and improvement of basic selling skills and behavioral trainees to help them in completing sales transactions

vi. RETAIL SELLING & MERCHANDISING SKILLS

To enable the participants to develop & implement appropriate retail selling & merchandising skills

vii. CUSTOMER SERVICE SKILLS

To enable the participants to develop & implement appropriate customer service skills

viii. INTERNET MARKETING

Internet Marketing will train the marketing professionals to operate both strategically and tactically - utilizing social media tools like blogs, microblogs, podcasts, videos, e-mail and networking sites to engage with your audience and sell your products and services. The trainees will discover how to use analytic tools to gauge the effectiveness of campaigns and communicate meaningfully with the audience.



ix. FINANCE FOR NON FINANCE EXECUTIVES

The program aims to provide the managers with a comprehensive working knowledge of critical financial principles in an easy to follow manner that will help them make better decisions in their organization. Gain an in-depth understanding of the financial objectives of the organization and translate them into action in their respective functional areas. Sharpen financial skills and competencies for business success

x. MANAGEMENT ACCOUNTING FOR NON FINANCE EXECUTIVE

The program will provide you with a comprehensive grounding in financial management. The emphasis of the program throughout is to impart both key skills and to relate understanding of financial management issues to the real world. You will develop the technical skills needed to interpret and critically evaluate financial statements and you will develop and apply decision-making skills to complex situations.

xii. ACCOUNTING FOR SMALL AND MEDIUM SECTOR ENTERPRISES

This program will provide you with a comprehensive understanding in financial accounting and budgeting. The emphasis of the program is to impart skills of preparing accounts and budgets independently.

xiii. TOURISM MARKETING

To enable the participants to be aware of the distinctive Tourism products' characteristics and their business implications

xiv. SIX THINKING HATS FOR EFFECTIVE MEETINGS & DECISION MAKING

Thinking is the ultimate human resource. The six thinking hats is the most important change in human thinking in the past 2300 years. The course will enable the participants to do parallel thinking which will enable in making quicker and sound decisions in organizations as well as personal lives. A decision done on time can save time as well as costs in organizations. This method is being used by well known organizations in the world like NASA, IBM, DuPont, NTT (Japan), Shell, Siemens and many others.



In this training you will put on different colored hats and learn to think in one direction at a time which will be either being cautious or handling information or thinking logically, using emotions, using creativity etc.

xv. BALANCED SCORE CARD FOR PERFORMANCE EXCELLENCE

Organizations have to work with higher performance and focus and better strategic alignment to compete with the market and competitors. Balanced score card is a tool that enables organizations to track their organization's performance through four perspectives- Employee perspective, process perspective, customer perspective and financial perspective to drive business towards success. This course enables managers to understand and manage performance and execute strategies in a successful manner.

xvi. EXCEL FOR DATA ANALYSIS

Whether you work for a Fortune 500 corporation, a small company, a government agency, or a not-for-profit organization, Microsoft Excel is used in almost all organizations for summarizing, reporting, and analyzing numerous data. It might also involve building analytic models to help your employer increase profits, reduce costs, or manage operations more efficiently.

The techniques that will be covered in the program are for sure used to solve many business problems in the real-time problems.

xvii. OUTLOOK 2010 ESSENTIALS WORKSHOP

Your participants will learn how to use the basic features of Outlook 2010. This workshop is designed to teach you a basic understanding of Outlook 2010 in a practical way. This workshop incorporates a hands-on approach to learning. They will get a chance to practice some of the basic features right on a computer.

Outlook 2010 is a powerful e-mail application. However, it does much more than that to help you stay organized. With contacts, calendars, and tasks, Outlook can help your participants manage every aspect of their life.

xviii. MARKETING MANAGEMENT

The course is designed to provide the necessary knowledge and skills for marketing management. It seeks to familiarize the marketing concepts and applications. By doing so, it is hoped that students will develop a cultural



sensitivity in assessing marketing opportunities in addition to enhancing their analytical and creative skills in designing products and services in the market

xix. JOB EVALUATION WORKSHOP - HAY METHOD

Job evaluation technique is important skill to be acquired by a compensation and reward management specialist or manager. Jobs are evaluated based on the content, knowhow and accountability factors and is weighed against other jobs so as to ensure that right rewards are assigned to the job. This course will enable the participant to understand the value and worth of each job in the organization and provide the right compensation for the same which will lead to excellence in performance.

xx. COMPETENCY FRAMEWORK

Developing competency framework is becoming more and more important for organizations who would need to manage their organization's performance. The course focus on what are competencies, how to develop a set of competencies based on industry and organization strategies and how to ensure adequate measure of competencies during performance management process.

xxi. BALANCING THE NET: WORK & FAMILY LIVES

This proposal highlights the details of the 1 day workshop aimed at informing, guiding and inculcating a culture of balancing the requirements of the work and family lives. This workshop can help attendees understand the value of and the skills required to balance the issues related to striking this balance.

xxii. BUSINESS WRITING

As effective business writing requires application of basic writing principles, various effective writing components are identified and applied through the use of interactive examples. Various business correspondence formats such as letters, memos and email are outlined. Business correspondence structure plans are used to ensure successful messages to various audiences. All aspects of business writing are supported with relevant and up-to-date examples and applied in meaningful interactive tasks.

xxiii. DIGITAL MARKETING



The program will give an overview of various digital marketing platforms that businesses can use for achieving growth. It covers the concepts, tools, and techniques needed to communicate with customers in a systematic and integrated way and to create effective targeted promotional campaigns. After completing the training, one will understand strategic marketing concepts and the tools required to make informed decisions and set the direction for the company, business unit, department, or product line in a digital ecosystem.

XXIV. ADVANCED MANAGEMENT PROGRAM FOR FUTURE LEADERS

A key skill for an employee is the ability to manage their own work and control their career path. This program is designed for employees who need a broader perspective on the overall objectives of the organization and are being groomed to take up larger leadership responsibilities in future. This program helps in enhancing competencies for employees who will be taking up leadership positions in future. Identifying talent and grooming them for future positions is a major activity that will ensure that the organization can work towards achieving their long-term strategic objectives. Grounded in the practical aspects of day-to-day management, this program develops knowledge and skills useful to a position of influence, even if you are not in a formal management role. Better understand the latest principles, strategic concepts, philosophies and advanced applications in management and leadership.

xxv. AGILE PROJECT MANAGEMENT PROGRAM

The concept of Agile project management refers to the use of a number of tools and techniques that are based on enabling project teams to deliver products to a predetermined and agreed timeline. Agile project management is an iterative approach to planning and guiding project processes. An agile project is completed in small sections called iterations. Each iteration is reviewed and critiqued by the project team, which may include representatives of the client business as well as employees. Insights gained from the critique of an iteration are used to determine what the next step should be in the project. Each project iteration is typically scheduled to be completed within two weeks. The main benefit of agile project management is its ability to respond to issues as they arise throughout the course of the project. Making a necessary change to a project at the right time can save resources and, ultimately, help deliver a successful project on time and within budget.

xxvi. BUSINESS COMMUNICATION & IT GOVERNANCE

As effective business communication requires application of basic writing principles, various effective writing components are identified and applied through the use of interactive examples. Various business correspondence formats such as letters, memos and email are outlined. Business correspondence structure plans are used to ensure successful messages to various audiences. All aspects of business writing are supported with relevant and up-to-date examples and applied in meaningful interactive tasks.



As Information Systems are becoming centre of critical government operations it is essential to evaluate various authorization and controls regularly. In this course participant will learn how IT Governance and IS audits are planned, organized and executed, and their results communicated. Participant will learn how to develop and implement risk-based IT governance strategies and objectives in compliance with generally accepted IT Governance and Audit standards to ensure that the department's IT assets are adequately controlled, monitored, and assessed, and are aligned with its objectives.

xxvii. ENTREPRENEURSHIP DEVELOPMENT PROGRAM

Small and Medium Enterprises are the anchors of any economy as they are primarily responsible for driving job creation, innovation, exports and new business models. Small business adds significantly to economic growth and is a major source of innovation and entrepreneurial talent.

It is very important that government focus on developing entrepreneurial skill among its citizen. This program is step in the same direction. The program tries to motivate individual to go for entrepreneurship by showcasing its benefits to individual and society.

The program prepares participant to formulate business plan and provides basic managerial orientation. It also addresses the challenges of accessing finance for start-up small & medium size enterprises. Many aspiring entrepreneurs often fail to secure the initial start-up funding needed for their business. This program provides them information regarding various government schemes for UAE Citizens.

xxviii. INNOVATION

In this age of downsizing, overhead reduction and restructuring a company's ability to think innovatively and differently is vital to corporate success. In today's highly dynamic and connected world critical thinking, creativity and innovation are central to organization's survival. The commercial context of fluctuating market forces, fierce business competition, shorter product life cycles and ever more demanding customers have put spot light on organization and its people's critical and out of box thinking capabilities. Worldwide organizations realize that long term commercial success is based on an ability to manage creativity and promote innovation.

This program is providing participant an idea about the importance of critical thinking, innovation and creativity at work place. Two day workshop will help participants to build their creativity quotient and help them to develop critical thinking.

xxix. INTRODUCTORY & BASIC ENGLISH COURSE

This introductory and basic English communication and grammar structures short learning programme aims to equip delegates to communicate successfully in English in day-to-day and workplace contexts. These aims are developed by teaching delegates the necessary vocabulary and grammatical structures as well as reading and writing practices commonly encountered in the workplace. The course



also provides practice and training in speaking, reading, writing and listening for effective communication.

xxx. IT GOVERNANCE

As Information Systems are becoming centre of critical government operations it is essential to evaluate various authorization and controls regularly. In this course participant will learn how IT Governance and IS audits are planned, organized and executed, and their results communicated. Participant will learn how to develop and implement risk-based IT governance strategies and objectives in compliance with generally accepted IT Governance and Audit standards to ensure that the department's IT assets are adequately controlled, monitored, and assessed, and are aligned with its objectives.

xxxi. KNOWLEDGE LEADERSHIP

A knowledge-based revolution is taking place, and it comes in a matching set: knowledge management for organizations and the knowledge-based economy for nations themselves. Both are part of a major evolutionary economic movement which is beginning to reshape the global economic structure, and knowledge management should be seen as one of the most concrete and important set of practices and policies than an organization can adopt, marking a significant step in an enterprises evolution toward becoming a global, learning organization that can survive in the knowledge based economy. Leaders who understand and focus on Knowledge management will achieve organizational goals and will be adaptive to new technology and processes which places the organization to be at the top in surviving in this fierce competitive world of business.

XXXII. MARKETING ANALYTICS

Business Analytics, Big Data and Data Science are very hot topics today, and for good reasons. Companies are sitting on a treasure trove of data, but frequently lack the skills and people to analyze and exploit that data efficiently. Those companies who develop the skills and hire the right people to analyze and exploit that data will have a clear competitive advantage. It's especially true in one domain: marketing. About 90% of the data collected by companies today are related to customer actions and marketing activities. The domain of Marketing Analytics is absolutely huge, and may cover fancy topics such as text mining, social network analysis, sentiment analysis, real-time bidding, online campaign optimization, and so on.

XXXIII. SOCIAL MEDIA / INTERNET MARKETING

Internet Marketing is the promotion of offerings to reach the target segment by harnessing the power of the internet, leveraging which zillions of web-based ventures (including e-commerce ventures) are sprouting up every day, especially in the West, and creating value with the minimal capital expenditure. Now,



internet marketing can be of “Push” or “Pull” type. Today, web ventures are moving away from the “Push” strategies to the “Pull” strategies through Search Engine Optimization (SEO) because of its cost effectiveness and long term benefits. SEO is the process of improving the visibility of web-based offerings in a search engine’s un-paid search results to ensure greater visibility, brand building and targeted traffic from the web and greater revenue generation from sales conversion. The participants of this programme would be exposed to the strategies and critical management issues centered on internet marketing, e-commerce and SEO.

xxxiv. TOUR GUIDE PROGRAM

This short course in tourism and travel aims at equipping UAE nationals with an understanding of tourism significances and its contribution to UAE economy, society, culture and environment. The focus of the program would be to create an awareness about the job prospects in UAE tourism industry, developing skills of the participants and enhancing their employability to contribute in developing sustainable tourism in the country. This quick yet rigorous course will enable the participants to understand the attraction types with special reference to UAE, different types of tourist accommodations, means of transportation and other enterprises that are involved in the tourism business.

xxxv. EXCEL FOR MANAGERS

The course is for all of those struggling with data analysis. That crazy spreadsheet from your boss? Megabytes of data to analyze? Looking for a smart way visualize your data in order to make sense out of it? The course will got you covered all these and will boost the managers data analysis skills.

The course will take a deep dive into data analysis with spreadsheets: PivotTables, VLOOKUPS, Named ranges, what-if analyses, making great graphs. After, we will investigate the quality of the spreadsheet model, and especially how to make sure spreadsheet remains error-free and robust.

Finally, once the spreadsheets are mastered, then we take another deep dive to demonstrate other ways to store and analyze data. The goal of the course is it to help the managers overcome data analysis challenges in work, research or studies.

VIII. CENTRE FOR BOOT CAMPS/SUMMER SCHOOL/ AND POCKET MBA

Certificate Program in Entrepreneurship & Emerging Trends in Information Technology

This program is designed primarily to provide an overview of entrepreneurship, develop an entrepreneurial frame of mind and have an insight of the emerging trends in Information Technology. The role of entrepreneurship in an economy is of interest to businesses, government, academicians, and students. Creating and growing a new venture is a task that a few individuals are able to accomplish, even though many



profess the desire. Over the past few decades, Information Technology radically reshaped and transformed the way organizations work. It had impacted all aspects of human life and business. In this context, it is essential to have an orientation of the current trends in Information Technology like cloud computing, data analytics, data architecture, social media platforms, enterprise resource planning, and many more. This will help in using the current and latest trends in designing various systems and process for any organization, which will help in developing competitive advantage over their competitors.

Summer School in Self-Management Skills & Cross Culture Management

This program is designed primarily to provide an overview of self-management skills which focus on areas like Interpersonal skills, time management skills, Critical thinking skills , Problem solving, Positive attitude, Communication skills, leadership skills which will help in the overall Personality development of the individual which will help them to enter the corporate world. Cross cultural managerial capability is a key success factor to survive in today's globally connected competitive business environment. People today require understanding of how people from different cultures speak, communicate and perceive the world around them. Language differences, high-context vs. low-context cultures, nonverbal differences and power distance are major factors that can affect cross-cultural managerial capabilities. This short program will help participants to understand the importance of Self-Management skills. This program also enhances their cross cultural awareness and equip them to handle challenges of global business in connected era. The Participants will learn how to communicate and negotiate with overseas partners. The course will encourage participants to explore their own assumptions and preconceptions about other cultures, as well as creating awareness of their own cultural heritage and how it affects their world views, values and assumptions.

Refresher Course in Management with Emphasis on Innovation, Sustainability and Leadership (Pocket MBA): SUC refresher program is a practical, generalist program designed to provide the necessary tools to broaden and enrich executive's knowledge and leadership skills. Our short curriculum reflects recognized international standards and has been specifically designed to combine local and global perspectives. The program's approach is multidisciplinary and multi-functional. It combines theory and practical application, in order to provide idea to the participant regarding the range of management skills and business disciplines that corporate executive must master to be effective in their organizations.



The objective of the program is to provide candidate with a global perspective of the international business landscape.

IX. GENERAL POLICY

A. ATTENDANCE POLICY

Attendance is mandatory in all classes held during the conduct of the course.

Absence from classes prevents a candidate 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 candidate to appear for the main final examination in a course is 75%.

The SUC acknowledges that individual circumstances may prevent a candidate from attending class or classes. It is the University's policy to excuse the absence of candidates that result from the following causes: illness of the candidate, accident, death in family, participating in University activities, at the request of University authorities and compelling circumstances beyond the candidate's control. However, the minimum attendance required for a candidate 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 candidate is responsible for all materials covered and announcements made during his/her absence. Candidates 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 Trainer to withdraw a candidate 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.



- ii. Maximum of 5% attendance is taken into consideration on the approved proof which has to be submitted within 5 working days to the Registrar.
- iii. Candidate 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. Candidate 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 candidate falling under mitigating circumstances due to some medical problem, death in the family, accident etc, may be considered on approval from the Registrar.
- vi. Candidate can avail only one chance in an academic year for writing the re-sit exam due to low attendance.
- vii. If the candidate 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 candidate roll and will be placed in pending status.
- viii. This pending name will be forwarded to their respective advisor & to SSD for the final counseling and update the status accordingly.
- ix. In case if there is no response from the candidate, 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 candidate 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.



B. ADDRESSING GRIEVANCE

- i. Instructors need to give clear feedback on candidates' problems and how improvements can be made. Any specific needs or concerns should be brought to the notice of the Head of CCL.
- ii. The CCL realizes that it is very important to have a working system in place that addresses and deals with candidate dissatisfaction. Efforts have always been to ensure that problems, issues once reported do not occur again. The problems under consideration could be in any area like services and their quality, information, teaching, etc.
- iii. For any suggestion or complaint, a candidate is required to fill in a complaint/suggestion form and submit to the SSD. The form is then duly forwarded to or discussed with the concerned HOD. Any remedial action required, is taken immediately and conveyed through a written reply to the candidate.
- iv. Candidates participate in various surveys - tutor feedback, Academic Support Services Department survey, course feedback, etc. wherein their concerns if any, are conveyed & appropriate action taken.

C. CLASS SIZE POLICY

- i. 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.

| Areas of study | Minimum class size | Maximum class size |
|----------------|--------------------|--------------------|
| | | Lecture |
| IATA | 5 | 30 |
| ACCA | 5 | 30 |
| CTH | 5 | 30 |
| AJT | 10 | 30 |



D. COURSE PLANNING AND FACULTY ALLOCATION

Faculty for the various courses will be identified 15 days prior to the commencement of the course by the CCL department in consultation with HR department and Deans approval. The faculty member will be informed one week before the commencement of the course by CCL department after getting the required approvals and as per the number of students enrolled for the program. The faculty member will be oriented about the various requirements like preparing CCL, course file which have to be submitted to the CCL department as per the timelines.

i. REVIEW AND PREPARE ACADEMIC PLAN

The major role of the CCL department 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.

ii. PLAN ACADEMIC OPERATIONS EFFECTIVELY AND EFFICIENTLY

CCL department 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 1 month prior to the start of each course.

Following are the steps to be followed:

- a. No. of students enrolled for the respective courses offered by CCL
- b. Creation of batches following the class size policies
- c. Class Scheduling

iii. PLAN & RECOMMEND ACADEMIC FACULTY REQUIREMENT

- a. Existing faculty resources
- b. Hiring part time & full time
- c. Orientations
- d. Induction

iv. PLANNING & ALLOCATION OF COURSES TO FACULTY MEMBERS

Allocation of the courses is carried out according to the area of specialization, experience, terminal degree & standards prescribed by IATA, CTH, ACCA, etc



Faculty Course Allocation Process

I. ORIENTATION

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

- d. About SUC
- e. Various programs offered by CCL department

ii. New Students

The Head of CCL department orients students about various CCL programs, programs offered at the School of Business & School of IT 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.

SECTION C



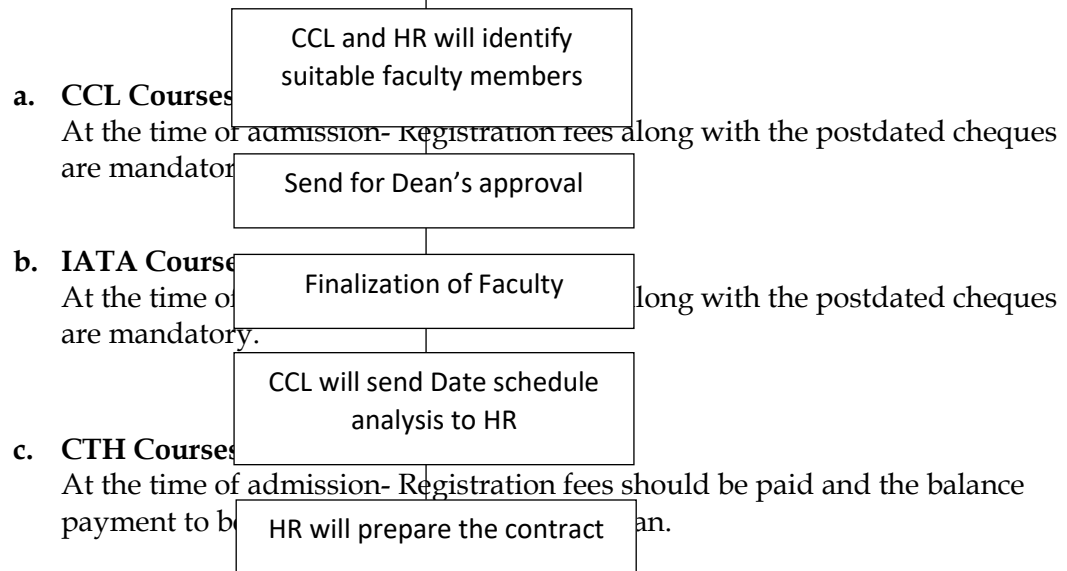
I. FINANCIAL POLICIES & GUIDELINES

This following policy is intended to define the financial purpose and characteristics of the Centre for Continuing Learning of SUC.

A. FINANCIAL POLICIES

Admission policies primarily discuss the initial amount payable for any courses managed / operated by the CCL (both IATA and Internally run courses). Considering the high cost of kits it is obligatory that the initial fees collected covers the cost of the kits. Below mentioned is the payment schedule of all IATA courses run by CCL. This payment policy evidently outlines the payment mode and clear payment instructions are to be communicated to the prospective students that Issuance of kits and attendance of classes will be possible only after completing the payment formalities.

All courses managed / operated by the CCL. Payment will follow the below mentioned payment schedule. Payment mode- 100% of the course fees (Cash / Current dated cheque only)



B. STUDENT FEE PAYMENT POLICY



As per the fee schedule published, the students are required to comply and adhere to the following terms and conditions:

1. Fees shall be paid at the time and in the manner specified in the payment plan.
2. 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.
3. 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.

Terms and conditions for students paying fees through cheques/ credit cards:

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.

- 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. 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.
- c. Students should ensure that cheques given should contain the new security feature as per the mandate of Central Bank of UAE.
- d. Students should ensure that they procure a receipt for every transaction and the contents should be checked before leaving the counter.
- 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.

C. 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

- i. Internal Hostel (Boys)
- ii. External Hostel (Girls)
- iii. Internet
- iv. Recreation facilities
- v. Transport during weekends
- vi. Kitchen
- vii. Laundry
- 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 emergencie**

I. FEE WAIVERS

Discounts / Reduction in fees are offered to encourage professionals from the field to further enhance their skills and expertise. Below mentioned are the fee waivers applicable.

INTERNATIONAL CERTIFICATES

| | |
|------------------------|----------------------|
| From the same industry | 5% of the total fees |
| Sibling fee waiver | 5% of the total fees |
| Referral discounts | 5% of the total fees |

An applicant can avail only one waiver per course.

CCL RUN COURSES

| | |
|------------------------|----------------------|
| From the same industry | 5% of the total fees |
|------------------------|----------------------|



| | |
|--------------------|----------------------|
| Sibling fee waiver | 5% of the total fees |
| Referral discounts | 5% of the total fees |

An applicant can avail only one waiver per course.

A. INVOICES

Prospective students enrolling for CCL courses can obtain official invoices from SUC to their respective place of work or for obtaining sponsorship. Candidates who are sponsored by their companies will have to ensure that the fees is paid before the commencement of the course.

Companies sponsoring their staff for any program conducted can avail discounts which will be reflected in the invoices.

B. REFUND POLICIES

i. LOCAL

The refund policy applicable for CCL will be as follows:

| SUC COURSES | | |
|--|---|--------------------------------------|
| PAYMENT MODE | REFUND APPLICABLE BEFORE START | REFUND APPLICABLE AFTER START |
| IF FULL FEES PAID BEFORE THE START OF COURSE | 10% OF THE TOTAL FEES WILL BE DEDUCTED AND THE BALANCE AMT WILL BE REFUNDED | NO REFUND |
| IF PART PAYMENT DONE BEFORE START OF COURSE | 10% OF THE TOTAL FEES WILL BE DEDUCTED AND THE BALANCE AMT WILL BE REFUNDED | NO REFUND |

| IATA COURSES | | |
|----------------------------|--|----------------------------------|
| PAYMENT MODE | BEFORE NAME REGN WITH IATA | AFTER NAME REGN WITH IATA |
| IF PAYMENT IS DONE IN FULL | 10% OF THE TOTAL FEES WILL BE DEDUCTED AND THE BALANCE | No refund |



| | | |
|--|---|-----------|
| | AMT WILL BE REFUNDED | |
| IF PART PAYMENT IS DONE AND BALANCE BY PDC | 10% OF THE TOTAL FEES WILL BE DEDUCTED AND THE BALANCE AMT WILL BE REFUNDED | NO REFUND |

CTH COURSES

| PAYMENT MODE | BEFORE REGN WITH CTH | AFTER REGN WITH CTH |
|--|---|---|
| IF PAYMENT IS DONE IN FULL BY CASH / CHQ | 10% OF THE TOTAL FEES WILL BE DEDUCTED AND THE BALANCE AMT WILL BE REFUNDED | NO REFUND FOR DTTM AND DEVM REGISTRATION FEE IS NON REFUNDABLE AND THE REMAINING FEE WILL BE COMPUTED AS OF THE DATE OF CANCELLATION |

ACCA COURSES

| COURSE NAME | BEFORE REGN WITH ACCA | AFTER REGN WITH ACCA |
|--------------|------------------------------|----------------------|
| ACCA COURSES | 25% OF THE FIRST MODULE FEES | NO REFUND |

KOTLER BUSINESS PROGRAM

| COURSE NAME | BEFORE REGN WITH KBP | AFTER REGN WITH KBP |
|-------------------------|----------------------|---------------------|
| Kotler Business Program | NO REFUND | |



**PROGRAMS CONDUCTED BY CENTRE FOR EXECUTIVE EDUCATION AND
CENTRE FOR BOOT CAMPS AND POCKET MBA**

| COURSE NAME | BEFORE REGN WITH KBP | AFTER REGN |
|---|----------------------|------------|
| Executive Development Programs/ Certificate Programs / Summer School / Pocket MBA | NO REFUND | |

Note:

No refund will be applicable for students who are expelled / cancelled by SUC on disciplinary grounds. Once the student is enrolled for Diploma programs he/she cannot shift from Diploma to Certificate. However if the student wishes to do the same fee is non-refundable and non-transferable.

ii. INTERNATIONAL

a. First Installment Fee - Non refundable / Non transferable

b. Visa Fee - USD 1,780/- Non-refundable / Non-transferable

1. If a visa is rejected by the Immigration and Naturalization authorities, the University will retain the first installment fee and refund the remaining fees.
2. 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 & 1st Cheque Payment) will be refunded
3. 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.
4. 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 550/-** . 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. Hostel

Once hostel is booked and the student wishes to cancel, student is liable to pay for the complete year.

d. Tuition Fee

1. If a student cancels after the commencement of the program, any advanced installment paid will be non-refundable.
2. 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.
3. Once the student has come & attended the class, no postponement will be allowed.

II. TRANSPORT POLICIES

SUC has written agreement with M/S Swiftline Transport where it is agreed that they will provide transportation 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 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.

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.

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.

III. TRANSPORTATION RATES

| SR | AREA | RATES |
|--------------------|------------------|-------|
| DUBAI AREAS | | |
| 1 | EMIRATES HILLS | 675 |
| 2 | EMIRATES GREENS | 675 |
| 3 | EMIRATES MEADOWS | 675 |
| 4 | EMIRATES GARDENS | 675 |
| 5 | UMM SEQUIM 2 | 525 |
| 6 | JUMEIRAH | 525 |
| 7 | AL SAFA | 525 |
| 8 | MIRDIFF | 525 |
| 9 | DEIRA | 500 |
| 10 | KARAMA | 500 |
| 11 | BURDUBAI | 500 |
| 12 | SATWA | 500 |
| 13 | QUSAIS | 450 |



| SHARJAH AREAS | | |
|---------------|---------------|-----|
| 14 | SHARJAH AREAS | 450 |
| AJMAN AREAS | | |
| 15 | AJMAN AREAS | 475 |

IV. CCL STAFF INCENTIVE

The Incentive system for the CCL is introduced 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 increase individual's commitment towards increasing the enrollments in each intake. 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.

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 whose 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 targets are set for each short course, it is the responsibility of the department to achieve the required targets and make all out efforts to achieve more than the set targets to maximize the department's incentive. The commission is then credited to the department's credit and will be paid out every semester.

- The department will not be eligible for incentive if the minimum enrollments targets are not achieved.
- If the number of students enrolled for the course increases the first slab, the difference in commission structure will be applicable from the next slab only.

| | |
|--------------------|----------|
| SUC / ACCA COURSES | (IN AED) |
|--------------------|----------|



| SR | DESCRIPTION | 1st SLAB | 2nd SLAB | 3rd SLAB |
|----|-------------|----------|----------|--------------|
| | | 1 to 10 | 11 TO 20 | 21 AND ABOVE |
| 1 | SUC COURSES | 75/- | 125/- | 150/- |

| CTH/IATA COURSES | | (IN AED) | | |
|------------------|-------------|----------|----------|--------------|
| SR | DESCRIPTION | 1st SLAB | 2nd SLAB | 3rd SLAB |
| | | 1 to 15 | 16 TO 30 | 31 AND ABOVE |
| 1 | CTH / IATA | 125/- | 175/- | 200/- |

V. AGENTS COMMISSION

Commission agents are appointed internationally to extend the reach of SUC without setting up direct offices. The Staff & Agents can earn compensation based on their productivity measured in term of the enrollment done batch wise. The agents appointed may work for one or more principals but has to be exclusive in respect to the programs being offered by SUC in UAE.

The agent functions as representatives of SUC where they locate and identify potential students in their assigned areas and carry out the duties of getting them admitted with all necessary documentation. SUC on its discretion may decide to contribute towards the marketing activities in the region.

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:

1. Specify the programs the agents agree to recruit students.
2. Outline the validity of the agreement which is normally a period of one to two years.



3. Responsibility of SUC and the agent
4. Define the domain where the agent will operate from, unless and otherwise ratified by SUC.
5. Mention the financial arrangements
6. Marketing and Promotional activities arranged
7. Establishment of overseas marketing offices
8. Will have a commission structure payable on a slab basis and will also outline the terms and conditions on basis which the commissions are released to the representatives.

SUC in its process of appointing agents equips and disseminates all necessary information and brochures required. The agent agrees to orient the prospective students on the admission procedures, fee structure and payment policy, refund policies, policy and procedures of SUC, hostel policy, visa requirements as per the norms of SUC. Further details are mentioned in the contract signed by SUC and the agent defining all terms and conditions.

Commission structure and policy

In order for the agent to be eligible for commission the following criteria are to be adhered to:

- a. All necessary documentation leading to the enrollment of the student should be submitted to SUC.
- b. The agent should ensure the candidate transfers the initial/first payment in full to SUC.
- c. If the student cancels the admission within the first semester after the commission is paid to the agent, in such case the agent should reimburse SUC with 50% of the commission paid.
- d. Commission for referrals will be paid at the rate of AED 100/- per student on payment of total fees.

| (IN AED) | | | | | |
|-----------------|--|--------------------|-----------------|-----------------|---------------------|
| SR | DESCRIPTION | COURSE FEES | 1st SLAB | 2nd SLAB | 3rd SLAB |
| | | | 1 to 10 | 11 TO 20 | 21 AND ABOVE |
| | | | 5% | 6.5% | 10% |
| 1 | DIPLOMA IN TRAVEL & TOURISM MANAGEMENT | 10,500.00 | 500 | 625 | 1,000 |



| | | | | | |
|---|--|-----------|-------|-------|-------|
| 2 | CERTIFICATE IN TRAVEL & TOURISM MANAGEMENT | 6,000.00 | 250 | 350 | 500 |
| 3 | IATA UFTAA FOUNDATION | 5,750.00 | 250 | 350 | 500 |
| 4 | ACCA | 39,100.00 | 1,500 | 2,500 | 3,500 |
| 5 | EVENTS MANAGEMENT - DIPLOMA | 14,500.00 | 500 | 750 | 1,250 |
| 6 | EVENTS MANAGEMENT - CERTIFICATE | 6,500.00 | 250 | 350 | 500 |
| 7 | ACS, BLC, BRH, FOM, HOM | 2,500.00 | 125 | 135 | 200 |
| 8 | AIR CARGO & LOGISTICS MANAGEMENT | 3,500.00 | 125 | 175 | 200 |

| (IN USD) | | | | | |
|-----------------|--|------------------------|---------------------|---------------------|----------------------------------|
| S R | DESCRIPTION | COURSE FEES | 1st SLAB | 2nd SLAB | 3rd SLAB |
| | | | 1 to 10 | 11 TO 20 | 21 AND ABOV E |
| | | | 5% | 6.5% | 10% |
| 1 | DIPLOMA IN TRAVEL & TOURISM MANAGEMENT | 2,875.00 | 135 | 170 | 275 |
| 2 | CERTIFICATE IN TRAVEL & TOURISM MANAGEMENT | 1,645.00 | 65 | 95 | 135 |
| 3 | IATA UFTAA FOUNDATION | 1,575.00 | 65 | 95 | 135 |
| 4 | ACCA | 10,715.00 | 410 | 685 | 950 |
| 5 | EVENTS MANAGEMENT - DIPLOMA | 3,975.00 | 135 | 200 | 340 |
| 6 | EVENTS MANAGEMENT - CERTIFICATE | 1,780.00 | 65 | 95 | 135 |
| 7 | ACS, BLC, BRH, FOM, HOM | 685.00 | 30 | 35 | 55 |
| 8 | AIR CARGO & LOGISTICS MANAGEMENT | 960.00 | 35 | 45 | 55 |



VI. RESPONSIBILITY OF THE CANDIDATE

STUDENT RESPONSIBILITIES

- i. Students shall conduct themselves with considerable decency towards all other persons within the SUC.
- ii. Students shall not indulge in any behavior likely to bring the SUC to disrepute.
- iii. Students shall comply with any reasonable instruction issued by any member of staff of the SUC.
- iv. No student will tender false or deliberately misleading information.
- v. Male and female students are not allowed to move together or sit together in class rooms.
- vi. A student shall not use, or incite others to use physical violence while in the SUC premises.
- vii. A student shall not damage, threaten to damage or incite others to damage any equipment or property of the SUC while on premises.
- viii. Students shall comply with the fee policy of the SUC.
- ix. Students shall comply with all regulations pertaining to the use of library and other SUC facilities.
- x. No student shall create excessive noise, write on walls, make rude remarks, and use abusive or unreasonable behavior in the SUC premises. Violators will be suitably punished.
- xi. Malicious or willful damage to SUC property or the property of any student or member of staff will lead to severe disciplinary action.
- xii. Students are supposed to switch-off pagers and mobile phones in the classrooms and handover to the security before entering for examinations.
- xiii. Students should adhere to the class timings as per the rules & regulations in force.
- xiv. Smoking is prohibited in SUC as per the UAE Law. Any violation will lead to fines.
- xv. Chewing of tobacco or any other form of betel etc. is prohibited. Anyone found to be violating this will be penalized.
- xvi. Writing & drawing on desks is strictly prohibited. Any violation will lead to fines.
- xvii. Eatables & drinks are allowed outside the SUC building or in the cafeteria only.
- xviii. Students using bus should strictly comply with the rules and regulations of transport.
- xix. Students shall not litter or throw rubbish. A littering fine as per fees applicable is imposed on violations.
- xx. Students shall not remove, deface or damage the premises, equipment or property belonging to the SUC.



- xxi. Students will be required to make good, in whole to the satisfaction of the Management of the SUC, any damage caused to the SUC property.
- xxii. The SUC accepts no responsibility to any private property being lost or damaged in the SUC premises.
- xxiii. Students bringing vehicles shall observe car-parking regulations in force as well as the speed within the college boundaries.
- xxiv. Students are not allowed to bring their friends / outsiders (except parents) to the SUC. In case of emergency they may contact the Administration, Registration & Examination Department for approval.
- xxv. Student must carry their SUC Identity Card when they are inside the campus.
- xxvi. Playing cards in any form in the SUC campus is strictly prohibited.
- xxvii. Commission agents are appointed internationally to extend the reach of SUC without

VII. 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 and if found, the student will be asked to leave the SUC.



SECTION D

I. BUDGETING

The CCL Department Budget is planned yearly and approved by the COEC at the time of planning which is being maintained and updated on fortnightly basis.

II. ORIENTATION

A. FACULTY & STAFF

Faculty Orientation is conducted on each semester at the academic and academic support service meeting thrice in a year. Orientation is updated every year during planning.

B. STUDENTS

Student orientation is conducted at the start of semester for orienting students with the details about the courses and university process. Orientation is updated every year during planning and as new courses are added.

III. PLANNING OF DEPARTMENTAL OPERATIONS

The Centre for Continuing Learning is required to plan 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 conduct of operation of the department.

Following are some of the documents 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. Handbooks, Manuals and Departmental Leaflets
- xiii. Letters & MoU's For All Aspects
- xiv. Orientation (Ppt Outline) For Faculty, Staff, Student & General Public
- xv. Inter-Departmental Requirements
- xvi. Semester Closing & Opening Presentation
- xvii. Semester Audits
- xviii. Reporting Format
- xix. Notice Board updates
- xx. Social Media updates
- xxi. Whom to Contact List
- xxii. Website content
- xxiii. FAQs
- xxiv. Portal content
- xxv. ERP plan and status
- xxvi. Calendar Management System
- xxvii. Document Management System
- xxviii. Department Budget
- xxix. General Requirements of HOD & Department

IV. SEMESTER PLANNING AND CLOSING PRESENTATION

Semester planning and closing presentation is conducted to COEC on the start and end of semester to depict the plans and achievements of department.

V. SEMESTER & ANNUAL AUDIT

The QA Office conducts the audit of CCL at the end of every semester which includes the review of status of the following components:

1. CCL course calendar
2. Course planning



3. CCL / Syllabus
4. Enrollment
5. Entry requirements
6. Registration requirements
7. IATA Books status
8. IATA Deadlines & Exam Calendar
9. Course Progress report
10. Instructor contracts
11. Advertisement schedule
12. Course files

VI. FACT FILE

Fact file is maintained and updated every year with the records of current details and facts of particular department. Fact file is submitted after each semester.

VII. CALENDARS

Calendars are prepared at the initial stage of planning to arrange all proposed courses and their duration to provide a clear picture to marketing, students and other departments to plan accordingly.

Calendars are updated when a new course is starting or if there are changes in the start date of the course. Updated calendar must be circulated to all departments for their information.

VIII. CHECKLISTS

Checklist are planned at the time of planning and are being updated at the schedules of semester regularly and followed at daily operations.

1. re-semester & Operational Checklist - Updated weekly
2. re, During, Post Course Checklist - Updated weekly

IX. WEBSITE, PORTAL & FAQ

Website is regularly updated as and when required because of change in displayed information or updates in procedure etc. Updates are also done once a new course is introduced and when calendar is changed.



X. NOTICE BOARDS

Notice board is updated every semester with the necessary notices and information relevant to students.

XI. IE TOOLS

The department is allocated the responsibility of submission of CCL reports for Institutional Effectiveness System as per the submission deadline specified in the IE calendar given by IR Office.

XII. FEEDBACK

Feedback is conducted from students for all courses and the same is compiled and submitted with the course file at the end date of course.

XIII. SEMESTER & ANNUAL AUDIT

The reports of the CCL are audited by QA Office at the end of every semester which comprises of status of completion of following reports by the department:

- i. Fact File
- ii. Spring Presemester checklist update
- iii. Spring closing and Summer planning presentation
- iv. Pre, during and post courses report
- v. Course report
- vi. CCL Course planning calendar & status
- vii. CDP / Syllabus
- viii. Target versus Enrollment - course wise statistics
- ix. Callers, Visitors and Enrollment Summary
- x. Registration requirement
- xi. Kit collection
- xii. IATA Books status
- xiii. IATA Deadlines & Exam Calendar
- xiv. Advertisement calendar status
- xv. Advertisement summary
- xvi. Course files

XIV. REPORTS

- i. Daily Report
- ii. SC Enrollment Report
- iii. Online Report
- iv. CCL Budget Management Report



- v. Course Progress Report
- vi. Weekly Report
- vii. IATA Book Status Report
- viii. CCL Approvals & Renewals Report
- ix. CCL Incentive Management Report
- x. Internship & Placement Report
- xi. IATA Exam Report (Fortnightly)
- xii. Monthly Report
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XV. ANNEXURES



COMPUTING DEPARTMENT



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I. INTRODUCTION

The Computing Department provides information technology (IT) resources to the SUC community. The department’s activities include maintaining Network, Web, SharePoint, Data and File Servers to provide Portal services to faculty, staff & students. The department is also responsible to maintain and ensure smooth functioning of technology resources in the classroom. The Computing Department aims to provide accessible and reliable administrative information systems to support operational decision-making, planning and analysis. As part of the institution’s strategic plan to serve the various users of SUC effectively an indigenously developed Campus ERP is installed to facilitate smooth flow of information between and within departments so as to enable effective flows of communications between faculty, staff & students of SUC. The Department strives to provide an environment which the faculty, staff & students can use information technology resources for instruction, research and administrative operations and updates the required IT, IS and Technology development as per future needs.

II. DEPARTMENT GOALS

- A. To plan, design, procure, maintain & update adequate technological resources.
- B. To secure computing infrastructure and regular data backup.
- C. To develop, upgrade & implement the integration of external software for management of data and information along with flow of work
- D. To provide need-based training for acquired technological resources.
- E. To ensure optimal use of computing resources through continuous audit process.



III. DEPARTMENT STRUCTURE

The Computing Department of SUC is managed by the Head Computing Department under the guidance of LSS Coordinator who is the Chair of Computing Resource Development Committee (CRDC). LSS coordinator and the Head of the department are involved in the functions such as to plan, design, develop, procure & maintain adequate technological requirements for smooth operation as per SUC's strategic plan. The department also involves in number of activities such as ERP development, SharePoint development, user training and updating the software requirements, online interactive services, collecting feedback and disseminating to the respective departments.

A. COMPUTING RESOURCE DEVELOPMENT COMMITTEE

CRDC is the guiding force for Computing Department to execute its functions and fulfilling the SUC strategic plan. Head - Computing Department organizes quarterly meeting with the members of the CRDC listed below. The committee meeting is held to discuss various issues related to hardware, software, networking, website, portal services, or any other improvements to cater to the higher learning environment. CRDC meeting is generally held three times in an academic year and decision taken are implemented by Computing Department.

B. COMPUTING RESOURCE DEVELOPMENT COMMITTEE CONSISTS OF THE FOLLOWING MEMBERS:

- i. Dean
- ii. HASS & Registrar
- iii. Chair of CRDC - LSS Coordinator
- iv. Head - Computing Department
- v. Nominated Faculty members (School of Business & School of IT) - maximum of three
- vi. Head - Finance Department

C. COMPUTING DEPARTMENT'S ORGANIZING CHART:

IV. STRATEGIC PLAN

The Computing Department follows the directions provided by the long range strategic plan to enhance the Information Technology services for providing conducive learning environment. To continuously provide, efficient & effective IT services computing department reviews the strategic plan on annual basis and fulfills the planned requirements in the short term. In order to facilitate the proper implementation of the strategic plan computing department prepares semester & annual plans including pre-emptive maintenance plans and procurement plan.



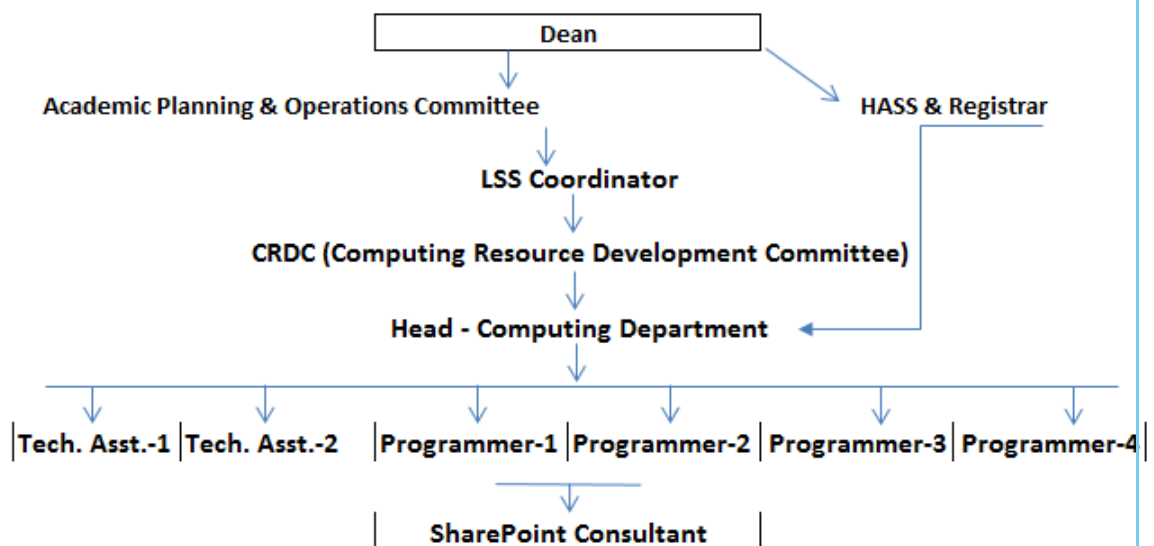
V. FACILITIES AND SERVICES PROVIDED

A. FACILITIES

The Computing Department is responsible for providing technological services in the form of hardware, software & web services to the faculty, staff and student for creating an IT enabled learning environment. The computing service aims at collecting data, analyzing and disseminating information to help various users optimally utilize the information to accomplish their respective objectives. Following are the facilities and services provided by the Computing Department:

i. Computer Labs

The SUC has three computer laboratories with around a total of 122 computers with different configurations to match the requirements of the curriculum. A total of 170 System are managed by Computing Department with the help of technical assistant. All the computers have multimedia with internet facility in the lab and are regularly updated



d for uninterrupted access by the students.

ii. Audio-Visual Equipment In Class Room

SUC has 30 classrooms that are equipped with audio visual equipment and Internet connections. Classrooms multimedia resources are adequate to use online / offline resources for imparting knowledge and conducting various exercises to enhance the learning process. It is also used to enter online attendance so that transparency can be maintained. Access to portal and study material upload can be used for the benefit of the faculty and students.

iii. Printing & Photocopying Center



SUC has two heavy-duty photocopiers and printers to serve students in taking photocopies, color printing and color scanning all study material that is required for enhancing their learning outcome.

B. SERVICES

a. **Software Centre**

Software center is controlled by the Computing Department which is responsible for developing in house software as per the requirements of various Academic and Academic Support Services departments of the SUC. They also take care of portal services of the SUC. It also oversees all the software development activities outsourced to external consultants.

b. **Audit of Website, Portal & FAQs**

The Computing Department audit the website, portal & FAQs on monthly basis in order to provide active web & portal services to the users of SUC including academic & academic support services to display information to the SUC community.

c. **Technical Services**

The Computing Department assesses the requirements of academic and academic support services to serve the needs of faculty, staff & student and provides updated resources at regular intervals facilitate them for improving the IT services to the users.

d. **Internet Services**

The internet facilities are provided to faculty, staff & students to enable them to communicate at regular intervals. The internet network is connected with 40 Mbps fiber optics connections to provide adequate speed for enabling access to internet services throughout the campus. The internet facility is provided free of cost to its users 24x7, which enables the students to get global information from a worldwide network. In addition to this an internet based mail server that offers mail services is extended to the stakeholders to facilitate for internal and external communications.

e. **SUC Email Account (Office 365)**

The Computing Department provides each faculty and staff an email account in the Microsoft cloud services for official correspondence. A unique email id bearing firstname.lastname@skylineuniversity.ac.ae for faculty members and the HODs are provided with a unique email id bearing hod.department@skylineuniversity.ac.ae and for each staff member position.department@skylineuniversity.ac.ae

f. **Students Portal Email Accounts**



Every student enrolled in SUC is provided with a unique Email ID at the time of joining to help them to correspond with the faculty, staff & departments. The student ID is created as first name dot the last 5 digits of the student registration id: firstname.10000@skylineportal.com.

g. SUC Staff Telephone Landline & Mobile Connection

The Computing Department provides each faculty and staff member with a telephone connection with an extension number linked to the PABX System. The zero dial facility is provided to the Dean, HQA, Registrar, HOA, HODs and all marketing staff. This facility can be extended to other staff/faculty members on a need basis and upon approval by Dean. The computing department provides official mobile connection to all marketing department staff, head computing, account assistant, head sports, executive corporate affairs & PRO. However this facility can be extended to other members on a need basis and upon approval by Dean. The mobile connectivity is provided to select staff members and HODs on a monthly slab basis as approved by Dean. This facility is provided to the members to enable them to develop business and facilitate to developing corporate relation even during non-working hours.

h. SUC Staff Walkie-Talkie

The Computing Department provides Walkie-Talkie to all support staff, marketing staff, HODs, Registrar & Dean to facilitate them to interact for increasing the coordination and operational efficiency. This facility can be extended to other staff/faculty members on a need basis and upon approval by Dean.

i. Networking & Intranet Services

The Computing Centre network is powered by high-speed fiber backbone. On this backbone a File-Server is connected, which enables the faculty & students to post their study materials on internal server and store their important data and files in safe place.

j. Portal Services

Students are given access to the portal services which enables them to get information about their attendance, grades, online appointment, registering online suggestions & complaints, HR services. Students can download CDP & study materials, access online e-database/e-books, online request system, online department feedback to track student progression, class schedule, advising, courses enrolled for & results etc., and the students are issued individual username and passwords for using this facility.

SUC encourages its faculty to share all study material on the SUC Portal to facilitate student learning. SUC requires its entire stakeholder to respect the legal right to intellectual and creative property in all media. All SUC faculties will ensure that student material uploaded confirms with prevailing Intellectual Property Right law of UAE. Faculties will indemnify SUC Management against any Copyright Infringement that arises out of material they have uploaded.



k. Timings & Access to Computing Labs

The Computer labs are available for students from 0930hrs to 1330 hrs. and from 1700 hrs. to 2210hrs on working days. The Computer labs are available for access from 0900hrs to 1800 hrs. on Friday and from 0900 hrs. to 1900hrs on Saturday.

l. Turnitin Plagiarism Account

Students are given access to the Turnitin portal services which enables them to check the plagiarism before submitting the assignment, projects, case study and other as per subject and faculty allocated the task.

VI. POLICY AND PROCEDURES

A. EQUIPMENT AND SOFTWARE TECHNICAL SUPPORT POLICY.

i. 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 repro-graphics must be used for all the legal documents. Using repro-graphic services for un-authorized and illegal material is strictly prohibited. SUC users are requested to use eco-friendly approaches while printing and photocopying.

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

Computer users of SUC must refrain from gaining access to unauthorized information resources which are prohibited by law in UAE. Giving password to others and enabling them to access is considered unauthorized access and such persons will be liable for disciplinary action.

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.

11. Queue - Q (Management System)

Queue management system users must obtain a ticket to meet SSD, Finance & Admin and Examination department to solve their issues. The Queue management system is introduced to enable students know the approximate time require to meet the concerned person for availing services.

12. 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.



13. 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.

ii. 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.
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.

iv. INNOVATION LAB USAGE POLICY

a. Eligibility to Get Bio-Metric Access:

Following People will eligible to have Innovation Lab Bio-Metric Access

Based of Office they hold:



1. COEC
2. DEAN
3. HQA
4. PROGRAM COORDINATOR
5. REGISTRAR
6. ENTREPRENEURSHIP CLUB FACULTY CO-COORDINATOR & COMMITTEE MEMBER
7. HOD IT
8. ALL THE REQUIRED MAINTENANCE STAFF APPROVED BY MANAGER, MAINTENANCE
9. FACULTIES APPROVED TO TEACH IN INNOVATION LAB.
10. STUDENTS APPROVED FOR MENTORING PURPOSE
11. ANY OTHER PERSON APPROVED BY DEAN ON RECOMMENDATION OF HOA.

- b. Other Members and Students will be only permitted in innovation lab either in presence of faculty member or Club In-charge.
- c. It is mandatory for all users to sign usage register kept at the Innovation Lab.
- d. All resources of innovation lab are for academic and individual usage only. No one is allowed to use innovation lab resources for commercial purpose.
- e. Innovation Lab timings will be as per university standard timings. Any usage after the university official timings will require specific permission.
- f. No Food and Eatable will be allowed in the innovation lab.
- g. User will be responsible for any loss or damage to the facility or resources and agreed to pay for the damages.
- h. 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.

v. **COMPUTER LAB USAGE POLICY**

The SUC has three computer laboratories with around a total of 122 computers with different configurations to match the requirements of the curriculum. A total of 170 System are managed by Computing Department with the help of technical assistant. All the computers have multimedia with internet facility in the lab and are regularly updated for uninterrupted access by the students.

a. Timings & Access to Computing Labs



The Computer labs are available for students from 0930hrs to 1330 hrs. and from 1700 hrs. to 2210hrs on working days. The Computer labs are available for access from 0900hrs to 1800 hrs. on Friday and from 0900 hrs. to 1900hrs on Saturday.

b. Rules and regulations for using SUC computer Lab

- a. Computer Labs should be used exclusively for the benefit of SUC community to create an environment of learning and speed of services.
- b. All the users should strictly abide by the below specified guidelines
- c. Do not allow his/her id & password to be used by anyone other than Computing Department staff.
- d. Do not damage any of the equipment in the computer
- e. Do not download and store culturally undesired/unwanted files in the system.
- f. Do not modify the configuration of equipment, until the permission of Computing Department staff is obtained.
- g. Do not bring any pirated software and install on any of the workstations in the computer lab.
- h. Do not bring any eatables or drinks inside the computer lab.
- i. Do not use mobile phones inside the computer lab.
- j. The students must comply with the instructions from a member of Computing Department staff.
- k. Uses of mobile phones / smoking are strictly prohibited in computer lab.
- l. Deliberate damage to, or loss of, materials, equipment or furniture is a breach of these regulations, will brought to the notice of 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.

The SUC accepts no responsibility for personal property lost or damaged at the SUC premises, including in computer lab.

vi. OFFICE 365 POLICY

Office 365 includes Office Online and works with Office desktop programs. user can also use Office 365 to share and collaborate with people inside and outside SUC on documents stored in OneDrive. Use Office Online to view and edit Word, Excel, PowerPoint, and OneNote files in a web browser. Store documents in Office 365 and access them seamlessly in Office desktop applications as old as Office 2007. User can stream Office desktop applications to PC/Laptop without a download. Access and edit documents from your phone, tablet, or other mobile device. Collaborate on Word, Excel, PowerPoint, and OneNote files, including simultaneous co-authoring. User are provided with 50 GB storage in Microsoft Office 365 (Mail Exchange 2013) and 25 GB storage in the OneDrive



a. Guideline On SUC Network Usage with Student Owned Devices

i. 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.

ii. Content Filtered

Access through Cyberoam (as per SUC's Internet Access Policy) to the Internet will be provided for student owned devices.

iii. 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.

iv. Security

1. Students shall not impair the security of the SUC network. This expectation includes but is not limited to:
2. Students are expected to maintain up to date antivirus and antispyware protection on all devices that are connected to the SUC student wireless network. Devices without up to date security programs may be denied access to the network of SUC.
3. Students are expected to safeguard all network passwords. Students should not share network passwords with others and should change passwords every fortnightly. Students are expected to notify to Computing Department immediately if they believe their student account has been compromised.
4. Students are expected to log onto the student wireless network only with their account and not to allow others to use their account.

v. 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:

- a. Students are allowed to use only approved online academic/business games through SUC network.
- b. Downloading software, music, movies or other content is in violation of licensing requirements, copyright or other intellectual property rights.
- c. Downloading, viewing or sharing inappropriate content, including pornographic, defamatory or otherwise offensive



material.

- d. Conducting for-profit business.
- e. Using hacking tools on the network or intentionally introducing malicious code into the SUC's network.
- f. Conducting any activity that is in violation of SUC policy or UAE law.
- g. Using any software or proxy service to obscure either the student's IP address or the sites that the student visits. Disabling, bypassing, or attempting to disable or bypass any system monitoring, filtering or other security measures.
- h. Accessing or attempting to access material or systems on the network that the student is not authorized to access.

vi. 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.

vii. Disruptive Activity

Students should not intentionally interfere with the performance of the student wireless network and the SUC's overall network.

viii. Unauthorized Networks

Students may not create unauthorized wireless networks to access SUC's student wireless network. This includes establishing wireless access points, wireless routers and open networks on personal devices. Unauthorized copying computer program(s) from the SUC Computer System is prohibited.

ix. 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.

B. 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.

C. 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



- Backup data is stored within in the campus, off-campus site & Data Centre and one copy stored in the bank locker.

D. SECURITY SYSTEM & RFID POLICY

- 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.
- 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.

E. 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.

F. BYOD (BRING YOUR OWN DEVICE) 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.

- The SUC will provide assistance to on-campus students connecting personal computers to the SUC campus network.
- The SUC will not install operating systems or application software on student systems other than that required to gain access to SUC's networks.
- SUC does not take the responsibility of repairing any student-owned equipment, software, or operating system files.
- 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.



- v. 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.
- vi. Student should not use SUC printing resources from their personal devices such Laptop, iPhone, iPad, Blackberry etc. without approval of computing department.

G. ENCRYPTION POLICY

The value of the data that requires protection and the system storing the data need to be considered carefully. Physical security refers to being able to control access to the system's storage media. All encryption methods detailed in these guidelines are applicable to desktop and mobile systems.

A defense in depth approach is recommended when evaluating and deploying encryption products. In an ideal situation, full disk and/or boot disk encryption would be combined with file/folder encryption in order to provide two "layers" of encryption to protect data in the event the first layer is compromised. This typically involves a combination of boot/full disk encryption and file/folder encryption.

Commercial operating systems such as Windows Vista and Mac OS X provide integrated encryption solutions at no additional cost. SUC recommends the use of integrated encryption solutions in combination with preferred third-party products detailed in the following scenarios.

i. **Boot Disk Encryption**

Scenario: Mobile systems such as laptops are highly susceptible to theft and frequently contain valuable data. Boot disk encryption requires the key in order to start the operating system and access the storage media. In this scenario the operating system is removed as a vector for attack in the event of physical compromise. Boot disk encryption is typically implemented in conjunction with full disk encryption.

ii. **E-mail Encryption**

Scenario: E-mail-specific products integrate encryption into the e-mail client, allowing messages and attachments to be sent in an encrypted form transparent to the user. This is most appropriate for departments whose users require frequent and regular encryption of e-mail communications. Most departments can make use of a broader range of file/folder encryption products to encrypt individual files and folders.



iii. External Devices Encryption

Scenario: External devices such as hard drive, DVDs, CDs and USB flash drives can be encrypted in their entirety. Data on these systems can be considered secure without access to the key and encryption software.

iv. File Encryption

Scenario: Individual or multiple files can be encrypted separate from the host operating system. These encrypted archives can be stored in different locations such as network shares, external hard drives or be transmitted securely via e-mail. Product(s): 7-Zip, Disk Images, WinZip, WinSCP, WinZip

v. Folder Encryption

Scenario: Folders containing data can be encrypted separate from the host operating system. These encrypted archives can be stored in different locations such as network shares, external hard drives or be transmitted securely via email. Product(s): 7-Zip, Disk Images, WinZip, WinSCP, WinZip

vi. Full Disk Encryption

Scenario: Full disk encryption encrypts all data on a system, including files, folders and the operating system. This is most appropriate when the physical security of the system is not assured. Examples include traveling laptops or desktops that are not in a physically secured area.

vii. Mobile Device Encryption

Scenario: Mobile devices such as PDAs and smartphones allow users to exchange, transfer and store information from outside of the office. The extreme portability of these devices renders them susceptible to theft or loss. SUC recommends the use of standardized devices such as laptops for storing, transmitting or processing Sensitive Data. Product(s): BlackBerry Content Protection (BlackBerry Content Protection is not available on all BlackBerry devices), iPhone Encryption

viii. Transport-Level Encryption

Scenario: Secure transport client/server products provide transport-level encryption to protect data in transit between the sender and recipient in order to ensure delivery without eavesdropping, interception or forgery. This scenario requires the appropriate configuration of a server in order to allow clients to connect in a secure manner.



H. PRIVACY POLICY

Keeping our student's personal data secure: When students use services available on the SUC website and Portal, mobile site, and mobile applications, SUC may collect and process their personal data. SUC is committed to respecting regulation concerning student's privacy and data security. All data collected through the SUC website is processed in accordance with IT policy

How does SUC use the data it collects?

Any personal data prospective candidate provides on our website, mobile site, and mobile applications is primarily used to know more about SUC and provide specific services: web updates, marketing information and statistics.

Personal data may also be used to provide the various services available on the SUC website, mobile site and mobile applications: user accounts & e-newsletters

Who uses the personal data collected by SUC?

Personal data collected on the SUC website and Portal, mobile site and mobile applications may be communicated to authorized Marketing personnel

Everyone has a part to play in data security and privacy. For this reason, we recommend that students avoid communicating passwords to others. We also remind them to log out of their account and close their browser window when leaving the SUC website and Portal, especially when using a public device to access the web. This way, other users will not be able to access your personal data.

I. DATA REDUNDANCY

The data resource will be safeguarded / protected. As an institutional asset, data will be protected from deliberate, unintentional, or unauthorized alteration, destruction and/or inappropriate disclosure or use in accordance with established institutional policies and practices.



Data will be shared based on institutional policies, Institutional data, are not owned by a particular individual, unit, department, or system of the University. The data will be made accessible to all authorized users and systems.

Data will be managed as an institutional resource. Data organization and structure will be planned on functional and institutional levels. Data usage and data sources will be managed through the centralized file server and administering and controlling data quality and standards in support of institutional goals and objectives.

Institutional data will be identified and defined. Standards will be developed for their representation in the database. Controls will be established to assure the completeness and validity of the data, and to manage redundancy.

Databases will be developed based on needs of University processes. Data architectures will be developed to support our institutional processes. These data architectures will drive physical implementation of databases.

Information quality will be actively managed. Explicit criteria for data validity, availability, accessibility, interpretation, and ease of use will be established and promoted. Action programs for data quality improvement will be implemented.

Contingency plans will be developed and implemented. Disaster Recovery/Business Continuity plans and other methods of responding to an emergency or other occurrences of damage to systems containing institutional data, will be developed, implemented, and maintained. These contingency plans shall include, but are not limited to, data backup, disaster recovery, and emergency mode operations procedures. These plans will also address testing of and revision to disaster recovery/business continuity procedures and a criticality analysis.

Access to data will be authorized and managed. User's right of access to institutional data will be granted based on authorization provided by University staff who have been designated by the data steward as authorized signers for that data. Authorization to access institutional data, including sensitive data, will be based on appropriateness to the user's role and the intended use. Access will be consistent with applicable requirements of University policies and federal and state laws and will be granted only to those individuals or systems that have been authorized. Authorization and access will be documented, reviewed, modified, and terminated in accordance with University policies.



Institutional Data refers to a data element which satisfies one or more of the following criteria:

- i. It is relevant to planning, managing, operating, controlling, or auditing administrative functions of an administrative or academic unit of the University;
- ii. It is created, received, maintained, or transmitted as a result of educational, clinical, research or patient care activities;
- iii. It is generally referenced or required for use by more than one organizational unit;
- iv. It is included in an official University administrative report;
- v. It is used to derive an element that meets the criteria above;
- vi. It is generated by a University workforce member or agent using any of the above data.

PRIVATE/CONFIDENTIAL DATA refers to data whose unauthorized disclosure may have moderate adverse effect on the University's reputation, resources, services, or individuals. This is the default classification category and should be assumed when there is no information indicating that data should be classified as public or sensitive.

PUBLIC DATA refers to data whose disclosure to the general public poses little or no risk to the University's reputation, resources, services, or individuals.

SENSITIVE DATA refers to data whose unauthorized disclosure may have serious adverse effect on the University's reputation, resources, services, or individuals. Data protected under federal or state regulations or due to proprietary, ethical, or privacy considerations will typically be classified as sensitive

WORKFORCE MEMBER refers to any faculty, staff, student, volunteer, trainee, or other person whose conduct is under the University's direct control, whether or not the University pays them for their services.

J. FACULTY OWNED TECHNOLOGY POLICY

The Computing Department provides information technology resources at SUC to the faculty such as portal services and email services. SUC faculty can use their personal



devices like Laptop, iPad, iPhone, Kindle etc. in the SUC campus as per following guide lines.

- i. The SUC will provide assistance to on-campus faculty connecting personal computers to the SUC campus network.
- ii. The SUC will not install operating systems or application software on student systems other than that required to gain access to SUC's networks.
- iii. SUC does not take the responsibility of repairing any faculty -owned equipment, software, or operating system files.
- iv. Faculty are responsible for keeping personal computers virus-free. Faculty who are knowingly or unknowingly propagating viruses on the SUC network will be disconnected from the network.
- v. Faculty 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.
- vi. Faculty should not use SUC printing resources from their personal devices such Laptop, iPhone, iPad, Blackberry etc. without approval of Computing Department.

K. PROCUREMENT POLICY

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.



PROCUREMENT FLOW CHART

L. 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.



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:

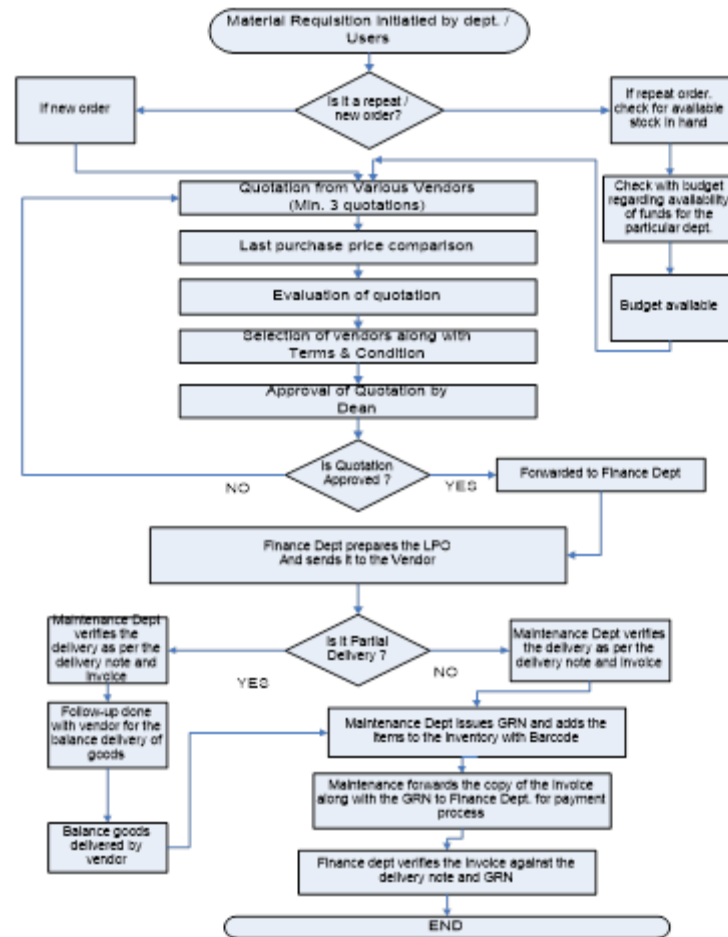
1. Microsoft Windows 2012 Server
2. Microsoft Windows 2012 Server



3. Exchange

FLOW CHART – PURCHASE REQUISITION

CD-3



2
2013

10 /

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.

- i. 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)



- ii. Carry out repairs wherever possible to desktop computers which are outside their warranty periods and not over four years old.
- iii. Carry a small stock of new and reconditioned parts for the repair of computers
- iv. 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:
- v. 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)
- vi. 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.

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.

A. 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.

B. 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.



M. 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 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 | Introduction of the system |
| 2 | Objective of the system |
| 3 | Sign Off Sheet & Change of Password Manual Authority Level of Users System generated audit of authority level |
| 4 | Training – Presentation & Help Files Schedule and calendar of training Initial presentation and list of additions required Once all module is completed along with bugs and final initial |



| | |
|----|---|
| | handover is done 2nd presentation and individual staff sign off 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 Process flow with list of each policy Manual Feature list with policy which has been included in each process Audit of all Feature list with policy which has been included in each process |
| 8 | List of reports Reports (All) Daily reports Weekly reports Fortnightly 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 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

N. EQUIPMENT AND SOFTWARE REPLACEMENT POLICY. (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 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.

O. Health Services Policy.

SUC ensures the availability of following health services to all its student, faculty and staff members:

Availability of medical room with first aid facility

Trained male and female persons are available

Tie ups with Hospitals in nearby areas



Provide first aid training to faculty, staff, security persons, support staff and students
Availability of basic medicines and sprays
Conduct regular health related orientations by Specialist doctors to students
Conducts health awareness campaigns and health checkup camps

P. 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:

1. Implement measures to prevent accidents and injuries
2. Conduct risk assessments and take appropriate action on findings
3. Provide and maintain safe plant and equipment
4. Ensure safe systems and methods of work
5. Provide arrangements for safe handling, transportation and storage of articles and substances
6. Provide information, instruction, training and supervision as appropriate
7. Provide and maintain a safe working environment for employees and students, ensuring adequate facilities and welfare arrangements are in place
8. Provide personal protective equipment in line with risk assessments and safe systems of work
9. Ensure adequate emergency arrangements are in place
10. Ensure consultation and communication on health and safety matters is undertaken timely
11. Provide sufficient financing and resources to meet all stated objectives and to meet legal compliance requirements for health and safety
12. Conduct regular inspections and audits of Departments, Services, and Sections to ensure compliance with health and safety requirements.

Q. SAFETY IN CLASSROOMS AND LABS

SUC computer labs are well equipped with safety equipment and has proper exits so as to meet any eventuality. For example, if there is fire, regularly refilled fire extinguishers are available and faculty, staff and students are given regular training on handling fire incidents. In case of short circuit of electrical gadgets MCB trippers are installed and smoke detectors and sprinklers are installed.



Seating arrangements in the labs and classrooms are designed ergonomically to safe guard from the computer usage related health issues.

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.

R. 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.

a. 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.

b. ACCESSIBILITY TO THE DATA

| Data type | Authority to Maintain data | Authority to access | Authority to approve to access data |
|-----------|----------------------------|---------------------|-------------------------------------|
|-----------|----------------------------|---------------------|-------------------------------------|



| Students | | | |
|------------------------|------------------------------|---|------|
| Administrative records | Administration & Examination | <ol style="list-style-type: none"> 1. Dean 2. Program Coordinator 3. Registrar 4. HQA 5. Head - Admin & Exam Department and staff of Admin and Examination | Dean |
| Academic records | Administration | <ol style="list-style-type: none"> 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 | <ol style="list-style-type: none"> 1. The Dean 2. Program Coordinator 3. Head - Admin & Exam Dept. and department staff 4. Head of Finance and Finance department staff | Dean |
| Faculty and Staff | Human Resources Department | <ol style="list-style-type: none"> 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, MOE officials & their representatives and law enforcing officials upon the permission of Dean. Authority to amend data security policy rests with EC.

c. METHOD OF KEEPING AND DESTROYING RECORDS

All physical documents related to students are kept in fire-proof cabinets with proper locking system. All documents that need to be destroyed are put through paper shredder.

All students' related data inclusive of academic records is maintained in physical form for a minimum period of 5 years after graduation and there after converted into soft form.

I. POLICY ON APPROPRIATE USE OF TECHNOLOGY RESOURCES.

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.

1. The SUC will provide assistance to on-campus students connecting personal computers to the SUC campus network.
2. The SUC will not install operating systems or application software on student systems other than that required to gain access to SUC's networks.



3. SUC does not take the responsibility of repairing any student-owned equipment, software, or operating system files.
4. 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.
5. 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.
6. Student should not use SUC printing resources from their personal devices such as Laptop, iPhone, iPad, Blackberry etc. without approval of Computing Department.

ii. GUIDELINE ON SUC NETWORK USAGE WITH STUDENT OWNED DEVICES

a. Acceptable Devices

Students may access the student wireless network with any device with Wi-Fi (802.11 b/g) connectivity. Students may only access the network with devices that are their own personal property.

b. Content Filtered

Access through Cyberoam (as per SUC's Internet Access Policy) to the Internet will be provided for student owned devices.

c. Personal Responsibility

The SUC assumes no responsibility for the loss of, theft of or damage to any personal devices that a student connects to the student wireless network through Wi-Fi, wired or any information on that devices.

d. Security

Students shall not impair the security of the SUC network. This expectation includes but is not limited to:

1. 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.
2. 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.
3. Students are expected to log onto the student wireless network only with their account and not to allow others to use their account.

e. Inappropriate Use

The SUC network is a shared network where all users are obliged to use the resource responsibly. Students are provided access to the SUC student wireless network through their personal devices primarily for educational purposes



only. Incidental personal use of the network is acceptable, but students should not use the network for personal activities that consume significant network bandwidth or for activities that violate SUC policy or UAE law. These include but are not limited to:

1. Students are allowed to use only approved online academic/business games through SUC network.
2. Downloading software, music, movies or other content is in violation of licensing requirements, copyright or other intellectual property rights.
3. Downloading, viewing or sharing inappropriate content, including pornographic, defamatory or otherwise offensive material.
4. Conducting for-profit business.
5. Using hacking tools on the network or intentionally introducing malicious code into the SUC's network.
6. Conducting any activity that is in violation of SUC policy or UAE law.
7. Using any software or proxy service to obscure either the student's IP address or the sites that the student visits. Disabling, bypassing, or attempting to disable or bypass any system monitoring, filtering or other security measures.
8. Accessing or attempting to access material or systems on the network that the student is not authorized to access.

f. No Expectation of Privacy

The SUC can and does monitor internet access and activity on the SUC's network, including but not limited to sites visited, content viewed and email sent and received. The SUC may examine a student's personal device and search its contents if there is a reason to believe that SUC policies, regulations, or guidelines regarding access to the network or use of the device have been violated.

g. Disruptive Activity

Students should not intentionally interfere with the performance of the student wireless network and the SUC's overall network.

h. Unauthorized Networks

Students may not create unauthorized wireless networks to access SUC's student wireless network. This includes establishing wireless access points, wireless routers and open networks on personal devices.

Unauthorized copying computer program(s) from the SUC Computer System is prohibited.

i. Consequences of Inappropriate Use

Students who misuse SUC's student wireless network will be subject to discipline which may include loss of access to student wireless or all internet access and/or other appropriate disciplinary or legal action in accordance with



the SUC Policy.

iii. RULES AND REGULATIONS FOR USE OF ALL IT RESOURCES

- a. All SUC IT resources should be used exclusively for the benefit of SUC community to create an environment of learning and speed of services.
- b. IT resources should not be used for consultancy or commercial projects, unless a prior permission has been obtained from the Dean.
- c. All the users should strictly abide by the below specified guidelines
- d. Do not allow his/her id & password to be used by anyone other than Computing Department staff.
- e. Do not damage any of the equipment.
- f. Do not download and store culturally undesired/unwanted files in the system.
- g. Do not modify the configuration of equipment, until the permission of Computing Department staff is obtained.
- h. Do not bring any pirated software and install on any of the workstations in the computer lab.
- i. Do not hack any site, as this may cause a framing of criminal case against him/her.
- j. Do not download and install/copy any program from Internet.
- k. Faculty, staff and student must use SUC email, portal account for academic purpose only.
- l. Do not reveal their user name and passwords to other users.
- m. Do not jeopardize the work of any other member or the computing network.
- n. Do not modify the network configuration, until the permission of Computing Department staff is obtained.
- o. The members must abide by the licensing regulations of the software provider regarding use of the software and payment for it.
- p. The members should take permission prior to downloading and installing any software from internet. This includes software such as messaging, chat software, etc.
- q. Do not damage any of the equipment.
- r. Do not bring any eatables or drinks inside the reprographic center and computer lab.
- s. Students need to obtain coupons to get any photo copies and print outs.
- t. More than 15 pages of a particular book/journal are not allowed.
- u. Students will be provided printing services on first come first serve basis.
- v. Do not use mobile phones inside the classroom & computer lab.
- w. The students must comply with the instructions from a member of Computing Department staff.
- x. Uses of mobile phones / smoking are strictly prohibited in computer lab.
- y. 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.

The SUC accepts no responsibility for personal property lost or damaged at the SUC premises, including in computer lab.

S. SUC ISSUED SIM CARDS POLICY

i. Introduction

The purpose of this policy is to facilitate the marketing, PRO, Corporate Affairs, Finance, CPD & IT staff (eligible upon approved of management) in their jobs by increasing communication within the organization and especially amongst each other and to prevent them from the hassle of purchasing SIM Cards/Hand Sets.

ii. Objective

This policy has been introduced to:

- a. Clearly define who is entitled to a mobile line (SIM card) issued and how the costs of purchasing the asset plus ancillary equipment, and the rental and call costs will be met;
- b. streamline statement administration and payment, and the reimbursement of the costs of business calls;

iii. Scope

This policy covers the usage of a mobile phone by permanent Skyline University College staff (eligible upon approved of management) where the regular use of a mobile phone is necessary or useful to meet the requirements of the job.

iv. Responsibility

The preparation of this policy, procedure, forms, letters, and its revision along with justification & obtaining approval from the Management and its implementation and monitoring is the responsibility of Finance Department.

v. Rules

The University College will provide the official SIM to all entitled employees of Marketing Department & IT staff after they have signed an Agreement for the Assets. (See Annexure A). This SIM / MOBILE PHONES must be returned upon transfer / discontinuation of the services with the University College.

This facility is provided for official purpose. Monthly Billing Statement would be received at the Finance Department. Any bill exceeding the entitled limit would be debited from the respective monthly salary of the concerned employee.



vi. Mobile Call Limits

SUC shall provide allowances to specific employees for making business calls based on their departmental requirement ranging from Dhs. 30 to Dhs. 300(As per individual agreement). The business call expenses is exclusive of international incoming roaming calls, international outgoing calls and international data and sending international sms. In case the call expenses exceed beyond this range, the staff has to bear the excess amount. The staff may either pay this amount in cash to Finance department before 20th of every month or Finance shall deduct the excess amount from his/ her salary.

vii. HAND SETS

Due to the fact that all employees would like to use a separate hand set for official purposes it is recommended that they be provided with a Basic Handset (Symbian /Android) set which will remain the University College property unless an employee wishes to buy on his/her own handset.

We hope that this would not only improve the coordination and communication amongst the team members, but also would result in better organizational management.

1. Apart from the above, any additional bill/invoice in a particular month which exceeds the threshold level of AED 200/-, the employee will pay the amount in cash to the Finance Department or Finance Department may deduct the amount from their monthly salary.
2. For any international calls for the purpose of marketing activities, the employee will use through their mobile phone only.
3. The local and international call, SMS and data package from the SUC provided mobile line will be strictly utilized for official purposes only.
4. Any billed amount exceeding the provided plan will be payable by the individual users.
5. Any staff traveling on international assignment will not be paid any additional per diems for calls and if the University College or vice versa wishes to get in touch on emergency will be done through this line.
6. The safeguard use of handset and SIM issued is responsibility of the individual. Report any damage or loss will be paid or shouldered by the individual.
7. In case of loss of SIM / MOBILE PHONE, the employee must inform the University College as soon as possible to avoid any misuse of the SIM / MOBILE PHONE and will replace the phone and SIM card or pay the amount as per actual to replace the lost SIM & Handset
8. Now, in consideration of the use of the assets, the employee covenants as here under;
9. I undertake to use the asset only for the business of Skyline University College and shall not use it for any unlawful or prohibited purpose.



10. I undertake not to load/ use any unauthorized data in the course of use of the asset.
11. I undertake to take proper and reasonable care of the asset at all the times, and shall not misuse the same and take all necessary and adequate safeguard to protect the asset of University College.
12. I agree that the asset shall be the property of University College at all times and that I will not have any right, or interest in the said asset except using such asset during my employment with University College or for such duration as may be decided by University College. Provided that University College will have the right to take back the asset at any time it deems fit without assigning any reason for the same.
13. I agree not to mortgage/ lien or otherwise create any charges/ encumbrances on the said asset of University College, whether present or future, and will not, under any circumstances, pass off the asset as my own. I further agree to return the asset on termination of my services or on leaving the services of University College, for any reason whatsoever.
14. I agree that in the event of any loss/ damage to the asset, I will immediately inform the Finance Department.
15. The term of this agreement will be effective till the last day of working in the University College.
16. In case of any difference/ dispute arising out of or in connection with the use of the asset or the terms and conditions of this agreement, the same will be referred to the Director for decision on the matter.
17. The equipment will always remain University College's property.
18. I acknowledge that I have read and understood the terms and conditions of this agreement and further agree to abide by all the terms and conditions set forth herein.

(Signature of the User)
Stamp

Finance Department / Signature &

Details of the asset are given below:

viii. DELIVERY NOTE

Description of the Mobile Phone: -- Model No---, Serial No ---

I have received the above stated items and I am satisfied with their working condition.

Issued by/ Name

Issued to/ Name

Signature / Date

Signature / Date



Description of the SIM Card: ---, Mobile No ---, Serial No ---

I have received the above stated items and I am satisfied with their working condition.

Issued by/ Name

Issued to/ Name

Signature / Date

Signature / Date

T. LAPTOP / DESKTOP USAGE POLICY

All the employee of SUC agrees to the following conditions for using the laptop provided by the university college:

- i. SUC provides Laptop / Desktop to all the staff of SUC Campus office & International office.
- ii. I will only use the laptop for University-related, educational purposes. I will not install and/or download any unauthorized software and/or applications.
- iii. I will use the laptop on the Skyuniversity Server only in the University Campus.
- iv. I will abide by the University's Acceptable Computer Use Policy (see attached).
- v. I will notify the LSS (Computing Dept.) immediately if I experience any problems with the laptop.
- vi. Whenever I will go for annual vacation I will submit the Laptop / Desktop to the IT Department for maintenance / upgrade / services.
- vii. When I return the laptop, I will power on the laptop in front of a staff member in order to ensure that the laptop is in working condition. Failure of laptop to power on at the time of return will result in a call to the Help Desk. Check-in will be suspended and/or a note will be added to my file until the problem is identified and resolved.
- viii. We are highly recommending to the all the employee not to store or Saving personal data and if they are storing or saving personal data SUC IT Department has no liability if the Hard Disk damaged. It is user's responsibility to take care of their personal data.
- ix. I accept any and all responsibility for the laptop computer, power cord, and network card between the time I accept possession and the time I return the same. I understand that failure to comply will result in loss of privileges and/or other sanctions it may even result in withdrawal of service provided.
- x. If loss or damage to equipment occurs, I agree to pay any repair and/or replacement costs, which are incurred. NOTE: The Computing Dept. is responsible for determining market value and/or damages, and for the



- collection of costs, if necessary. (if any internal / external damage employee will pay for the actual cost.
- xi. I will save all work on my D-drive. Any work saved on the laptop other than D-Drive will be deleted once the laptop is returned. If you save in C-Drive LSS is not responsible for loosing data.
 - xii. I understand that I am solely responsible for the security of laptop while it is checked out to me and I will not leave it unattended at any time.
 - xiii. I will, along with a staff member, inspect the laptop for any visible damage(s) and make note of any problems such as the examples listed below: Keyboard, Power Cord, Screen, USB Drive, Mouse & Other.
 - xiv. The laptop issued is a Skyline University College property the same can be requested for use for other purposes without causing any hindrance in any individual works.
 - xv. Laptop should be used for only official purposes as it will contain official data. The laptop can be carried home over weekend or holidays.
 - xvi. Computer access is provided only for activities that support education, research, administrative processes, and other University-sanctioned pursuits. All internet activities must be consistent with this purpose.
 - xvii. All current faculty, staff, and students may access Skyline University College's computer systems by obtaining proper University authorization. When a staff/Faculty is no longer registered that individual's account will be deleted from the system. Users are expected to refrain from deliberately performing acts that will impair the operation of any facet of the computing resources of the University or the resources of any recipient of the information. Such acts include permeating computer viruses, sending excessively large mailings, large print jobs, batch programs, and "junk mail" including chain letters.

Violations include but are not limited to:

1. Commercial activities for personal gain.
2. Knowingly creating, displaying or transmitting threatening, racist, sexist, obscene or harassing language and/or materials, including electronic mail (email)
3. Games
4. Copyright and licensing violations,
5. Violation of personal privacy,
6. Disclosing/ sharing one's access code/password,
7. Vandalism and mischief that incapacitates compromises or destroys University resources and/or violates federal and/or provincial laws.
8. Procedures for dealing with violations: Violations of this policy are subject to policy-defined disciplinary action as decided by the



committee. Policy review: This policy will be reviewed annually to account for changes in technology and University planning.

U. ARCHIVING OF PHOTOGRAPH & VIDEO POLICY

The SUC photograph and video resource will be safeguarded / protected. As an institutional asset, photograph and video resource will be protected from deliberate, unintentional, or unauthorized alteration, destruction and/or inappropriate disclosure or use in accordance with established institutional policies and practices.

The SUC photograph and video resource will be shared based on institutional policies, are not owned by a particular individual, unit, department, or system of the University. The photograph and video resource will be made accessible to all authorized users and systems.

The SUC photograph and video resource will be managed as an institutional resource. Photograph and video resource organization and structure will be planned on functional and institutional levels. Photograph and video resource usage and photograph and video resource sources will be managed through centralized server.

V. GAINING REMOTE ACCESS OR USING THIRD PARTY SOFTWARE

Remote access involves setting up a VPN (Virtual Private Network) connection between the remote PC/Laptop using Dell SonicWall (SRA 4600) VPN client software and a special gateway router that allows access to the university network over the internet. This remote access requires a high-speed connection to the internet via an ISP. Access is granted to users by login, using an account name and password combination. when actively connected to the SUC network, all the traffic to and from the remote attached PC/Laptop is through the VPN secure tunnel, excluding internet browsing so users will not be able to access internet browsing such as checking mails, searching in google & other activities.

SUC provides remote access so that authorized personnel have access to SUC network services from outside the campus. Remote access is strictly controlled and made available only to Administrators (IT-Head), IT Staff, and faculty & authorized personnel with a defined official work needs, at the discretion of the dean's approval.

Any other employee who wants to access the system remotely has to take the written approval from Dean's office. All the employees are responsible for adhering to all of IT policies and procedures, not engaging in illegal activities, and not using remote access for interests other than those for SUC. It is the remote access user's responsibility to ensure that the remote worksite meets security & configuration standards. This includes configuration of personal PC/Laptop, routers and Wi-Fi networks.



- i. VPN access is provided through the IT Dept. no other department may implement VPN services.
- ii. Only the VPN client software (Dell SonicWall SRA 4600) distributed by IT may be used.
- iii. VPN account names and passwords will be assigned by an IT administrator or authorized delegate.
- iv. It is the responsibility of employees and third parties with VPN privileges to ensure that unauthorized users are not allowed access the SUC network.
- v. All network activity during a VPN session is subject to SUC policies and may be monitored for compliance.
- vi. Dual (split) tunneling is NOT permitted during VPN sessions to the SUC network.
- vii. All computers connected to the SUC network via VPN or any other technology must use the most up-to-date anti-virus software that meets or exceeds the corporate standard. Proof of compliance may be required prior to the assignment of a VPN account.
- viii. VPN users will be automatically disconnected from the SUC network after thirty minutes of inactivity. The user must then logon again to reconnect to the network. Pings or other artificial network processes are not to be used to keep the connection open.
- ix. The VPN gateway is limited to an absolute connection time of 24 hours.
- x. Users of computers that are not SUC-owned equipment must configure the equipment to comply with SUC's VPN and Network policies.
- xi. By using VPN technology with personal equipment, users must understand that their machines are in fact SUC network, and as such are subject to the same rules and regulations that apply to SUC-owned equipment.
- xii. SUC employees must discuss the viability of remote access with their immediate supervisor. If the supervisor approves, enter a request for VPN services via portal services request form for Faculty and Staff upon request, provide proof of anti-virus compliance to the IT network administrator.
- xiii. The IT network administrator or delegate will provide the software and setup instructions. Install the VPN software on the target computer as instructed. A computer capable of providing appropriate network connectivity.
- xiv. Broadband connection to the Internet via a local Internet Service Provider (ISP)
- xv. Internet interface device (provided by and connects to the ISP network)
- xvi. Ethernet network interface in computer (connects to ISP interface device)
- xvii. VPN Client Software (provided by IT) and installation instructions

Any employee found to have violated this policy may be subject to disciplinary action as per HR policy guidelines.



W. MICROSOFT SHAREPOINT CALENDAR MANAGEMENT SYSTEM

I. INTRODUCTION

Calendar Management System (CMS) at Skyline University helps to create the calendar for events, meetings, activities and which will help SUC in effectively planning and conducting the above mentioned activities as per the predefined schedule. CMS facilitates the users in tracking the status of post event activities by enabling the users to upload various documents such as Minutes of meeting and reports. CMS provides detailed management reports for effective monitoring and control of various operations. The sync of CMS can be done with Office 365 and Microsoft Outlook and the same can be accessed through computers and mobile devices.

II. GOALS

- i. To plan for various events, activities and task as per schedule
- ii. To approve and track changes carried out in the calendars
- iii. To share the calendars with the users
- iv. To track and report the status of each activities and tasks

III. MASTER SET UP POLICY

Master Setup Policy describes the roles and responsibilities, rights and duties of the users, the approvers, persons responsible for creating, uploading, revising and deleting the content / schedules of SUC.

The key responsibilities of the system administrator, the user, approver and evaluators are given below.

IV. ROLE OF A SYSTEM ADMINISTRATOR

The system administrator of the CMS has the rights to create the user groups as per the departments or the cross teams responsible for executing the tasks as per schedule. The system administrator plans the process flow of whole CMS for the organization further classified into departments and users.

The responsibility to create profiles of the users, add or delete users and provide access with valid passwords and maintain the regular functioning of the system.

The system administrator is also responsible for facilitating the link between CMS and Intranet and internet.



V. CREATION OF USER PROFILES

The user profiles are created by the administrator. First department groups are created and under the department user profiles are created by the System Administrator. The profiles are accessible by the users through a unique login and id and password allotted to them by the system administrator.

VI. CREATION OF APPROVER PROFILES

System Administrator creates the approvers profiles and workflows in the CMS which will enable the approvers to either approve the calendar or return back to the user with comments for the necessary amendments. After making the required corrections in the CMS, final approval is made and notifies to the concerned.

VII. CREATION OF NEW CALENDAR

After the system administrator provides access to the CMS with login id and passwords, the users have the responsibility to create the calendar in CMS. The information should be added in the following fields with utmost accuracy as per the directions in the format so as to avoid any further problems in the operation of CMS.

- i. Category1 *
- ii. Category2 *
- iii. Item Type *
- iv. Title *
- v. Start Time *
- vi. End Time *
- vii. Comments *
- viii. Item Location *
- ix. Campus *
- x. Country *
- xi. Semester *
- xii. Year *
- xiii. Feedback
- xiv. Item Comments
- xv. All Day Event
- xvi. Recurrence
- xvii. Attendees

Note: All the asterisk is compulsory field in the Calendar Management System.

VIII. PROCESS

- a. Administrator develops link for the Calendar Management System (intranet)
 1. <http://www.skylineuniversity.ac.ae/Calendars>



- b. Administrator creates user profile in the Calendar Management system
- c. Creates Approver profiles in the Calendar management system
- d. Creates Master list of the following fields - Category 1, Category 2, Item location, campus and semester.
- e. Users create all calendars and notify to the approver about completion of the entries
- f. Approver reviews the calendars and either approves or rejects the calendar
- g. In case of rejection the user shall modify the calendar and notify the approver again
- h. The approval status is shown as 'Pending' once the user has completed the entry of details in the CMS and the approver has not yet reviewed it.

IX. AMENDMENT / ADDITION / DELETION OF A CALENDAR

After final approval is made, the CMS is blocked by the system administrator for further changes by the user. In case any amendment or addition or deletion is required during the course, a permission from Dean's Office should be sought and on receiving the permission, the system administrator shall execute the permission and inform the Dean's Office and concerned user.

X. REVIEW AND APPROVAL OF CALENDAR

After the user creates the calendar he reviews the clashes if any and approves the calendar for publication.

XI. PUBLISHING AND SHARING THE CALENDAR IN INTRANET/PORTAL/INTERNET

The approved document by the concerned authority will be synced with office 365 and outlook automatically so that the users can access the calendar through outlook, intranet or internet. The same calendar can be shared with different users in the system.

XII. AUDIT OF CALENDARS

After uploading and approving of calendars by all departments and committees, the computing department generates the consolidated date wise schedule of meetings which is subsequently reviewed by the concerned Office and sent back to respective departments for updating.

XIII. REMINDERS

Calendar Management System sends reminders about the activities at the specified intervals to the users.



- XIV. MINUTES OF MEETING, FEEDBACK AND REPORT
The users have been provided with an option to attach Minutes of Meeting, feedbacks and Reports wherever applicable after the completion of the scheduled activity.
- XV. ARCHIVE OF THE CALENDARS
All calendars entered in the CMS is archived at the end of each academic year.
- XVI. TRAINING TO USERS
The Computing department prepares training and demo material on Calendar Management System and a schedule spread over a period of time to provide training to all the users in a phased manner.
- XVII. RIGHTS AND RESPONSIBILITIES OF CREATOR
- All meeting calendars must be scheduled looking at the leave planning system existing with HR
 - The Chair of a meeting called for should circulate the agenda to all in advance
 - Ensure the meeting is conducted on time
 - Minutes of meeting is circulated to respective members
 - Follow-up of actions
- XVIII. DO'S AND DON'TS
- Use of the system what each one is supposed to do for each category of activity
 - User should plan the calendar effectively considering operational involvement
 - In case users are not available or have prior engagement should inform the organizer of the meeting as and when the notice of scheduled calendar is available
 - In case of delayed / extended meetings already engaged in then inform the Chair of next meeting through telephone
 - In case of absence due to sickness seek the minutes of the meeting and execute the assigned responsibilities if any.
- XIX. SCHEDULING AD HOC MEETINGS
- Any emergency issues requiring immediate solutions or discussions meetings can be called on ad hoc basis
 - Depending on the emergency the other participants may alter their prior schedules and attend the ad hoc meetings
 - In case of sudden visit of external delegates, information of reschedule of prior meetings must be given to the Chair of the meeting or the Chair must inform the members



XX. BENEFITS

- a. Centralized calendar management system
- b. Timely reminders sent by system to the respective users
- c. Report generation
 1. Status of conduct of the meeting
 2. Events, activity, updates and meeting wise
 3. Status of MOM attached in the system
- d. Consolidated Statistics - Department wise, date wise and Academic calendar

XXI. SHORTCOMINGS:

- a. Time consuming for entry of details in the Calendar Management system
- b. Online MOM generation with status update
- c. Approval process for cancelation and postponement of any events

XXII. LIST OF CALENDARS

| SL. NO. | PARTICULAR |
|---------|---|
| 1 | GENERAL SECTION |
| | GENERAL CALENDARS |
| 2 | EC'S SECTION |
| | EC CALENDAR & CHECKLIST |
| 3 | COEC'S SECTION |
| | COEC CALENDAR |
| 4 | AAC'S SECTION |
| | DEAN CONSOLIDATED CALENDAR |
| | HQA CONSOLIDATED CALENDAR |
| | HOA-APOC CONSOLIDATED CALENDAR |
| | HEAD OF ACADEMIC SUPPORT SERVICES & REGISTRAR CONSOLIDATED CALENDAR |
| | HEAD OF STUDENT AFFAIRS CALENDAR |
| | TEACHING EFFECTIVENESS CALENDAR & CHECKLIST |
| | SERVICES CALENDAR & CHECKLIST |



| | |
|---|--|
| | RESEARCH CALENDAR & CHECKLIST |
| 5 | ADMINISTRATION, REGISTRATION, EXAMINATION, SSD, ACADEMIC CALENDARS & ORIENTATION CALENDARS SECTION |
| | INSTITUTIONAL CALENDARS |
| | ACADEMIC QUICK REFERENCE |
| | ACADEMIC CALENDARS |
| | ADMINISTRATION |
| | REGISTRATION |
| | EXAMINATION |
| | ORIENTATION CALENDAR |
| | SSD |
| 6 | DEPARTMENTS SECTION |
| | SPORTS |
| | COMPUTING |
| | CORPORATE AFFAIRS |
| | ELC |
| | FINANCE |
| | HRD |
| | LIBRARY |
| | MEDIA & COMMUNICATIONS |
| | CPD |
| | MARKETING, PR & ADMISSIONS |
| | IRO |
| | QA |

X. MICROSOFT SHAREPOINT DATABASE MANAGEMENT SYSTEM

INTRODUCTION



Database Management System (Business cards) at Skyline University College ordinarily contain information which is vital for nurturing leads, such as a name, address, email address, company name, and the like. Since these cards are paper based, it is often costly and time consuming to transform these into data. Due to this, these invaluable resources often merely gather dust at the back of peoples' drawers. However, these business cards can be used to make a breakthrough in nurturing the leads that you have been struggling to find them to ensure the cards are stored in digital format and utilized properly.

- i. Automatic capturing of data in the scan reader
- ii. Index should be identified to manage duplication
- iii. Automatic report to print as per the entity provided
- iv. To segregate the Title Name from the name for easy retrieval & comparison of data entered
- v. Telephone No. should have auto format
- vi. Mobile No. should have auto format for sending of bulk SMS
- vii. Email should be auto corrected for sending bulk mails
- viii. A tag should be assigned to update a particular contact but old information should be kept in database separately
- ix. One repository to manage the database plus the statistics
- x. Statistics report generation
- xi. UAE LOCAL CONTACTS
- xii. INTERNATIONAL CONTACTS

Y. MICROSOFT SHAREPOINT (DMS) – E-ARCHIVING AND FILE MANAGMENT

i. Introduction

Document Management System (DMS) at Skyline University helps to maintain the document in a central repository which will enable the users to store, retrieve, share, control and track the changes carried out in the documents.

ii. Goals

- a) To maintain the central repository of documents
- b) To create, approve and track changes carried out in the documents
- c) To share the documents with the users
- d) To Ensure the consistency and workflows of documents

iii. Master Set UP Policy



The system administrator of the DMS has the rights to add users, remove users, and give access to users. The DMS can be accessed through the intranet and internet

- a. Link for the Document Management System (intranet)
<http://www.skylineuniversity.ac.ae/dms>
- b. Creation of user in the document management system
The user profiles are created by the System Administrator. The users in the calendar management can access the DMS. The users can access the DMS once the access is provided by the System Administrator
- c. Creation of Approvers in the document management system
System Administer creates the approvers and workflows which will enable the approvers to either approval the document or sending it back to the users

iv. Creation of New Document

Once the users has given the access to the DMS system, Users can upload the document to DMS. User can create folders to store different categories of their document. The documents can be uploaded as single file or multiple files at a time

v. Review and approval of Documents

Users can either store the document as standalone document or documents which needs to be approved by the appropriate authorities. Once the user sends the document for approval, the corresponding approver as defined in the system will be notified regarding the receipt of the document for review. The approver reviews the document and can approve or send back the document to the users.

vi. Updating and versioning of existing Documents

The system will create the next version of the document once the document is edited and saved by the user and also if the document with the same name is uploaded then the versioning of the document will be created. The users can view all the version of the created document and they can make any version of the document as the final/default version. Normally the last version of the document will be default version. The users can add their comments to tag the changes carried out for each version of the document.

vii. Tracking of Changes in the Document Management System



The users can view the changes carried out in the documents through versioning and the comments added during each versioning of the document

viii. Publishing the document in intranet/portal/internet

Once the document is approved by the concerned authority the same document can be shared with other users through intranet/portal/internet

ix. Archive of the documents

Document management system can be used as storage to archive the documents

x. List of Documents

Categories of Documents to be maintained at the Document Management System

| DOCUMENT MANAGEMENT SYSTEM | |
|-----------------------------------|----------------------------|
| SL. NO. | DEPARTMENT |
| 1 | ELC |
| 2 | SPORTS |
| 3 | HRD |
| 4 | LIBRARY |
| 5 | CORPORATE AFFAIRS OFFICE |
| 6 | COMPUTING |
| 7 | MAINTENANCE |
| 8 | CPD |
| 9 | MEDIA AND COMMUNICATIONS |
| 10 | IR & QA |
| 11 | ADMINISTRATION |
| 12 | SSD |
| 13 | MARKETING AND REGISTRATION |
| 14 | Academics |
| 15 | AAC |



B. STOCK RETIREMENT POLICY:

i. Desktop

The Desktops can be divided into two categories:

a. CPU Unit

1. Standard Policy to retire a CPU Resource is 4 years at a depreciation of 25% per year. In between the memory can be upgraded depending upon the computing and memory resources desired by the software.
2. In case the CPU Resource is still meeting the needs beyond 4 years, an extra 1-year extension is granted, wherein the memory is increased by at least 50%, provided slot exists, else the CPU System is discarded.

b. Monitor

1. Standard Policy to retire a Monitor is 4 years at a depreciation of 25% per year.
2. In case Monitor is still meeting the needs beyond 4 years, an extra 1-year extension is granted.

ii. Laptop

Standard Policy to retire a Laptop is 3 years at a depreciation of 33.33% per year. In between the memory can be upgraded depending upon the computing and memory resources desired by the software applications installed.

iii. Server

Standard Policy to retire a Server is 5 years at a depreciation of 20% per year. In between the memory and CPU can be upgraded depending upon the computing and memory resources desired by the software applications installed.

iv. Passive Component

This category includes, Rack, Patch Panels, and Cabling. Standard Policy to retire Passive Component is either 10 years or availability of new technology or ratings which can provide an exponential increased in the data speed. (Example Cat5 to Cat6), or installation of new Active Components which demands a prerequisite of changing the Passive Components.

v. Active Component

This category includes Switches, Routers, Firewalls, CCTV, Data Converters, Wi-Fi Access Points, UHF Readers, Biometric Readers, and Range Extenders. Standard Policy to retire an Active Component is either 5 years or availability of new technology or ratings prior to retirement of an Active Components.



*The items discarded from IT Inventory, is retired from the system, and moved into store, and details of which are handed over to Marketing Department. The Marketing Department donates the desired resources to schools or charity organization based on their judgement, and remaining items are sent to scrap dealer.

VII. FEEDBACK [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.

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 annual 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 annual 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.

x. Computing Resource Development Committee (CRDC)

Head – Computing Department organizes quarterly meeting with the following members of the committee viz., Dean, HQA, HOA, Registrar, IT faculty members from both Schools & 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

VIII. DEPARTMENTAL AUDITS & REPORTS

A. INTRODUCTION

The Computing Department provides information technology (IT) resources to the SUC community. The department's activities of auditing include maintaining ERP, Network, Website, Firewall, SSL, Portal, Mail, Data, Data-backup (CDP), FAQs and File Servers to provide Portal services to faculty, staff & students. The department is also responsible to maintain and ensure smooth functioning of classroom IT resources. The Computing Department aims to provide accessible and reliable administrative information systems to support operational decision-making, planning and analysis. The Department strives to provide an environment which the students, faculty and staff can use information technology resources for instruction, research and administrative operations. Every month there is a monthly audit of the security devices on-site as well as off-site.



B. ACCEPTABLE USE POLICY

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, 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.
- ix. 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.
- x. Students should not intentionally interfere with the performance of the student wireless network and the SUC's overall network.
- xi. 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.
- xii. Unauthorized copying computer program(s) from the SUC Computer System is prohibited.
- xiii. 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.

C. AUDIT OF FIREWALL (INTERNET ACCESS)



- i. Faculty, staff and students of the SUC are provided with User ID and password which enables them to access computer resources.
- ii. Internet resources are made available to students to support their studies. It is inappropriate for students to use these resources for personal gains.
- iii. 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:
- iv. 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.
- v. Each user issued with a unique id and password to use internet facility.
- vi. The students can also access the SUC Wi-Fi network within the campus from their personal Laptops/iPhone/iPad/Blackberry/Tablets etc.
- vii. Improper use of SUC network by any student will be subjected to the SUC disciplinary action.
- viii. 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.
- ix. 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.

i. 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:

Users who engage in:

1. The site falls under the prohibited content categories of the UAE's internet access management policy.
2. Obscene & criminal activities which are against the local laws and abusive in nature to gender, race, religion & community.
3. Misrepresenting themselves or needlessly revealing their email address, personal contact information, financial information or phone / mobile / fax numbers of oneself, fellow students, colleagues or SUC in any of the web registrations, email or chat.



4. Blogging, posting anonymous messages, accessing or exploring on-line locations and instant messaging or downloading any music videos, movie trailers or videos of any type or violating copyright law including unauthorized downloading of software from the Internet, including games, music files or commercial screensavers.
5. Downloading / transmission of any material violating any national or international law or SUC policy, this includes, but is not limited to, copyrighted materials, licensing agreements, threatening materials, materials protected by trade secret or educational material.
6. Commercial activities, productive advertisement, political issues, gambling, coaching, observing or using internet for personal financial or commercial gain or falsifying permission, authorization or identification documents or do commercial activities including purchasing products or services through internet.
7. Intentionally wasting finite resources, e.g., on-line time, unauthorized chatting etc.

D. EMAIL & COMMUNICATION

Faculty, staff and student must use SUC email, portal account for academic purpose only.

Faculty & Staff Email Accounts: 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.

The Computing Department provides each faculty and staff an email account for official correspondence. A unique email id bearing firstname.lastname@skylineuniversity.ac.ae for faculty members and the HODs are provided with a unique email id bearing hod.department@skylineuniversity.ac.ae and for each staff member position.department@skylineuniversity.ac.ae

E. AUDIT OF NETWORK 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.
- iv. 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.
- v. Computing department has the following firewalls installed:
 - a. SonicWall NSA 2400 Firewalls
 - b. SonicWall ES300 Email Security
 - c. Cyberoam 250i
 - d. Gigabit Routers
- vi. IT Department will ensure all firewall and email security are:
 - a. Maintained to ensure they run at optimum levels
 - b. Fully backed up to ensure configuration is recovered
 - c. Regularly updated with critical operating systems updated

F. REMOTE ACCESS

List of default services remotely available to SUC users

This is current provision and may be amended at any time.

- i. MS Exchange SUC Official email
- ii. Current Remote Desktop service. Provides remote access to:
- iii. Microsoft Office (Access, Excel, FrontPage, Outlook, PowerPoint, Publisher, Word)
- iv. Current standard desktop applications
- v. VPN (Outlook and any other shared drives).
- vi. Library system
- vii. Online EMS & CMS system
- viii. System Administrator Access available remotely - Remote access to system administrator functions should be protected by two-factor



authentication. This is not currently in place: a project will be created in order to address this.

- ix. Third party remote access - Remote access provided to third parties in order to e.g. remotely administer systems should be restricted to particular IP addresses, should involve a named account and the account should be disabled when it is not in use.
- x. Information Assessment - The primary considerations for all members of the SUC community when either using remote access services, or working from a mobile device, are:
 - a. Know what data / information you are using
 - b. Understand and act upon any particular contractual, ethical or other requirement attached to the information
 - c. Consider how the mobile devices and the information you are processing can be managed in accordance with their information classification, or if they can't, how you can explicitly accept and manage the risk. If, after you assess your information, you are not comfortable with the conditions your information is held in, or how it can be accessed remotely, please talk to IT about any steps that can be taken to improve the situation.
 - d. Guidelines for remote and mobile working with 'Confidential' information Please see the Remote Access and Mobile Working Guidelines
 - e. Compliance, Policy Awareness and Disciplinary Procedures - Any security breach will be handled in accordance with all relevant School policies, including the Conditions of Use of IT Facilities at the SUC.
 - f. Further Policies, Codes of Practice, Procedures and Guidelines - This policy sits beneath SUC's overarching Information Security Policy. Other supporting policies have been developed to strengthen and reinforce this policy statement. These, along with associated codes of practice, procedures and guidelines are published together and are available for viewing on SUC's website via the Information Security Policies, Procedures and Guidelines page. All staff, students and any third parties authorized to access SUC's network or computing facilities are required to familiarize themselves with these supporting documents and to adhere to them in the working environment.
 - g. Review and Development - This policy, and its subsidiaries, shall be reviewed and updated regularly to ensure that they remain appropriate in the light of any relevant changes to the law, organizational policies or contractual obligations by the CRDC (Computing Resource Development Committee) and an auditor external to IT Services as appropriate.
 - h. Additional regulations may be created to cover specific areas.
 - i. CRDC comprises representatives from all relevant parts of the organization. It shall oversee the creation of information security and subsidiary policies. The IT Manager will determine the appropriate levels of security measures applied to all new information systems.



G. AUDIT OF DATA STORAGE WITH BACKUP & RECOVERY

This policy outlines the minimum requirements for the creation and retention of backups. Special backup needs which exceed these minimum requirements, should be accommodated on an individual basis.

Backups of all SUC records and software must be retained such that computer operating systems and applications are fully recoverable. This may be achieved using a combination of image copies, incremental backups, differential backups, transaction logs, or other techniques which were already installed the SonicWall CDP. The frequency of backups is determined by the volatility of data; the retention period for backup copies is determined by the criticality of the data. At a minimum, backup copies must be retained for 180 days.

At least two versions of SUC Records must be maintained.

At a minimum, one fully recoverable version of all SUC Records must be stored in a secure, off-site location. An off-site location may be in a secure space in a separate University building, or with an off-site storage vendor approved by the IT Department. The practice of taking backup media to the personal residence of staff persons is not acceptable. Derived data should be backed up only if restoration is more efficient than creation in the event of failure.

All SUC Record information accessed from workstations, laptops, or other portable devices should be stored on networked file server drives to allow for backup. SUC Record information located directly on workstations, laptops, or other portable devices should be backed up to networked file server drives. Alternatively, SUC Record information located directly on workstations, laptops, or other portable devices may be backed up using a 3rd party vendor approved by the Information Security and Policy Office. Convenience records and Non-records, or other information which does not constitute a SUC Record does not carry this requirement.

Required backup documentation includes identification of all critical data, programs, documentation, and support items that would be necessary to perform essential tasks during a recovery period. Documentation of the restoration process must



include procedures for the recovery from single-system or application failures, as well as for a total data center disaster scenario, if applicable.

Backup and recovery documentation must be reviewed and updated regularly to account for new technology, business changes, and migration of applications to alternative platforms. Recovery procedures must be tested on an annual basis.

H. AUDIT OF SECURITY SYSTEM & RFID

The audit of the security system & RFID at 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.

Every fortnightly the data are analyzing with proper records whether the data are coming properly or not if the cameras are not working maintenance will be carried immediately or if required the camera will be replaced.

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.

I. AUDIT OF WEBSITE, PORTAL AND FAQs

The Computing Department manages website that provides web services to the various department of SUC and academic to display information to the SUC community. To manage the website content computing department updates on regular basis. As per the new trend and technology adopted by SUC the structural changes of the website may take place to keep up to the based on advanced technology as per industry standard.

- i. Step-1: Review the existing website
- ii. Step-2: Identify positives and areas of improvement



- iii. Step-3: To identify the future requirement of the website
- iv. Step-4: Suggestions for improving the current website
- v. Step-5: Submit the changes to CRDC
- vi. Step-6: Seek approval from Chair of CRDC
- vii. Step-7: Engage the expert in the website development
- viii. Step-8: Demonstrate the developed website within specified timeframe.

Portal Updates are carried out as per the calendar. Generally, updates are categorized into

- i. Academic
 - Study Material
 - CDP
 - Internships / Internship Project
 - Conferences / Workshop
 - Guest lecture
 - Financial statements for students
 - Fee statement
- ii. Administrative information
 - Attendance
 - Letters
 - Circulars
 - Jobs , Internship placements, etc
 - Library
 - Online database – Pro-quest, Ebrary, EBSCO
 - WebOPAC
 - E-books
 - Online Journals

Procedure for the update is as follows

a. Pre-semester

- i. Step 1: Departments to send material or update contents or information on the portal
- ii. Step 2: Departments to inform all the users regarding the updates

b. During semester



- i. Step 1: Carry out amendments as and when required and inform the users
- ii. Step 2: Regular updates to be carried out as per the need
- iii. Step 3: Portal management

c. Post-semester

- i. Step 1: Publication of result
- ii. Step 2: Alumni portal management
- iii. Step 3: Course related reports

The website and Portal FAQs audit will have carried 2 months before the start of the new academic year to ensure all the internal and external FAQs are up to date. All the HOD will ensure the policy and procedure related all necessary FAQs are covered and answered to the SUC stack holder.

J. AUDIT OF SERVER

IT Department will ensure all servers do the audit process every month maintained to ensure they run at optimum levels, fully backed up to ensure data can be recovered, regularly updated with critical operating systems updated as per the Microsoft Policy updates.

Each server will be audited for patch updates security controls once every month at a minimum to assess whether IT security controls implemented / load balancing to mitigate risks are adequate and effective. SUC's Internal Audit (IRO Office & IT Dept) are responsible for the IT Server Security audits. All the server software and applications and infrastructure and shall verify that IT Audits are compelling.

IT Servers have the following software installed:

- i. Microsoft Windows 2012 R2 Server
- ii. Exchange 2010 / 2013 (Office 365)
- iii. Microsoft SQL 2008 R2/2012 Server
- iv. IIS information server 5.0
- v. Crystal Reports 11.0
- vi. ASP.Net Frame work 3.5 / 4.0
- vii. Crystal Report Frame work
- viii. Other necessary server software.

K. AUDIT OF ERP SYSTEM



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.

L. CONTENT OF AUDIT RECORDS

The IT Manager will configure the system such that the audit records contain sufficient information to, at a minimum:

- i. Establish what type of event occurred (i.e., event id),
- ii. When (date and time) the event occurred (i.e., time stamp),
- iii. Where the event occurred (i.e., destination IP address),
- iv. The source of the event (i.e., source IP address),
- v. The outcome (success or failure) of the event,
- vi. The identity of any user/subject associated with the event (i.e., user id/process id), and
- vii. File names involved and access control or flow control rules invoked.

The System Administrator will configure the system to log additional data, commensurate with sensitivity and risk as determined by ISO and/or data owner or system owner.

SUC will centrally manage the content of audit records generated by all servers providing application support to the agency, including but not limited to database servers, messaging servers, file servers, print servers, middleware servers, and DNS servers.

SUC will centrally manage the content of audit records generated by all network devices providing connectivity to the agency, including but not limited to routers, firewalls, IDS/IPS, and VoIP servers.



IX. BUDGET

The preparation of budget for Computing Department is drawn from the directions of strategic plan developmental requirements in making SUC equipped in IT to meet the academic and academic support services operations.

The computing Department receives IT requirements from all the departments and assesses the financial implications which are reflected in the budget. The budgets are discussed with the CRDC and final budget is presented to the HOA and Dean, on approval the funds are allocated for various heads 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.

The steps for the current budget process are:

- i. As per long term and short term strategic plan directions developmental activities are identified and costs assessed
- ii. Previous year budgets variance is considered while preparing the current year budget
- iii. Requirements from academic and academic support services are received at the beginning of the semester.
- iv. Costs are assessed and final financial budgets are prepared
- v. Draft Budgets are presented to the CRDC members.
- vi. Suggested changes are incorporated and final budgets are prepared.
- vii. Final budgets are submitted to Finance department for the inclusion in the overall institutional Budgets.

SECURITY SYSTEM (WAN/LAN/VPN NETWORK LAYOUT & ARCHITECTURE)



X. SAFETY DO's AND DON'Ts

| DO's | DON'Ts |
|---|--|
| You should know the location of the fire extinguisher and the first aid box and how to use them in case of an emergency. | Do not eat or drink in the computer lab, avoid stepping on electrical wires or any other internet cables. |
| You should read and understand how to carry out an activity thoroughly before coming to the laboratory. | Do not open the CPU/Monitor/Keyboard particularly when the power is turned on. |
| You should report in case of fires or accidents to your faculty members / computer lab technician immediately. | Do not insert metal objects such as clips, pins and needles into the CPU/Monitor/Keyboard. |
| You should report any exposed electrical wires / internet cables or broken plugs to your faculty members / computer lab technician immediately. | Do not remove anything / touch the system / connect or disconnect any plug or electrical wire without faculty / technician's permission. |

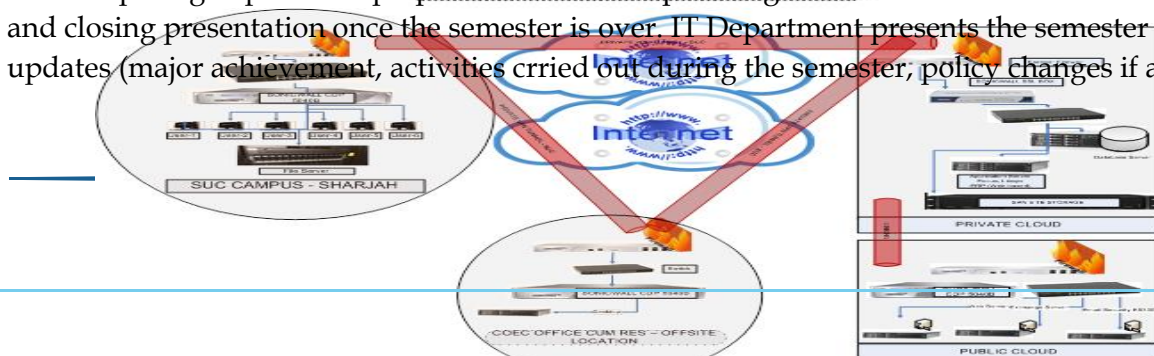
XI. ORIENTATION

The computing department is responsible to carry out the orientation and live demo of ERP, Portal, Office 365, Turnitin plagiarism and other new software if introduced by IT Department.

- i. FACULTY
- ii. STAFF &
- iii. STUDENTS

XII. SEMESTER PLANNING & CLOSING PRESENTATION

The computing department prepares the semester planning before the start of each semester and closing presentation once the semester is over. IT Department presents the semester updates (major achievement, activities carried out during the semester; policy changes if any





and other developments of the department. The same is presenting to all the academic and academic support services staff.

XIII. SEMESTER AUDIT & ANNUAL 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, networking / software), creates hardware ageing table, and gives his/her recommendation to CRDC (computing resource development committee) which forms the base for acquiring / disposing / upgrading existing hardware / software resources.

XIV. FACT FILE

The Computing Department prepares the Fact file before the start of every semester; a system audit is carried out to prepare the list of resources available for University College stakeholder as per the list give below:

- i. Computing resource list
- ii. Computing Resources available for Staff, Faculty & Students
- iii. Software
- iv. E-hosting Etisalat Data Centre
- v. Servers
- vi. Total computers - Students, Faculty, Staff & Library
- vii. Budget utilization section wise in %
- viii. Computing Resource adequacy feedback
- ix. ERP and management systems

XV. CALENDARS

The computing department prepares the calendar before the start of every academic year in order to maintain the departmental activities on time. Audit of the calendar taken on regular basis and the list of calendars are as follows:

- i. Calendar - CRDC
- ii. Calendar - ERP
- iii. Calendar - RFID & Security System



XVI. CHECKLISTS

The computing department prepares the pre-semester checklist & operation calendar before the start of every semester in order to maintain the departmental activities and finish the task as per calendar on time. List of calendars are as follows:

- i. Pre-semester Checklist &
- ii. Operation Calendar

XVII. AUDIT OF WEBSITE, PORTAL & FAQs

The Computing Department manages website that provides web services to the various department of SUC and academic to display information to the SUC community. To manage the website content computing department updates on regular basis. As per the new trend and technology adopted by SUC the structural changes of the website may take place to keep up to the based on advanced technology as per industry standard.

- i. Step-1: Review the existing website
- ii. Step-2: Identify positives and areas of improvement
- iii. Step-3: To identify the future requirement of the website
- iv. Step-4: Suggestions for improving the current website
- v. Step-5: Submit the changes to CRDC
- vi. Step-6: Seek approval from Chair of CRDC
- vii. Step-7: Engage the expert in the website development
- viii. Step-8: Demonstrate the developed website within specified timeframe.

Portal Updates are carried out as per the calendar. Generally, updates are categorized into

- i. Academic
 - a. Study Material
 - b. CDP
 - c. Internships / Internship Project
 - d. Conferences / Workshop
 - e. Guest lecture
 - f. Financial statements for students
 - g. Fee statement
- ii. Administrative information
 - i. Attendance
 - ii. Letters
 - iii. Circulars
 - iv. Jobs , Internship placements, etc
 - v. Library
 - vi. Online database - Pro-quest, Ebrary, EBSCO
 - vii. WebOPAC



- viii. E-books
- ix. Online Journals

Procedure for the update is as follows

a. Pre-semester

- i. Step 1: Departments to send material or update contents or information on the portal
- ii. Step 2: Departments to inform all the users regarding the updates

b. During semester

- i. Step 1: Carry out amendments as and when required and inform the users
- ii. Step 2: Regular updates to be carried out as per the need
- iii. Step 3: Portal management

c. Post-semester

- i. Step 1: Publication of result
- ii. Step 2: Alumni portal management
- iii. Step 3: Course related reports

The website and Portal FAQs audit will have carried 2 months before the start of the new academic year to ensure all the internal and external FAQs are up to date. All the HOD will ensure the policy and procedure related all necessary FAQs are covered and answered to the SUC stack holder.

XVIII. NOTICE BOARDS

The computing department updates the notice board earmarked to IT Department in the SUC premises before the start of every semester, it consists of policy procedure, how to use portal services, how to user portal email, how to use plagiarism software (TURNITIN), rules and regulations and other latest news about the university.

XIX. SUBMISSION TO CHEDS



The computing department prepares the CHEDS data on behalf of other departments in the ERP system. However, computing department is not submitting any data related CHEDS.

XX. IE TOOLS

The computing department is having one IE tools i.e. Computing Resource Development Committee - CRDC is the guiding force for Computing Department to execute its functions and fulfilling the SUC strategic plan. Head – Computing Department organizes quarterly meeting with the members of the CRDC listed below. The committee meeting is held to discuss various issues related to hardware, software, networking, website, portal services, or any other improvements to cater to the higher learning environment. CRDC meeting is generally held three times in an academic year and decision taken are implemented by Computing Department.

XXI. ANNEXURE

- A. UPDATED RESOURCE LIST - ANNEXURE - 1
- B. AGEING TABLE - ANNEXURE - 2

MOE STANDARDS WITH LINKS TO SPECIFIC POLICIES IN THE POLICY MANUAL

| MOE STANDARDS | | EXISTING POLICY |
|--------------------|---|---|
| STANDARD 6 | Learning Resources: Technology | EQUIPMENT AND SOFTWARE TECHNICAL SUPPORT POLICY |
| | Learning Resources: Laboratories | <ul style="list-style-type: none"> i. FACILITIES ii. INNOVATION LAB USAGE POLICY ii. COMPUTER LAB USAGE POLICY |
| 7.3 | Physical Environment: Technology. | <ul style="list-style-type: none"> i. BUDGET ii. Refer policies given below under Stipulation 1A |
| STIPULATION 1 A | 7. Physical and Technology Resources | |
| | a. Equipment and Software Replacement Policy. | EQUIPMENT AND SOFTWARE REPLACEMENT POLICY. |
| | b. Health and Safety Policy | HEALTH AND SAFETY POLICY |



c. Data Security Policy.

[DATA SECURITY POLICY](#)

d. Policy on Appropriate Use of
Technology Resources.

[POLICY ON APPROPRIATE USE OF
TECHNOLOGY RESOURCES](#)

CORPORATE AFFAIRS OFFICE



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I. INTRODUCTION

The Corporate Affairs Office is responsible for building long term relationships with corporate establishments for the purpose of integrating the academics and industry for mutual benefit including placements and internships, Guest Lecture & Technical Visits, Scholarships for company employees, participation in MDPs and Conferences etc. It enters into agreements [MoUs] with the companies to explore possibilities of collaboration in the fields of enriching the curriculum, providing industrial inputs to the students, training for industry professionals, participating in panel discussions and community development. It also engages in identifying the industrial training needs and knowledge, skills & competencies expected from the students ready for employment market.

The Corporate Affairs Office also engages with the universities worldwide by signing MoU/ Articulation agreements to promote cooperation in various activities like faculty/students exchange program, community engagement, international internship, collaborative research and project work etc.

The office also includes the Student Events Department who is responsible for creating a vibrant and friendly environment in the university by involving students in extracurricular and social activities. SUC is marked with numerous public and official events throughout the year to give the students a well-rounded and active lifestyle. The department plans and organizes inter-university and external events allowing students to get exposure and improve their skills. The Student Events Department is also responsible in maintaining an active Clubs & Committees dedicated to the interests of SUC students. The SUC Clubs & Committees aims to provide interest-based both academic and non-academic activities for students to fulfill leadership roles on campus.

Corporate Affairs Office always believe in the continuous lifelong learning process. With this belief and conviction it engages the alumni throughout the year by inviting them in



various panel discussions, seminars and international conferences, business meet, forums where they can share their views and nurture themselves as future leaders.

II. DEPARTMENT GOALS

- A. To create brand awareness of SUC among the corporates.
- B. To provide placement and networking opportunities for SUC students and alumni and GMN.
- C. To engage alumni in a continuous learning process.
- D. To enter agreements with Universities by signing MoUs and Articulations.
- E. To strengthen Alumni relations.
- F. To create and strengthen brand awareness of SUC among the counselors, principals and relevant school authorities.

Events Section

- A. To have an integration of meaningful extra-curricular and co-curricular activities which helps students adopt to the multi-cultural environment and develop inter-personal relationships among fellow peers.

III. DEPARTMENT STRUCTURE





IV. STRATEGIC PLAN

The Corporate Affairs Office provides strategic marketing & communication leadership for the University. We aim to develop good long term relationships with corporates and different academic institutions which will facilitate students to understand best practices of the corporate world, enable them to get exposure through internships and finally get good placements. We also help the students to transfer or find different academic programs for the future through articulation agreements. We plan to increase the employability of the students by understanding the requirement of the industry and send feedback to the academia for the development of new courses. The CAO is to identify the sectors per year to be targeted and develop a strategy to enhance partnerships, maximize the number of internships and placements for the graduates. Developing feedback mechanism with Industry and Alumni is an important factor for developing refreshing courses which will help individuals or groups to upgrade their profiles, inline career streams and benefit on a professional scale. We aim to strengthen relationships with the Alumni by engaging them in continuous learning process. Activities planned for engagement: CEO lecture series, International conferences, Alumni business meet, picnic, inviting them for guest lectures, Alumni lecture series etc.

Through various events we plan to create a vibrant environment for the student body to fully experience university life by creating a variety of activities and active clubs and committees' student planned and run. We aim to create intentionally diverse and inclusive communities, serving as a bridge builder by engaging students and members of the University community of all backgrounds to ensure personal, academic, and professional growth and success. And to encourage students to participate in various external competitions, expanding their horizons to network and compete with students from other universities.

V. SERVICES OFFERED BY CORPORATE AFFAIRS OFFICE AND EVENTS

Corporate

- A. CAO is charged with protecting the reputation of the university externally and internally and develop and maintain the University's corporate image reinforcing its positioning in the UAE market through its events and activities held for students, staff and management.
- B. Is responsible for coordinating and implementation of a university-wide systematic, comprehensive, technology driven placement system designed to locate, attract and retain the students the university serves for their higher education. These services includes arranging career fair, career counseling, placement drives, HR Network, CEO Lecture series, Technical Visits, Corporate Guest Lectures, participation in



- Exhibitions, CV Building exercises, Mock Interviews, Alumni Engagement Program, Graduate Management Network and University Job portal Facility on the official website having multiple opportunities.
- C. Develop constructive and cooperative working relationships with academic, Government affiliates and Corporates through maintaining good communication and networking. This includes Signing MOU with Corporate Organization and Academic Institutional Partners in UAE and abroad.
- D. Corporate Affairs Office, as the custodian of the SUC brand, is in charge of the corporate identity and accomplishes this through the coordinated efforts of the following departments:
- Dean Office
 - Student Services Department
 - Sports
 - Administration
 - IT Department
 - Center for Professional Development
 - Marketing & Communications
 - Public Relations and Protocol
 - Student Recruitment

These departments/units work in a holistic manner to provide a coherent, balanced service to the SUC Community and all external stakeholders.

- E. To Assist and promote University Certification programs under Center of Professional Development (CPD) and Management Development Program (MDP) to the potential organizations both academic and corporates. These programs are both short term and long term and is primarily serves to enhance professional capability of the individual/group in sustaining market challenges.
- F. Coordinate and engage with Quality Assurance Department and Institutional Research Office for conducting and preparing Program Reviews, feedback of syllabus both from academic partners and potential employers of our graduates. Furthermore, it includes feedback of Alumni working in the respective field, feedback of current graduating students for internships/employments opportunities, feedback from employer/companies/institutions where our graduates currently been placed. These all services are done for quality purposes and developing articulation with Universities, maintaining record and for providing feedback mechanism for Internal Management of the University and External stakeholders.
- G. Corporate visits and event participation are done regularly to identify main corporate individuals and organizations, determine to partner. This helps to create Jobs and Internship opportunities for the SUC students/graduates to locate



themselves in reputable organization both in UAE and abroad. Moreover it also helps to communicate University wide Degree Programs and short courses for the partner organizations.

- H. To assist and promote SUC Programs amongst Non-Arab Schools
- I. To promote summer school in UAE and also in International markets
- J. To represent SUC for Major Industry Events and Education Exhibitions
- K. To Develop and assist Head-MCC in new markets (India, Turkey etc.)
- L. CAO will identify university of repute across the globe including GCC and explore possibilities to work together for mutual benefit in terms of Articulation Agreements

Events:

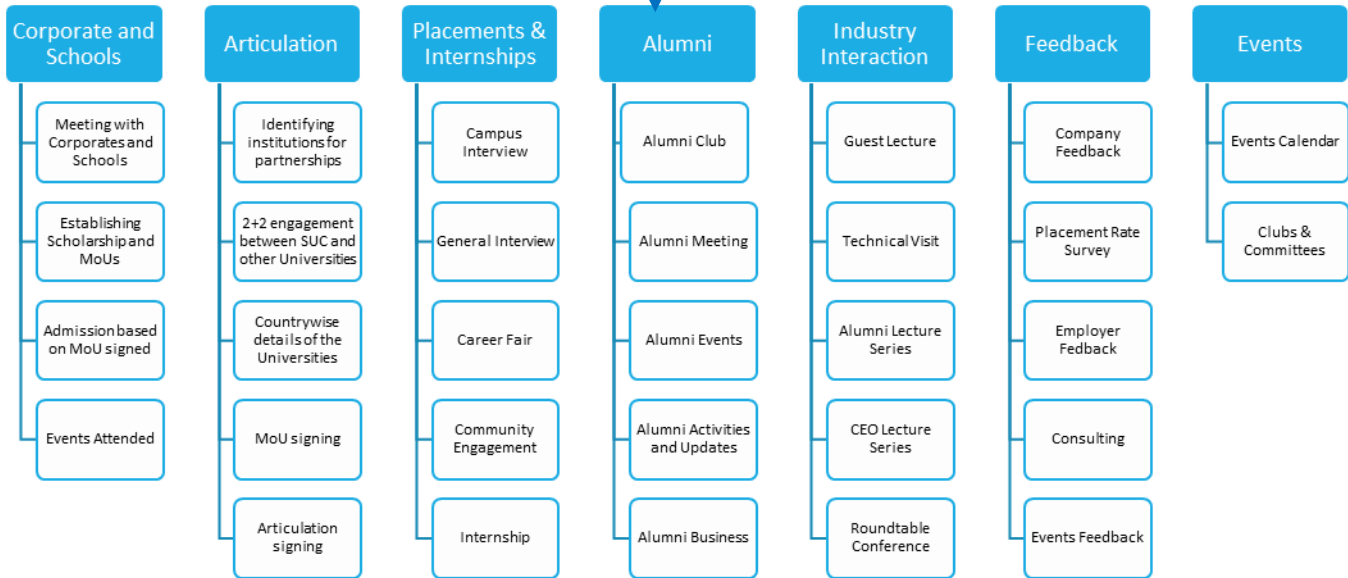
- A. To operate clubs and committees for students' recreation, educational, and voluntary participation. It enhances and contribute to the students' academic and non-academic capabilities while staying at SUC.
- B. To generate events and activities internally through different clubs, member students and also engaging students in participating externally while representing their University as brand ambassadors.
- C. To serve alumni/graduates of SUC with strong liaison to their alma mater. Be a part of Alumni Association in supporting them with jobs, annual events and activities engagements, inviting them for different guest lectures and ensuring their representation on all official happenings at SUC. Furthermore, to strengthen Graduate Management Network (GMN) in establishing strong relations of graduates and Corporate organizations. This Network brings net worth for their career development and University image building.
- D. Manage department's annual budgets supporting both Corporate Affairs Office and Events.



Head - Marketing & Creative Communications



Corporate Affairs Office





VI. POLICY & PROCEDURES

A. 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: Collecting appropriate information and attending exhibitions, career fairs, important government and non-government activities which directly or indirectly benefits SUC.

Step 2: Including list of activities to be conducted in collaboration with HOA [Head of Academics] in the Corporate Affairs Office monthly plans.

Step 3: Schedules meetings with corporate with predetermined agenda.

Step 4: Visits the corporate as per schedule and develops networking.

Step 5: Exploring possibilities of partnering with Corporate for community development and organizing panel discussions.

Step 6: Corporate MoU signing for different programs offered by School of Business & School of IT.

Step 7: Reporting the progress with regard to potential opportunities to Head-MCC for Marketing Department activities. Once the program is completed the reports, photos, etc. will be sent to the respective partnering corporates.



One of the important role of Corporate Affairs Office is to build long term Corporate/Public relations in order to develop a positive image about SUC by engaging them into constructive activities that are mutually beneficial for the industry and SUC community.

The public relations can be built through various academic and non-academic activities wherein the stakeholders of industry and SUC participate to achieve the desired mutually beneficial goals.

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.

Areas of cooperation included in the MOU are as follows:

- Scholarship to eligible employees of corporates
- Arranging Management Development Programs as per their requirements
- Counseling Services and Workshops
- Language Programs/ Guest Lecture/ Technical visits
- Corporate Relations
- Internship & Placement
- Research and Consultancy
- Event Sponsorship

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.

- a. Exchange of Expertise and know-how of the best practices followed at each institution that provides a conducive environment for learning.
- b. Exchange of books, teaching materials, academic data and dissertations, concerning teaching and scientific research projects.
- c. Exchange of faculty /Exchange of students.
- d. Exchange of information and best practices in the areas of:
 - o Community Engagement
 - o Professional Development
- e. Exchange of contribution in Publications such as Journals, Newsletters, Brochures etc.
- f. Participate in conferences.



g. 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:

- a. The institution and its academic programs are approved by competent authorities in the country of study.
- b. The certificates issued by the institution are equalized by competent authorities in the country of study.
- c. The institution has a campus.
- d. The institution is not a broker to issue certificates.
- e. The admission policy is compliant with the academically recognized admission policies.
- f. Teaching in the institution is based on the traditional ways.
- g. Teaching is in official language of the country or an international language.
- h. Institution's specialties are comprehensive.
- i. 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.
- j. The university is ranked in (The World University Rankings).
- k. 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.



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 Institutions 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, provided the candidate successfully attends Professional Skills Development Program (PSDP) organized by CAO. The following procedure is followed for organizing internship:

- a. CAO will conduct workshop every semester on Resume Writing and Mock Interviews along with the Teaching Effectiveness Committee.
- b. 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
- c. On receipt of acceptance/consent from respective industry the intimation send to Administration Department.
- d. Admin completes the registration formality and issues letters of internship.
- e. In-house orientation for intern by coordination with Corporate Affairs Office, Admin & SUC's Supervisor, and Experience sharing from students already placed.
- f. Admin to compile list of intern joined the organization.
- g. SUC's supervisor to monitor the progress of intern and appraise Corporate Affairs Office.
- h. 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.
- i. Students intern are required to submit internship Project report to Admin.
- j. Admin to send details of organization where internship has been organized during semester.
- k. 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, provided the candidate successfully attends Professional Skills Development Program (PSDP) organized by CAO. 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:

- a. Conducting workshop every semester on Resume Writing and Mock Interviews.
- b. Identifying employment opportunities for our SUC students in the national, regional and international market.
- c. Maintaining and updating the database of potential employers.
- d. 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.
- e. Coordinating with employers to complete their **Need Analysis Form** and **Student Placement Request Form** and then accordingly send the appropriate CVs.
- f. To carry out JD based workshop for students with the help of a faculty.
- g. Organizing campus interviews/ placement week.
- h. Corporate Affairs Office will complete placement report semester wise with complete details of the organization, student, position join for and starting salary.
- i. 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. **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.

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. COMMUNITY ENGAGEMENT POLICY.

v. 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 ensures 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.

vi. **Policy Framework**

To fulfill the commitment towards Community Engagement, SUC organizes its activities through the offices of Corporate Affairs and Services Committee.

vii. **Policy Guidelines**

- a. To plan and execute community service activities for the academic year
- b. To encourage faculty members, staff and students (including student community club) to contribute in community development activities.
- c. To evaluate the benefits of the service activities to the community.
- d. To invite industry experts in developing the curriculum for program and
- e. To arrange placement and internship opportunities for students.
- f. To promote consultancy and joint projects with the identified organizations
- g. To develop an industry – academia forum and organize panel discussions

viii. **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 |

E. ALUMNI

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:

- o 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.

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:

- 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.
- 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 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.

F. 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

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.

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.



G. FEEDBACK

i. Feedback from Employer & Employed Graduates

Corporate Affairs Office takes the responsibility of getting feedback from the corporate regarding the performance of the students employed with them, internships working with them, industry requirements are collected through employer feedbacks. It also collects information from alumni, SUC students studying in foreign universities. Corporate Affairs Office will facilitate by collecting feedback form from the employer and students.

Step 1: Collects survey information from IRO.

Step 2: Takes appointment with corporate and employed alumni for getting the feedback.

Step 3: Collects employer feedback for understanding the corporate needs for areas of trained human resources.

Step 4: Collects alumni feedback to understand placement rate or to plan for facilitating placements.

Step 5: Reports the progress with regard to the feedback activities to COEC.

ii. Internship & Placement Feedback

Corporate Affairs Office requests companies which come for placements and hiring Interns to give feedback and candid assessment of the students. The feedback will help the Corporate Affairs Office to work upon the areas which require improvements. Corporate Affairs Office will ensure the company fills up the recruitment form.

iii. Guest Lecture & Industry Visit Feedback

Corporate Affairs Office ensures that the feedback on Guest lectures and industry visits are conducted by the concerned faculty members and handed over to IRO for analysis of the feedback data. IRO forwards the feedback analysis report to Head of Corporate Affairs Office.



iv. Alumni Meet Feedback

The Corporate affairs Office collects feedback from the participants of the Alumni Meet and submits it to the Institutional Research Office for further analysis.

v. Alumni Events Feedback

The Corporate affairs Office in coordination with the Student Affairs Office collects feedback from the participants of the various Alumni activities or events and submits it to the Institutional Research Office for further analysis.

vi. Feedback on partnership projects through Articulation

The Corporate Affairs Office will collect feedback from the participating Universities on the joint activities and submit it to the Institutional Research Office for further analysis.

vii. Program Review – Course Development

Corporate Affairs Office serves as a liaison between IRO office and corporates for program review.

Program Review

Step 1: Receiving information from Head of Academics invites corporates for curriculum review.

Step 2: Arranging for Corporate and industry experts for curriculum review in different domain areas (Marketing, Finance, Information System, International Business, Travel & Tourism, Human Resource & Strategic Management and Leadership).

Step 3: Face to face interaction with industry experts and academia to discuss and deliberate on the curriculum structure.



Step 4: Head of Academics with the Area Chair and concerned faculty members evaluate the recommendations of the experts and take a decision related to incorporating the changes in the Program Review Committee Meeting.

viii. Consulting Services

Information gathering for industry training & consultancy requirements and industry requirements of certification courses. Corporate Affairs Office assists CPD by gathering information from various industries regarding the requirements of training and development and certification programs. Corporate Relations facilitates CPD and the academics to develop training programs and syllabuses for certification program.

ix. Skyline Corporate Cricket Cup

Corporate Affairs Office in coordination with Sports Department invites corporates to participate in the Skyline Corporate Cricket Tournament. The corporates are selected if they have a cricket team which is used to playing T-20 match with the international playing conditions.

SCOPE: It is also a brand building activity which is equally responsible for the holistic development of the students as well as to develop relation with the industry.

H. EXECUTIVE DEVELOPMENT PROGRAM (EDP)/CPD PROGRAMS

- CAO will support CPD Department to promote CPD programs including Boot Camps and Summer School with Corporates and Schools.
- CAO will also support in promoting Training Programs (MDP, Pocket MBA) amongst Corporates and Schools.
- CAO will assist in industry visits for providing placements / internship opportunities for CPD Students.

I. EVENTS

Life on the campus of Skyline University College is marked with numerous public and official events each year. An event is an enthusiastic gathering of students, professionals, academicians or entertainers as per the nature of the specific event. It is conducted to keep the youth young and the old and new tied in a special bond of friendship and understanding.



i. Why Skyline encourages students to participate in Events?

Skyline borders on the belief that cultural integration and unity in a diverse atmosphere like in the UAE can be achieved through student interaction and participation in various events. The Administration at Skyline strongly backs the opinion and encourages students to participate in various events in order to make them comfortable in the new surrounding and help in the transition from school to university level.

ii. How can students contribute towards various events?

Students can contribute by way of enthusiastic planning and organization of various events. The Administration only acts as an advisor/mentor to students to conduct various events and leaves it to their discretion to put their best foot forward and make the particular event a success.

iii. Orientation

New and Continuing students are provided orientation on various events in the following manner:

- Orientations are conducted twice a year for new students, one in Fall and another in Spring semesters.
- Fall presentation to new students is being given on the first day of the academic year.
- For continuing students orientations are conducted once a year in Fall semester.

The department provides orientation on various events and activities of the University as specified below:

- a. Events: Students are informed about the various events that will be conducted throughout the academic year.
- b. Student Clubs & Committees: There are many interesting clubs at SUC which will help the students in their overall personality development by providing them opportunity to showcase their hidden talents.
- c. Rewardship: Students are encouraged to be active in the campus by mean of giving them rewardship points. The students interested in receiving this scholarship and those who enjoy extra-curricular activities receive booklets to note down the hours they spent towards extra-curricular activities. At the end of the academic year the booklets are returned and the top 10 students with the highest score receive rewardship scholarship.
- d. Internship orientation: For working and non-working students internship orientation is conducted thrice a year during each semester. They are oriented on various methods and manners, briefed about the company they are joining and various professional etiquettes which must be adhered to before joining their internship assignment.



- e. Placement Orientation: The placement orientations are given once a year from second year onwards.

Process Flow

STEP 1: The students' events coordinator will give orientations to all students in their class rooms explaining the number of events and the importance of these events.

STEP 2: Events committee will be finalized by the Events coordinator.

STEP 3: The events coordinator approach all departments to explain the rewardship program for active students.

STEP 4: Events coordinator will discuss the allocated budget with head of finance and take necessary approvals.

STEP 5: Events coordinator will send the details and checklist to the COEC office one month before the conduct of the event.

STEP 6: After the event, press release and pics to be sent to media and communication department.

STEP 7: Taking the feedback from IR Office

STEP 8: Implementing corrective actions based on the feedback

J. STUDENT CLUBS & COMMITTEES

SUC focuses on the overall development of the students through essential extracurricular and co-curricular activities at various levels. Student Events Coordinator coordinates the formation of these committees and conducts the elections of student committee heads. New students are given a presentation about the committees, by Events Coordinator in the beginning of each academic year and interested candidates can fill up the committee registration form available with Student Events Coordinator or on the student portal. The committees' membership is offered on a nondiscriminatory basis and is open to all students. Budget will be allocated for each clubs/committees. Each committee is chaired by a Faculty



member or Staff member. Student Events Coordinator is responsible for organizing the year round extracurricular activities on campus and coordinating for intercollegiate activities. Responsibilities include:

- i. To plan a yearly calendar of events and activities.
- ii. To coordinate for necessary event-based technical and monetary support to students.
- iii. To inform the Administration & Examination Department about attendance mitigation cases as per the institutional policy for students participating in extracurricular activities.
- iv. To acknowledge student effort.

The Events Coordinator along with the committee head (student) will be responsible for:

- i. Allocating staff and student for various events throughout the year.
- ii. To prepare the basic structure of all the events and communicate the same to the respective event heads.
- iii. Monitoring and participating in the regular meetings of the committee members for various events.
- iv. Assisting the event heads in the smooth flow of the events.
- v. Coordinating for student participation in various Inter-University competitions.
- vi. Coordinating with the Finance Department for financial requirements of the Committee.

Flow

STEP 1: The students' events coordinator will give orientations to all students in their class rooms explaining the importance of these committees.

STEP 2: Allocating budget for each club.

STEP 3: Events coordinator will ensure that all details of the committees are uploaded in student's portals.

STEP 4: Events coordinator should coordinate with IT department to make sure that online registration is activated.

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.

i. Student Clubs

Following are the active clubs at Skyline University College:

i. Performing Arts Club

The Performing art club consists of three (3) sub - clubs which are Dance and Music, and Drama.

a. Dance and Music Club

1. Purpose of the Club

The aim of the Dance Club is to provide an open and supportive environment for further enhancement of various dance/ music forms, student choreography, and student performance. In addition, talent hunt would be conducted to discover new dancers/musicians.

It is an opportunity for all 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.

2. Benefits of Joining the Club

- Participation in University College's events and competitions as a dancer.
- Being in the spotlight!
- Gaining additional skills and talents from other members by sharing.



b. Drama Club

1. 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.

2. Benefits of Joining the Club

- Participate in the University College plays.
- Develop and share your talent and skills in play production.
- Build strong social ties with fellow club members.
- Have fun!

c. Community Service Club

1. 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 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.

2. Benefits of Joining the Club

- An added benefit of learning something new outside university books.
- A chance to feel the realities of the world.
- An opportunity to feel responsible about someone else other than yourself.
- An eye opening and life long experience.

c. Toastmaster & Debate Club

1. Purpose of the 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.

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.

2. Benefits of Joining the Club

- Learn to communicate more effectively.
- Become a better listener.
- Improve your presentation skills.
- Increase your leadership qualities.
- Become more successful in your career.
- Build your ability to motivate.
- Reach your professional and personal goals.
- Increase your self-confidence.
- Increase your leadership potential.
- Builds self-confidence.
- Enhances public speaking skills and debate techniques.
- Develops decisive awareness and personality.

e. Skyline Entrepreneurship & Innovation Club

1. 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.

2. Benefits of Joining the Club



- Mentoring from industry experts
- Networking events & SEIC access
- IT-facilities & Meeting Rooms
- Business Plan Software Usage
- Entrepreneurship Simulation
- Access of Global Business Directories

f. 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 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

- Opportunity to experience outdoor activities.
- Leadership development, relationship building and environmental responsibility.
- Provide a place to plan out trips, meet new people, learn new skills, and try new types of activities.
- Promote personal growth.

ii. Student Committees

The 4 student committees at SUC are as follows:

a. 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:

1. Allocating staff and student for various events throughout the year.
2. To prepare the basic structure of all the events and communicate the same to the respective event heads.
3. Monitoring and participating in the regular meetings of the committee members for various events.
4. Assisting the event heads in the smooth flow of the events.



5. Coordinating for student participation in various Inter-University competitions.

b. News and Media Committee

The News and media committee is responsible for contributing to all photography of events and student activities. It also contributes to the Newline Magazine.

The purpose of the News and Media club is to provide committee members with different opportunities for creative expression. The members of the committee 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 committee presents students with an opportunity to practice their artistic abilities, express themselves through art, and contribute to the student life community.

The SUC publishes “Newline” 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:

1. Chairman (Faculty Member)
2. Students
3. English Faculty
4. Head of Administration, Registration & Examination Department
5. In-house IT department

The Newline Committee shall be responsible for

1. The publication of the Newline.
2. For collecting and contributing articles (report on events / general)
3. Encourage students to contribute articles
4. Select and edit manuscripts
5. Plan the page layout
6. Proof read the draft copy
7. Circulate/distribute the final copy

c. 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.



d. 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 – 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, Registration & 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.

K. STUDENT ACTIVITIES POLICY

i. 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.

ii. Formation of Committees and Clubs

Formation of student activity committees and clubs is initiated by the Corporate Affairs Office & Events by giving a presentation about the various committees and clubs, their formation, roles, responsibilities and functions. The CAO & Events invites interested students to register online through their portal for membership of various committees and clubs based on their areas of interest, after receiving the nominations CAO & Events conducts an election to constitute a formal body of elected members to execute the functions of the committee. The committees and clubs have an executive body comprising of head, core members and chaired by faculty or staff members only to provide guidance and assistance when required. The chairs of the committees and clubs are nominated by the Dean. The duration of the committee is one academic year.

iii. Functions of Committees and Clubs

- a. To plan a yearly calendar of activities and inform the student community.
- b. To prepare the budgets and get approvals.
- c. To coordinate for necessary infrastructural support to conduct activities.
- d. To conduct the planned activities.



- e. To review and provide feedback.
- f. To recommend appreciation for outstanding performance of the team members.
- g. To conduct pre and post activity meetings.

iv. Process Flow

- a. Students are informed about the importance of committees, clubs, membership, roles and responsibilities.
- b. Members are enrolled in various committees.
- c. Heads are elected.
- d. Activities and budgets are planned.
- e. Activities are reviewed and feedbacks provided.
- f. Activities are conducted.
- g. Reports are recorded and Disseminated to Dean.

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 |
|---|--|---|--|--|
| Events Executive | Events Executive | Events Executive & Chair of Committee and club | EC | One academic year except CR which is semester wise |

L. PUBLIC DISCLOSURE

The Corporate Affairs Office, after completing the corporate relation activities, sends photographs and a brief report of the event to IT Department to display in Plasma, Portal, Website, Business Updates, News Line, IRO (CHEDS) and Social Media Channels.

Corporate Affairs Office will compile information on the events or activities organized and then forward photos and information to IT and Media Department for display on plasma and social media/ website respectively.



VII. BUDGETING

Corporate Affairs Office provides estimated costs for yearly budget for all the events planned by Corporate Affairs Office such as corporate events, student events, alumni activities, articulations activities, etc. Budget allocation is generally done in consultation with the Finance Department. Finance Department proposes the budget to EC and receives the final decision on approval or required change. Regular updates on the budget utilization are reported by the Corporate Affairs Office.

VIII. ORIENTATION

A. FACULTY AND STAFF:

Corporate Affairs Office provides orientation on the functions of Corporate Affairs Office to new faculty and staff members joining the University.

B. STUDENTS:

Corporate Affairs Office provides orientation on placements, internships, Student clubs and committees to students.

Corporate Affairs Office orients graduating students about the benefits to be an active Alumni.

IX. PLANNING OF DEPARTMENTAL OPERATIONS

The Corporate Affairs Office is required to plan 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 conduct of operation of the department. Following are some of the documents reviewed and updated as part of planning:

- A. Goals, Objectives, Purpose, Academic Goals, Departmental Goals, Individual Goals, KPIs & Benchmarking
- B. Policy & Procedures Manual
- C. Forms, Process Flows & Authority Level
- D. Strategic Plan
- E. IE Tools
- F. Feedback
- G. Fact Files
- H. Job Description
- I. Pre-Semester Checklist



- J. Operational Checklist
- K. Calendars & Checklists
- L. Handbooks, Manuals and Departmental Leaflets
- M. Letters & MoU's For All Aspects
- N. Orientation (PPT Outline) For Faculty, Staff, Student & General Public
- O. Inter-Departmental Requirements
- P. Semester Closing & Opening Presentation
- Q. Semester Audits
- R. Reporting Format
- S. Notice Board updates
- T. Social Media updates
- U. Whom to Contact List
- V. Website content
- W. FAQs
- X. Portal content
- Y. ERP plan and status
- Z. Calendar Management System
- AA. Document Management System
- BB. Department Budget
- CC. General Requirements of HOD & Department

X. SEMESTER PLANNING & CLOSING PRESENTATION

The Corporate Affairs Office prepares the closing updates and planning for next semester at the end of every semester. These updates are presented to all faculty and staff members at the time of academic committee and academic support services staff meeting.

XI. SEMESTER & ANNUAL AUDIT

QA Office audits the following reports of Corporate Affairs Office every semester:

- A. Fact File - Fall 2017
- B. Spring 2017-2018 Pre-semester checklist update
- C. Fall closing and Spring planning presentation
- D. List of guest lectures conducted
- E. Guest lecture Reports
- F. Guest lecture Feedbacks
- G. List of technical visits conducted
- H. Technical visits Reports
- I. Technical visits Feedbacks
- J. Internship Statistics
- K. Placement report
- L. Corporate MOUs - signed copies, list of MOUs, MOMs
- M. Articulation & MOUs - List of articulation, MOMs, reports
- N. Alumni registrations - follow up, list of activities, Active and Non-active members



XII. CALENDARS

Corporate Affairs Office prepare the following calendars to plan the activities for the entire academic year:

- A. Corporate Affairs Events
- B. Alumni Events Calendar
- C. Events Calendar
- D. Clubs And Committees Calendar
- E. Internship Calendar
- F. Placement Calendar
- G. Guest Lecture Calendar
- H. Industrial Visit Calendar
- I. CEO Lecture Series Calendar
- J. Alumni Activities / Meetings Calendar
- K. Events Calendar For The Alumni
- L. CAO Visit Calendar
- M. Alumni & GMN Orientation Calendar
- N. University MoU
- O. Agents MoU
- P. Corporate MoU
- Q. Articulation Calendar
- R. Business Council Calendar

XIII. DOCUMENT MANAGEMENT SYSTEM (DMS)

Corporate Affairs Office utilizes the use of a computer system, Document Management System (DMS), to store, manage and track electronic documents. The following documents are stored and managed in DMS:

- A. Planning Files (year-wise)
- B. Closing Files (year-wise)



- C. Semester Reports
- D. Monthly Reports
- E. CAO Visit Reports
- F. Event Reports (CEO, Alumni Lecture Series, Career Fairs and Roundtable events)
- G. Industry Requirements (Guest Lectures and Technical Visits)

XIV. CHECKLISTS

Corporate Affairs Office develops the checklist of Pre-semester & Operational activities for the Fall, Spring & Summer Semesters. The department ensures all activities are completed as per the checklist. The status of activities included in the pre-semester checklist is updated at least one week prior to the start of the semester and submitted to the Administration department.

XV. WEBSITE, PORTAL & FAQ

The information about the Corporate Affairs Office including introduction and goals of the department, services provided, policies, etc. are displayed on the SUC Website under Academic Support Services. Documents like calendars and forms of Corporate Affairs Office are uploaded on the portal for easy access by faculty, staff or students.

The information on the Website and Portal is reviewed every semester and updated whenever required.

Corporate Affairs Office will also prepare the list of frequently asked Questions and display on the website.

XVI. NOTICE BOARDS

Corporate Affairs Office will regularly update the notice board with the Information on Placements, internships, part time job vacancies, CEO lecture series, Alumni and guest lectures for the use of students, parents and faculty, and visitors alike.

XVII. SUBMISSION TO CHEDS

The Corporate Affairs Office submits the data related to employment rate of SUC graduates to IR Office for further review and submission to CHEDS every year as per the stipulated timeline.

XVIII. FACT FILE

Corporate Affairs Office compiles the information and updates the summary statistics of the following activities:



- A. Guest lecture
- B. Technical visits
- C. Experts/ Judges for the events
- D. Internship
- E. Placements
- F. Students networking
- G. Participation in events / Seminars
- H. Round table conference
- I. Alumni Business Meet
- J. Collaborative research projects
- K. GMN
- L. MOU signed with the corporate
- M. MoU signed with Universities
- N. Trainings and MDP conducted
- O. Alumni activity plan
- P. Community engagement initiatives
- Q. Promotion of professional courses
- R. Alumni Guest Lecture Series
- S. CEO Lecture Series
- T. Corporate Cricket Cup Tournament feedback

XIX. IE TOOLS

Corporate Affairs Office has been assigned the responsibility of following Institutional Effectiveness Committees:

A. Corporate Relations Committee

The purpose of corporate relations committee is to develop and maintain relations with the experts from industry so that their experiences can be shared with the academia community of SUC to enrich the conduct of the courses and expose the student to the best practices in the industry through field visits and guest lecture. The committee also identifies opportunities of internship and placements for its students. This tool helps in understanding industry requirements and helps in improving the preparedness of our graduate for suitable employment.

B. Alumni Committee

SUC being one of the oldest institutions in UAE has a large number of graduated students who are its goodwill emissaries. SUC Alumni is an important forum which helps in building the public image and creating trust in the society. Its inputs are used for updating program in its structure, design and content and assists in internship & placement. The alumni committee coordinates alumni relations and conducts periodic surveys.

C. Articulation



The purpose of the articulation committee is to develop and maintain relations with the universities all over the world so that this relationship can provide an opportunity to the students and the faculty to share the best practices. Such articulation agreements provides student, faculty exchange programs that enable them to learn from each other's experiences. It can further provide a platform to engage in joint research programs or organize seminars, workshops, conferences and panel discussions in collaboration.

- D. Employer Survey report to the IR Office as per the stipulated timelines in the Institutional Effectiveness Calendar.

Employer's feedback provides an opportunity to assess the student's academic standing in the virtual working environment. It helps SUC to understand and update its curriculum and teaching methodology for improving the overall academic delivery to meet the requirement of the industry. The Employer survey is conducted by the Corporate Relations Department in the organization where SUC graduates are employed. The employer feedback is conducted periodically after the completion of at least six months after employment.

- E. Employment Rate report to the IR Office as per the stipulated timelines in the Institutional Effectiveness Calendar.

Employment rate refers to the number of graduates from each School who are gainfully employed in the industry or who are operating their own business. Employment data is collected to reflect the status of employment rate of graduated students of SUC. This rate will enable SUC to understand the employability levels of its graduates in different industries. It also helps us to understand the employment market conditions with respect to the specialization and the level of placement. This detailed analysis enables SUC to take appropriate decisions in increasing the employability of the future graduates.

F. Events Committee

Events committees plays a vital role in organizing extra & co curricular activities at the university and inter - university level during an academic year in line with the mission of SUC for development of the overall personality of the students. The events organized provide a platform for students to apply their managing skills in organizing and conducting the events under the guidance of faculty and staff.

XX. FEEDBACK

Corporate Affairs Office obtains feedback on various events or activities organized by the department such as:

- A. Alumni Business meet feedback
- B. CEO Lecture series feedback
- C. Alumni Guest Lecture feedback
- D. Corporate Cricket Cup tournament form
- E. Technical visit form
- F. Guest lecture form



XXI. REPORTS

The Corporate Affairs Office will submit the following reports to the Head of Marketing and Creative Communications / Registrar/Head-Academic Support Services.

A. Fortnightly report

The Fortnightly Report is submitted every 2nd and 4th Thursday of every month and the following data are included in the report:

| SR. # | SECTION | TYPE | UPDATED BY | FREQUENCY |
|-------|---|---|--------------------|-------------|
| 1 | | Previous MoM | | |
| 2 | | COEC's Comments | | |
| 3 | Fortnightly Activities | Current Fortnightly Activities | CAO Assistant | Fortnightly |
| 4 | | Next Fortnightly Activities | | |
| 5 | | Pending | | |
| 6 | Checklists | Fall/Spring/Summer AY 17-18 Pre-Semester | | |
| 7 | | Fall/Spring/Summer AY 17-18 Operational | | |
| 8 | Financial | Department Budget | Finance Department | |
| 9 | | Expenses Report | | |
| 10 | Corporate Affairs & Events Activities | Meetings/Visits Report status as per the plan | CAO Assistant | Daily |
| 11 | | Corporate Visit Plan | | Yearly |
| 12 | | Internship | | Fortnightly |
| 13 | | Placement | | |
| 14 | | Technical Visits | | |
| 15 | | Guest Lectures | | |
| 16 | | Corporate Seminars & Events | | |
| 17 | Articulation (GCC, Asia, Europe, Africa, USA, MOE listed and unlisted universities and Online Universities) | | | |
| 18 | Alumni/Feedback | Alumni Report Details (Comments received from the Registrar/HASS / Head of Marketing and Creative Communications, Alumni details, employer) | Ms. Christina | Fortnightly |



| | | | | |
|----|------------------------------------|---|---------------|--------|
| | | feedback, placement rate, comparative analysis) | | |
| 19 | Corporate Affairs Development Plan | Database | CAO Assistant | Weekly |

B. Monthly Report

Monthly Report is submitted to the Registrar/Head - Academic Support & Services as per the timeline given by the QA Office. The Monthly Report is comprised of the following sections:

| SR. # | SECTION | UPDATED BY | FREQUENCY |
|-------|--|------------------------|---------------|
| 1 | Major Activities/Achievements | CAO Assistant | Monthly |
| 2 | Positive Points | | |
| 3 | Area of Improvements and Inputs | CAO Head | |
| 4 | Previous Monthly Meeting MoM | CAO Assistant | |
| 5 | IE Tools Review and Submission | IR Office/CAO | |
| 6 | Achievement Status of KPIs and Benchmarks | CAO Assistant | Semester-wise |
| 7 | Major Events and Activities Organized | Events Executive | Monthly |
| 8 | Review of Events/Activities | Events Executive | |
| 9 | Clubs & Committees | | |
| 10 | Feedback Report (Summary of Feedback - Employer and Employment) | Alumni President | Monthly |
| 11 | Financial Analysis (Budget Analysis, Expenses Report and Cost cutting measures) | Finance Department/CAO | Monthly |
| 12 | Policy and Procedure Updates | CAO CAO | Monthly |
| 13 | Status of Activities as per Calendar & Checklist (Pre-Sem and Operational) | | |
| 14 | Department Specific Report & Audit (Visits, Membership status, MDP summary details, Boot camps summary details, Internship, Placements, Industry Requirements, CEO and Guest Lecture | | |



| | | | |
|----|--|------------------|---------|
| | Series, Summary of Corporate Events attended, Articulation statistics) | | |
| 15 | Alumni Report Details (Statistics, Alumni List and Alumni Event Details) | Alumni President | Monthly |
| 16 | Database Summary | CAO | Weekly |
| 17 | Status of the Automated Process | | Monthly |

C. Semester report

Semester Report is submitted to the Registrar/Head - Academic Support & Services as per the timeline given by the QA Office. The Monthly Report is comprise of the following sections:

| SR. # | SECTION | UPDATED BY | FREQUENCY |
|-------|---|------------------------|---------------|
| 1 | Major Activities/Achievements | CAO Assistant | Semester-wise |
| 2 | Positive Points | | |
| 3 | Area of Improvements and Inputs | CAO Head | |
| 4 | Previous Monthly Meeting MoM | CAO Assistant | |
| 5 | IE Tools Review and Submission | IR Office/CAO | |
| 6 | Achievement Status of KPIs and Benchmarks | CAO Assistant | Semester-wise |
| 7 | Major Events and Activities Organized | Events Executive | Semester-wise |
| 8 | Review of Events/Activities | Events Executive | |
| 9 | Clubs & Committees | | |
| 10 | Feedback Report (Summary of Feedback - Employer and Employment) | Alumni President | Semester-wise |
| 11 | Financial Analysis (Budget Analysis, Expenses Report and Cost cutting measures) | Finance Department/CAO | |
| 12 | Policy and Procedure Updates | CAO CAO | |
| 13 | Status of Activities as per Calendar & Checklist (Pre-Sem and Operational) | | |
| 14 | Department Specific Report & Audit (Visits, Membership status, MDP | | |



| | | | |
|----|--|------------------|---------------|
| | summary details, Boot camps summary details, Internship, Placements, Industry Requirements, CEO and Guest Lecture Series, Summary of Corporate Events attended, Articulation statistics) | | |
| 15 | Alumni Report Details (Statistics, Alumni List and Alumni Event Details) | Alumni President | |
| 16 | Database Summary | CAO | Weekly |
| 17 | Status of the Automated Process | | Semester-wise |

D. Closing report

Closing Report is submitted to the Quality Assurance Office as per the timeline given by them. The Closing Report is comprise of the following sections:

| DEPARTMENT PLANNING INDEX FOR AY 2017-2018 | |
|--|---|
| INDEX | |
| SR. NO. | PARTICULAR |
| STRATEGIC SECTION | |
| I | DEPARTMENT REVIEW WEEKLY, MONTHLY & SEMESTER REPORTS |
| II | GOALS, OBJECTIVES, PURPOSE, ACADEMIC GOALS, DEPARTMENTAL GOALS, INDIVIDUAL GOALS, KPIS & BENCHMARKING |
| III | POLICY & PROCEDURES MANUAL |
| IV | FORMS, PROCESS FLOWS & AUTHORITY LEVEL |
| V | STRATEGIC PLAN |
| VI | IE TOOLS |
| VII | FEEDBACK |
| VIII | FACT FILES |
| IX | JOB DESCRIPTION |



ESTABLISHED 1990

| | |
|----------------------------|--|
| X | TRAINING MANUAL |
| OPERATIONAL SECTION | |
| XI | PRE-SEMESTER CHECKLIST |
| XII | OPERATIONAL CHECKLIST |
| XIII | CALENDARS & CHECKLISTS |
| XIV | HANDBOOKS, MANUALS AND DEPARTMENTAL LEAFLETS |
| XV | LETTERS & MOU'S FOR ALL ASPECTS |
| XVI | ORIENTATION (PPT OUTLINE) FOR FACULTY, STAFF, STUDENT & GENERAL PUBLIC |
| XVII | INTER-DEPARTMENTAL REQUIREMENTS |
| XVIII | SEMESTER CLOSING & OPENING PRESENTATION |
| XIX | SEMESTER AUDITS |
| XX | REPORTING FORMAT |
| XXI | NOTICE BOARD |
| XXII | EMPLOYEE EVALUATION |
| XXIII | CATALOG |
| XXIV | SOCIAL MEDIA |
| XXV | WHOM TO CONTACT LIST |
| AUTOMATED SECTION | |
| XXVI | WEBSITE |
| XXVII | FAQS |
| XXVIII | PORTAL |
| XXIX | ERP |
| XXX | CALENDAR MANAGEMENT SYSTEM |
| XXXI | DOCUMENT MANAGEMENT SYSTEM |
| FINANCE SECTION | |
| XXXII | DEPARTMENT BUDGET |
| GENERAL | |



XXXIII GENERAL REQUIREMENTS OF HOD & DEPARTMENT

XXII. AUTHORITY

Waiting for the HOD-Job Description from HRD.

XXIII. ANNEXURE

A. FORMS

- i. Internship
- ii. Placement
- iii. MDP Requirement
- iv. Alumni Club registration
- v. Guest Lecture
- vi. Technical visit

| MOE STANDARDS | | EXISTING POLICY |
|---------------|----------------------|--|
| 11 | Community Engagement | <u>COMMUNITY ENGAGEMENT POLICY</u> |



| | | |
|--------------------|---|---|
| 11.1 | Institutional Engagement | i. CORPORATE RELATIONS WITH CORPORATES, BANKS & BUSINESS COUNCILS ii. ARTICULATION |
| 11.2 | Employer Engagement | FEEDBACK FROM EMPLOYER & EMPLOYED GRADUATES |
| STIPULATION 1 A | h. Career Service Policy. This covers the use of career development services by students, alumni, and employers. | INTERNSHIPS & PLACEMENTS [STUDENTS & ALUMNI] |
| | e. Institutional Relations Policy. This details the roles and responsibilities in the areas of development and fund raising, communication with internal and external offices, and media relations. | CORPORATE RELATIONS WITH CORPORATES, BANKS & BUSINESS COUNCILS ARTICULATION |
| 9.6 | Associations with Corporate Entities. | CORPORATE RELATIONS WITH CORPORATES, BANKS & BUSINESS COUNCILS |



ENGLISH LANGUAGE CENTRE

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WHOM TO CONTACT LIST

| SL.NO. | QUERY ABOUT | CONTACT PERSON |
|--------|--|---|
| 1 | Overall Department In-Charge | Dr. Victoria Verna |
| 2 | Multimedia facilities in class room | Mr. Anish Chacko / Mr. Firoj Kumar Rauta |
| 3 | TOEFL / IELTS application and exam query | Ms. Jeena |
| 4 | TOEFL Navigator and IELTS Pathfinder , IESOL Action Planner | Ms. Samira |
| 5 | Cambridge PET & IELTS books | Mr. Sheik |
| 6 | IESOL , PET & IELTS admission kit | Ms. Jeena |
| 7 | IESOL , PET & IELTS course fee payment | Ms.Hafsath , Ms. Angelica Casila |
| 8 | Printing and photocopying | Mr.Gulsher |
| 9 | Cambridge English: Preliminary(PET) - Admission kit | Ms. Jeena |
| 10 | Toastmasters related queries | Dr. Victoria Verna |



SECTION 1 - INSTITUTIONAL SECTION



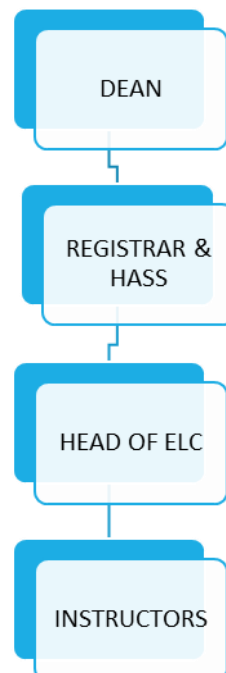
I. INTRODUCTION:

English Language Centre (ELC) trains the students to develop four language skills – Listening, Reading, Writing and speaking to enable them to appear for the City & Guilds IESOL exam. It also offers Cambridge English: Preliminary (PET) Preparatory Course in combination with IELTS preparatory course. ELC aims to equip the students to comprehend the concepts with clear perception. ELC also offers mathematics crash course to prospective Undergraduate students under the guidance of the academic faculty members from general education section.

II. DEPARTMENTAL GOALS:

- A. To coordinate placement test activities at regular intervals.
- B. To guide students and conduct various preparatory courses.
- C. To liaison with international testing agencies for the MOHESR approved tests.
- D. To plan and conduct IELTS workshop
- E. To Plan and conduct Toastmaster club activities.

III. DEPARTMENT STRUCTURE – ENGLISH LANGUAGE CENTRE





IV. STRATEGIC PLAN

The ELC follows the directions provided by the long range strategic plan - 2017-2022 to enhance the services offered to the student body that is aspiring to join the Undergraduate and Graduate programs offered by SUC. In order to facilitate the proper implementation of the strategic plan ELC prepares semester & annual plans.

ELC conducts TOEFL, IELTS, City & Guilds placement tests for admission to the Undergraduate and Graduate programs. It also conducts training programs for City and Guilds IESOL Exam Preparatory program and Cambridge English: Preliminary (PET) along with City and Guilds IESOL Exam Preparatory program.

V. FACILITIES AND SERVICES PROVIDED

- A. Approved official testing center
 - City & Guilds IESOL Exam
 - IELTS exam
 - TOEFL exam
 - Mathematics exam (SUC exam approved by MOHESR)
- B. Orientation and mock exam for exam preparation
 - City & Guilds IESOL Exam
 - IELTS exam
 - TOEFL exam
 - Mathematics exam
- C. Placement Tests
 - City & Guilds IESOL Exam
 - IELTS exam
 - TOEFL exam
 - Math Placement Test
- D. Preparatory courses for
 - City & Guilds IESOL Exam
 - Cambridge English: Preliminary (PET) Preparatory Course plus IESOL preparatory course
 - Academic & General Training IELTS Preparatory Course
 - Mathematics preparatory course
- E. Coordinate with Toast Masters' club officers and the club members



VI. DEPARTMENT SPECIFIC POLICY AND PROCEDURES

A. PLACEMENT TESTS CONDUCTED AT SUC FOR ADMISSION TO PROGRAMS FROM THE SCHOOL OF BUSINESS & SCHOOL OF IT

i. CITY & GUILDS IESOL TEST

a. 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.

b. CITY & GUILDS IESOL TEST REGISTRATION REQUIREMENTS

1. A copy of valid passport / UAE National ID
2. Photos will be clicked before the commencement of the exam. This will be taken care of by the examiners from ConnecMe.

c. CITY & GUILDS IESOL TEST DETAILS

1. **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.
2. **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)
3. **WRITING:** Produce a personal letter, a narrative or descriptive composition
4. **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.

1.1. 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.

1.2. 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.

1.3. 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.

1.4. Test Format & Study material

The test format is clearly explained to them with the help of City & Guilds test Action Planner for CBT.

1.5. 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.

1.6. FINAL TEST

The students appear for the final exam at SUC on the stipulated date. They receive their scores with in fifteen days.

1.7. 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.

1.8. 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:

- To reappear for the City & Guilds test
- To repeat the City & Guilds Preparatory Program

ii. TOEFL TEST

a. 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. Undergraduate 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.

b. 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:

4. 3-4 mini talks, 60-90 seconds long with 3-5 questions each
5. 2-3 extended conversations, 60-90 seconds long with 3 to 5 questions each
6. 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:

3. (1-15) 15 multiple choice questions based on the structure of the sentence
4. (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

c. 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 Undergraduate program and 550 for Graduate 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.

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 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 section 1, 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.

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.

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.

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. Copies test questions or answers
9. Malpractices in any other way



d. 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.

e. TEST FORMAT & STUDY MATERIAL

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.

f. 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.

1. FINAL TEST

The students appear for the final exam at SUC on the stipulated date. They receive their scores within three working days.

2. 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.

g. 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:

1. To reappear for the TOEFL exam
2. To undertake City & Guilds training Program if they qualify for it based on their TOEFL scores
3. To undertake Cambridge English: Preliminary (PET) if they do not qualify for the City & Guilds training Program

iii. IELTS TEST

a. IELTS TESTING VENUE AT SUC

Prospective students of SUC or general candidates appearing for IELTS Exam can register at SUC either in person or through online. The registration office operates in liaison with IELTS -IDP. It organizes IELTS tests (both Academic



and General Training) at regular intervals at SUC. It functions twice a week- Mondays and Wednesdays, 10 am to 1:30 pm.

b. 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

c. IELTS TEST DETAILS

The Academic module of IELTS consists of four components.

1. **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.

2. **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.

3. **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.

4. **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.
5. **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.
6. **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.

d. 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.

e. TEST FORMAT & STUDY MATERIAL

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.

f. 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.



g. FINAL TEST

The students appear for the final exam at SUC on the stipulated date. They receive their scores within fifteen days.

h. 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.

i. 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 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:

1. To reappear for the IELTS exam
2. To undergo City & Guilds Training Program if they qualify for it based on their IELTS scores
3. To undertake Cambridge English: Preliminary (PET) if they do not qualify for the City & Guilds training Program

iv. MATHEMATICAL ABILITY TEST (APPLICABLE ONLY FOR UNDERGRADUATE ADMISSIONS)

SUC conducts a mathematical ability test in which an applicant is required to score a minimum of 60% passing score for placement into the Undergraduate program.

Following are the exceptions for taking the SUC Mathematical Ability Test:

- d. Students with a minimum SAT score of 500
- e. Student holding diploma or transfer of credit from an accredited institution by MOHESR and having a grade "C" or above in a Mathematics related course.
- f. Students with a minimum EmSAT Math score of 1100

B. INFORMATION ABOUT OTHER MOE APPROVED TESTS FOR ADMISSION TO UNDERGRADUATE / GRADUATE PROGRAM

i. 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

ii. **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.

iii. **EmSAT ACHIEVE ENGLISH**

(Emirates Standardized Test) **One of the admission Requirements for the entry into the universities of UAE**

EmSAT English Achieve is a college entry and placement test designed to assess the extent to which a student has the necessary language skills to actively learn in an English-medium college or university, or engage in technical training where the medium of instruction is English.

Test Format -Computer based exam

Total time : 2hrs

Section 1: Grammar

Section 2 : Vocabulary

Section 3: Cloze Reading

Section 4 : Extended Reading

Section 5: Writing

C. PREPARATORY COURSES

A. **ADMISSION CRITERIA FOR ENGLISH PREPARATORY COURSES**

i. **PROSPECTIVE UNDERGRADUATE STUDENTS:**



- a. **Category A:** Students, who have scored between 4 and 4.5 in IELTS or between 425 and 499 in TOEFL or equivalent scores of approved tests mentioned in Table-1 will undergo City & Guilds Preparatory course for 45 sessions. This is a non-credit course.

Students who score between 475 and 499 in the entrance exam of TOEFL or equivalent scores of approved tests will be eligible to retake a TOEFL test with required fee without attending preparatory course.

2. **Category B:** Students, who have scored between 3 and 3.5 in IELTS or below 425 in TOEFL or equivalent scores of approved tests mentioned in Table-1 will undergo Cambridge Preliminary PET course in combination with IESOL Preparatory course for one semester. This is a non-credit course.

ii. PROSPECTIVE GRADUATE STUDENTS:

1. **Category A:** Students, who have scored between 4 and 5.5 in IELTS or between 425 and 549 in TOEFL or equivalent scores of approved tests mentioned in Table-2 will undergo City & Guilds Preparatory course for 45 sessions. This is a non-credit course.

The Students, who have scored between 530 and 549 in TOEFL (ITP) or equivalent scores of approved tests will undergo a preparatory course in City and Guilds. They must achieve a semester average score of B (GPA 3.0 - 4.0) in the credit courses taken to continue the Graduate program.

2. **Category B:** Students, who have scored between 3 and 3.5 in IELTS or below 425 in TOEFL or equivalent scores of approved tests mentioned in Table-2 will undergo Cambridge Preliminary PET course in combination with IESOL Preparatory course for one semester. This is a non-credit course.

B. PREPARATORY COURSE DETAILS

a. CITY & GUILDS - IESOL EXAM PREPARATORY COURSE

This course prepares the students to face the exam with confidence and to score B1- Achiever Level for admission to Undergraduate Program and B2-Communicator Level for admission to Graduate Program. (Entry 3 B1 passed for Undergraduate; Level 1 B2 Passed for Graduate in CBT of IESOL)

1. PROSPECTIVE UNDERGRADUATE STUDENTS:

Students, will get into 45-hour City & Guilds IESOL Program as per scores obtained in one of the MOHESR approved tests given in table -3. They may attend this program during May



intake, September intake or January intake. The students are required to score B1 on this test to be eligible to get into Undergraduate program.

2. PROSPECTIVE GRADUATE STUDENTS:

Students, will get into 45-hour City & Guilds IESOL Program as per scores obtained in one of the MOHESR approved tests given in table -4. They may attend this program during May intake, September intake or January intake. The students are required to score B2 on this test to be eligible to get into Graduate program. However, if the Students scored between 530 and 549 in TOEFL (ITP) or equivalent scores of approved tests will undergo a preparatory course in City and Guilds. They must achieve a semester average score of B (GPA 3.0 - 4.0) in the credit courses taken to continue the Graduate program.

3. ADMISSION FOLLOWED BY ORIENTATION:

City & Guild Preparatory course student takers are given a thorough orientation about the course books, internal tests, test format, practice test, mock exam and the final exam pattern.

4. 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 along with feedback sessions.

5. FINAL TEST

The students appear for the final exam at SUC on the stipulated date.

6. 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.

7. 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:

1. To reappear for the City & Guilds exam
2. To repeat the City & Guilds Preparatory Program

b. CAMBRIDGE ENGLISH: PRELIMINARY (PET) IN COMBINATION WITH IESOL PREPARATORY COURSE

CAMBRIDGE ENGLISH: PRELIMINARY (PET): SUC offers **Cambridge English: Preliminary (PET) in Combination with IESOL** Preparatory course to the students who score below 425 in TOEFL or equivalent scores of approved tests.

**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 Framework of Reference for Languages) scales. This Certificate is very useful if they plan to continue their English studies. At the end of the PET program, if the students get a score between 120 and 170, they get a Cambridge certificate. The scores between 102 and 119 on the Cambridge English Scale do not receive a result, CEFR level or certificate. Cambridge English Scale scores below 102 are not reported for the Preliminary English Test. Such students will get only a participation certificate from SUC. Students can write the Cambridge English: Preliminary (PET) test at Skyline. Eton Institute, Dubai, conducts the exam at Skyline.

IESOL PREPARATORY COURSE: After the completion of the PET program, students move to IESOL preparatory course. At the end of this course, they write the IESOL

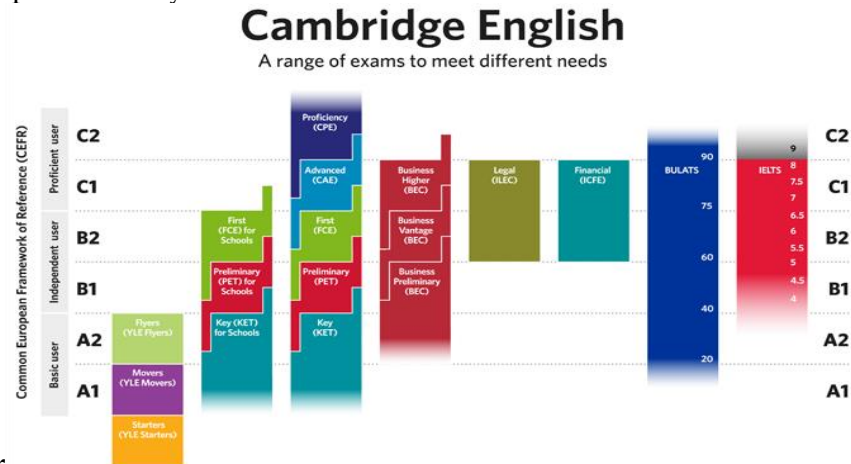
Prospective Undergraduate students who score B1 pass get the eligibility to move to Undergraduate. . Prospective Graduate students who score B2 pass get the eligibility to move to Graduate. Those who do not succeed will either repeat the course or take up a guidance class for City & Guilds exam and appear for the exam.

1. 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.

2. ADMISSION FOLLOWED BY ORIENTATION:

Student undergoing this course are given a thorough orientation about the course books, internal tests, test format, practice test, mock exam and the final exam pattern.

3. 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 along with feedback sessions.

4. FINAL TEST

The students appear for the final exam at SUC on the stipulated date.

5. 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.

6. 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 IESOL exam
- b. To repeat the IESOL Preparatory Program

7. PROGRESSION FROM PET TO IESOL and from IESOL TO UNDERGRADUATE PROGRAM:

The PET students will proceed to IESOL after passing the PET exam and from IESOL the students will proceed to Undergraduate program after obtaining the required scores in the IESOL exam. Some students who



perform extra ordinarily well in PET may be allowed to write IESOL exam without undergoing IESOL program. During this program, the students are not entitled to take up any course from Undergraduate.

8. PROGRESSION FROM PET TO IESOL and from IESOL TO GRADUATE PROGRAM :

The PET students will proceed to IESOL after passing the PET exam and from IESOL the students will proceed to Graduate program after obtaining the required scores in the IESOL exam. Some students who perform extra ordinarily well in PET may be allowed to write IESOL exam without undergoing IESOL program. During this program, the students are not entitled to take up any course from Graduate.

The following materials will be issued to students based on the entrance examination result:

a. **Admission Letters & Invoice**

Once the student's admission is confirmed, he/she is issued a 'Letter of Admission' & 'Invoice'. Students need to pay their SUC fees according to the Invoice issued.

Note: It is the student's responsibility to report any discrepancies in invoice to the Admin Dept. within a maximum time frame of one month after the receipt of invoice.

b. **Identity Cards**

Students are issued with a SUC Identity card according to their admission status (Provisional / Confirmed). Students need to carry their Identity cards all the time while being in the SUC Campus. Identity cards will be checked randomly.

c. **Portal ID**

Every student is issued a portal ID and password through which they can access their class attendance, assessments and the results online. The academic profile, academic advisor and the events of the SUC can also be accessed through the portal.

c. **ACADEMIC & GENERAL TRAINING IELTS PREPARATORY COURSE:**

The Academic IELTS preparatory course (as per the need of the students or the general public) is designed for students whose proficiency levels are inadequate to be accepted for admission into the Undergraduate or Graduate Programs of SUC. The qualifying score for admission is 6.0 out of 9.0 bands for Graduate Program and 5.0 out of 9 for Undergraduate. General Training IELTS preparatory course is designed for those who are



going to English speaking countries for secondary education, work experience or training programs. It is also a requirement for migration to Australia, Canada, New Zealand and the UK. The test focuses on basic survival skills in broad social and workplace contexts.

1. 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.

2. ADMISSION FOLLOWED BY ORIENTATION:

Student undergoing this course are given a thorough orientation about the course books, internal tests, test format, practice test, mock exam and the final exam pattern.

3. 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 along with feedback sessions.

4. FINAL TEST

The students appear for the final exam at SUC on the stipulated date.

5. 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.

6. COUNSELING

After a thorough analysis of the results, the students are well counseled with the next course of action. 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:

- 6.1. To reappear for the IELTS exam
- 6.2. To repeat the IELTS Preparatory Program

d. MATHEMATICS CRASH COURSE:

Prospective Undergraduate Students who do not have a minimum SAT score of 500 or minimum EmSAT Math Score of 1100 or a Diploma with minimum C grade in Maths are required to appear for the Mathematical ability test conducted at SUC and score a minimum 60%. If they don't score the qualifying marks in the Mathematical ability test, they will have to undergo a Math crash course of 15 sessions. The students registered for Maths Crash Course can register for Undergraduate program but cannot



take up any Math related courses at the Undergraduate level till the successful completion of this crash course. They shall not be progressed to next level of the Undergraduate program till they qualify in the Mathematics Crash course.

D. SHORT TERM COURSES

ELC conducts short term courses like General English / Business English to students of ESP (English for specific purposes) and ESL (English for second language learners). The duration of these courses will range from one week to one month, based on the needs of the students. All these courses will have periodical tests and final test after which the students are given proficiency certificates. All these courses have well defined CDD (Course Definite Document), CDP (Course Delivery Package) with all course details, schedules, definite policies etc.

ELC administers placement tests of English and Math (applicable as per CPD guidelines) for the students who register with The Center for Professional Department (CPD) at SUC for courses such as CTI, IATA or courses where it is deemed necessary to administer the tests to determine their proficiency levels in English language and Math. Further, ELC guides and directs the students to the relevant English courses, if needed.

E. IELTS WORKSHOPS

ELC organizes IELTS Workshops for different categories during every academic year.

The Target Group:

The students of 12th grade who have to fulfill the MOHE requirement to enter into universities and for the school teachers as a mandate from MOE.

Duration of the Workshop:

Mostly the duration of the workshop is one week.

Recruitment of the Part Time Teaching Faculty:



ELC supports HR in interviewing suitable teachers to teach in this workshop. These are the teachers with relevant ELT degree and suitable work experience.

Process of Registering:

The candidates register themselves online to express their interest to participate. They are given a student id which helps them to identify themselves on the first day. This id helps them to access the study material and their results from the website.

Placement Test:

The students take an initial placement test on the first day, which helps the teachers to know their English proficiency levels and to segregate them in to different classrooms.

Benefits:

During these workshops the faculty members of ELC give a thorough exposure to the test format, give practice sessions, conducts mock exam and publish their scores after evaluation. Both students and the teachers get benefited out of these workshops. It is a free workshop and it is taught by nearly 5-6 faculty members –full time as well as part time. All the students are given full-fledged study material and practice material which help them in further preparation.

Mock exam:

They get an opportunity to face a mock exam which is administered by following the standards of the real IELTS exam. The students can access their scores from the website.

Counseling:

Further these candidates are guided to apply for the IELTS exam at SUC CES. They get sufficient information about the preparatory courses and Undergraduate courses of SUC during this one week.

F. 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.

G. SKYLINE TOASTMASTERS CLUB

A. TOASTMASTERS INTERNATIONAL

Toastmasters International is a nonprofit educational organization that teaches public speaking and leadership skills through a worldwide network of meeting locations. Headquartered in Rancho Santa Margarita, California, the organization has more than 260,000 members in over 12,500 clubs in 113 countries. Skyline Toastmasters club is one among them. Toastmasters International has helped people of all backgrounds become more confident in front of an audience.

i. COORDINATION WITH TMI

The EXCOM (Executive Committee) comprises of 4 faculty members who have the direct access to the Head Quarters by which the new registrations, annual fee payments and annual renewals are done.

ii. JOINING SKYLINE TOASTMASTERS CLUB

All the freshmen at Skyline are the members of this club and they register at the time of their enrollment. They will get a starter's kit from the Headquarters. To strengthen their communicative and leadership skills variety of speeches are delivered by the senior toastmasters during the English courses' sessions of both freshmen and sophomore.

iii. BENEFITS OF JOINING SKYLINE TOASTMASTERS CLUB

- a. Give better presentations
- b. Enhance communication skills
- c. Hone their soft skills
- d. Learn to work in teams
- e. Present effective ideas
- f. Conduct meetings
- g. Listen better
- h. Develop their leadership potential

iv. ACTIVITIES OF THE CLUB

- a. Giving everyone an opportunity to practice speeches in every meeting.
- b. Giving impromptu speeches:
Members have the opportunity to present one- to two-minute impromptu speeches on assigned topics.
- c. Presenting prepared speeches:



Three or more members present speeches based on projects from Toastmasters manuals, covering topics such as speech organization, humor, voice, language, gestures and persuasion.

- d. Offering constructive evaluation:
Every speaker is assigned an evaluator who points out speech strengths and suggestions for improvement. This peer evaluation element is key to the success of the Toastmasters program. It gives members the confidence to progress one step at a time toward becoming the speaker and leader they want to be.
- e. Students fill 'Skyline Toastmasters Membership Application Form' to join the club and pay a fee of 350 AED for a kit which comes from TMI which includes all the required manuals.
(Refer annexure "forms")

H. RESPONSIBILITY OF THE STUDENTS

- i. Students shall conduct themselves with reasonable consideration for all other persons within the SUC;
- ii. Students shall not indulge in any behavior likely to bring the SUC to disrepute;
- iii. Students shall comply with any reasonable instruction issued by any member of staff of the SUC;
- iv. No student will tender false or deliberately misleading information;
- v. Male and female students are not allowed to move together or sit together in classrooms;
- vi. A student shall not use, or incite others to use physical violence while in the SUC premises;
- vii. A student shall not damage, threaten to damage or incite others to damage any equipment or property of the SUC while on premises;
- viii. Students shall comply with the fees policy of the SUC;
- ix. Students shall comply with all regulations pertaining to the use of library and other SUC's facilities;
- x. No student shall create excessive noise, write on walls, make rude remarks, and use abusive or unreasonable behavior in the SUC premises. Violators will be suitably punished.
- xi. Malicious or willful damage to SUC property or the property of any student or member of staff will lead to severe disciplinary action;
- xii. Students are supposed to switch-off mobile phones in the classrooms and handover to the security before entering for examinations;
- xiii. Students should adhere to the class timings as per the rules & regulations;
- xiv. Smoking is prohibited in SUC as per the UAE Law. Any violation will lead to fines;
- xv. Chewing of tobacco or any other form of betel etc is prohibited. Anyone found to be violating this will be penalized;
- xvi. Writing & drawing on desks is strictly prohibited. Any violation will lead to fines;
- xvii. Eatables & drinks are not allowed in the classroom;



- xviii. Students using bus should strictly comply with the rules and regulations of transport;
- xix. Students shall not litter the campus;
- xx. Students shall not remove, deface or damage the premises, equipment or property belonging to the SUC;
- xxi. Students will be required to make good compensation to the satisfaction of the Management of the SUC, if any damage is caused to University property;
- xxii. The SUC is not responsible for any private property being lost or damaged in the University premises;
- xxiii. Students bringing vehicles shall observe car parking regulations in force as well as the speed within the SUC boundaries;
- xxiv. Students are not allowed to bring their friends / outsiders (except parents) to the SUC. In case of emergency they may contact Administration Department for approval;
- xxv. Student must carry their University Identity Card when they are inside the campus;
- xxvi. Playing cards in any form in the SUC campus is strictly prohibited.

I. 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.

J. PORTAL USAGE

Students can login the Skyline Portal to check the following:

- i. Academic Calendar – School of Business (BBA, MBA) and School of IT(BSIT)
- ii. TOEFL Navigator
- iii. PDF File Format
- iv. Flip Book Format
- v. HTML Format
- vi. TOEFL Navigator Audio files
- vii. Math Test Guide
- viii. IELTS Pathfinder
- ix. IELTS Pathfinder –audio files
- x. City & Guilds Action Planner- CBT
- xi. City & Guilds Action Planner- Audio files
- xii. Attendance
- xiii. Information about the IELTS web sites suggested by the teacher
- xiv. Updated news and events
- xv. Results
- xvi. All requests
- xvii. Car registration
- xviii. All kinds of letters
- xix. Names of advisors



- xx. Room allocation
- xxi. Class schedule

Students who register at SUC and preparing to give TOEFL or IELTS or City & Guilds IESOL and Mathematics test can download the TOEFL Navigator or IELTS Pathfinder or City & Guilds Planner for Achiever level & Communicator level and Mathematics Placement Test Guide which give a thorough exposure to the test format and enable them to take practice tests.

K. ADDRESSING GRIEVANCE

SUC realizes that it is very important to have a working system in place that addresses and deals with student dissatisfaction. Efforts have always been to ensure that problems, issues once reported do not occur again. The problems under consideration could be in any area like services and their quality, information, teaching, etc.

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.

- i. Student grievance/complaints & suggestions are also addressed at the Class Representatives' meetings held every month.
- ii. It is mandatory for the students to participate in various surveys such as - tutor feedback, Academic Support Services survey, course feedback, etc. wherein their concerns if any, are conveyed and appropriate action is taken.

VII. 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.

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.

VIII. ORIENTATION

- A. **FACULTY:** ELC organizes orientation sessions for the new part time faculty members about the policies and procedures of SUC and ELC in specific. It gives them teaching guidelines, teaching methodology, information about CDD and CDP and online attendance guidelines,
- B. **STAFF:** ELC orients the administrative assistant to assist the Head ELC for the administrative operations of the English Language Center (ELC) which includes planning, organizing, designing and developing courses. ELC trains to facilitate and coordinate with other internal departments and external authorities for smooth functioning of ELC to accomplish the objectives of ELC.
- C. **STUDENTS:** ELC conducts the orientation classes for the test takers of TOEFL, IELTS and City and Guilds IESOL exams. It coordinates in conducting mock exams for these test takers

IX. SEMESTER PLANNING & CLOSING PRESENTATION

ELC plans meticulously for every forthcoming semester by developing manuals, calendars, checklists, course materials, CDPs etc. It revisits the course contents, website contents semester. ELC incorporates all the details of the activities classes, tests, courses, results etc in its Closing presentations to the registrar.

X. SEMESTER & ANNUAL AUDIT

ELC makes sure that these documents are audited semester and annually: Registration vs placement test vs mock exam results vs IESOL, PET & Math Preparatory Course) vs final IESOL result sheet, Final exam result copies, Short course students statistics. Calendar and progress of activities one summarized sheet, Activities conducted, List of faculty members, list of students, Budget and utilization.

XI. FACT FILE

Fact File gives the details of total number of students enrolled in ELC total attended orientation, number of direct entry with IESOL / TOEFL/ IELTS, PTE -A ,CAE, number of students who gave IESOL / TOEFL/ IELTS exam , Number of students who passed IESOL / TOEFL/ IELTS , number of students who proceeded to Main program by giving undertaking etc. it also gives the details of the number of students who are present in IESOL and PET+IESOL classes.



XII. CALENDARS

ELC develops Academic calendars, Advising schedules, Exam calendars, Toastmasters calendar etc. and adheres to the same in all its operations.

XIII. CHECKLIST

ELC develops Pre semester Checklist, Operational Checklist for its smooth and effective operations.

XIV. WEBSITE, PORTAL AND FAQs

ELC displays its goals, programs and courses on the official website of Skyline. It gives information about the testing centers and exam related orientations. It enlightens the students of SUC with internal FAQs and the general public aspiring to join SUC with external FAQs. The website is thoroughly reviewed every semester and diligently updated every year.

XV. NOTICE BOARDS

Through notice boards ELC updates the students with the latest information about the new courses. It also encourages the students to enrich their vocabulary and grammar by projecting vibrant words, their usage and pronunciation.

XVI. IE TOOLS:

Placement Test:

The purpose of the placement test IE is to design, administer & conduct SUC qualifying tests as per MOE standards. The committee submits the planning and closing reports to IR Office for further review by Dean and to receive necessary suggestions for improvements

XVII. FEEDBACK

In order to achieve its goals feedback of the students is taken every semester. ELC conducts the interim feedback for the new faculty members. The main purpose of this kind of feedback is to gain an overall impression of the effectiveness of a course; it will probably throw much light on particular teachers or classes.

XVIII. ANNEXURES (TO BE ATTACHED)

A. ERP & PROCESS FLOWS



- B. AUDIT & REPORTING FORMATS**
- C. FORMS**
- D. JD & TRAINING MANUALS**
- E. MANUAL, HANDBOOKS & LEAFLETS**
- F. LETTERS**

**SECTION 2 - UNDERGRADUATE PROGRAM FROM SCHOOL OF BUSINESS & SCHOOL
OF IT**



I. ENGLISH LANGUAGE PROFICIENCY REQUIREMENT FOR ADMISSION TO UNDERGRADUATE PROGRAM

Prospective student from the School of Business or School of IT is required to fulfill any one of the following requirements for admission to Undergraduate program as given below (Refer Table 1)

- g.** 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)
- h.** A minimum score of 5.0 on International English Language Testing System (IELTS - Academic)
- i.** A minimum score of 36-46 in the Pearson Test of English.
- j.** A minimum score of 41-46 in Cambridge English: Advanced Test of English Language.
- k.** A minimum score of B1 in City & Guilds IESOL / SESOL Test.
- l.** A minimum score of 1100 in EmSAT Achieve English (Emirates Standardized Test)

Table -1 Undergraduate Score Range

| S. No | IELTS [ACAD EMIC] | TOEFL - ITP | TOEFL - IBT | TOEFL - CBT | PTE-ACADEMIC | CAE | City & Guilds IESOL | EmSAT Achieve English | Entry to program/preparatory courses |
|-------|-------------------|-------------|-------------|-------------|--------------|---------|---------------------|-----------------------|---|
| 1 | >=5 | >=500 | >=61 | >=173 | >=36 | 41 - 46 | B1 | >=1100 | Direct Entry into Undergraduate program |
| | - | 475-499 | - | - | - | - | - | | Retake TOEFL without preparatory course |
| 2 | 4 - 4.5 | 425 - 474 | 39 - 60 | 117 - 170 | 29 - 35 | 32 - 40 | A2 | 825 - 1075 | CITY & GUILDS - 45 SESSIONS |



| | | | | | | | | | |
|---|---------|--------------|---------|-------------|---------|---|-------------|--------------|--|
| 3 | 3 - 3.5 | Below 425 | 21 - 38 | 67 - 110 | 24 - 28 | - | Below A2 | Below 800 | Combination of Cambridge Preliminary : PET + 75 HRS IELTS |
|---|---------|--------------|---------|-------------|---------|---|-------------|--------------|--|

Note:

4. Qualifying English Proficiency Test is mandatory for all including native speakers
5. 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 and for IELTS verification will be done from IETLTS website.
6. Institutional TOEFL score can be transferred from any other Ministry of Higher Education approved universities in UAE or at various AMIDEAST approved testing venues across MOHESR-licensed institutions in the UAE.
7. Requirements are applied regardless of educational system or country where student is coming from.



SECTION 3 – GRADUATE PROGRAM FROM SCHOOL OF BUSINESS



I. ENGLISH LANGUAGE PROFICIENCY REQUIREMENT FOR ADMISSION TO GRADUATE PROGRAM (MBA)

Prospective Graduate student is required to fulfill any one of the following requirements for admission as given below (Refer Table 2)

7. A Graduate applicant without English as their first language is required to fulfill any one of the following requirements for admission:
8. 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)
9. A minimum score of 6.0 on International English Language Testing System (IELTS - Academic)
10. A minimum score of 50-57 in the Pearson Test of English.
11. A minimum score of 52-57 in Cambridge English: Advanced Test of English Language.
12. A minimum score of B2 in City & Guilds IESOL / SESOL Test.
13. A minimum score of 1400 in EmSAT Achieve English (Emirates Standardized Test)

Table -2 Graduate Score Range

| IELTS [ACADEMIC] | TOEFL - ITP | TOEFL - IBT | TOEFL - CBT | PTE-ACADEMIC | CAE | City & Guilds IESOL | EmSAT Achieve English | Entry to program/preparatory courses |
|------------------|-------------|-------------|-------------|--------------|---------|---------------------|-----------------------|---|
| >=6 | >=550 | >=79 | >=213 | >=50 | 52 - 57 | B2 | >=1400 | Direct Entry to Graduate Program |
| | 530-549 | | | | | | | Preparatory course in City and Guilds Plus can enroll for 6 credits in the first semester at MBA level and score a minimum of 3.0 grade on scale of 4.0 |
| 4 - 5.5 | 425 - 529 | 39 - 60 | 117 - 170 | 29 - 35 | 32 - 40 | B1 | 825 - 1375 | City & Guilds - 45 Sessions |



| | | | | | | | | |
|-------|------------------|---------|----------|---------|---|-----------|------------------|---|
| 3-3.5 | Below 425 | 21 - 38 | 67 - 110 | 24 - 28 | - | A2 | Below 800 | Combination Of Cambridge Preliminary : PET + 75 HRS IELTS |
|-------|------------------|---------|----------|---------|---|-----------|------------------|---|

Students, who have scored between 3 and 3.5 in IELTS or below 425 in TOEFL or equivalent scores of approved tests mentioned in Table-2 will undergo Cambridge Preliminary PET course in combination with IELTS Preparatory course for one semester. This is a non-credit course.

Note:

1. Higher Diploma is not accepted for admission into the Graduate 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.
4. Institutional TOEFL score can be transferred from any other Ministry of Higher Education approved universities in UAE or at various AMIDEAST approved testing venues across MOHESR-licensed institutions in the UAE.



FINANCE DEPARTMENT



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SECTION 1 INSTITUTIONAL SECTION

I. INTRODUCTION

The Finance Department's prime responsibility is to ensure the financial stability and sustainability of SUC by projecting and assessing risk at regular intervals. This is achieved by implementing effective control systems, supporting & advising departments in managing their budgets and expenditures. The Finance department serves students, staff and SUC community with accuracy. Finance Department provides guidance and orientation on budgeting, accounting and financial services for the academic and administrative departments of SUC that will enable it to achieve its mission. In order to assist SUC in



achieving its mission, the department develops implements, maintains and monitors department wise revenues and expenditures that ensure accountability and transparency in managing the financial resources efficiently & effectively. This system requires the department to properly account for the financial transactions in line with the planned budget. It also analyses and reports all budget information in order to help the management take appropriate decisions. The department prepares and supervises the budgetary and financial aspect of the international offices. The department handles the transportation facility which is extended to the students, staff and faculty. The physical resource facility management is another area which is managed by the department. The main responsibility is to keep the campus and the surrounding in pristine condition to allow uninterrupted services.

II. DEPARTMENT GOALS

- A. To monitor, assess and report all financial information to ensure financial stability of SUC To accurately report all financial information
- B. To prepare the annual budget.
- C. To monitor the financial operations
- D. To follow appropriate accounting procedures
- E. To follow risk management policies
- F. To monitor and control the expenditures of the University
- G. To implement and follow appropriate purchase policy
- H. To ensure that the correct internal & external audits are implemented.
- I. To review the finance calendar activities
- J. To organize employee training

III. DEPARTMENT STRUCTURE



IV. WHOM TO CONTACT LIST

| SL.NO. | QUERY ABOUT | CONTACT PERSON |
|--------|---|--|
| 1 | Overall Department In-Charge, Contracts & Leases, MIS reports, Part time faculty & Student cheque payment, Vendor Payments, Budgets, Co-ordination with Management, Departments | Mr. Elvin Miranda Head - Finance |
| 2 | Revenue Management, Enquiries about student statements | Ms. Hafsath Accounts Executive |
| 3 | Cashiering Function, Cash Reimbursements, Transport arrangements | Ms. Angelica Sr. Accountant (Cashier) |
| 4 | Student Debit Audit, Bank Reconciliation | Mr. Jayson |



V. STRATEGIC PLAN

The Finance department complies and adheres to the Strategic plan laid down by SUC. The strategic planning process provides a framework to review the financial capacity, evaluate the current activities and identify and assess potential areas that will continue to elevate the university.

A. Resource Planning Calendar

- i. Five year plan information collection
- ii. Analysis, Discussion & Decision making
- iii. Closure of the planning process

B. Resource Planning Workbook

The Resource Planning Workbook is the mechanism by which your unit submits projections and input regarding your plans for the next three years. Information requested via the workbook covers many aspects of your operations; the workbook is reviewed and modified each year, depending on the focus of that year's plan.

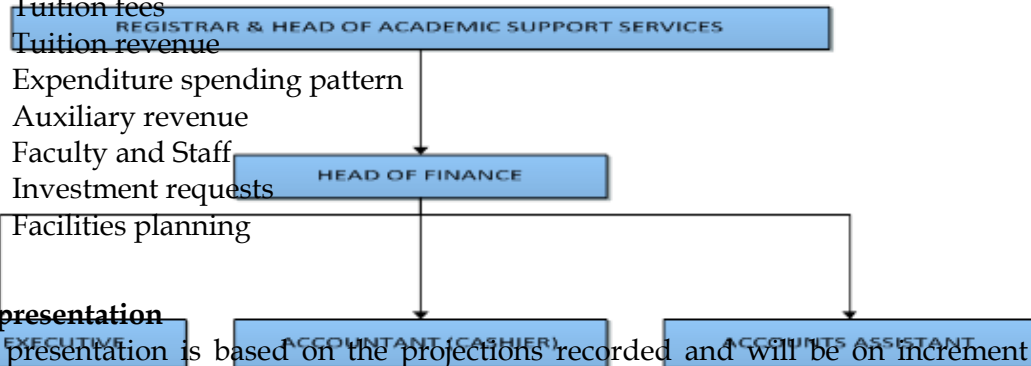
C. Developing Projections

Planning of projections is categorized into the following:

- i. Enrollment growth
- ii. Tuition fees
- iii. Tuition revenue
- iv. Expenditure spending pattern
- v. Auxiliary revenue
- vi. Faculty and Staff
- vii. Investment requests
- viii. Facilities planning

D. Draft presentation

The draft presentation is based on the projections recorded and will be on increment or decrement suiting the plan



VI. FACILITY AND SERVICES PROVIDED

A. Cafeteria

The SUC has a cafeteria located at the ground floor wherein food is available at subsidized rates to the students. The cafeteria has a varied set of menu which caters to Arabic, Asian and continental cuisines which are prepared under the hygienic standards lay down by the Sharjah Municipality. Regular inspections are carried out by the external and internal authorities.



B. 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 places for the pick-up and drop. A monthly fee is charged from the students and in case of students discontinuing 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.



SECTION 2 FINANCIAL POLICIES



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.

A. Cash Management

i. Collections and Cash

The revenue and fund collections are the sole responsibility of the Finance Department. Collections are made by persons authorized by finance department should deposit the collections on day to day basis.

All the receipts by the cashier are accounted in the accounting software indicating clearly the source of receipts. The department manages SUC revenue, bank transactions, and records and safeguards the interest of SUC through evaluating risk management and judiciously handling financial resources of the institution.

ii. Functions Of Cashier

The main functions of cashier are:

- a. Identify the purpose for which the amount is collected.
- b. Identify the purpose for which the amount is paid.
- c. Cash received at the counter has to be verified in the cash counting machine for counterfeits.
- d. For every inward / outward transaction appropriate vouchers are raised with proper details.
- e. Reconciling the receipts / payments with cash and Cheques.
- f. Prepare daily cash / bank reports
- g. Daily cash receipts / collection of Cheques are deposited in the bank the next working day.
- h. Recording daily transactions in the accounting software.
- i. Prepare daily cash transaction report to be
- j. Preparing monthly, quarterly and yearly collection reports.



iii. **Process For Collecting Cash**

- a. The cashier collects the full payments as per the debit note or the voucher.
- b. If part payment is collected from the student the cashier has to obtain prior authorization from the HOD.
- c. The cashier is solely responsible for verifying, reconciling of all the cash / bank transactions in the day and discrepancies between the total amounts are to be rectified.

iv. **Depositing of Cash**

- a. The cashier has to take approval from the Head of the Department for making any deposit of cash into the bank.
- b. The steps to be followed for depositing cash are:
 1. The amount of cash to be deposited is to be entered in the deposit form and cash deposited needs to be re-verified by the person taking the cash.
 2. Security to be provided to the personnel taking cash for deposits.
 3. After making the deposit the acknowledged deposit form to be returned to the cashier
 4. The cashier makes necessary entry in the Focus Accounting Software.

v. **Process For Collecting Cheques**

- a. The cashier has to verify that Cheques received are in account payee form addressed to "Skyline University College".
- b. The cashier has to verify the amount in words and figures.
- c. Ensure the cheques are signed.
- d. The cashier can accept only cheques which are dated for the month and to receive any postdated cheques the cashier needs to take approval from HOD.
- e. The cashier has to accept cheques with full payment and If part payment cheques are presented the cashier has to obtain prior approval from the HOD.
- f. All cheques received the details of the student / payer must be mentioned at the back of the cheque. (SUC Bank A/c No. / Student ID No. / Contact Nos.).
- g. The voucher entry for cheques received should be posted only after realization in the bank.

vi. **Precautions For Accepting Cheques**

- a. Accept cheques from the students who do not have previous history of bounced cheques.
- b. Verify that the student is not included in the most recent returned cheque list.
- c. If the payer is listed in the returned cheque list, do not accept the cheque.

vii. **Depositing of Cheques**

- a. Depositing of daily cheques should be done in the Panini online cheque deposit machines
- b. Log of all cheques deposited should be recorded



- c. Cheques that are cleared in the bank should be couriered to the bank within 2 working days.
- d. Cheques which are not cleared should be retained in finance department and necessary entries to be passed in the Focus management software.

viii. **Cheque Return Procedures**

- a. On receiving the cheque return notification from the bank the payer is contacted to clear the outstanding payments.
- b. On receipt of the return cheque the details are posted in the respective student ledger and the payer will be listed in the defaulters list.
- c. A Penalty of AED500/- are charged to the student for bounced cheques.
- d. The student is given a maximum of two weeks to clear the return cheque amount failing which the names are forwarded to the Administration department / Students department for further action.
- e. If the payment vide cheque is already credited in the student account and the cheque is bounced then reverse the entry to the debit account of the student along with the cheque return charges.
- f. Once collection is received against the bounced cheque along with the penalty, the returned cheque is handed over to the payer.
- g. If the return cheque is unpaid for a period of more than three months, the cheque has to be referred to the legal authorities.

B. Revenue Collections

All revenue collections in SUC are in the form of cash, Cheques, Online Payment, Bank transfers and payment made through Credit & Debit cards.

i. **Receipting**

The Cashier is responsible for the collection and receipting of University revenue. Cash receipting procedures are in place to ensure that all University monies are accurately collected, recorded and banked. Examples of cash receipts include:

- a. Tuition fee
- b. Miscellaneous fees
- c. Bookshop
- d. Reprographics
- e. Library Fines
- f. Student Transport fees
- g. Facility hire fees

ii. **Invoicing**

An invoice is raised to recover dues from students / external organizations in return for goods or services which have been provided by the University.

Invoices are raised for a wide variety of goods and services including:-

- a. Invoice for student tuition fees to Government Departments / Banks / Charitable Organizations
- b. Consulting Services



- c. Rental of Premises
 - d. Hiring facilities of Playgrounds
- iii. **Admission and Tuition Fees**
 - a. Admission fee is collected at the time of admission of a student into SUC as per the published fee structure.
 - b. An initial pro-forma invoice is generated by the ERP (EMS-CMS) at the time of admission where the initial charges are debited for the student .
 - c. After registration, tuition fee is collected as per the fee payment plan which is generated by the ERP.
 - d. The administration department issues the invoice to the student after verification of the invoice by the finance department.
 - e. The student will be eligible for fee waivers and discounts as per the admission / placement requirements. The student with fee waivers are required to adhere to the normal fee payment plan till the admission criteria's are completed.
 - f. Once a fee plan is issued it becomes the responsibility of the student to make the payment in total to be eligible for receiving the degree.
 - g. The finance department relies on debit note raised by the ERP and the Administration Department on a monthly/semester basis and continues till the student is graduated or cancels and exits SUC.
- iv. **Short Course Fees**

The Finance Department is also entrusted to collect fees for the short courses conducted by the SUC. The collection of fees in this case is also based on the debit notes raised by the ERP.
- v. **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. Auxiliary Enterprises generate revenue and have physical spaces specifically dedicated and assigned to their operations. They have different operating ledgers in the accounting software and have their rates set and approved. The auxiliary activities at SUC include:

 - a. Outsourcing Of Cafeteria
 - b. Sale of Books,
 - c. Transport Services
 - d. Hostel Accommodation,
 - e. Rental of Playground
 - f. Rental of College Premises
 - g. Reprographic Services
 - h. Sponsorships for Events
 - i. Donations Received from Corporate
 - j. Playground Revenue



1. Each auxiliary enterprise will be accounted for separately on the accrual basis, (i.e., revenue is recorded when earned and expenses recorded when incurred), regardless of when, whether, or how much cash has been received or paid.
2. Each auxiliary enterprise will normally establish an auxiliary fund balance which may be used for purposes as instructed by the management.
3. Each auxiliary enterprise's auxiliary fund balance will retain its separate accounting identity and will be reported separately.

vi. **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.

vii. **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.

viii. **Reconciliation Of Accounts And Banks**

- a. The process of comparing information that exists in two systems or locations, analyzing differences and making corrections so that the information is accurate, complete and consistent in both systems or locations.
- b. The cashier should ensure that the receipts are generated into the corresponding student's ledger.
- c. This process should be done before the student leaves the cashier's counter, thus the process of reconciliation will be completed. The bank accounts must be reconciled with the bank statements with the cheques and cash deposited to verify any discrepancies.
- d. Reconciliation of the debits which are done by the ERP and the Administration Department is verified and reports are generated for further audits by the internal and external auditor.



- e. Reconciliation of revenue is done on daily basis by tallying the cash received, the credit card receipts are tallied with the summary reports generated from POS machines and the cheques are physically verified with the bank ledger.
- f. Student ledgers are verified and reconciled with the daily summary list.

ix. **Facilitating Internal & External Audit**

The finance department is responsible for keeping the books of accounts, revenue and payment vouchers ready for internal and external audit.

Internal audit are carried out on a monthly basis and the external audits are carried out by the external auditor on quarterly basis.

x. **Revenue Reporting**

The Finance department provides periodic financial reports pertaining to the financial performance. Revenue reports forms part of the financial disclosures done on monthly and quarterly basis with analysis. Reports which are submitted by the department include:

- a. Operating revenue from tuition fees
- b. Operating revenue from auxiliary enterprises

xi. **Dissemination of reports**

The reports generated by the finance department gives a clear picture of the financial position of SUC in terms of actual income, statement of cash flows and variances with respect to the organization as a whole and departments in specific.

The financial information along with observation by the auditor is disseminated to the management for the necessary approval and action.



II. EXPENDITURE MANAGEMENT

A. 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.

- i. **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.



- 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.

- f. 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:
 1. Performance and Technical Merit
 2. Competitiveness of the proposal
 3. Delivery Installation & Commissioning
 4. Post contract and technical support
 5. Training provision (if required)
 6. Compliance with the conditions of contract
 7. Environmental factors
 8. Company standing
 9. Benefits offered

After the item is evaluated the purchase orders are prepared and released after necessary approval.

B. 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.

i. 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.

- 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

ii. **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.

iii. **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.

iv. **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.
- v. **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.
- vi. **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.
- vii. **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.
- viii. **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.

ix. **Vendors Listing & Payments**

Vendor settlement is the stage in the purchasing process in which Accounts Payable document is created based on the bills received through the month. Vendor settlements are done twice a month which are normally on the 5th and 20th.

The following criteria are to be observed when making payments for the vendors through cheque.

- a. Ensure each bill is accompanied with the LPO
- b. The Ledger update printout is to be attached with each bill
- c. Ensure that every bill is counter signed by the requisite signatory.
- d. If it is a contractual payment the copy of the contract has to be attached.
- e. The cheque is to be prepared for each vendor for signature.

The following criteria are to be observed when making payments for the vendors through credit card / online payment.

- a. If the payment involves payment in advance, take prior approval by mail before proceeding with the payment.
- b. Ensure the necessary paper works are completed when the credit card settlement is done.

The following criteria are to be observed when making payments for the vendors through cash.

- a. Ensure each bill is accompanied with the LPO
- b. Ensure that every bill is counter signed by the requisite signatory.
- c. While making cash payments ensure the valid ID documents for the person receiving the payment is collected.
- d. Vendor's lists are approved at the beginning of the academic year.
- e. Vendor's are listed in the database
- f. All approved bills verified by the respective department and concerned authorities are sent to Finance Department for payment.
- g. All payments above AED 500/- are paid vide cheques.
- h. Expenditure sheets for the concerned expenditure are updated.
- i. Issue crossed cheques in the name of the vendor.



j. Vendor payment are done on the 5th and 20th of every month.

x. **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.

xi. **Credit Card Settlement**

Credit cards have been made available to provide an efficient means of making payments where the normal financial systems and services cannot meet specific requirements for expenditures. The University uses credit cards to facilitate the settlement of expenditure which are mainly online payments and in cases where card details are captured to make recurrent payments.

The reconciliation of cards is done at the cyclic period by referring the payments made against the card. The due amount is then settled with the respective bank and then corresponding entries are recorded in the books of accounts.

xii. **Payment of marketing incentives**

The Incentive system for the Marketing, Admission & PR Department 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 increase individual's commitment towards increasing the enrollments in the School of Business & school of IT for every intake. 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 become 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 whose 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 enrollment targets for the School of Business & School of IT for both Arab and Non-Arab markets and both office follow a similar pattern right from start till the end which includes its 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.

- xiii. **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.
- xiv. **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.
- xv. **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.
- xvi. **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.



xvii. **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.

xviii. **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.

Major non-budgeted contingency requirements are made by taking prior approvals and suitable amendments made in the budget.

xix. **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.

xx. **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



xxi. **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.

xxii. **(IOU) Management**

IOU is a signed informal document where cash is advanced to an employee for the purpose of meeting official expenses and it reflects in the daily fund position as amount to be settled by the staff. The document issued has to be settled by the employee within a stipulated timeframe.

On settlement of the IOU the cashier settles the IOU with expense statements from the employee. The cashier makes the cash payment after following necessary procedures.

xxiii. **Contracts**

SUC's contracted vendors perform a critical role in the procurement process. These vendors have committed to extending the best negotiable terms, service, and prices within the University. Beyond pricing, the University has negotiated many other benefits including guaranteed performance levels.

The Finance Department has entered into contracts into the below mentioned categories:

1. Catering
2. Transportation
3. Student Accommodation
4. Pest Control
5. Janitorial Services
6. Photocopy / Printing Services
7. Air-condition
8. Playground
9. Building
10. Temporary Employment Services
11. Cellphone Services

xxiv. **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.



xxv. **Expenditure Reporting**

The Finance department provides periodic financial reports pertaining to the financial performance. Revenue reports forms part of the financial disclosures done on monthly and quarterly basis with analysis. Reports which are submitted by the department include:

- a. Operating expenditure with variance analysis
- b. Events expenditure reports
- c. Cash flows

xxvi. **Dissemination of reports**

The reports generated by the finance department gives a clear picture of the financial position of SUC in terms of actual income, statement of cash flows and variances with respect to the organization as a whole and departments in specific. The financial information along with observation by the auditor is disseminated to the management for the necessary approval and action.

III. AUTHORITY TO ENTER INTO CONTRACTS

University contracts are established to protect the University's legal interests. All contract subjects must be reviewed or approved by the Quality Assurance so that the contract does not present any unreasonable risk of harm to the University's mission, reputation or funds. All finance related contracts will be signed by the Dean.

A. Procedure for entering into contracts with outside agencies / vendors.

- i. Review the contract to make sure it sets out the price, warranty coverage and duration, description of the goods and services, delivery date and cost, term, intellectual property ownership and use, and other "business" terms and conditions you expect. Also consider whether the contract presents any unreasonable harm to the University.
- ii. Ensure that the valid documents of the agency / vendors are obtained and check the legitimacy of the documents and the proprietors.
- iii. If the contract has a clause that requires review or pre-approval from a subject matter expert prior to the Deans review, send the contract to that subject matter expert or unit responsible for the subject.
- iv. Ensure the person signing the contracts is valid. Two copies of the contract must be extracted with each party retaining one copy.



IV. BANK RECONCILIATION

A. 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.

B. Reconciliation Management

Monthly reconciliation to be carried out for:

- i. Cash payment voucher (CPV)
- ii. Bank payment voucher (BPV)
- iii. Journal Vouchers (JV)
- iv. Bank Reconciliation

C. Steps to follow for Bank reconciliation

- i. Extract the ledger from Focus ERP
- ii. Reconcile the ledger with the bank statement
- iii. After reconciling with the statement prepare the discrepancy list
- iv. Prepare final reconciliation report.
- v. Final report to be sent to the auditor

V. GENERATION OF FINANCIAL REPORTS

The Finance Department is responsible for ensuring that the financial statements of the University, as well as all financial reports are provided to internal or external parties of the University are presented fairly in all material respects, and that they represent the financial position of the University in conformity with the International Financial Reporting Standards.

A. Internal Financial Reports

i. Daily Report

Daily reports are generated by the department staff which reflects the cash / bank and POS transactions.

ii. Weekly Report

The weekly reports are submitted at the end of every week. Weekly report is the culmination of daily report and it includes previous years variances, income & expenditure analysis, budget comparison, departmental performances.



iii. **Monthly Report**

Monthly financial reports will be generated on the 10th business day following the month-end. Types of reports covered are:

1. Income analysis (variance with the budget and previous years)
2. Expenditure analysis (variance with the budget and previous years)
3. Cumulative profit
4. Departmental expenditure analysis
5. Debtor analysis

iv. **Year End Financial Report**

End of year financial reports will be issued to all departments at the end of every fiscal year. The person responsible for budgetary and financial matters in each department shall review their department's financial reports on a regular basis to ensure the completeness and accuracy of the financial data. Any corrections or adjustments shall be submitted in a timely manner to the Office of Financial Affairs and Treasury Services.

v. **External Financial Reports**

The Finance Department will publish the University's annual audited financial statements upon the completion of the annual audit and the Board of Governors approval. No financial reports shall be released to external parties without the review and approval from the Finance Department.

VI. DISSEMINATION OF FINANCIAL REPORTS

Report dissemination is a vital part of the Finance Department. This involves the disclosure of financial information to the management and related parties. 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.

A. Internal Financial Reports

Reports within the University is distributed as follows:

- a. Department heads
 1. Monthly Departmental Performance Reports
- b. Management
 1. Income analysis (variance with the budget and previous years)
 2. Expenditure analysis (variance with the budget and previous years)



B. External Financial Reports

- a. BoG
 1. Budgets
 2. Quarterly Statements
 3. Yearly financial statements
- b. Reports to the Commission
 1. Budgets
 2. Audited Financial Statements
 3. Audit Reports

VII. 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:

- a. Based on the strategic plan the scope and objectives are defined.
- b. The department wise auditing of physical assets and the budget to actual variances are conducted.
- c. Draft report is prepared and discussed with the concerned departments regarding deviations from the plan.



- d. Reporting to the management about the status and unanswered discrepancies.
- e. Key issues and alternative activities are discussed with the management.
- f. Records are maintained for future review.

D. Internal audits are categorized into the following:

A. Physical Resource audit

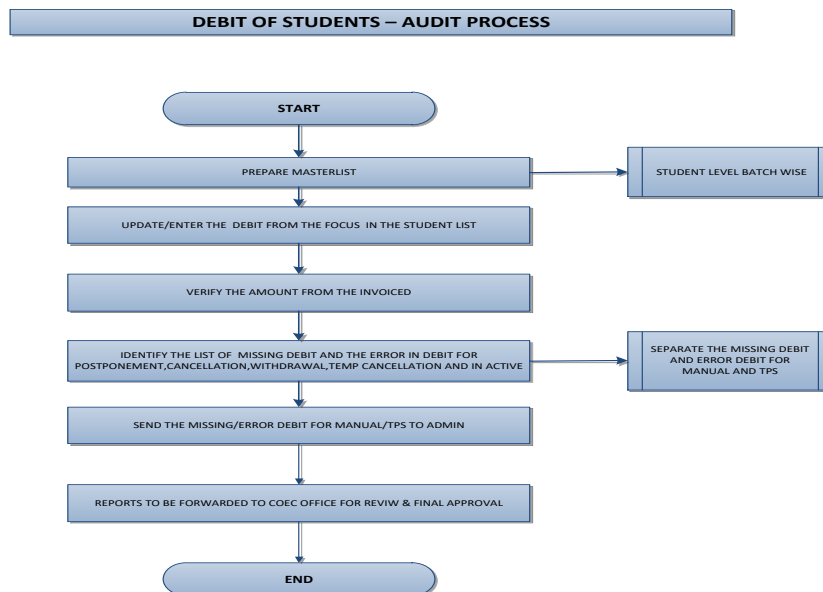
- i. Furniture's & Fixtures audit
- ii. IT fixed assets
- iii. Sports fixed assets
- iv. Store Audits

B. Scholarship

- i. MOU based scholarships
- ii. Sports scholarships
- iii. Rewardship
- iv. Toppers scholarship
- v. Need based scholarship
- vi. Fee waiver audit

E. Debit & Credit audit

D-3



F. Invoice audits

The finance department conducts audit of the invoices processed after each intake to determine the adequacy and effectiveness of internal control over invoice processing.

G. Student ledger audit



A major aspect of auditing involves verifying the accuracy of the student ledgers, which are carried out at the end of each semester. The process includes:

- i. Verify the debits are attached to each student ledger corresponding to the student invoices.
- ii. Verify the auxiliary incomes in the student ledger
- iii. Verify the debit notes and credit notes passed to each student ledger
- iv. Verify the post dated cheques entered in the student ledgers
- v. Verify and confirm the student net balances

H. **Miscellaneous fee audit**

Steps to be followed for doing the Miscellaneous fees audit:

- i. After completion of month the miscellaneous credit is extracted from Focus Software Management and compared with the debits in Focus & TPS .
- ii. To reconcile all credits have corresponding debits
- iii. Report to be extracted

I. **Proforma Invoice And Invoice Audits**

- i. PI's are audited after each intake by verifying the total number of students enrolled into the Enrollment Management System and by verifying the number of actual enrollments imported by Focus Software Management through the Transaction Processing System (TPS). The reports are generated by the TPS, which helps to understand the total conversions.
- ii. Invoice Audit, more than correcting errors delivers control, visibility and improved efficiency within operations. After the PI process is complete the Administration Department enrolls the students and each student is attached with an invoice as per his admission status. The relevant fee structures which are attached are used by the TPS for student debits. All the students are initially attached with the normal fee structures and students who are having fee waivers are attached with the discounted fee structures after meeting the admission criteria and criteria pertaining to award of fee structures.
- iii. Internal departmental calendars are made which mentions the period the audit has to be performed. After the close of each intake, the TPS generates reports that help us to understand if all the students enrolled have been attached with fee structures.

J. **Scholarship Audits**

Scholarships are given to various government organizations, schools, clubs, corporates, Non-profit organizations where SUC has signed memorandum. The following steps are to be followed when scholarship audit is conducted:



- i. Relevant documents pertaining to the scholarship is met by the student
- ii. Students submit all the documents within the stipulated time frame
- iii. The scholarship awarded matches the amount in the ERP
- iv. The student meets all criteria if the scholarship is to be credited in student account.
- v. The scholarship report to be extracted from TPS
- vi. The figures is to be cross tallied with the marketing data

VIII. SCHOLARSHIP POLICY

SUC scholarship funds helps to provide the means to attend University College and the opportunity to realize the dreams of students who are not in a position to bear the total expenses of Undergraduate or graduate programs. SUC offers scholarships approved by the scholarship committee. The members of the scholarship committee are as follows:

- i. Dean
- ii. HOD – Finance Department
- iii. Registrar
- iv. Head of Administration and Examination Department
- v. Head of Marketing Department

A. SCHOLARSHIP FOR CURRENT STUDENTS

Students who are pursuing their full time Undergraduate / Graduate 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:

i. 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 the University College doing a full time degree course will be considered for this type of scholarship.

ii. TOPPERS AWARD

Students who top in their specific major / emphasis each academic year are awarded the Toppers award. 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, Registration & Examination Department and transcripts issued by them.

- a. A student in his / her study duration is eligible for either a fee waiver or scholarship.
- b. Fee waiver is granted only before commencement of the intake and is a onetime grant.

iii. SPORTS SCHOLARSHIP

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 sporting 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 Undergraduate and Graduate 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).

a. 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 (Proposed CGPA of 2,)
3. Minimum 70% attendance in all classes (Proposed 60%)
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

Apart from the above, the following supporting documents should also be furnished:

1. Sports Department (Head-Sport's and Coach's Report)



2. Staff Sports Committee Clearance
3. Transcript Clearance
4. Fee Clearance
5. DAC Clearance
6. List of Achievements
7. Recommendation Letter from Advisor, HOS, Dean

iv. 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

v. 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:

- i. Concerned HOD will file a requirement including the job description and reporting format of the trainee to HRD.
- ii. 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.
- iii. 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.
- iv. 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

B. PROCEDURE FOR AWARDING SCHOLARSHIPS

- i. Duly filled form (which needs to be taken from finance department after the start of classes, i.e. Fall every year (July & Sept intakes)
- ii. A request letter detailing the need to avail the scholarship fund.
- iii. Marks/Grades of the last exam undertaken.
- iv. Salary certificate of the parent/ guardian who is to Support the student.
- v. Bank statement of the parent/ guardian showing the accounts of the last six months.



- vi. Recommendation letter from Dean regarding status of the student.
- vii. The selected forms are scrutinized by the scholarship committee and recommend the amount and the duration of the scholarship.

C. SCHOLARSHIP / FEE WAIVER FOR PROSPECTIVE STUDENTS:

Students who intend to join SUC for a full time Undergraduate / Graduate 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:

| | |
|---|---|
| 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. |



IX. FEES COLLECTION POLICY

Effective AY 2017-18 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.

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.

A. NEW STUDENTS: Policy on payment of tuition fees using credit card / debit card

- i. **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

- ii. **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. Forfeiture 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.
- iii. **the following procedures will have to be abided by the students who chose the to pay the tuition fees by postdated cheques:**
 - a. 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.
 - b. No exchange of cheques is allowed, however, cash payment against the cheques can be done 5 days prior to the date of the cheques.
 - c. 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.
 - d. 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.
 - e. 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.

B. CONTINUING STUDENTS: Policy on payment of tuition fees using credit card / debit card

- i. **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



ii.

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.

iii.

the following procedures will have to be abided by the students who chose 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.

X. VALUE ADDED TAX (VAT)

i. Introduction of VAT

As per the UAE Ministry of Finance executive regulation for the federal decree law No. (8) of 2017 Value Added Tax (VAT) of 5% will be introduced in the country with effect from January 01, 2018. The Regulation defines VAT as the 5% tax imposed on the import and supply of goods and services at each stage of production and distribution, including what is a deemed supply, with the exception of specific supplies subject to the zero rate and what is exempted as specified in the Decree-Law.

ii. Revenue

The tuition fees and miscellaneous fees will be subject to 5% value added tax with effect from January 01, 2018.

- a) The fee payment plan and the invoices from January 2018 will reflect the tax component that needs to be paid along with the tuition fees.
- b) All miscellaneous fee component will have to be paid with an additional amount of 5% value added tax.

iii. Expenditure



- a) All purchases and service contracts entered into by SUC from January 2018 and past contracts where services are utilized in 2018 will be taxable @ 5%.

iv. IT Integration

- a) System Requirements: Detailed study on the requirements pertaining to VAT was charted out.
- b) Process Flows based on requirements: Process flows were prepared on each section and documented
- c) Implementation: Based on the process flow the necessary modifications was done in the existing ERP and integration with Focus Financial Software. Input tax register, Output tax register and the Vat Payable modules were created in the Focus Financial Module.
- d) Testing: User acceptance test were carried out and necessary reports were gathered and checked with VAT compliance.
- e) Go-Live: After testing all parameters the software implemented in the production server.

XI. 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.



XII. FEE STRUCTURE FOR DEGREE PROGRAMS

SUC policy with regards to the Tuition Fee and other Miscellaneous Fee is implemented after the approval from Board of Governors, changes in the Strategic Plan are incorporated 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 the university however, the students should continue and complete the program without any postponement or break in between. If student postpones officially for one semester only, then the tuition fee remains the same. Not attending classes beyond one semester will be considered as new admission and published Tuition Fee for the new admissions will be applicable. Tuition Fee is subject to change annually and will be applicable for new admissions only.

Miscellaneous & Additional Fee is subject to change annually and becomes applicable from the start of New Academic Year for continuing and new students, in which case the details will be published by the Finance Department before the start of each Academic Year. The changes in the Miscellaneous & Additional Fee changes will be communicated to students through either SMS or emails and will be published on the website, catalog, notice board and student handbook well in advance. Students are required to take note of such changes and clarify with appropriate officials if needed. Students are required to take note of such changes and clarify if needed. Student is required to pay additionally the VAT charges as applicable in the financial year.



A. FEE STRUCTURE FOR SCHOOL OF BUSINESS

i. BBA

FEE STRUCTURE FOR NON-VISA APPLICANT (IN AED)

AY 2017 - 2018 (MAY /SEP 2017 INTAKE)

B.B.A. in: International Business (BIB) Marketing & Retail Management (BMR) Travel & Tourism Management (BBT) Information Systems (BBI) Finance (BBF)

Public Administration (BBP)

| YEAR LEVEL | PAYMENT | | AMOUNT | TOTAL (IN AED) |
|-----------------------------------|--------------------------------|-----------------|-----------|-------------------|
| FIRST | Application & Registration Fee | | 1,000.00 | 40,000.00 |
| | First Installment Fee | | 5,000.00 | |
| | Monthly Installments | 4125 X 8 months | 34,000.00 | |
| SECOND | Monthly Installments | 6000 X 1 month | 6,000.00 | 40,000.00 |
| | | 4125 X 8 months | 34,000.00 | |
| THIRD | Monthly Installments | 6000 X 1 month | 6,000.00 | 40,000.00 |
| | | 4125 X 8 months | 34,000.00 | |
| FOURTH | Monthly Installments | 6000 X 1 month | 6,000.00 | 40,000.00 |
| | | 4125 X 8 months | 34,000.00 | |
| TOTAL BBA FEES FOR 4 YEARS | | | | 160,000.00 |

FEE PAYMENT TERMS

A. Admission Fees

i. At the time of admission, student-applicant must pay:

| | |
|---|--------------------|
| 1. Application & Registration Fee (Non-refundable) | AED 1,000/- |
|---|--------------------|



| | |
|---|--------------------|
| 2. First Installment Fee (Non-refundable after commencement of classes, even if the student did not attend any class or Placement test result is awaited) | AED 5,000/- |
| TOTAL FIRST PAYMENT | AED 6,000/- |

NOTE: Tuition fees remain constant for the students as per fee structure issued at the time of admission. However, miscellaneous & additional fees are subject to change annually which will be published



FEE STRUCTURE FOR NON-VISA APPLICANT (IN AED)

AY 2017 - 2018 (JANUARY 2018 INTAKE)

B.B.A. in: International Business (BIB) Marketing & Retail Management (BMR) Travel & Tourism Management (BBT) Information Systems (BBI) Finance (BBF)

Public Administration (BBP)

| YEAR LEVEL | PAYMENT | | AMOUNT | TOTAL (IN AED) |
|-----------------------------------|--------------------------------|-----------------|-----------|-------------------|
| FIRST | Application & Registration Fee | | 1,000.00 | 36,730.00 |
| | First Installment Fee | | 5,000.00 | |
| | Monthly Installments | 4250 X 7 months | 30,730.00 | |
| SECOND | Monthly Installments | 6000 X 1 month | 6,000.00 | 41,120.00 |
| | | 4250 X 8 months | 35,120.00 | |
| THIRD | Monthly Installments | 6000 X 1 month | 6,000.00 | 41,120.00 |
| | | 4250 X 8 months | 35,120.00 | |
| FOURTH | Monthly Installments | 6000 X 1 month | 6,000.00 | 41,030.00 |
| | | 4250 X 7 months | 30,730.00 | |
| | | 4500 X 1 month | 4,300.00 | |
| TOTAL BBA FEES FOR 4 YEARS | | | | 160,000.00 |

FEE PAYMENT TERMS

B. Admission Fees

ii. At the time of admission, student-applicant must pay:

| | |
|---|--------------------|
| 3. Application & Registration Fee (Non-refundable) | AED 1,000/- |
| 4. First Installment Fee (Non-refundable after commencement of classes, even if the student did not attend any class or Placement test result is awaited) | AED 5,000/- |
| TOTAL FIRST PAYMENT | AED 6,000/- |



NOTE: Tuition fees remain constant for the students as per fee structure issued at the time of admission. However, miscellaneous & additional fees are subject to change annually which will be published

**FEE STRUCTURE FOR VISA APPLICANT/VISA-EMBASSY LETTER CASE FROM
SUC**

(IN AED) - 2017-18 (JANUARY 2018 INTAKE)

**B.B.A. in: International Business (BIB) Marketing & Retail Management (BMR) Travel
& Tourism Management (BBT) Information Systems (BBI) Finance (BBF)**

Public Administration (BBP)

| YEAR LEVEL | PAYMENT | AMOUNT | TOTAL (IN AED) |
|-------------------|--|---------------|-----------------------|
| FIRST | Application & Registration Fee | 1,000.00 | 44,550.00 |
| | First Installment Fee | 5,000.00 | |
| | 1st cheque-upon enrollment | 12,850.00 | |
| | 2 nd cheque - 3 months from date of 1st cheque | 12,850.00 | |
| | 3 rd cheque - 3 months from date of 2nd | 12,850.00 | |



| | cheque | | |
|-----------------------------------|---|-----------|-------------------|
| SECOND | 1 st cheque – September 2016 | 12,850.00 | 38,550.00 |
| | 2 nd cheque – December 2016 | 12,850.00 | |
| | 3 rd cheque – March 2017 | 12,850.00 | |
| THIRD | 1 st cheque – September 2017 | 12,850.00 | 38,550.00 |
| | 2 nd cheque – December 2017 | 12,850.00 | |
| | 3 rd cheque – March 2018 | 12,850.00 | |
| FOURTH | 1 st cheque – September 2018 | 12,850.00 | 38,350.00 |
| | 2 nd cheque – December 2018 | 12,850.00 | |
| | 3 rd cheque – March 2019 | 12,650.00 | |
| TOTAL BBA FEES FOR 4 YEARS | | | 160,000.00 |

NOTE: Tuition fees remain constant for the students as per fee structure issued at the time of admission. However, miscellaneous & additional fees are subject to change annually which will be published

Admission Fees

i. At the time of admission, student-applicant must pay:

| VISA APPLICANT/VISA LETTER/ EMBASSY LETTER | AMOUNT |
|---|-------------|
| a. Application & Registration fee (Non-refundable) | AED 1,000/- |
| b. First Installment Fee (Non-refundable after commencement of classes, even if the student | AED 5,000/- |
| c. did not attend any class or Placement test result is awaited) | |
| d. Visa Fee (Applicable for a 3 year visa) – Fully Non-refundable <u>once visa is filed</u> | AED 6,000/- |
| e. Passport Guarantee (Refundable at the time of visa) | AED 2,500/- |
| f. UAE National ID | AED 500/- |
| g. 1 st Cheque Payment (Non-refundable) | 12500 |
| h. IESOL Exam Fee | AED 900/- |



| | |
|----------------------------------|---------------------|
| i. IESOL Book | AED 500/- |
| j. Hostel Fees First Installment | AED 10,500/- |
| k. Hostel Deposit (Refundable) | AED 1000/- |
| l. Medical Insurance (4 Years) | AED 4000 |
| m. Toastmasters | AED 400/- |
| TOTAL FIRST PAYMENT | AED 44,800/- |

- ii. IELTS-CES exam fees of AED 950/- (subject to change) or IESOL exam fees of AED 900/- is to be paid along with the application fees. Students holding required TOEFL (IBT) or IELTS (Academic) scores as per the admission criteria are exempted from the English Placement Test. Student appearing for TOEFL (Institutional) at SUC can repeat the exam maximum 2 times by paying the required fees.
- iii. AED 800 is the charge for the purchase of IELTS book and AED 500 is the charge for the purchase of IESOL book.
- iv. It is the student's responsibility to take the books & materials from the library at the beginning of the semester / quarter.
- v. In line with the Federal Decree-Law No.8 of 2017 issued on Value Added Tax(VAT) will be effective as of 1st January ,2018.All Students are advised that the current fee structure is exclusive of VAT and the forthcoming law requires that VAT to be charged on fees applicable effective January 2018.

GENERAL TERMS

1. Prospective student joining the SUC BSIT Program is required to take anyone of the English Placement Test approved by MOE & SUC Mathematics Placement Test.
2. Student who successfully clears both the exams as per the admission embarks in BSIT Main Program.
3. Student who does not clear the English Placement Test must undergo the AIPC/ PET as per the admission criteria and additional fees will be payable as per the published fees structure.
4. Student who does not clear the Mathematics Placement Test undergo the Mathematics Crash Course as per the admission criteria and additional fees will be payable as per the published fees structure.
5. All Undertakings and documents mentioned in the checklist must be completed
6. The student is required to submit postdated cheques, credit card or bank transfer 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.
7. Students cannot shift between weekday and weekend batches.



8. Student is eligible only for one type of fee waiver / scholarship throughout the study period. Student applying for TOC will be eligible for maximum of 15% scholarship.
9. Scholarship recommendation letter must be submitted within 30 days of class commencement, non-compliance will forfeit the scholarship applied. Once the scholarship is approved the student will have to replace the cheques as per the revised fee structure.
10. 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..
11. In the event that students 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.
12. Medical Insurance is mandatory for international students seeking SUC visa.
13. Student availing hostel facilities will have to stay for a minimum period of one academic year.
14. Transportation fee of minimum period of one month will be applicable to the students availing the facility including hostel students staying outside the SUC Campus.
15. If a student postpones his admission, postponement fees as per the miscellaneous fee structure will be applicable.
16. Graduation fee of AED 3,000 /- will be additional and will be applicable in the final year.
17. 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.
18. Tuition Fee charged per credit remains the same for the students once they register with the university however, the students should continue and complete the program without any postponement or break in between. If student postpones officially for one semester only, then the tuition fee remains the same. Not attending classes beyond one semester will be considered as new admission and published Tuition Fee for the new admissions will be applicable. Tuition Fee is subject to change annually and will be applicable for new admissions only.
19. Miscellaneous Fees 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. Any changes in the Miscellaneous Fee will be communicated to students through either SMS or emails and will be published on the website, catalog, notice board and student handbook at the beginning of the academic year. Students are required to take note of such changes and clarify with appropriate officials if needed.



20. Students are required to pay a predefined Deposit as per the published fee structure at the time of admission. These deposits are refundable at the time of exiting the institution after any deductions which may be applicable due to dues arising out of damages or pending fees payable during the duration of the students stay in the university.

FEE STRUCTURE FOR VISA APPLICANT (IN USD)

AY 2016 - 2017 (MAY/SEPTEMBER 2017)

B.B.A. in: International Business (BIB) Marketing (BBM)

Travel & Tourism Management (BBT) Information Systems (BBI) Finance (BBF)

Public Administration (BBP)

| YEAR LEVEL | PAYMENT | AMOUNT | TOTAL (IN USD) |
|-------------------|---|---------------|-----------------------|
| FIRST | First Installment Fee (Non-refundable) | 3,655 | 10,960.00 |
| | 2nd installment - 3 months after commencement of the course | 3,655 | |
| | 3rd installment - 6 months after commencement of the course | 3,650 | |
| SECOND | 1st installment - September | 5,480 | 10,960.00 |
| | 2nd installment - February | 5,480 | |
| THIRD | 1st installment - September | 5,480 | 10,960.00 |
| | 2nd installment - February | 5,480 | |
| FOURTH | 1st installment - September | 5,480 | 10,960.00 |



| | | |
|---|----------------------------|------------------|
| | 2nd installment - February | 5,480 |
| TOTAL BBA FEES FOR 4 YEARS [Excluding Visa Fees] | | 43,840.00 |

NOTE: Tuition fees remain constant for the students as per fee structure issued at the time of admission. However, miscellaneous & additional fees are subject to change annually which will be published

FEE PAYMENT TERMS

- i. At the time of admission, student-applicant must pay:

| | |
|--|---------------------|
| 1. First Installment Fee (Non-refundable) | USD 3,655/- |
| 2. Visa Fee (Applicable for 3 year visa) - Fully Non-refundable once visa is filed | USD 1,645/- |
| 3. Passport Guarantee (Refundable at the time of visa cancellation) | USD 685/- |
| 4. UAE National ID | USD 135/- |
| 5. IESOL Exam Fee | USD 247/- |
| 6. IESOL Book | USD 137/- |
| 7. Hostel Fees First Installment | USD 2,880/- |
| 8. Hostel Deposit (Refundable) | USD 275/- |
| 9. Medical Insurance (4 years) | USD 1,100/- |
| TOTAL FIRST PAYMENT | USD 10,759/- |

- ii. IELTS-CES exam fees of USD 260/- (subject to change) or IESOL exam fees of USD 247/- is to be paid along with the application fees. Students holding required TOEFL (IBT) or IELTS (Academic) scores as per the admission criteria (mentioned in BBA Catalog 2017 - 2018) are



exempted from the English Placement Test. Student appearing for TOEFL (Institutional) at SUC can repeat the exam maximum 2 times by paying the required fees.

- iii. USD 220 is the charge for the purchase of IELTS book and USD 137 is the charge for the purchase of IESOL book.
- iv. It is the student's responsibility to take the books & materials from the library at the beginning of the semester / quarter.
- v. In line with the Federal Decree-Law No.8 of 017 issued on Value Added Tax(VAT) will be effective as of 1st January ,2018.All Students are advised that the current fee structure is exclusive of VAT and the forthcoming law requires that VAT to be charged on fees applicable effective January 2018.

GENERAL TERMS

1. Prospective student joining the SUC BBA Program is required to take anyone of the English Placement Test approved by MOE & SUC Mathematics Placement Test.
2. Student who successfully clears both the exams as per the admission embarks in BBA Main Program.
3. Student who does not clear the English Placement Test must undergo the AIPC/ PET as per the admission criteria and additional fees will be payable as per the published fees structure.
4. Student who does not clear the Mathematics Placement Test undergo the Mathematics Crash Course as per the admission criteria and additional fees will be payable as per the published fees structure.
5. All Undertakings and documents mentioned in the checklist must be completed
6. The student is required to submit postdated cheques, credit card or bank transfer 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.
7. Students cannot shift between weekday and weekend batches.
8. Student is eligible only for one type of fee waiver / scholarship throughout the study period. Student applying for TOC will be eligible for maximum of 15% scholarship.
9. Scholarship recommendation letter must be submitted within 30 days of class commencement, non-compliance will forfeit the scholarship applied. Once the scholarship is approved the student will have to replace the cheques as per the revised fee structure.
10. 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..



11. In the event that students 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.
12. Medical Insurance is mandatory for international students seeking SUC visa.
13. Student availing hostel facilities will have to stay for a minimum period of one academic year.
14. Transportation fee of minimum period of one month will be applicable to the students availing the facility including hostel students staying outside the SUC Campus.
15. If a student postpones his admission, postponement fees as per the miscellaneous fee structure will be applicable.
16. Graduation fee of USD 767/- will be additional and will be applicable in the final year.
17. Student invoices will be issued with the admission kit and it is the students' responsibility to go through the same and pay the fees as per the invoices issued and as per the University policy.
18. Tuition Fee charged per credit remains the same for the students once they register with the university however, the students should continue and complete the program without any postponement or break in between. If student postpones officially for one semester only, then the tuition fee remains the same. Not attending classes beyond one semester will be considered as new admission and published Tuition Fee for the new admissions will be applicable. Tuition Fee is subject to change annually and will be applicable for new admissions only.
19. Miscellaneous Fees 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. Any changes in the Miscellaneous Fee will be communicated to students through either SMS or emails and will be published on the website, catalog, notice board and student handbook at the beginning of the academic year. Students are required to take note of such changes and clarify with appropriate officials if needed.
20. Students are required to pay a predefined Deposit as per the published fee structure at the time of admission. These deposits are refundable at the time of exiting the institution after any deductions which may be applicable due to dues arising out of damages or pending fees payable during the duration of the students stay in the university.



ii. MBA

FEE STRUCTURE FOR NON-VISA APPLICANT (IN AED)

AY 2017 - 2018 (MAY/SEPTEMBER 2017 & JANUARY 2018 INTAKE)

**MASTER OF BUSINESS ADMINISTRATION with emphasis on: FINANCE
MARKETING HRM STRATEGIC MANAGEMENT & LEADERSHIP
 E-GOVERNANCE**

| PARTICULAR | PAYMENT | AMOUNT | TOTAL (IN AED) |
|------------------------|--|---------------|-----------------------|
| FIRST SEMESTER | Application Fee (Non-Refundable) | 1,000.00 | 25,900.00 |
| | First Installment Fee (Non-refundable after commencement of classes, even if the student did not attend any class or Placement test result is awaited) | 5,000.00 | |
| | 1 st Semester Fee (4975 X 4 months) | 19,900.00 | |
| SECOND SEMESTER | 2 nd Semester Fee (1 ST MONTH) | 8,100.00 | 23, 025.00 |
| | 2 nd Semester Fee (4975 X 3 months) | 14,925.00 | |
| THIRD SEMESTER | 3 rd Semester Fee (1 ST MONTH) | 8,100.00 | 23, 025.00 |



| | | | |
|------------------------|--|------------|-------------------|
| | 3 rd Semester Fee (4975 X 3 months) | 14, 925.00 | |
| FOURTH SEMESTER | 4 th Semester Fee (1 st Month) | 8,100.00 | 23, 050.00 |
| | 4 th Semester Fee (4975 X 2 months) | 9,950,00 | |
| | 4 th Semester Fee (5000 X 1 months) | 5,000.00 | |
| TOTAL MBA FEES | | | 95,000.00 |

FEE PAYMENT TERMS

C. Admission Fees

iii. At the time of admission, student-applicant must pay:

| | |
|---|--------------------|
| 5. Application Fee (Non-refundable) | AED 1,000/- |
| 6. First Installment Fee (Non-refundable after commencement of classes, even if the student did not attend any class or Placement test result is awaited) | AED 5,000/- |
| TOTAL FIRST PAYMENT | AED 6,000/- |

- iv. IELTS-CES exam fees of AED 1000/- (subject to change) or IESOL exam fees of AED 900/- is to be paid along with the application fees. Students holding required TOEFL (IBT) or IELTS (Academic) scores as per the admission criteria (mentioned in MBA Catalog 2017-2018) are exempted from the English Placement Test. Student appearing for TOEFL (Institutional) at SUC can repeat the exam maximum 2 times by paying the required fees.
- v. AED 800 is the charge for the purchase of IELTS book and AED 400 is the charge for the purchase of IESOL book.
- vi. Toastmaster fee AED 400
- vii. It is the student's responsibility to take the books & materials from the library at the beginning of the semester / quarter.
- viii. In line with the Federal Decree-Law No.8 of 2017 issued on Value Added Tax(VAT) will be effective as of 1st January ,2018.All Students are advised that the current fee structure is exclusive of VAT and the forthcoming law requires that VAT to be charged on fees applicable effective January 2018.

D. Miscellaneous Fees (Please refer to Annexure 1 - MBA Financial Rules & Regulations)

E. Refund Policies (Please refer to Annexure 2 - MBA Refund Policy)



NOTE: Tuition fees remain constant for the students as per fee structure issued at the time of admission. However, miscellaneous & additional fees are subject to change annually which will be published



GENERAL TERMS

1. Military clearance is mandatory for UAE Nationals below 30 years of age (applicable for male students only).
2. Prospective student joining the SUC MBA Program is required to undergo one of the English Placement Test approved by MOE.
3. Student who successfully clear English exams as per the admission criteria (mentioned in MBA Catalog 2017-18), embarks in MBA Main Program.
4. Student who does not clear the English Placement Test must undergo the AIPC as per the admission criteria (mentioned in BBA Catalog 2017-18) & additional fees will be payable as per the published fees structure.
5. Students enrolled for the MBA Qualifying Program (MQP) must successfully pass the program (mentioned in the MBA Catalog 2017-18) before embarking into the main MBA Program.
6. Students who do not clear English Placement Test and have joined AIPC/ must clear the entrance requirement within one semester, otherwise the scholarship / fee waiver will be forfeited.
7. All Undertakings and documents mentioned in the checklist must be completed in the first semester, failing to submit the same will result in forfeiture of scholarship.
8. ~~The student is required to submit postdated cheques, credit card or bank transfer authorization for number of insallments 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.~~
9. Students cannot shift between weekday and weekend batches.
10. Student is eligible only for one type of fee waiver/scholarship throughout the study period. Student applying for TOC will be eligible for maximum of 15% scholarship without financial benefit of TOC.
11. Scholarship recommendation letter must be submitted within 30 days of class commencement; non-compliance will forfeit the scholarship applied. Once the scholarship is approved the student will have to replace the cheques as per the revised fee structure.
12. 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.
13. 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.
14. Medical Insurance is mandatory for international students seeking visa.



15. Student availing hostel facilities will have to stay for a minimum period of one academic year.
16. Transportation fee of minimum period of one month will be applicable to the students availing the facility including hostel students staying outside the SUC Campus.
17. If a student postpones his admission, postponement fees as per the miscellaneous fee structure will be applicable.
18. Graduation fee of AED 3,000/- will be additional and will be applicable in the final year.
19. Student invoices will be issued with the admission kit and it is the students responsibility to go through the same and pay the fees as per the invoices issued and as per the University policy.
20. Tuition Fee charged per credit remains the same for the students once they register with the university however, the students should continue and complete the program without any postponement or break in between. If student postpones officially for one semester only, then the tuition fee remains the same. Not attending classes beyond one semester will be considered as new admission and published Tuition Fee for the new admissions will be applicable. Tuition Fee is subject to change annually and will be applicable for new admissions only.
21. Miscellaneous Fees 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. Any changes in the Miscellaneous Fee will be communicated to students through either SMS or emails and will be published on the website, catalog, notice board and student handbook at the beginning of the academic year. Students are required to take note of such changes and clarify with appropriate officials if needed.
22. Students are required to pay a predefined Deposit as per the published fee structure at the time of admission. These deposits are refundable at the time of exiting the institution after any deductions which may be applicable due to dues arising out of damages or pending fees payable during the duration of the students stay in the university.



FEE STRUCTURE FOR VISA APPLICANT/VISA-EMBASSY LETTER CASE FROM SUC

(IN AED)

AY 2017 - 2018 (MAY/SEPTEMBER 2017 & JANUARY 2018 INTAKE)

MASTER OF BUSINESS ADMINISTRATION with emphasis on: FINANCE MARKETING HRM STRATEGIC MANAGEMENT & LEADERSHIP

E-GOVERNANCE

| PARTICULAR | PAYMENT | AMOUNT | TOTAL (IN AED) |
|------------------------|------------------------|---------------|-----------------------|
| FIRST SEMESTER | Application Fee | 1,000.00 | 20,850.00 |
| | First Installment Fee | 5,000.00 | |
| | 1 st Cheque | 14,850.00 | |
| SECOND SEMESTER | 2 nd Cheque | 14,850.00 | 29,700.00 |
| | 3 rd Cheque | 14,850.00 | |
| THIRD SEMESTER | 4 th Cheque | 14,850.00 | 29,700.00 |
| | 5 th Cheque | 14,850.00 | |
| FOURTH SEMESTER | 6 th Cheque | 14,750.00 | 14,750.00 |
| TOTAL MBA FEES | | | 95,000.00 |

FEE PAYMENT TERMS

A. Admission Fees

- i. At the time of admission, student-applicant must pay:

| FEES | AMOUNT (IN AED) |
|---|------------------------|
| Application Fee (Non-refundable) | 1,000.00 |
| First Installment Fee (Non-refundable after commencement of classes even if the student | 5,000.00 |
| Visa Fee (Applicable for a 3 year visa) - Fully Non-refundable | 6,000.00 |
| Passport Guarantee (Refundable at the time of visa cancellation) | 2,500.00 |
| UAE National ID | 500.00 |
| 1st Cheque Payment (Non-refundable) | 14,850.00 |



| | |
|------------------------------|-----------|
| IESOL Exam Fee | 900.00 |
| IESOL Book | 400.00 |
| Hostel Fees 1st Installment | 10,500.00 |
| Hostel Deposit (Refundable) | 1,000.00 |
| Medical Insurance (2 Years) | 2,000.00 |
| TOTAL FIRST PAYMENT | |

- ii. IELTS-CES exam fees of AED 1,000/- (subject to change) or IESOL exam fees of AED 900/- is to be paid along with the application fees. Students holding required TOEFL (IBT) or IELTS (Academic) scores as per the admission criteria (mentioned in MBA Catalog 2017-2018) are exempted from the English Placement Test. Student appearing for TOEFL (Institutional) at SUC can repeat the exam maximum 2 times by paying the required fees.
- iii. AED 800 is the charge for the purchase of IELTS book and AED 400 is the charge for the purchase of IESOL book. 4) Toastmaster fee AED 400
- iv. It is the student's responsibility to take the books & materials from the library at the beginning of the semester / quarter.
- v. In line with the Federal Decree-Law No.8 of 2017 issued on Value Added Tax (VAT) will be effective as of 1st January, 2018. All Students are advised that the current fee structure is exclusive of VAT and the forthcoming law requires that VAT to be charged on fees applicable effective January 2018.

B. Miscellaneous Fees (Please refer to Annexure 1 - MBA Financial Rules & Regulations)

C. Refund Policies (Please refer to Annexure 2 - MBA Refund Policy)

NOTE: Tuition fees remain constant for the students as per fee structure issued at the time of admission. However, miscellaneous & additional fees are subject to change annually which will be published



FEE STRUCTURE FOR VISA APPLICANT (IN USD)

AY 2017 - 2018 (MAY/SEPTEMBER 2017 & JANUARY 2018 INTAKE)

**MASTER OF BUSINESS ADMINISTRATION with emphasis on: FINANCE
MARKETING HRM STRATEGIC MANAGEMENT & LEADERSHIP
 E-GOVERNANCE**

| SEMESTER | PAYMENT | AMOUNT (IN USD) | TOTAL (IN USD) |
|---|------------------------------------|----------------------------|---------------------------|
| FIRST SEMESTER | First Installment (Non-refundable) | 5,206.00 | 5,206.00 |
| SECOND SEMESTER | Second Installment | 5,206.00 | 5,206.00 |
| THIRD SEMESTER | Third Installment | 5,206.00 | 5,206.00 |
| FOURTH SEMESTER | Fourth Installment | 5,206.00 | 5,206.00 |
| | Fifth Installment | 5,206.00 | |
| TOTAL MBA FEES [INCLUDING BOOKS & RESOURCES UTILITY AND EXCLUDING VISA FEE] | | | 26,030.00 |

FEE PAYMENT TERMS

A. Admission Fees

- i. At the time of admission, student-applicant must pay:

| FEES | AMOUNT (IN USD) |
|---|----------------------------|
| First Installment Fee (Non-refundable) | 5,206.00 |
| Visa Fee (Applicable for a 3 year visa) - Fully Non-Passport Guarantee (Refundable at the time of visa) | 1,645.00 |
| UAE National ID | 685.00 |
| IESOL Exam Fee | 135.00 |
| IESOL Book | 247.00 |
| Hostel Fees 1st Installment | 110.00 |
| Hostel Deposit (Refundable) | 2,880.00 |
| Medical Insurance (2 Years) | 275.00 |
| TOTAL FIRST PAYMENT | 11,733.00 |



- ii. IELTS-CES exam fees of USD 274/- (subject to change) or IESOL exam fees of USD 247/- is to be paid along with the application fees. Students holding required TOEFL (IBT) or IELTS (Academic) scores as per the admission criteria (mentioned in MBA Catalog 2017-2018) are exempted from the English Placement Test. Student appearing for TOEFL (Institutional) at SUC can repeat the exam maximum 2 times by paying the required fees.
- iii. USD 220 is the charge for the purchase of IELTS book and USD 110 is the charge for the purchase of IESOL book. 4) Toastmaster fee USD 110
- iv. It is the student's responsibility to take the books & materials from the library at the beginning of the semester / quarter.
- v. In line with the Federal Decree-Law No.8 of 2017 issued on Value Added Tax(VAT) will be effective as of 1st January ,2018. All Students are advised that the current fee structure is exclusive of VAT and the forthcoming law requires that VAT to be charged on fees applicable effective January 2018.

B. Miscellaneous Fees (Please refer to Annexure 1 - MBA Financial Rules & Regulations)

C. Refund Policies (Please refer to Annexure 2 - MBA Refund Policy)

NOTE: Tuition fees remain constant for the students as per fee structure issued at the time of admission. However, miscellaneous & additional fees are subject to change annually which will be published

FEE STRUCTURE FOR NON-VISA APPLICANT (IN AED)

[WEEKEND CLASS - QUARTER PAYMENT]

AY 2017 - 2018 (MAY/SEPTEMBER 2017 & JANUARY 2018 INTAKE)

MASTER OF BUSINESS ADMINISTRATION with emphasis on: FINANCE MARKETING HRM STRATEGIC MANAGEMENT & LEADERSHIP

E-GOVERNANCE

| PARTICULAR | PAYMENT | AMOUNT | TOTAL (IN AED) |
|------------|----------------------------------|----------|----------------|
| QUARTER 1 | Application Fee (Non-Refundable) | 1,000.00 | 16,000.00 |
| | First Installment Fee (Non- | 5,000.00 | |



| | | | |
|-----------------------|---|-----------|------------------|
| | refundable after commencement of classes, even if the student did not attend any class or Placement test result is awaited) | | |
| | 1 st Quarter Fees | 10,000.00 | |
| QUARTER 2 | 2 nd Quarter Fees | 15,800.00 | 15,800.00 |
| QUARTER 3 | 3 rd Quarter Fees | 15,800.00 | 15,800.00 |
| QUARTER 4 | 4 th Quarter Fees | 15,800.00 | 15,800.00 |
| QUARTER 5 | 5 th Quarter Fees | 15,800.00 | 15,800.00 |
| QUARTER 6 | 6 th Quarter Fees | 15,800.00 | 15,800.00 |
| TOTAL MBA FEES | | | 95,000.00 |

NOTE: Tuition fees remain constant for the students as per fee structure issued at the time of admission. However, miscellaneous & additional fees are subject to change annually which will be published by the Finance Department in advance on an annual basis.

FEE PAYMENT TERMS

A. Admission Fees

- i. At the time of admission, student-applicant must pay:

| | |
|--|--------------------|
| Application Fee (Non-refundable) | AD 1,000/- |
| First Installment Fee (Non-refundable after commencement of classes, even if the student did not attend any class or Placement test result is awaited) | AED 5,000/- |
| TOTAL FIRST PAYMENT | AED 6,000/- |

- vi. IELTS-CES exam fees of USD 274/- (subject to change) or IESOL exam fees of USD 247/- is to be paid along with the application fees. Students holding required TOEFL (IBT) or IELTS (Academic) scores as per the admission criteria (mentioned in MBA Catalog 2017-2018) are exempted from the English Placement Test. Student appearing for TOEFL (Institutional) at SUC can repeat the exam maximum 2 times by paying the required fees.



- vii. USD 220 is the charge for the purchase of IELTS book and USD 110 is the charge for the purchase of IESOL book. 4) Toastmaster fee USD 110
- viii. It is the student's responsibility to take the books & materials from the library at the beginning of the semester / quarter.
- ix. In line with the Federal Decree-Law No.8 of 2017 issued on Value Added Tax(VAT) will be effective as of 1st January ,2018. All Students are advised that the current fee structure is exclusive of VAT and the forthcoming law requires that VAT to be charged on fees applicable effective January 2018.

D. Miscellaneous Fees (Please refer to Annexure 1 - MBA Financial Rules & Regulations)

E. Refund Policies (Please refer to Annexure 2 - MBA Refund Policy)

NOTE: Tuition fees remain constant for the students as per fee structure issued at the time of admission. However, miscellaneous & additional fees are subject to change annually which will be published

FEE STRUCTURE FOR NON-VISA APPLICANT (IN USD)

[WEEKEND CLASS - QUARTER PAYMENT]

AY 2017 - 2018 (MAY/SEPTEMBER 2017 & JANUARY 2018 INTAKE)

MASTER OF BUSINESS ADMINISTRATION with emphasis on: FINANCE MARKETING HRM STRATEGIC MANAGEMENT & LEADERSHIP E-GOVERNANCE

| PARTICULAR | PAYMENT | TOTAL (IN USD) |
|-------------------|------------------------------|-----------------------|
| QUARTER 1 | 1 st Quarter Fees | 4,340.00 |
| QUARTER 2 | 2 nd Quarter Fees | 4,340.00 |
| QUARTER 3 | 3 rd Quarter Fees | 4,340.00 |
| QUARTER 4 | 4 th Quarter Fees | 4,340.00 |
| QUARTER 5 | 5 th Quarter Fees | 4,340.00 |
| QUARTER 6 | 6 th Quarter Fees | 4,330.00 |



TOTAL MBA FEES **26,030.00**

NOTE: Tuition fees remain constant for the students as per fee structure issued at the time of admission. However, miscellaneous & additional fees are subject to change annually which will be published by the Finance Department in advance on an annual basis.

FEE PAYMENT TERMS

A. Admission Fees

- i. At the time of admission, student-applicant must pay:

| FEES | AMOUNT (IN USD) |
|--|------------------|
| First Installment Fee (Non-refundable) | 4,340.00 |
| Visa Fee (Applicable for a 3 year visa) - Fully Non-refundable once visa is filed) | 1,645.00 |
| Passport Guarantee (Refundable at the time of visa cancellation) | 685.00 |
| UAE National ID | 135.00 |
| TOEFL Exam Fee | 247.00 |
| TOEFL Book | 110.00 |
| Hostel Fees 1 st Instalment | 2,880.00 |
| Hostel Deposit (Refundable) | 275.00 |
| Medical Insurance (2 Years) | 550.00 |
| TOTAL FIRST PAYMENT | 10,867.00 |

- ii. IELTS-CES exam fees of USD 274/- (subject to change) or IESOL exam fees of USD 247/- is to be paid along with the application fees. Students holding required TOEFL (IBT) or IELTS (Academic) scores as per the admission criteria (mentioned in MBA Catalog 2017-2018) are exempted from the English Placement Test. Student appearing for TOEFL (Institutional) at SUC can repeat the exam maximum 2 times by paying the required fees.



- iii. USD 220 is the charge for the purchase of IELTS book and USD 110 is the charge for the purchase of IESOL book. 4) Toastmaster fee USD 110
- iv. It is the student's responsibility to take the books & materials from the library at the beginning of the semester / quarter.
- v. In line with the Federal Decree-Law No.8 of 2017 issued on Value Added Tax(VAT) will be effective as of 1st January ,2018.All Students are advised that the current fee structure is exclusive of VAT and the forthcoming law requires that VAT to be charged on fees applicable effective January 2018.

B. Miscellaneous Fees (Please refer to Annexure 1 - MBA Financial Rules & Regulations)

C. Refund Policies (Please refer to Annexure 2 - MBA Refund Policy)

GENERAL TERMS FOR FEE PAYMENT

1. Military clearance is mandatory for UAE Nationals below 30 years of age (applicable for male students only)
2. Prospective student joining the SUC MBA Program is required to take anyone of the English Placement Test approved by MOE.
3. Student who successfully clear the exams as per the admission criteria (mentioned in MBA Catalog 2017-17), embarks in MBA Main Program
4. Student who do not clear the English Placement Test must undergo the AIPC/PET as per the admission criteria (mentioned in MBA Catalog 2017-17) & additional fees will be payable as per the published fees structure.
5. Student enrolled for the MBA Qualifying Program (MQP) must successfully pass the program (mentioned in MBA Catalog 2017-17) before embarking into the main MBA Program.
6. All Undertakings and documents mentioned in the checklist must be completed with this form.
7. The student is required to submit postdated cheques, credit card or bank transfer 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.
8. The students registered into weekend classes cannot shift to normal sessions or vice versa in a year.



9. Student is eligible only for one type of fee waiver/scholarship throughout the study period. **NOTE: Tuition fees remain constant for the students as per fee structure issued at the time of admission. However, miscellaneous & additional fees are subject to change annually which will** Student applying for TOC will be eligible for maximum of 15% scholarship.

- 10. Scholarship recommendation letter must be submitted within 30 days of class commencement, non-compliance will forfeit the scholarship applied. Once the scholarship is approved the student will have to replace the cheques as per the revised fee structure.
11. Fee waiver/Scholarship will be adjusted in the final two semesters. 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.
12. 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.
13. Medical Insurance is mandatory for international students seeking visa.
14. Student availing hostel facilities will have to stay for a minimum period of one academic year.
15. Transportation fee of minimum period of one month will be applicable to the students availing the facility including hostel students staying outside the SUC Campus
16. If a student postpones his admission, postponement fees as per the miscellaneous fee structure will be applicable.
17. Graduation fee of AED 2,800/- will be additional and will be applicable in the final year.
18. Tuition Fee charged per credit remains the same for the students once they register with the university however, the students should continue and complete the program without any postponement or break in between. If student postpones officially for one semester only, then the tuition fee remains the same. Not attending classes beyond one semester will be considered as new admission and published Tuition Fee for the new admissions will be applicable. Tuition Fee is subject to change annually and will be applicable for new admissions only.
19. Miscellaneous Fees 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. Any changes in the Miscellaneous Fee will be communicated to students through either SMS or emails and will be published on the website, catalog, notice board and student handbook at the beginning of the academic year. Students are required to take note of such changes and clarify with appropriate officials if needed.
20. Students are required to pay a predefined Deposit as per the published fee structure at the time of admission. These deposits are refundable at the time of exiting the institution after any deductions which may be applicable due to dues arising out of damages or pending fees payable during the duration of the students stay in the university.



iii. MQP

FEE STRUCTURE FOR MBA QUALIFYING PROGRAM [IN AED]

FOR AY 2017-2018

(2 Months Program)

| PAYMENT | AMOUNT (IN AED) | REMARKS |
|--------------|-----------------|--|
| Tuition Fees | 2,000.00 | Fees per course inclusive of book rental |

CHEQUE PAYMENT

| S. NO. | App & 1st Inst Fee | NO. OF COURSES | RATE / COURSE | TOTAL (INAED) |
|--------|--------------------|----------------|---------------|---------------|
| 1 | 6,000.00 | 7 | 2,500.00 | 23,500.00 |
| 2 | 6,000.00 | 6 | 2,500.00 | 21,000.00 |
| 3 | 6,000.00 | 5 | 2,500.00 | 18,500.00 |
| 4 | 6,000.00 | 4 | 2,500.00 | 16,000.00 |
| 5 | 6,000.00 | 3 | 2,500.00 | 13,500.00 |
| 6 | 6,000.00 | 2 | 2,500.00 | 11,000.00 |
| 7 | 6,000.00 | 1 | 2,500.00 | 8,500.00 |

NOTE: Tuition fees remain constant for the students as per fee structure issued at the time of admission. However, miscellaneous & additional fees are subject to change annually which will be published

TERMS & CONDITIONS:

1. The MQP fee @ AED 2,500/- per course has to be paid over and above the Application & First Installment Fees of the Main Program.



2. Student must be registered for the MBA programs before commencing MQP courses. Kindly refer to MBA Fees Structure for further information.
3. The MQP fee is inclusive of rental books.
4. MQP challenge exam fee, if applicable, is AED 650/-.
5. The fee installments would be specified in the Invoice given to student before the commencement of program and would depend on the no. of MQP courses to be taken by student.
6. The student has the option of paying the full fees in cash or paying the First Installment in cash and the remaining installment in PDC (Post Dated Cheques) which have to be deposited at the time of admission.
7. Registration Fee of AED 500/- is required for those who enrolled as short course only
8. Late payment of tuition fee will be subject to penalties which would be as follows:
 - a. AED 10/- per day from the 11th of the due month
9. As per the MOE policy, student who doesn't meet the CGPA requirement of SUC for admission to the MBA Program; the following criteria apply:
 - a. CGPA 2.5 to 2.99 - Refer Policies on MBA Provisional Admission
 - b. CGPA 2.0 to 2.49 & 5 years work experience - Interview Form as per policy
 - c. CGPA 2.0 to 2.49 - Challenge Exam (AED 650/- per course) as per policy
10. Above policies applies to Business graduates only. Non-business graduates have to take Pre-MBA Program (MQP) mandatory.

B. FEE STRUCTURE FOR SCHOOL OF IT

i. BSIT

AY 2017-2018 - BSIT - EC PROGRAM

| YEAR LEVEL | PAYMENT | AMOUNT | TOTAL (IN AED) |
|------------|-----------------------|-----------|----------------|
| 1ST YEAR | Application Fee | 1,000.00 | 39,000.00 |
| | First Installment Fee | 5,000.00 | |
| | 4125 X 8 months | 33,000.00 | |
| 2ND YEAR | 6000 X 1 month | 6,000.00 | 39,000.00 |
| | 4125 X 8 months | 33,000.00 | |



| | | | |
|-------------------|-----------------|-----------|-------------------|
| 3RD YEAR | 6000 X 1 month | 6,000.00 | 39,000.00 |
| | 4125 X 8 months | 33,000.00 | |
| 4TH YEAR | 6000 X 1 month | 6,000.00 | 39,000.00 |
| | 4125 X 8 months | 33,000.00 | |
| TOTAL FEES | | | 156,000.00 |

NOTE: Tuition fees remain constant for the students as per fee structure issued at the time of admission. However, miscellaneous & additional fees are subject to change annually which will be published.



FEE STRUCTURE FOR LOCAL VISA APPLICANT (IN AED)

AY 2017 - 2018 - BSIT - EC PROGRAM

| YEAR LEVEL | PAYMENT | AMOUNT | TOTAL (IN AED) |
|-------------------|--|-----------|-------------------|
| 1ST YEAR | Application Fee (Non-refundable) | 1,000.00 | 43,500.00 |
| | First Installment Fee (Non-refundable) | 5,000.00 | |
| | 1st Cheque | 12,500.00 | |
| | 2nd Cheque | 12,500.00 | |
| | 3rd Cheque | 12,500.00 | |
| 2ND YEAR | 1st Cheque | 12,500.00 | 37,500.00 |
| | 2nd Cheque | 12,500.00 | |
| | 3rd Cheque | 12,500.00 | |
| 3RD YEAR | 1st Cheque | 12,500.00 | 37,500.00 |
| | 2nd Cheque | 12,500.00 | |
| | 3rd Cheque | 12,500.00 | |
| 4TH YEAR | 1st Cheque | 12,500.00 | 37,500.00 |
| | 2nd Cheque | 12,500.00 | |
| | 3rd Cheque | 12,500.00 | |
| TOTAL FEES | | | 156,000.00 |

NOTE: Tuition fees remain constant for the students as per fee structure issued at the time of admission. However, miscellaneous & additional fees are subject to change annually which will be published.



FEE STRUCTURE FOR VISA APPLICANT OVERSEAS (IN AED)

AY 2017 - 2018 - BSIT - EC PROGRAM

| YEAR LEVEL | PAYMENT | AMOUNT | TOTAL (IN AED) |
|------------|-----------------|----------|----------------|
| 1ST YEAR | 1st Installment | 3,560.00 | 10,680.00 |
| | 2nd Cheque | 3,560.00 | |
| | 3rd Cheque | 3,560.00 | |
| 2ND YEAR | 1st Cheque | 5,343.00 | 10,686.00 |
| | 2nd Cheque | 5,343.00 | |
| 3RD YER | 1st Cheque | 5,343.00 | 10,686.00 |
| | 2nd Cheque | 5,343.00 | |
| 4TH YEAR | 1st Cheque | 5,343.00 | 10,686.00 |
| | 2nd Cheque | 5,343.00 | |
| TOTAL FEES | | | 42,738.00 |

NOTE: Tuition fees remain constant for the students as per fee structure issued at the time of admission. However, miscellaneous & additional fees are subject to change annually which will be published.



FEE PAYMENT TERMS

Admission Fees

i. At the time of admission, student-applicant must pay:

| VISA APPLICANT/VISA LETTER/ EMBASSY LETTER | AMOUNT |
|---|---------------------|
| a. Application & Registration fee (Non-refundable) | AED 1,000/- |
| b. First Installment Fee (Non-refundable after commencement of classes, even if the student | AED 5,000/- |
| c. did not attend any class or Placement test result is awaited | |
| d. Visa Fee (Applicable for a 3 year visa) - Fully Non-refundable once visa is filed | AED 6,000/- |
| e. Passport Guarantee (Refundable at the time of visa | AED 2,500/- |
| f. UAE National ID | AED 500/- |
| g. 1 st Cheque Payment (Non-refundable) | 12500 |
| h. IESOL Exam Fee | AED 900/- |
| i. IESOL Book | AED 500/- |
| j. Hostel Fees First Installment | AED 10,500/- |
| k. Hostel Deposit (Refundable) | AED 1000/- |
| l. Medical Insurance (4 Years) | AED 4000 |
| m. Toastmasters | AED 400/- |
| TOTAL FIRST PAYMENT | AED 44,800/- |

| VISA - USD | AMOUNT - USD |
|--|--------------|
| First Installment Fee (Non-refundable) | 3,560.00 |
| Visa Fee (Applicable for a 3 year visa) - Fully Non-refundable once visa is filed) | 1,645.00 |
| UAE National ID | 135.00 |
| Passport Guarantee (Refundable at the time of visa cancellation) | 685.00 |
| Medical Insurance (4 Years) | 1,460.00 |



| | |
|--|------------------|
| IESOL Exam Fee | 247.00 |
| IESOL Book | 137.00 |
| Toast masters | 110.00 |
| 1st 6 months of Hostel Fees (USD480 / per month) | 2,880.00 |
| Hostel Deposit (Refundable) | 275.00 |
| TOTAL FIRST PAYMENT | 11,134.00 |

- ii. IELTS-CES exam fees of AED 950/- (subject to change) or IESOL exam fees of AED 900/- is to be paid along with the application fees. Students holding required TOEFL (IBT) or IELTS (Academic) scores as per the admission criteria are exempted from the English Placement Test. Student appearing for TOEFL (Institutional) at SUC can repeat the exam maximum 2 times by paying the required fees.
- iii. AED 800 is the charge for the purchase of IELTS book and AED 500 is the charge for the purchase of IESOL book.
- iv. It is the student's responsibility to take the books & materials from the library at the beginning of the semester / quarter.
- v. In line with the Federal Decree-Law No.8 of 2017 issued on Value Added Tax(VAT) will be effective as of 1st January ,2018.All Students are advised that the current fee structure is exclusive of VAT and the forthcoming law requires that VAT to be charged on fees applicable effective January 2018.

GENERAL TERMS

1. Military clearance is mandatory for UAE Nationals below 30 years of age (applicable for male students only).
2. Prospective student joining the SUC BBA Program is required to undergo one of the English Placement Test approved by MOE and SUC Mathematics Placement Test.
3. Student who successfully clear English & Math exams as per the admission criteria (mentioned in BBA Catalog 2017-18), embarks in BBA Main Program.
4. Student who does not clear the English Placement Test must undergo the AIPC as per the admission criteria (mentioned in BBA Catalog 2017-18) & additional fees will be payable as per the published fees structure.
5. Student who do not clear the Mathematics Placement Test must undergo the Mathematics Crash Course as per the admission criteria (mentioned in BBA Catalog 2017-18) and additional fees will be payable as per the published fees structure.



6. Students who do not clear English Placement Test and / or Mathematics Placement Test and have joined AIPC/Maths Crash Course must clear the entrance requirement within one semester, otherwise the scholarship / fee waiver will be forfeited.
7. All Undertakings and documents mentioned in the checklist must be completed in the first semester, failing to submit the same will result in forfeiture of scholarship.
8. The student is required to submit postdated cheques, credit card or bank transfer 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.
9. Students cannot shift between weekday and weekend batches.
10. Student is eligible only for one type of fee waiver/scholarship throughout the study period. Student applying for TOC will be eligible for maximum of 15% scholarship without financial benefit of TOC.
11. Scholarship recommendation letter must be submitted within 30 days of class commencement, non-compliance will forfeit the scholarship applied. Once the scholarship is approved the student will have to replace the cheques as per the revised fee structure.
12. 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.
13. 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.
14. Medical Insurance is mandatory for international students seeking visa.
15. Student availing hostel facilities will have to stay for a minimum period of one academic year.
16. Transportation fee of minimum period of one month will be applicable to the students availing the facility including hostel students staying outside the SUC Campus.
17. If a student postpones his admission, postponement fees as per the miscellaneous fee structure will be applicable.
18. Graduation fee of AED 3,000/- will be additional and will be applicable in the final year.
19. Student invoices will be issued with the admission kit and it is the students responsibility to go through the same and pay the fees as per the invoices issued and as per the University policy.
20. Tuition Fee charged per credit remains the same for the students once they register with the university however, the students should continue and complete the program without any postponement or break in between. If student postpones officially for one



semester only, then the tuition fee remains the same. Not attending classes beyond one semester will be considered as new admission and published Tuition Fee for the new admissions will be applicable. Tuition Fee is subject to change annually and will be applicable for new admissions only.

21. Miscellaneous Fees 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. Any changes in the Miscellaneous Fee will be communicated to students through either SMS or emails and will be published on the website, catalog, notice board and student handbook at the beginning of the academic year. Students are required to take note of such changes and clarify with appropriate officials if needed.
22. Students are required to pay a predefined Deposit as per the published fee structure at the time of admission. These deposits are refundable at the time of exiting the institution after any deductions which may be applicable due to dues arising out of damages or pending fees payable during the duration of the students stay in the university.

XIII. MISCELLANEOUS FEE COLLECTION 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 authorized 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.

i. Facilities

- viii. Internal Hostel (Boys)
- ix. External Hostel (Girls)
- x. Internet
- xi. Recreation facilities
- xii. Transport during weekends
- xiii. Kitchen
- xiv. Laundry



- xv. Internet (For the Internal Hostel only)
- xvi. Grocery items are available (For the Internal Hostel only)
- xvii. Picnics, Get together, Birth Day Parties etc.
- xviii. Chef's service is available
- xix. Health/Medical support for students in emergencies

ii. Hostel Fee & Payment

- a. The payment schedules for new and existing students will be announced by the Finance Department every year. Hostel fee for the academic year 2017-2018 will be **AED 21,000/-**. The hostel fee shall not include mess charges.
- b. 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.
- c. 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.

B. 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.

C. Financial Policies of Centre for Professional Development

Admission policies primarily discuss the initial amount payable for any courses managed / operated by the CPD (both IATA and Internally run courses). Considering the high cost of kits it is obligatory that the initial fees collected covers the cost of the kits. Below mentioned is the payment schedule of all IATA courses run by CPD. This payment policy evidently outlines the payment mode and clear payment instructions are to be communicated to the prospective students that Issuance of kits and attendance of classes will be possible only after completing the payment formalities.

All courses managed / operated by the CPD department will follow the below mentioned payment mode: At the time of admission- 100% of the course fees (Cash / Current dated cheque only)

e. IATA Courses

At the time of admission- Registration fees along with the postdated cheques are mandatory.

f. CTH Courses

At the time of admission- Registration fees should be paid and the balance payment to be paid as per the installment plan.

g. ACCA Courses

At the time of admission- Registration fees should be paid and the balance payment to be paid as per the installment plan.

h. SUC Courses

At the time of admission- Registration fees along with the postdated cheques are mandatory.



XIV. FINANCIAL POLICIES RELATED TO MARKETING DEPT.

| TABLE OF CONTENTS | | |
|-------------------|--------------------------------------|----------|
| Sr. No. | DESCRIPTION | Page No. |
| 1 | INTERNATIONAL AGENTS COMMISSION | |
| 2 | LOCAL AGENTS COMMISSION | |
| 3 | STUDENTS AIR TICKET REIMBURSEMENT | |
| 4 | ALLOWANCES DURING INTERNATIONAL TRIP | |
| 5 | CONVEYANCE ALLOWANCES FOR LOCAL TRIP | |
| 6 | STUDENT VOLUNTEER PAYMENTS | |
| 7 | STUDENT REPRESENTATIVE PAYMENT | |
| 8 | MOU / SCHOLARSHIP FUND ALLOCATION | |

A. Policy on International Agents Commission

Commission agents are appointed internationally to extend the reach of SUC without setting up direct offices. The Agents can earn compensation based on their productivity measured in term of the enrollment done batch wise. The agents appointed may work for one or more principals but has to be exclusive in respect to the programs being offered by SUC in UAE.

The agent functions as representatives of SUC where they locate and identify potential students in their assigned areas and carry out the duties of getting them admitted with all necessary documentation. SUC on its discretion may decide to contribute towards the marketing activities in the region.

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:

9. Specify the programs the agents agree to recruit students.
10. Outline the validity of the agreement which is normally a period of one to two years.
11. Responsibility of SUC and the agent
12. Define the domain where the agent will operate from, unless and otherwise ratified by SUC.
13. Mention the financial arrangements
14. Marketing and Promotional activities arranged
15. Establishment of overseas marketing offices
16. Will have a commission structure payable on a slab basis and will also outline the terms and conditions on basis which the commissions are released to the representatives.



SUC in its process of appointing agents equips and disseminates all necessary information and brochures required. The agent agrees to orient the prospective students on the admission procedures, fee structure and payment policy, refund policies, policy and procedures of SUC, hostel policy, visa requirements as per the norms of SUC. Further details are mentioned in the contract signed by SUC and the agent defining all terms and conditions.

17. Commission structure and policy

In order for the agent to be eligible for commission the following criteria are to be adhered to:

- e. All necessary documentation leading to the enrollment of the student should be submitted to SUC.
- f. The agent should ensure the candidate transfers the initial/first payment in full to SUC.
- g. In case of students in MBA-MQP, payments will be released after they embark on the main program after clearing the required exams within 30 days of closing of the batch and complete fee is cleared as per invoice issued
- h. For students who have not cleared TOEFL and have joined the IELTS preparatory program, the commissions will only be released after they have successfully cleared the IELTS and joined the main Undergraduate / Graduate Program. Payment will be released within 30 days of closing of the batch and after student joins the main program and complete fee is cleared as per invoice issued.
- i. If the student cancels the admission within the first semester after the commission is paid to the agent, in such case the agent should reimburse SUC with 50% of the commission paid.
- j. MOU based scholarships cannot be extended to the student coming through the Agent. In case, the student gets letter from his office for MOU based scholarship, the student name will not be included in the list of students eligible for commission.
- k. Student will be extended government fee waiver only, if any, as per SUC policy.

18. For Undergraduate and Graduate Program admissions:

| No. of students | Commission |
|-----------------|------------|
| From 1 till 15 | USD 1,500 |
| 15 and above | USD 2,000 |

The commission payable to the representatives will be in the following period.

- a. May Batch - One month from the date of closing of the batch
- b. September Batch - One month from the date of closing of the batch
- c. January Batch - One month from the date of closing of the batch



B. Policy on Local Agents Commission

Commission agents are appointed locally to extend the reach of SUC without setting up direct offices. The Agents can earn compensation based on their productivity measured in term of the enrollment done batch wise. The agents appointed may work for one or more principals but has to be exclusive in respect to the programs being offered by SUC in UAE.

The agent functions as representatives of SUC where they locate and identify potential students in their assigned areas and carry out the duties of getting them admitted with all necessary documentation. SUC on its discretion may decide to contribute towards the marketing activities in the region.

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. Outline the validity of the agreement which is normally a period of one to two years.
- 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. Establishment of overseas marketing offices
- viii. Will have a commission structure payable on a slab basis and will also outline the terms and conditions on basis which the commissions are released to the representatives.

SUC in its process of appointing agents equips and disseminates all necessary information and brochures required. The agent agrees to orient the prospective students on the admission procedures, fee structure and payment policy, refund policies, policy and procedures of SUC, hostel policy, visa requirements as per the norms of SUC. Further details are mentioned in the contract signed by SUC and the agent defining all terms and conditions.

ix. Commission structure and policy

In order for the agent to be eligible for commission the following criteria are to be adhered to:

- a. All necessary documentation leading to the enrollment of the student should be submitted to SUC.
- b. The agent should ensure the candidate transfers the initial/first payment in full to SUC.



- c. In case of students in MBA-MQP, payments will be released after they embark on the main program after clearing the required exams within 30 days of closing of the batch and complete fee is cleared as per invoice issued
- d. For students who have not cleared TOEFL and have joined the IELTS preparatory program, the commissions will only be released after they have successfully cleared the IELTS and joined the main Undergraduate / Graduate Program. Payment will be released within 30 days of closing of the batch and after student joins the main program and complete fee is cleared as per invoice issued.
- e. If the student cancels the admission within the first semester after the commission is paid to the agent, in such case the agent should reimburse SUC with 50% of the commission paid.
- f. MOU based scholarships cannot be extended to the student coming through the Agent. In case, the student gets letter from his office for MOU based scholarship, the student name will not be included in the list of students eligible for commission.
- g. Student will be extended government fee waiver only, if any, as per SUC policy.

For Undergraduate and Graduate Program admissions:

Agents will receive commission ranging from AED 1,500 - AED 4,500

The commission payable to the representatives will be in the following period.

- i. May Batch - One month from the date of closing of the batch
- ii. September Batch - One month from the date of closing of the batch
- iii. January Batch - One month from the date of closing of the batch

C. Policy on student's Air ticket reimbursement

SUC with an objective of maximizing the local student's enrollments offers one way travel to those students enrolling through our representatives in overseas local market. This policy outlines the upper limit of the amount to be reimbursed to the students who are recruited from overseas representatives and is subject to approval from HOF and is valid for a specific batch and time during enrollment.

The following guidelines are to be adhered:

Student has to be enrolled for Undergraduate / Graduate Program

- i. If the student is admitted to the foundation programs, he / she will be eligible for the reimbursement once student passes TOEFL / IELTS and enrolls into the main program.
- ii. If the student cancels before completion of the program, he / she will be liable to refund the amount back to SUC.

As the price of the ticket varies from country the below mentioned slabs identified country wise would be applicable for reimbursements:



| | |
|---------------|-----------|
| Tajikistan | USD 300/- |
| CIS Countries | USD 500/- |
| Nigeria | USD 400/- |
| Ghana | USD 400/- |
| Pakistan | USD 350/- |
| Morocco | USD 500/- |

Note: This facility is provided only if the offer is provided at the time of admission.

D. Policy on allowances during International trips

This policy documents the staff's allowances during the overseas travel.

i. PER-DIEM (AED)

| SR | GRADE | UAE | GCC | AFRICA COUNTRIES | CHINA | ASIAN COUNTRIES | RUSSIA | EASTERN EUROPE | WESTERN EUROPE | NORTH AMERICA | AMERICA [LATIN COUNTRIES] |
|----|--------------|-----|-----|---------------------|-------|--------------------|--------|-------------------|-------------------|------------------|---------------------------------|
| 1 | 20 AND ABOVE | 225 | 350 | 350 | 400 | 350 | 450 | 400 | 475 | 550 | 400 |
| 2 | 14 TO 19 | 200 | 300 | 300 | 350 | 300 | 350 | 350 | 400 | 500 | 350 |
| 3 | 12 TO 13 | 175 | 250 | 250 | 300 | 250 | 300 | 300 | 350 | 450 | 300 |

- a. Accommodation will be provided by SUC
- b. Air travel, if applicable will be provided by the university as per the policy of SUC
- c. Above rates are inclusive of meals, cost of transportation within and outside UAE / conveyance to and from airports / communication costs.
- d. Extra luggage carried by the staff for university purpose will be arranged by SUC or reimbursed on actual by producing supporting.
- e. Duly filled & approved travel leave form from HRD.
- f. Complete budget and plan for the visit to be submitted to finance department after approval of COEC.

ii. 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.

iii. **Excess Baggage**

When staff is required to carry promotional materials, brochures along with their baggage the extra amount incurred for excess baggage / customs duty etc will be reimbursed on settlement of bills.

iv. **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.

v. **Accommodation**

Half board accommodation will be provided by SUC in the destination country. Accommodation will be either paid in advance or cash advance will be paid to the staff to settle the bills.

vi. **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 chose by the marketing staff should have proper supporting which needs to be submitted to the finance department for reimbursements.

Since the usage cannot be quantified, the marketing staff needs to be judicious in their spending.

vii. **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
 1. Travel to be done by Air
 2. Other modes of transportation
- b. Short trips that are to done daily
 1. Which would include hiring of local transport



2. Other modes of transportation
- c. 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.
- d. Renting of cars in destination country
 1. 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.
- e. Tentative cost of travel to be outlined in the budget.
 1. 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.

viii. **Conclusion**

- a. A fixed budget for conveyance could be worked for areas where previous visits or follow-up visits are to be undertaken by analyzing the previous records of travel in that area. But venturing into new areas will require the marketing staff to incur those conveyance expenses and get the same reimbursed on submission of the bills to the accounts office.
- b. Consider the option of using car rentals if economical
 1. Where the renting of cars would be economic, in such cases prior approval to be taken from office to justify and incur the expenses.

E. 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, exhibitions, 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 | 300 |
| | [subject to 10 visits] | |
| 2 | MARKETING ACTIVITIES WITHIN DUBAI | 350 |
| | [subject to 5 visits] | |
| 3 | MARKETING ACTIVITIES IN OTHER EMIRATES | 250 |

- a. 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.
- b. 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.
- c. Per Diem allowances covers fuel , car cost, meal expenses and Salik

F. 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, | 4 HOURS | AED 175/- |
| DUBAI, SHARJAH, AJMAN, UAQ | 8 HOURS | AED 250/- |
| ABU DHABI, ALAIN, FUJAIRAH, | 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/- |
| AJMAN (TO AND FRO) | AED 75/- |
| DUBAI (TO AND FRO) | AED 100/- |

v. **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:

- Specify the programs the SR agree to recruit students.
- 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.
- Responsibility of SUC and the SR
- Define the domain where the SR will operate from, unless and otherwise ratified by SUC.
- Mention the financial arrangements
- 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.

vi. **Financial Arrangements:**

SUC will charge students, according to the applicable Program fee structure (subject to change) of that particular intake.

All Students will pay directly to SUC prior to commencement of the program.

The SR may work on the below mentioned student incentive structure for the forthcoming academic year.

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 / BSIT |
|-----------------|----------------------|
| 1 - 10 students | AED 1000 per student |
| 11-20 students | AED 1500 per student |
| 21 and above | AED 2000 per student |

G. 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.

| MBA PROGRAM | |
|----------------|-------------|
| MARK | SCHOLARSHIP |
| 3.50 and above | 50% |
| 3.0 - 3.5 | 25% |



| | |
|-----------|-----|
| 2.5 - 2.9 | 15% |
|-----------|-----|

| BBA PROGRAM | | BSIT PROGRAM | |
|---------------------|-------------|---------------|-------------|
| MARK | SCHOLARSHIP | MARK | SCHOLARSHIP |
| 90% and above | 50% | 90% and above | 25% |
| 80% - 89% | 25% | 80% - 89% | |
| 70% - 79% | 15% | 70% - 79% | |
| SPORTS SCHOLARSHIP | | | |
| INTERNATIONAL LEVEL | | 50% | |
| DOMESTIC LEVEL | | 25% | |
| SCHOOLS / CLUBS | | 15% | |

The prospective student needs to submit the following:

- i. Copy of Transcript (High School for Undergraduate & Degree for Graduate Program)
- ii. Recommendation letter from the organization
- iii. 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 Undergraduate and Graduate 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

| 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 |

UC 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.

H. SCHOLARSHIP / FEE WAIVER - SCHOOL OF BUSINESS

i. PROSPECTIVE BBA STUDENTS

The fee waiver considered for students joining BBA program will be as follows:

| SCHOLARSHIP / FEE WAIVER - BBA - 2017-2018 | | | | |
|--|------------|----------|---------------|----------|
| LOCAL | | | | |
| 1. MERIT BASED | | | | |
| QUALIFICATION | PERCENTAGE | BBA FEES | FEE WAIVER | NET FEES |
| UAE / ARAB BOARD | | | | |
| 90% and above | 50% | 160,000 | 61,500 | 98,500 |
| 80% - 89% | 25% | 160,000 | 30,750 | 129,250 |
| 70% - 79% | 15% | 160,000 | 18,450 | 141,550 |



| INDIAN BOARD | | | | |
|----------------------------|-----|--|---------------|---------|
| 90% and above | 50% | 160,000 | 61,500 | 98,500 |
| 80% - 89% | 25% | 160,000 | 30,750 | 129,250 |
| 70% - 79% | 15% | 160,000 | 18,450 | 141,550 |
| PAKISTAN BOARD | | | | |
| 90% and above | 50% | 160,000 | 61,500 | 98,500 |
| 80% - 89% | 25% | 160,000 | 30,750 | 129,250 |
| 70% - 79% | 15% | 160,000 | 18,450 | 141,550 |
| IGCSE CURRICULUM | | | | |
| 90% and above | 50% | 160,000 | 61,500 | 98,500 |
| 80% - 89% | 25% | 160,000 | 30,750 | 129,250 |
| 70% - 79% | 15% | 160,000 | 18,450 | 141,550 |
| AMERICAN CURRICULUM | | | | |
| A++ | 50% | 160,000 | 61,500 | 98,500 |
| Grade A | 25% | 160,000 | 30,750 | 129,250 |
| Grade B | 15% | 160,000 | 18,450 | 141,550 |
| REQUIREMENTS | | 1. High School Marks Sheet | | |
| | | 2. Recommendation letter from the school | | |

| 2. OUTSTANDING EFFORTS IN EXTRA CURRICULAR ACTIVITIES | | | |
|--|-----------------|--|-----------------|
| PERCENTAGE | BBA FEES | FEE WAIVER | NET FEES |
| 8.33% | 160,000 | 10,250 | 149,750 |
| REQUIREMENTS | | 1. Original Certificate of Recognition for Exemplary Achievement | |

| 3. SIBLING | | | |
|-------------------|-----------------|-------------------|-----------------|
| PERCENTAGE | BBA FEES | FEE WAIVER | NET FEES |
| 15.00% | 160,000 | 18,450 | 141,550 |



| | | | |
|--------------------|--|------------|----------|
| REQUIREMENTS | 1. Passport copies of the students proving the relationship (Only applicable to direct relations only) | | |
| | 2. Any other document to prove the relationship | | |
| 4. INDUSTRY | | | |
| PERCENTAGE | BBA FEES | FEE WAIVER | NET FEES |
| 4.20% | 160,000 | 5,165 | 154,835 |
| REQUIREMENTS | 1. Labor Card or Employment Card | | |

| | | | |
|--|--|------------|----------|
| 5. GOVERNMENT / BANK | | | |
| PERCENTAGE | BBA FEES | FEE WAIVER | NET FEES |
| UAE LOCAL APPLICANT - 10% | 160,000 | 12,300 | 147,700 |
| EXPATRIATE APPLICANT - 8% | 160,000 | 9,840 | 150,160 |
| REQUIREMENTS | 1. Scholarship Sanction Form | | |
| | 2. Letter of Recommendation from the Government / Bank | | |
| | 3. Certificate of Employment | | |
| | 4. Copy of Transcript (High School) | | |
| | 5. Signed Undertaking (Form #: MKTG-029) | | |
| | 6. Proof of Identity (UAE ID, Passport Copy & Valid Visa) | | |
| 7. MOU AGREEMENT - [CONSULATE / EMBASSY / CLUB / CHURCH / CORPORATE / GOVT / BANK / ASSOCIATIONS/SCHOOLS]& SPORTS | | | |
| PERCENTAGE | BBA FEES | FEE WAIVER | NET FEES |
| 15% | 160,000 | 18,450 | 141,550 |
| 25% | 160,000 | 30,750 | 129,250 |
| 50% | 160,000 | 61,500 | 98,500 |
| REQUIREMENTS | 1. Scholarship Sanction Form | | |
| | 2. Letter of Recommendation from the School / Government / | | |



| | | | |
|---|--|---------------------------------|-----------------------|
| Bank / Consulate / Private / Club | | | |
| 3. Certificate of Employment (Applicable for working students) | | | |
| 4. Copy of Transcript (High School) | | | |
| 5. Signed Undertaking (Form #: MKTG-029) | | | |
| 6. Proof of Identity (UAE ID, Passport Copy & Valid Visa) | | | |
| INTERNATIONAL | | | |
| 1. MOU AGREEMENT [SCHOOLS /SCHOLARSHIP BOARDS / AGENTS] | | | |
| PERCENTAGE | BBA FEES - USD | FEE WAIVER - USD | NET FEES - USD |
| 15% | 43,840 | 5,055 | 38,785 |
| 25% | 43,840 | 8,425 | 35,415 |
| REQUIREMENTS | 1. Scholarship Sanction Form | | |
| | 2. Letter of Recommendation from the School / Scholarship Board / Agents | | |
| | 4. Copy of Transcript (High School) | | |
| | 5. Signed Undertaking (Form #: MKTG-029) | | |

ii. PROSPECTIVE MBA STUDENTS

The fee waiver considered for students joining MBA program will be as follows:

| | | | |
|--|-----------------|---|-----------------|
| SCHOLARSHIP / FEE WAIVER - MBA -2017-2018 | | | |
| LOCAL | | | |
| 1. SUC UG STUDENT | | | |
| PERCENTAGE | MBA FEES | FEE WAIVER | NET FEES |
| 15.00% | 92,000 | 9,450 | 82,550 |
| REQUIREMENTS | | 1. Attested Bachelor Degree Certificate | |
| | | | |
| 2. SIBLING | | | |



| PERCENTAGE | MBA FEES | FEE WAIVER | NET FEES |
|---------------------|----------|--|----------|
| 15.00% | 92,000 | 9,450 | 82,550 |
| REQUIREMENTS | | 1. Passport copies of the students proving the relationship (Only applicable to direct relations only) | |
| | | 2. Any other document to prove the relationship. | |

| 3. INDUSTRY | | | |
|---------------------|----------|----------------------------------|----------|
| PERCENTAGE | MBA FEES | FEE WAIVER | NET FEES |
| 7.94% | 92,000 | 5,000 | 87,000 |
| REQUIREMENTS | | 1. Labor Card or Employment Card | |

| 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 |
| REQUIREMENTS | | 1. Scholarship Sanction Form | |
| | | 2. Letter of Recommendation from the Government / Bank | |
| | | 3. Certificate of Employment | |
| | | 4. Copy of Transcript (Bachelors Degree) | |
| | | 5. Signed Undertaking (Form #: MKTG-030) | |
| | | 6. Proof of Identity (UAE ID, Passport Copy & Valid Visa) | |

| 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 |
| REQUIREMENTS | | 1. Scholarship Sanction Form | |
| | | 2. Letter of Recommendation from the Government / Bank / Consulate / Private / Club | |
| | | 3. Certificate of Employment (Applicable for working students) | |
| | | 4. Copy of Transcript (Bachelors Degree) | |
| | | 5. Signed Undertaking (Form #: MKTG-030) | |
| | | 6. Proof of Identity (UAE ID, Passport Copy & Valid Visa) | |
| 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 |
| REQUIREMENTS | | 1. Scholarship Sanction Form | |
| | | 2. Letter of Recommendation from the School / | |



| | |
|--|--|
| | Scholarship Board / Agents |
| | 4. Copy of Transcript (High School) |
| | 5. Signed Undertaking (Form #: MKTG-029) |
| | 6. Proof of Identity (Passport Copy) |

**Subject to Approval*

Documentation required for merit based scholarships to Prospective Undergraduate students

Merit Based

- i. Letter from School Principal
- ii. Proof of Completion or Transcript

GENERAL TERMS & CONDITIONS:

- i. Student is eligible only for one type of fee waiver
- ii. Adjustment of the fee waiver amount will be during the last two semesters

If the student 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

I. SCHOLARSHIP / FEE WAIVER - SCHOOL OF BUSINESS

i. PROSPECTIVE BSIT STUDENT

The fee waiver considered for students joining BSIT program will be as follows:

| SCHOLARSHIP / FEE WAIVER - BSIT - 2017-2018 | | | | |
|---|------------|-----------|------------|----------|
| LOCAL | | | | |
| 1. MERIT BASED | | | | |
| QUALIFICATION | PERCENTAGE | BSIT FEES | FEE WAIVER | NET FEES |
| UAE / ARAB BOARD | | | | |
| 80% - 89% | 25% | 156,000 | 30,000 | 126,000 |
| INDIAN BOARD | | | | |
| 80% - 89% | 25% | 156,000 | 30,000 | 126,000 |



| PAKISTAN BOARD | | | | |
|---|--|--|----------|---------|
| 80% - 89% | 25% | 156,000 | 30,000 | 126,000 |
| IGCSE CURRICULUM | | | | |
| 80% - 89% | 25% | 156,000 | 30,000 | 126,000 |
| AMERICAN CURRICULUM | | | | |
| Grade A | 25% | 156,000 | 30,000 | 126,000 |
| REQUIREMENTS | | 1. High School Marks Sheet | | |
| | | 2. Recommendation letter from the school | | |
| 2. OUTSTANDING EFFORTS IN EXTRA CURRICULAR ACTIVITIES | | | | |
| PERCENTAGE | BSIT FEES | FEE WAIVER | NET FEES | |
| 8.33% | 156,000 | 10,000 | 146,000 | |
| REQUIREMENTS | 1. Original Certificate of Recognition for Exemplary Achievement | | | |
| | | | | |
| 3. SIBLING | | | | |
| PERCENTAGE | BSIT FEES | FEE WAIVER | NET FEES | |
| 15.00% | 156,000 | 18,000 | 138,000 | |
| REQUIREMENTS | 1. Passport copies of the students proving the relationship (Only applicable to direct relations only) | | | |
| | 2. Any other document to prove the relationship | | | |
| | | | | |
| 4. INDUSTRY | | | | |
| PERCENTAGE | BSIT FEES | FEE WAIVER | NET FEES | |
| 4.20% | 156,000 | 5,000 | 151,000 | |
| REQUIREMENTS | 1. Labor Card or Employment Card | | | |
| | | | | |



| 5. GOVERNMENT / BANK | | | |
|---|--|-------------------|-----------------|
| PERCENTAGE | BSIT FEES | FEE WAIVER | NET FEES |
| UAE LOCAL APPLICANT - 10% | 156,000 | 12,000 | 144,000 |
| EXPATRIATE APPLICANT - 8% | 156,000 | 9,600 | 146,400 |
| REQUIREMENTS | 1. Scholarship Sanction Form | | |
| | 2. Letter of Recommendation from the Government / Bank | | |
| | 3. Certificate of Employment | | |
| | 4. Copy of Transcript (High School) | | |
| | 5. Signed Undertaking (Form #: MKTG-029) | | |
| | 6. Proof of Identity (UAE ID, Passport Copy & Valid Visa) | | |
| 6. MOU AGREEMENT - [CONSULATE / EMBASSY / CLUB / CHURCH / CORPORATE/ GOVT / BANK / ASSOCIATIONS/SCHOOLS]& SPORTS | | | |
| PERCENTAGE | BSIT 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 |
| REQUIREMENTS | 1. Scholarship Sanction Form | | |
| | 2. Letter of Recommendation from the School / Government / Bank / Consulate / Private / Club | | |
| | 3. Certificate of Employment (Applicable for working students) | | |
| | 4. Copy of Transcript (High School) | | |
| | 5. Signed Undertaking (Form #: MKTG-029) | | |
| | 6. Proof of Identity (UAE ID, Passport Copy & Valid Visa) | | |
| INTERNATIONAL | | | |



1. MOU AGREEMENT [SCHOOLS/SCHOLARSHIP BOARDS / AGENTS]

| PERCENTAGE | BSIT FEES - USD | FEE WAIVER - USD | NET FEES - USD |
|---------------------|--|------------------|----------------|
| 15% | 42,740 | 4,930 | 37,810 |
| 25% | 42,740 | 8,220 | 34,520 |
| REQUIREMENTS | 1. Scholarship Sanction Form | | |
| | 2. Letter of Recommendation from the School / Scholarship Board / Agents | | |
| | 4. Copy of Transcript (High School) | | |
| | 5. Signed Undertaking (Form #: MKTG-029) | | |
| | 6. Proof of Identity (Passport Copy) | | |

XV. INTERNATIONAL OFFICE POLICY

| TABLE OF CONTENTS | | |
|-------------------|---------------------------------------|----------|
| Sr. No. | DESCRIPTION | Page No. |
| 1 | COMMUNICATION POLICY -NIGERIA OFFICES | |
| 2 | INCENTIVE SYSTEM - MOROCCO OFFICE | |
| 3 | INCENTIVE SYSTEM - NIGERIA OFFICE | |
| 4 | INCENTIVE SYSTEM - PAKISTAN OFFICE | |
| 5 | PER DIEM & LOCAL TRAVEL -MOROCCO | |
| 6 | PER DIEM & LOCAL TRAVEL -NIGERIA | |
| 7 | PER DIEM & LOCAL TRAVEL -PAKISTAN | |

A. Communication Policy – Nigeria Offices

| DESCRIPTION | SULEIMAN | RUTH | BLESSING | ARO DAMILOLA |
|-------------|----------|------|----------|--------------|
| | | | | |



| | (USD) | (USD) | (USD) | (USD) |
|--|-------|-------|-------|-------|
| PEAK | | | | |
| (Two month prior to commencement of batch) | 15 | 25 | 15 | 20 |
| OFF PEAK | 10 | 20 | 10 | 15 |

- i. Above reimbursement is per month for local communication costs.
- ii. Proof of purchase of telephone card need to be submitted.
- iii. To send bulk SMS prior approval in advance

B. Morocco Office Incentive System

The Incentive system for the Morocco Office for both Undergraduate and Graduate Program is to primarily enhance commitment level and contribution of each individual, and encourage the staff to work towards providing better services to our prospective students as well as improving the overall performance of the Office as a whole. The primary object of such implementation is to increase individual's commitment towards increasing the enrollments in each intake for both Schools. 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 become 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 whose 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 targets are set for Undergraduate and Graduate Program, which includes its 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 Morocco Office as a whole which would be a consolidated amount of money to be credited to the account of Morocco Office 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 Morocco Office which would be subdivided into individuals as per the below structure.



ii. **Morocco Office Staff Commission**

| | | SLAB 1 | SLAB 2 |
|-----------|----------------------------------|------------------------------------|----------------------|
| SR | DESCRIPTION | 71 - 90% OF TARGET ACHIEVED | 90% AND ABOVE |
| 1 | UNDERGRADUATE / GRADUATE PROGRAM | \$75.00 | \$100.00 |

iii. **Staff Wise Commission Distribution**

| SR | NAME OF STAFF | COMMISSION APPLICABLE |
|-----------|--------------------------|------------------------------|
| 1 | MR. SHAKEEL AHMED | 60% |
| 2 | MS. RUKHMA SHAHID | 40% |

iv. **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 Morocco Office 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.
- c. If any staff leaves the organization, the incentives accrued at the time of leaving will be forfeited in full.

v. **Payment Schedule**

| INTAKE | DUE |
|------------------|-----------------------|
| May / Sep Intake | End of Oct every year |
| Jan Intake | End of Feb every year |

- a. The Office as a whole would not be eligible for the incentive for each cancelled or postponed student during a particular intake.



vi. **Morocco Enrollment Target**

| INTAKE | BBA TARGET | MBA TARGET | TOTAL |
|--------------|------------|------------|-----------|
| MAY'17 | 2 | 2 | 4 |
| SEPT'17 | 10 | 4 | 14 |
| JAN'18 | 4 | 3 | 7 |
| TOTAL | 16 | 9 | 25 |

C. **Nigeria Office Incentive System**

The Incentive system for the Nigeria Office for both Undergraduate and Graduate Program is to primarily enhance commitment level and contribution of each individual, and encourage the staff to work towards providing better services to our prospective students as well as improving the overall performance of the Office as a whole. The primary object of such implementation is to increase individual's commitment towards increasing the enrollments in each intake for both Schools. 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 become 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 whose operations are very sensitive as it is the first point of contact for anyone who wishes to enroll with us.

i. **Incentive Structure:**

As the targets are set for Undergraduate and Graduate Program, which includes its 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 Nigeria Office as a whole which would be a consolidated amount of money to be credited to the account of Nigeria Office 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 Nigeria Office which would be sub divided into individuals as per the below structure.



| | | SLAB 1 | SLAB 2 |
|----|----------------------------------|-----------------------------|---------------|
| SR | DESCRIPTION | 71 - 90% OF TARGET ACHIEVED | 90% AND ABOVE |
| 1 | UNDERGRADUATE / GRADUATE PROGRAM | \$75.00 | \$100.00 |

ii. **Staff Wise Commission Distribution**

| SR | NAME OF STAFF | COMMISSION APPLICABLE |
|----|-----------------------------|-----------------------|
| 1 | MS. BOLADE BLESSING | 40% |
| 2 | MR. SULEIMAN | 30% |
| 3 | MS. DAMILOA OMOWUMI | 20% |
| 4 | MS. CHINYERE (PRECIOUS) IRO | 10% |

iii. **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 Nigeria Office 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.
- c. If any staff leaves the organization, the incentives accrued at the time of leaving will be forfeited in full.

iv. **Payment Schedule**

| INTAKE | DUE |
|------------------|-----------------------|
| May / Sep Intake | End of Oct every year |



| | |
|------------|-----------------------|
| Jan Intake | End of Feb every year |
|------------|-----------------------|

- a. The Office as a whole would not be eligible for the incentive for each cancelled or postponed student during a particular intake.

v. **Nigeria Enrollment Target**

| INTAKE | BBA TARGET | MBA TARGET | TOTAL |
|--------------|------------|------------|-----------|
| MAY'17 | 10 | 5 | 15 |
| SEPT'17 | 30 | 10 | 40 |
| JAN'18 | 25 | 5 | 30 |
| TOTAL | 65 | 20 | 85 |

D. **Pakistan Office Incentive System**

The Incentive system for the Pakistan Office for both Undergraduate and Graduate Program Program is to primarily enhance commitment level and contribution of each individual, and encourage the staff to work towards providing better services to our prospective students as well as improving the overall performance of the Office as a whole. The primary object of such implementation is to increase individual's commitment towards increasing the enrollments in each intake for both schools. 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 become 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 whose operations are very sensitive as it is the first point of contact for anyone who wishes to enroll with us.

i. **Incentive Structure:**



As the targets are set for Undergraduate and Graduate Program, which includes its 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 Pakistan Office as a whole which would be a consolidated amount of money to be credited to the account of Pakistan Office 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 Pakistan Office which would be sub divided into individuals as per the below structure.

ii. **Pakistan Office Staff Commission**

| | | SLAB 1 | SLAB 2 |
|----|------------------------------------|-----------------------------|---------------|
| SR | DESCRIPTION | 71 - 90% OF TARGET ACHIEVED | 90% AND ABOVE |
| 1 | UNDERGRADUATE/ GRADUATE PROGRAM | \$75.00 | \$100.00 |

iii. **System of Payment:**

- Each enrolled student has to attend minimum of 2 week of classes and paid fees as per SUC fee payment policy.
- The Pakistan Office 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.
- If any staff leaves the organization, the incentives accrued at the time of leaving will be forfeited in full.

Payment Schedule

| INTAKE | DUE |
|------------------|-----------------------|
| May / Sep Intake | End of Oct every year |
| Jan Intake | End of Feb every year |



- b. The Office as a whole would not be eligible for the incentive for each cancelled or postponed student during a particular intake.

iv. **Pakistan Enrollment Target**

| INTAKE | BBA TARGET | MBA TARGET | TOTAL |
|--------------|------------|------------|-----------|
| MAY'17 | 5 | 2 | 7 |
| SEPT'17 | 10 | 3 | 13 |
| JAN'18 | 7 | 2 | 9 |
| TOTAL | 22 | 7 | 29 |

v. **Per Diem & Local Travel - Pakistan**

| DESCRIPTION | Amount (in PKR) |
|-------------|--------------------|
| PER DIEM | 300 |

**Above rates are basis exchange rate 1USD=10.09 MAD and are subject to change basis managements discretion.*

- Accommodation cost will be borne by SUC based on the approval of the travel plan.
- Air travel, if applicable will be provided by the university as per the policy of SUC.
- In case if they are travelling by company car then fuel reimbursement will be on actual basis on submission of bills. In both the cases pre visit plan has to be sent one month prior to the travel.
- Meter reading picture (photo) of the car on the 1st day of travel & last day of travel must be sent also.
- Above per diem is inclusive of meals, local communication costs.
- Extra luggage carried by the staff for university purpose will be arranged by SUC or reimbursed on actuals by producing supporting for all expenses.

E. **Local Per Diem & Local Travel - Morocco**

| DESCRIPTION | Amount (MAD /day) |
|------------------|-------------------|
| Local Conveyance | 100 |

**Above rates are basis exchange rate 1USD=10.09 MAD and are subject to change basis managements discretion.*



- i. In case of car hire for local transportation the amount shall be reimbursed on actual or MAD 100, whichever is lower on submission of bills / receipts.
- ii. In case office car is used for local transportation the reimbursement will be done on actual on submission of bills/receipt and confirmed visits and reports.
- iii. In case of travelling by company car then fuel reimbursement will be on actual basis on submission of bills. Pre visit plan has to be sent one month prior to the travel.
- iv. Meter reading picture (photo) of the car before and after official visit must be send as proof for reimbursement if using office or personal car along with the visit reports.

Checklist For Approval:

- a. Travel plan (Day wise Itinerary)
- b. Duly filled leave form
- c. Handover to Country Head
- d. Tentative budget

Note: Above submissions should be as per approved marketing format.

vi. **Communication Allowance**

| DESCRIPTION | Amount <i>(in MAD/month)</i> |
|--------------------------------|---------------------------------|
| Communication Allowance | 200 |

**Above rates are basis exchange rate 1USD=10.09 MAD and are subject to change basis managements discretion.*

Note:

- a. Employees who have a regular or more frequent job need for communication devices/services may receive extra compensation, in the form of a communication allowance paid monthly, to cover business-related costs this needs to be prior requested and sent for approval to Campus by the Country Head.
- b. Please note that cell phones should not be selected as an alternative to other means of communication -- e.g., land-lines, mails, etc.
- c. The communication allowance payable shall be reimbursed on actual or MAD 200, whichever is lower on submission of bills / receipts.

F. **Local Per Diem & Local Travel - Nigeria**

| DESCRIPTION | GRADE | NORTHEN NIGERIA | SOUTHEN NIGERIA | ABUJA <i>(in</i> |
|-------------|-------|--------------------|--------------------|---------------------|
|-------------|-------|--------------------|--------------------|---------------------|



| | | (in USD) | (in USD) | USD) |
|----------|----|----------|----------|------|
| PER DIEM | NA | 20 | 40 | 40 |

NOTE:

- Accommodation cost will be borne by SUC based on the approval of the travel plan.
- Air travel, if applicable will be provided by the university as per the policy of SUC.
- In case if they are travelling by company car then fuel reimbursement will be on actual basis on submission of bills. In both the cases pre visit plan has to be sent one month prior to the travel.
- Above per diem is inclusive of meals, local communication costs.
- Extra luggage carried by the staff for university purpose will be arranged by SUC or reimbursed on actuals by producing supporting for all expenses.

vii. **Local Conveyance Reimbursement**

| DESCRIPTION | KANO(in USD) | ABUJA(in USD) | SOUTHEN NIGERIA(in USD) |
|--------------|--------------|---------------|-------------------------|
| PERSONAL CAR | 5 | Actual | NA |
| OFFICE CAR | Actual | Actual | NA |
| CAR HIRE | NA | 85 | 85 |

- In case of car hire for local transportation in southern Nigeria and Abuja the amount shall be reimbursed on actual or USD 85, whichever is lower on submission of bills/receipt.
- In case office car is used for local transportation the reimbursement will be done on actual on submission of bills/receipt and confirmed visits and reports.
- In case if they are travelling by company car then fuel reimbursement will be on actual basis on submission of bills. Pre visit plan has to be sent one month prior to the travel.
- Picture of meter reading before and after official visit need to be send as proof for reimbursement if using office car.

Checklist For Approval:

- Travel plan (Day wise Itinerary)
- Duly filled leave form
- Handover to HOD
- Tentative budget



Note: Above submissions should be as per approved marketing format.

G. Local Per Diem & Local Travel - Pakistan

| DESCRIPTION | KARACHI (in PKR) | PANJAB REGION (Smaller Cities) (in PKR) | ISLAMABAD (in PKR) | SIND REGION (Smaller Cities) (in PKR) |
|-------------|---------------------|--|-----------------------|---|
| PER DIEM | 4200 | 4200 | 4200 | 4200 |

*Above rates are basis exchange rate 1USD

=104.80 PKR and are subject to change basis managements discretion.

NOTE:

- Accommodation cost will be borne by SUC based on the approval of the travel plan.
- Air travel/ road travel, if applicable will be provided by the university as per the policy of SUC.
- In case if they are travelling by company car then fuel reimbursement will be on actual basis on submission of bills. In both the cases pre visit plan has to be sent one month prior to the travel.
- Meter reading picture (photo) of the car on the 1st day of travel & after the travel (last day) must be sent also.
- Above per diem is inclusive of meals, local communication costs.
- Extra luggage carried by the staff for university purpose will be arranged by SUC or reimbursed on actuals by producing supporting for all expenses.

i. Local Conveyance Reimbursement

| DESCRIPTION | KARACHI (in PKR/ day) | PUNJAB REGION (Smaller Cities) (in PKR/ day) | ISLAMABAD (in PKR/ day) | SINDH REGION (Smaller Cities) (in PKR/ day) |
|--------------|--------------------------|---|----------------------------|---|
| PERSONAL CAR | NA | Fuel on actual | Fuel on actual | NA |
| CAR HIRE | 4500 | 4500 | 4500 | 4500 |

*Above rates are basis exchange rate 1USD=104.80 PKR and are subject to change basis managements discretion.



- a. In case of car hire for local transportation during outstation visit the amount shall be reimbursed on actual or as per above, whichever is lower on submission of bills/receipt.
- b. In case the staff is travelling by personal car then fuel reimbursement will be on actual basis on submission of bills. Pre visit plan has to be sent one month prior to the travel.
- c. Meter reading picture (photo) of the car before and after official visit must be send as proof for reimbursement if using office or personal car along with the visit reports.

Checklist For Approval:

1. Travel plan (Day wise Itinerary)
2. Duly filled leave form
3. Handover to HOD
4. Tentative budget

Note: Above submissions should be as per approved marketing format.

ii. **Communication Allowance**

| DESCRIPTION | Amount (in PKR/month) |
|-------------------------|--------------------------|
| Communication Allowance | 1500 |

**Above rates are basis exchange rate 1USD=104.80 PKR and are subject to change basis managements discretion.*

- a. Employees who have a regular or more frequent job need for communication devices/services may receive extra compensation, in the form of a communication allowance paid monthly, to cover business-related costs this needs to be prior requested and sent for approval to Campus by the Country Head.
- b. Please note that cell phones should not be selected as an alternative to other means of communication -- e.g., land-lines, mails, etc.
- c. The communication allowance payable shall be reimbursed on actual or PKR 1500, whichever is lower on submission of bills / receipts.



XVI. FINANCIAL POLICIES RELATED TO STUDENTS

A. STUDENT INSURANCE POLICY

All international students enrolled in undergraduate and graduate programs are required to carry health insurance that meets certain standards of coverage. All international students will be assessed a charge for the individual basic health insurance plan offered through the university student health insurance program. The insurance charges of AED 4,000/- (USD 1,100) for Undergraduate Student or AED 2,000/- (USD 548) for Graduate student is to be paid upfront at the time of admission, along with the first installment for the entire duration of the program. The university reserves the right to select the insurance provider and there will be no refund if the student cancels the admission (for further details kindly refer the refund policy).

Benefits

| | |
|-----------------------------------|------------|
| Territorial Limit | UAE |
| Maximum Limit per person per year | AED 50,000 |
| Pre-existing & chronic conditions | AED 10,000 |

i. In-Patient Benefits

| | |
|-------------------------------------|---|
| Type of Room | Semi Private |
| General | 100% of the bill payable for treatment in network facility |
| | 80% of the bill payable for treatment in non-network facility (except for Welcare, American Hospital where reimbursement would remain at 60%) |
| Inpatient & Outpatient Consultation | Covered |



| | |
|---|--------------------------------|
| Emergency Ward Services | Covered |
| Intensive Care Unit | Covered |
| Hospital Services | Covered |
| Post Hospitalization Treatment | Covered |
| Emergency Dental Treatment after accident | Covered |
| Pre-existing & Chronic Conditions | AED 10,000 per person per year |

ii. **2. Out-Patient Benefit**

| | |
|---|---|
| Type of Room | Semi Private |
| General | 100% of the bill payable for treatment in network facility |
| | 80% of the bill payable for treatment in non-network facility (except for Welcare, American Hospital where reimbursement would remain at 60%) |
| Inpatient & Outpatient Consultation | Covered |
| Emergency Ward Services | Covered |
| Intensive Care Unit | Covered |
| Hospital Services | Covered |
| Post Hospitalization Treatment | Covered |
| Emergency Dental Treatment after accident | Covered |
| Pre-existing & Chronic Conditions | AED 10,000 per person per year |

B. STUDENT TRAINEE REMUNERATION

| DURATION | AMOUNT |
|--------------------|---------------------------------|
| HALF DAY (5 HRS) | AED 1,500/- TO AED 2,000/- P.M. |
| FULL DAY (9.5 HRS) | AED 2,000/- TO AED 3,000/- P.M. |

Note: Total hours of the candidate will be finalized by HRD. The leave of absence will be deducted on pro-rata basis.

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:

- i. Concerned HOD will file a requirement including the job description and reporting format of the trainee to HRD.
- ii. 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.
- iii. 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.
- iv. 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.

The following has to be communicated to the trainee:

- a. The trainees will be remunerated on a monthly basis.
- b. Kindly note the salary remunerated on monthly basis will be done after deducting holidays taken during the month, however it is to be noted that any leave taken should be duly approved as per the procedure of SUC.
- c. The salary remunerated will be one consolidated amount termed as 'TRAINEE SALARY.
- d. The salary would include all allowances unless ratified before appointment.
- e. The appointment of a trainee is temporary in nature and either party can terminate the same by giving 15 working days notice. The trainee would have to handover all official work allocated to the reporting HOD and any new trainee recruited.
- f. It is to be noted that all trainees should report through the IN and OUT automated attendance system.
- g. The trainees are required to sign an undertaking with HRD not to disclose any confidential information of what so ever nature to any of the fellow students or to the general public.
- h. The office space and the resources allocated are strictly to be used for official purposes only.
- i. Students those who are employed with SUC are not eligible to participate in any marketing campaign of SUC
- j. No letters / certificates will be issued to any external authorities.
- k. At the end of the tenure, Trainee experience certificate will be issued.
- l. Students under the working category of Need based scholarship will not fall under this policy.

C. STUDENT TRANSPORT POLICY

SUC has written agreement with M/S Swiftline Transport where it is agreed that they will provide transportation 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 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.

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.

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.

XVII. REFUND POLICIES

A. REFUND POLICIES FOR SCHOOL OF BUSINESS

i. BBA

a. **BBA/Foundation Programs (Non-Visa Students)**

1. Application Fee - AED 1,000/- Non-refundable / Non transferable



2. First Installment Fee – AED 5,000/-
3. AED 5,000/- refundable before the commencement of the program the student has enrolled.
4. 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.
5. 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 2,000/- as postponement fee and new fee structure will apply. [not applicable for visa, visa-embassy letter & international students]
6. Student registering after the commencement date of the intake, in such cases there will be no refund applicable under any circumstances
7. 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.
8. If a student fails the TOEFL/IELTS exam after commencement of the class and wishes to discontinue, no refund will be applicable.
9. **Tuition Fee:**
The tuition fee will be calculated till the date of official cancellation by the student or their guardian.
10. **Scholarship/Fee Waiver/Recommendation:**
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.
11. **Hostel:**
Once hostel is booked and the student wishes to cancel, the student is liable to pay for the complete one year.
12. **Transportation**
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.

Main Program & Preparatory Course

1. Application Fee – AED 1,000/ - (Nonrefundable / Nontransferable)
2. First Installment Fee – AED 5,000/- [Applicable towards the Degree Program]
3. **PASS:** If a student successfully passes the Preparatory course and wishes to join the degree program the first installment fee will be transferred.



4. **PASS:** If a student successfully passes the Preparatory course and does not wish to continue with the degree program, the first installment fee of AED 5,000/- will not be refunded
 - 4.1. 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 2,000/- as postponement fee and new fee structure will apply.
 - 4.2. 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.
5. **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.
6. **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.
7. **Tuition Fee:** The tuition fee will be calculated till the date of official cancellation by the student or their guardian.

b. BBA/Foundation Programs (Visa Students - Local)

1. Application Fee - AED 1,000/ - Nonrefundable / Nontransferable
2. First Installment Fee - AED 5,000/- Nonrefundable / Nontransferable
3. If a visa is rejected by the Immigration and Naturalization authorities, SUC will retain the application fee (AED 1,000/-) + AED 500/- as service charges and refund the remaining fees.
4. If a student is rejected on health grounds by the Immigration and Naturalization Authorities; in such cases, the application fee, first installment fee & visa fee will be non-refundable. The hostel fees will be calculated until the last day of his/her stay. Rest of the fees (Passport Guarantee & 1st Cheque Payment) will be refunded
5. If the student cancels the degree program after the visa is applied there will be no refund of visa fee as well as the Application fees & First Installment fees.
6. 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.
7. 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



8. 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.
9. If a student cancels after the commencement of the degree program, any advanced installment paid will be non-refundable.

c. BBA - Visa-Embassy Letter Case

1. Application Fee – AED 1,000/ - Nonrefundable / Nontransferable
2. First Installment Fee – AED 5,000/- Nonrefundable / Nontransferable
3. If the student is granted a visa based on the letter issued by SUC, no refund of fees paid till First Semester is applicable.
4. 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
5. If the visa is rejected before the commencement of classes 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.
6. 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
7. 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.
8. Once visa letter issued by SUC has been used, postponement to the next intake will not be allowed.
9. 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.
10. If a student cancels AFTER the commencement of the degree program, any advanced installment paid will be non-refundable.

Main Program & Preparatory course

1. Application Fee – AED 1,000/ - (Non refundable / Non transferable)
2. First Installment Fee – AED 5,000/- [applicable towards the Degree Program]
3. PASS: If a student successfully passes the Preparatory course and wishes to join the degree program the first installment fee will be transferred.



4. PASS: If a student successfully passes the Preparatory course and does not wish to continue with the degree program, the first installment fee of AED 5,000/- cannot be refunded
5. 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.
6. 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.
7. 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.
8. FAIL: If a student fails the IELTS exam and wishes to discontinue, no refund applicable.
9. First Cheque Payment: Preparatory course + Maths Crash Course - 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 Preparatory course or Maths or both. The student will have to pay the First installment fee of the Main Program.

d. BBA - Foundation Programs (Visa Students – Overseas)

1. First Installment Fee – USD 3,655/- Nonrefundable / Nontransferable.
2. Visa Fee – USD 1,645/- Non-refundable / Nontransferable.
3. If a visa is rejected by the Immigration and Naturalization authorities, SUC will retain the first installment fee and refund the remaining fees.
4. 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 & 1st Cheque Payment) will be refunded
5. 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.
6. 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, visa postponement charge of AED 2,000/- applies.
7. Hostel: Once hostel is booked and the student wishes to cancel, student is liable to pay for the complete year.
8. Tuition Fee: If a student cancels before the commencement of the degree program the fee paid towards tuition (installments) will not be refunded. If a student cancels after the commencement of the degree program, any advanced installment paid will be non-refundable.
9. 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.



10. Once the student has come & attended the class, no postponement will be allowed.
11. If the student fails the TOEFL exam and wishes to discontinue, SUC will retain the first installment fee along with visa and TOEFL exam fee and refund the remaining fees (passport guarantee & hostel deposit).
12. Scholarship/Fee Waiver: 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

Main Program & Preparatory course

1. PASS: If a student successfully passes the Preparatory course and wishes to join the degree program the first installment fee will be transferred.
2. PASS: If a student successfully passes the Preparatory course and does not wish to continue with the degree program, the first installment fee of USD 3,655/- 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.
5. FAIL: If a student fails the IELTS/TOEFL exam and wishes to discontinue, no refund applicable.

Preparatory course + Maths 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 Preparatory course or Maths or both.

i. MBA

a. Refund Policy for MBA Program (Non-Visa Students)

1. Application Fee - AED 1,000/- Nonrefundable / Non transferable
2. First Installment Fee - AED 5,000/-
3. AED 5,000/- refundable before the commencement of the program the student has enrolled.
4. 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.
5. 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 2,000/- as postponement fee and new fee structure



- will apply. [not applicable for visa, visa-embassy letter & international students]
6. Student registering after the commencement date of the intake, in such cases there will be no refund applicable under any circumstances
 7. 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.
 8. If a student fails the TOEFL/IELTS exam after commencement of the class and wishes to discontinue, no refund will be applicable.
 9. Tuition Fee: The tuition fee will be calculated till the date of official cancellation by the student or their guardian.
 10. Scholarship/Fee Waiver/Recommendation: 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.

Main Program & Preparatory Course

1. Application Fee -AED 1,000/ - (Nonrefundable / Nontransferable)
2. First Installment Fee - AED 5,000/- [Applicable towards the Degree Program]
3. **PASS:** If a student successfully passes the Preparatory Course and wishes to join the degree program the first installment fee will be transferred.
4. **PASS:** If a student successfully passes the Preparatory Course and does not wish to continue with the degree program, the first installment fee of AED 5,000/- will not be refunded
5. 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 2,000/- as postponement fee and new fee structure will apply.
6. 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.
7. **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.
8. **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.
9. **Tuition Fee:** The tuition fee will be calculated till the date of official cancellation by the student or their guardian



b. MBA Program (Visa Students – Local / Visa-Embassy Letter Case From SUC)

1. Application Fee – AED 1,000/ - Nonrefundable / Nontransferable
2. First Installment Fee – AED 5,000/- Nonrefundable / Nontransferable
3. If a visa is rejected by the Immigration and Naturalization authorities, SUC will retain the application fee (AED 1,000/-) + AED 500/- as service charges and refund the remaining fees.
4. If a student is rejected on health grounds by the Immigration and Naturalization Authorities; in such cases, the application fee, first installment fee & visa fee will be non-refundable. The hostel fees will be calculated until the last day of his/her stay. Rest of the fees (Passport Guarantee & 1st Cheque Payment) will be refunded
5. If the student cancels the degree program after the visa is applied there will be no refund of visa fee as well as the Application fees & First Installment fees.
6. 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.
7. 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
8. 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.
9. If a student cancels after the commencement of the degree program, any advanced installment paid will be non-refundable.

c. MBA - Visa-Embassy Letter Case

1. Application Fee – AED 1,000/ - Nonrefundable / Nontransferable.
2. First Installment Fee – AED 5,000/- Nonrefundable / Nontransferable
3. If the student is granted a visa based on the letter issued by SUC, no refund of fees paid till First Semester is applicable.
4. 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
5. 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.
6. 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



7. 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.
8. Once visa letter issued by SUC has been used, postponement to the next intake will not be allowed.
9. 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.
10. If a student cancels AFTER the commencement of the degree program, any advanced installment paid will be non-refundable.

Main Program & Preparatory Course

1. Application Fee - AED 1,000/ - (Non-refundable / Non-transferable)
2. First Installment Fee - AED 5,000/- [applicable towards the Degree Program]
3. PASS: If a student successfully passes the Preparatory Course and wishes to join the degree program the first installment fee will be transferred.
4. PASS: If a student successfully passes the Preparatory Course and does not wish to continue with the degree program, the first installment fee of AED 5,000/- cannot be refunded
5. 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.
6. 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.
7. 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.
8. FAIL: If a student fails the IELTS exam and wishes to discontinue, no refund applicable.
9. First Cheque Payment: Preparatory Course + Maths Crash Course - 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 Maths or both. The student will have to pay the First installment fee of the Main Program.

d. MBA - (Visa Students - International)

1. First Installment Fee - USD 5,206/- Non-refundable / Non-transferable
2. Visa Fee - USD 1,645/- Non-refundable / Non-transferable
3. If a visa is rejected by the Immigration and Naturalization authorities, SUC will retain the first installment fee and refund the remaining fees.
4. 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 & 1st Cheque Payment) will be refunded

5. 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.
 6. 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, visa postponement charge of **AED 2,500/-** applies.
 7. Hostel: Once hostel is booked and the student wishes to cancel, student is liable to pay for the complete year.
 8. Tuition Fee: If a student cancels before the commencement of the degree program the fee paid towards tuition (installments) will not be refunded. If a student cancels after the commencement of the degree program, any advanced installment paid will be non-refundable.
 9. 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.
 10. Once the student has come & attended the class, no postponement will be allowed.
 11. If the student fails the TOEFL exam and wishes to discontinue, SUC will retain the first installment fee along with visa and TOEFL exam fee and refund the remaining fees (passport guarantee & hostel deposit).
 12. Scholarship/Fee Waiver: 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. **Main Program & Preparatory Course**
1. **PASS:** If a student successfully passes the Preparatory Course and wishes to join the degree program the first installment fee will be transferred.
 2. **PASS:** If a student successfully passes the Preparatory Course and does not wish to continue with the degree program, the first installment fee of USD 5,206/- 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.
 5. **FAIL:** If a student fails the IELTS/TOEFL exam and wishes to discontinue, no refund applicable.
 6. **Preparatory Course + Maths 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 Preparatory Course or Maths or both. The student will have to pay the First installment fee of the Main Program on completion of the Foundation Program.

6.

B. REFUND POLICY FOR SCHOOL OF IT

i. BSIT

a. NON-VISA STUDENTS

DEGREE MAIN PROGRAM

1. **Application Fee** – AED 1,000/- Non-refundable / Non-transferable
2. **First Installment Fee** – AED 5,000/-
 - 1.1. AED 5,000/- refundable before the commencement of the program the student has enrolled.
 - 1.2. 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.
 - 1.3. If the student wishes to postpone to the next intake, the first installment fee can be transferred to the subsequent intake by filling the postponement form without any additional fee. However, if he wishes to postpone for the second time, he has to pay AED 1,000/- as postponement fee and new fee structure will apply. [not applicable for visa, visa-embassy letter & international students]
 - 1.4. Student registering after the commencement date of the intake, in such cases there will be no refund applicable under any circumstances
 - 1.5. 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.
 - 1.6. If a student fails the TOEFL/IELTS exam after commencement of the class and wishes to discontinue, no refund will be applicable.
3. **Tuition Fee**

The tuition fee will be calculated till the date of official cancellation by the student or their guardian.
4. **Scholarship/Fee Waiver/Recommendation**

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.



5. **Hostel**

Once hostel is booked and the student wishes to cancel, the student is liable to pay for the complete one academic year.

6. **Transportation**

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.

i. **MAIN PROGRAM & FOUNDATION PROGRAM [AIPC]**

a. **Application Fee** - AED 1,000/- (Non-refundable / Non-transferable)

b. **First Installment Fee** - AED 5,000/- [Applicable towards the Degree Program]

1. **PASS:** If a student successfully passes the AIPC Program and wishes to join the degree program the first installment fee will be transferred.

2. **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

1.1. 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.

1.2. 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.

3. **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.

4. **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**

The tuition fee will be calculated till the date of official cancellation by the student or their guardian

b. **VISA STUDENTS - LOCAL / VISA-EMBASSY LETTER CASE FROM SUC**

i. **DEGREE MAIN PROGRAM**

e. **Local Visa Case**

5. Application Fee - AED 1,000/- Non refundable / Non transferable

6. First Installment Fee - AED 5,000/- Non refundable / Non transferable

7. Visa Fee - AED 6000/- Non refundable / Non transferable



8. If a visa is rejected by the Immigration and Naturalization authorities, the University will retain the application fee (AED 1,000/-) + AED 500/- as service charges and refund the remaining fees.
9. If a student is rejected on health grounds by the Immigration and Naturalization Authorities; in such cases, the application fee, first installment fee & visa fee will be non-refundable. The hostel fees will be calculated until the last day of his/her stay. Rest of the fees (Passport Guarantee & 1st Cheque Payment) will be refunded
10. If the student cancels the degree program after the visa is applied there will be no refund of visa fee as well as the Application fees & First Installment fees.
11. 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.
12. If a registered student wants to postpone to next succeeding intake his arrival in UAE, visa postponement charge of AED 2000/- 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.
13. 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
14. 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.
15. If a student cancels after the commencement of the degree program, any advanced installment paid will be non-refundable.

f. Visa-Embassy Letter Case

- i. Application 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.
- g. 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
- h. Hostel**
- i. Once hostel is booked and the student wishes to cancel, the student is liable to pay for the complete one academic year.
- i. 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.
- ii. **FOUNDATION PROGRAM [AIPC]**
- a. **Application Fee** - AED 1,000/- (Non refundable / Non transferable)
 - b. **First Installment Fee** - AED 5,000/- [applicable towards the Degree Program]
 1. **PASS:** If a student successfully passes the AIPC Program and wishes to join the degree program the first installment fee will be transferred.
 2. **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
 - 2.1. 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.
 - 2.2. 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.
 3. **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.



4. **FAIL:** If a student fails the IELTS exam and wishes to discontinue, no refund applicable.
- c. **First Cheque Payment: AIPC Program** - In case, the student fails English 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.

c. VISA STUDENTS - INTERNATIONAL

i. DEGREE MAIN PROGRAM

- a. **First Installment Fee - USD 3,561/-** Non refundable / Non transferable
- b. **Visa Fee - USD 1,645/-** Non-refundable / Non-transferable
 1. If a visa is rejected by the Immigration and Naturalization authorities, the University will retain the first installment fee and refund the remaining fees.
 2. 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 & 1st Cheque Payment) will be refunded
 3. 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.
 4. 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 550/-** . 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**
 - 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.
- 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.
- ii. **FOUNDATION PROGRAM [AIPC]**
 - a. **PASS:** If a student successfully passes the AIPC Program and wishes to join the degree program the first installment fee will be transferred.
 - b. **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 4,932/- 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.
 - c. **FAIL:** If a student fails the IELTS/TOEFL exam and wishes to discontinue, no refund applicable.
 - d. **AIPC Program** - In case, the student fails English placement tests, 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.

C. REFUND POLICY FOR ELC

- i. For students cancelling registration for the course before its commencement shall be refunded a balance of the amount after deducting 10% of total course fee.
- ii. No refund is applicable after the commencement of the program even if the student has not attended the class.
- iii. 100% course fee will be refunded in case the course is cancelled by the institution

A. Centre For Professional Development - Refund Policy

| SUC COURSES | | |
|--------------|--------------------------------|-------------------------------|
| PAYMENT MODE | REFUND APPLICABLE BEFORE START | REFUND APPLICABLE AFTER START |



| | | |
|--|---|---|
| IF FULL FEES PAID BEFORE THE START OF COURSE | 10% OF THE TOTAL FEES WILL BE DEDUCTED AND THE BALANCE AMT WILL BE REFUNDED | NO REFUND |
| IF PART PAYMENT DONE BEFORE START OF COURSE | 10% OF THE TOTAL FEES WILL BE DEDUCTED AND THE BALANCE AMT WILL BE REFUNDED | NO REFUND |
| IATA COURSES | | |
| PAYMENT MODE | BEFORE NAME REGN WITH IATA | AFTER NAME REGN WITH IATA |
| IF PAYMENT IS DONE IN FULL | 10% OF THE TOTAL FEES WILL BE DEDUCTED AND THE BALANCE AMT WILL BE REFUNDED | TOTAL FEES (-) KIT COST (-) 25% AFTER DEDUCTION OF KIT |
| IF PART PAYMENT IS DONE AND BALANCE BY PDC | 10% OF THE TOTAL FEES WILL BE DEDUCTED AND THE BALANCE AMT WILL BE REFUNDED | TOTAL FEES (-) KIT COST (-) 25% AFTER DEDUCTION OF KIT |
| CTH COURSES | | |
| PAYMENT MODE | BEFORE REGN WITH CTH | AFTER REGN WITH CTH |
| IF PAYMENT IS DONE IN FULL BY CASH / CHQ | 10% OF THE TOTAL FEES WILL BE DEDUCTED AND THE BALANCE AMT WILL BE REFUNDED | AED 2500/- WILL BE DEDUCTED AND THE BALANCE AMOUNT WILL BE REFUNDED |
| ACCA COURSES | | |
| COURSE NAME | BEFORE REGN WITH ACCA | AFTER REGN WITH ACCA |
| ACCA COURSES | 25% OF THE FIRST MODULE FEES | NO REFUND |



SECTION 3 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. PROCEDURE FOR AMENDMENT IN POLICIES & PROCEDURES

A. 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.

B. Procedure for development Of New Policies

The need for new policy and / or procedures may be initiated by the departments based on:

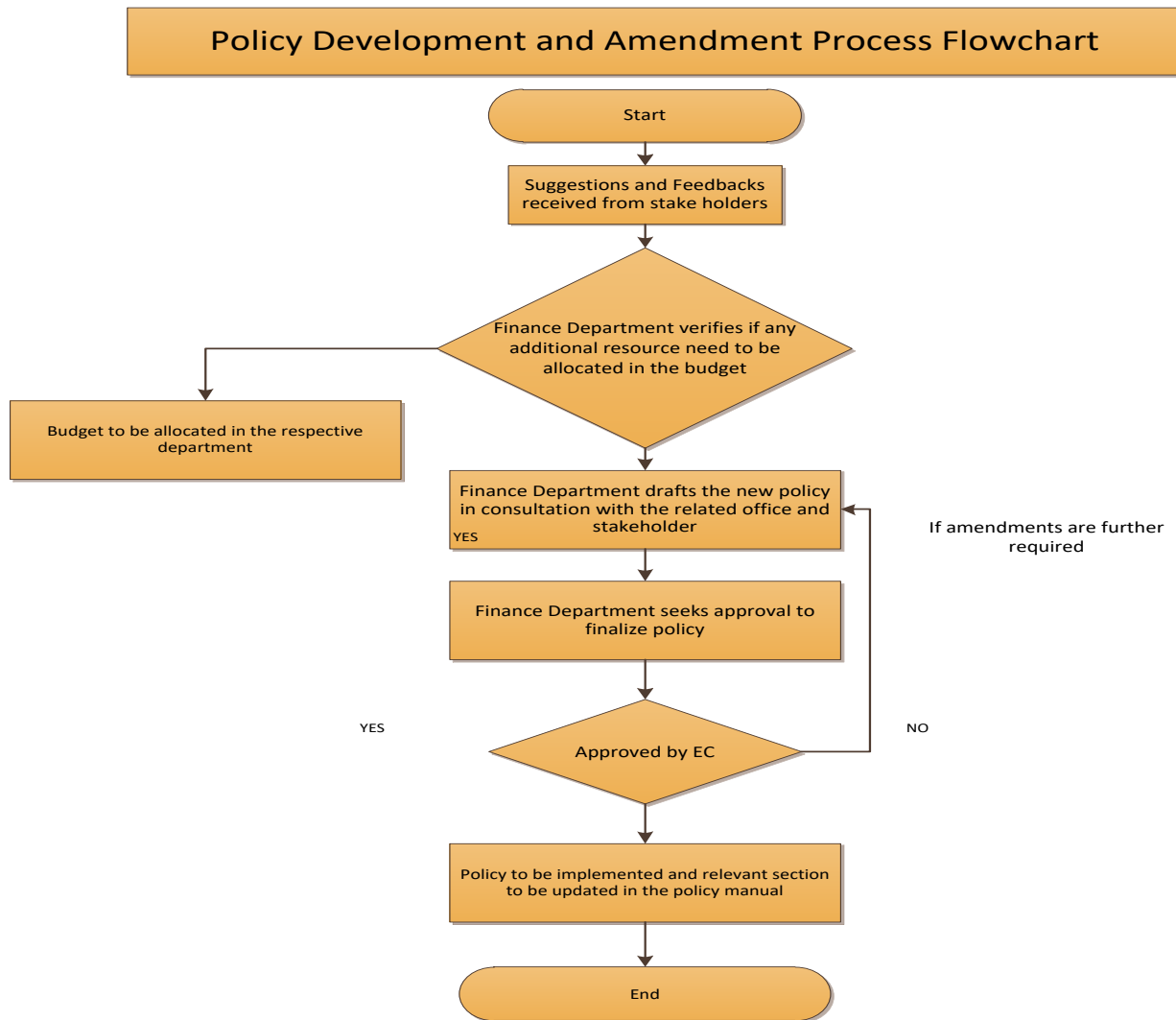
1. Changes to external operating environment
2. Review of strategic directions of the institution

C. Amendment To Existing Policies

If an existing policy does not meet the best practice guidelines or if there are new risks that the policy should address, the policy is subject to amendment within the guidelines of SUC. The new changes are first ratified then approved by the Dean after which it is amended and disseminated to the concerned departments and individuals.



Process flow:



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.

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

III. CALENDAR MANAGEMENT

The department calendar for the coming fiscal is charted which contains daily, weekly, monthly, quarterly and yearly important tasks. This calendar acts as a checklist which helps the department in adhering to tasks which are time bound in task completion. The position wise calendar of the department is listed below:

Head of Department

| SR | DESCRIPTION |
|----|--|
| 1 | MONTHLY SALARY |
| 2 | MONTHLY REPORT |
| 3 | QUARTERLY REPORT |
| 4 | DISSERTATION - SCHOOL OF BUSINESS (BBA) PROJECTWORK - SCHOOL OF IT (BSIT) |
| 5 | DIRECT STUDY - SCHOOL OF BUSINESS (MBA) |
| 6 | ADDITIONAL CREDIT - SCHOOL OF BUSINESS(BBA & MBA) |
| 7 | ADDITIONAL CREDIT - SCHOOL OF IT (BSIT) |
| 8 | ACCOMODATION ALLOWANCE |
| 9 | SUMMER SALARY |
| 10 | AIR TICKET RE-IMBURSEMENT |
| 11 | FURNITURE ALLOWANCE |
| 12 | FURNITURE ALLOWANCE - MAINT |
| 13 | MARKETING INCENTIVE |
| 14 | CPD INCENTIVE |

Accounts Executive

| SR | DESCRIPTION |
|----|---------------------------------|
| 1 | LEDGER AUDITS |
| 2 | ISSUE OF LETTERS |
| 3 | STUDENT STRENGTH RECONCILIATION |



| | |
|---|----------------------|
| 4 | INVOICE VERIFICATION |
| 5 | DE-ACTIVATION |
| 6 | PORTAL MANAGEMENT |

Accounts Assitant

| SR | DESCRIPTION |
|----|------------------------------------|
| 1 | DEBIT AUDIT |
| 2 | BANK RECONCILIATION |
| 3 | SCHOLARSHIP AUDIT |
| 4 | BPV, CPV, JV, CREDIT NOTE VOUCHING |

Cashier

| SR | DESCRIPTION |
|----|--------------------------------------|
| 1 | DAILY FUND POSITION |
| 2 | INTERIM AUDIT - STORES, FIXED ASSETS |
| 3 | FINAL AUDIT- STORES, FIXED ASSETS |
| 4 | VENDOR PAYMENTS |
| 5 | CREDIT CARD SETTLEMENT |

IV. FUND RAISING

The main source of funds for SUC comes from private donors or financial support extended by charitable institutions / corporate / sponsorships / alumni grants / scholarships programs or amount received from events or programs conducted by SUC. Some of the fund raising methods are as follows:

| SR | INSTRUMENT | SOURCE | ACTIVITIES |
|----|------------|--|--------------------------------|
| 1 | Donation | Corporate, Alumni, & Individuals | Student scholarships for needy |



| | | | |
|---|---|--|---|
| 2 | Endowments | Corporate, Alumni, & Individuals | For organizing conferences, research activities, community services, Faculty development programs etc. |
| 3 | Sponsorship | Corporate, Government, & Charitable Organization | Organizing Carnival, National Day, Competitions , Inter-Collegiate Sports: Skyline Cup and Inter-Collegiate Tournaments and Cultural Events |
| 4 | Non-Tuition fees internal fund generation | Collections from staff & students | Charitable & Community Services |

V. SEMESTER PLANNING AND CLOSING

- i. Presentation points included in the AY 2017-18 semester planning presentation:
 - a. Major activities planned
- ii. Presentation points included in AY 2017-18 closing presentation:
 - b. Major activities completed
 - c. Major gaps identified and proposed rectification measures

VI. FINANCIAL CHECKLIST

The department prepares a comprehensive list of activities for Fall, Spring and Summer semesters. The checklist acts as an informational job aid to reduce the failure by compensating for potential limits of departmental attention. Checklists help the department to ensure consistency and completeness in carrying out the task.

- i. The department prepares the pre-semester checklist and confirms the readiness of the department to handle the major events before the start of the semester.
- ii. The operational checklist is prepared for the semester and covers with the day to day activities of the department. Weekly reports are prepared based on the checklist to reaffirm the completeness of the tasks.

VII. WEBSITE, PORTAL & FAQ'S

The SUC website covers the below mention information related to the department:

Introduction



- i. Department Goals
- ii. Fee Payment Policy
- iii. Refund Policy
 - a. SCHOOL OF BUSINESS (BBA, MBA)
 - b. SCHOOL OF IT (BSIT)
 - c. ELC
 - d. CPD
- iv. Scholarship
- v. FAQ's

VIII. SUBMISSION TO CHEDS

CHEDS data is submitted on yearly basis depicting the current year budget and the previous year balance sheet figures. The format it is submitted with the relevant fields and group names are listed below.

| Group | Field | Data Description |
|------------------|----------------|--|
| Capital Expenses | Academic | Yearly Fraction of depreciated Total amount spent on Acquired equipment, machinery, furniture, software, and other assets that are used in operations for teaching activities for more than a year. It does not include assets that are part of endowment funds or construction/building funds. |
| | Administrative | Yearly Fraction of depreciated Total amount spent on Acquired equipment, machinery, furniture, software, and other assets that are used in operations of administrative departments for more than one year. It does not include assets that are part of endowment funds or construction/building funds. |
| | Infrastructure | Yearly Fraction of depreciated Total amount spent on infrastructure such as expansion, renovation, painting, etc. |
| | Library | Yearly Fraction of depreciated Total amount spent on Acquired equipment, furniture, software, and other assets that are used in operations of the Library for more than one year. It does not include assets that are part of endowment funds or construction/building funds. |
| | Research | Yearly Fraction of depreciated Total amount spent on Acquired equipment, machinery, furniture, software, and other assets that are used in operations of research activities for more than one year. It does not include expenses spent on undergraduate Project labs, and assets that are part of endowment funds or construction/building funds. |



| | | |
|--------------------------------|--------------------------------------|--|
| | Student | Yearly Fraction of depreciated Total amount spent on Acquired equipment, machinery, furniture, software, and other assets that are used in operations of non-academic student's activities for more than one year. It does not include assets that are part of endowment funds or construction/building funds. |
| | Welfare Services | Yearly Fraction of depreciated Total amount spent on Acquired equipment, machinery, furniture, software, and other assets that are used in operations of the various Welfare services (accommodation, transportation, food courts, etc.) for more than one year |
| | Other Capital Expenses | Any other expenses not included in the specified capital expense categories |
| Operational Expenses | Academic | Total yearly academic expenses not included in salaries or capital expense categories. Normally, these expenses consist of consumables, maintenance, yearly licensing fee of specialized software, academic excursions, etc. |
| | Administrative | Total yearly administrative expenses not included in salaries or capital expense categories. Normally consisting of consumables, maintenance, yearly licensing fee of specialized software, fuel, telephone bills, electricity and water bills, etc. |
| | Infrastructure | Total yearly infrastructure expenses that are not included in salaries or capital expenses. |
| | Library | Total yearly Library expenses that are not included in salaries or capital expenses. |
| | Student | Total yearly student services expenses not specified in salaries or capital expense categories. Normally consisting of consumables, maintenance, specialized software, excursions, subscriptions to events, etc. |
| | Operational Research Expenses | Total yearly expenses paid to operate research activities for the year. |
| | Welfare Services | Total yearly Welfare expenses not included in the specified salaries or capital expense categories. |
| | Other Operational Expense | Any other operational expenses not included in other specified operational expense categories. |
| Salaries & Benefits | Academic Support | Total yearly salary of all full time & part time non-faculty academic staff. This category of staff consists of: Teaching assistants, Lab supervisors, Lab technicians, IT staff, Internship Unit Staff, Admission and Registration Staff, and Library Staff. Include basic salary, and all allowances. |
| | Administrative Services | Total yearly salary of all full time and part-time administrative staff. This category of staff consists of: Chancellor office Staff, IR Unit, HR Department Staff, PR Department, Finance Department, Administrative Assistants, call center, etc. Include basic salary, and all allowances. |



| | | |
|-----------------------|---|---|
| | Faculty/FT | Total yearly Salary of all Full time Faculties. This includes (Basic Salary, and all allowances). Faculty members are: VC/VP for academic affairs, Deans, Professors, Associate Professors, Assistant Professors, Lecturers, and Instructors. NB: Teaching Assistants, Lab supervisors, and research Assistants are not included. |
| | Faculty/PT + FT Overload | Total amount to be paid for adjunct faculty and paid teaching overload for full time faculty for the year. |
| | Student Services | Total yearly salary of all full time & part time student services staff. This category of staff consists of: Student service department, counseling and advising, medical personnel, etc. Include basic salary, and all allowances. |
| Other Expenses | Rent | Yearly cost of renting academic, or welfare infrastructures or transportation means, etc. |
| | Scholarships And Grants | Total amount of internal scholarships given to students and research grants to cover salaries of research assistants etc. |
| | Staff Development - Academic Staff | Total amount of money spent on staff development of faculty and academic support staff. |
| | Staff Development - Non-Academic Staff | Total amount of money spent on staff development of all staff other than faculty and academic support staff. |
| | Other Costs | Any other expense that was not included in the above items. Please do not duplicate expenses that were included elsewhere |
| Total Expenses | Total Expenses | Sum Total of all Expenses |

IX. TRANSACTION PROCESSING SYSTEM (TPS)- PROCEDURES

The transaction processing system in the ERP handles the financial aspect of the department where it interfaces with the financial software. The modules which is in the TPS are:

- a. Creation of fee structures for School of Business (BBA & MBA), School of IT(BSIT), ELC, CPD and Miscellaneous Fees
- b. Monthly auto debiting of students from Admin department
- c. PI approval process
- d. Invoice generation
- e. Fee waiver approval
- f. Processing of refunds for cancelled students
- g. Processing of cancellation, postponements, temporary cancellation
- h. Scholarship Reports



- i. Invoice verification reports
- i. **Creation of fee structures**
 - a. New fee structures are created in the module on the approval of the fee structures from the COEC office. Different fee structures for School of Business, School of IT, ELC fees, CPD fees and miscellaneous fee structures are fed into the TPS. Fee structure comprises of the below mentioned categories:

After the fee structure entries are completed the audit trail and the summary sheets are extracted to check on errors and the fee structures are uploaded in the system for integration into the EMS-CMS and Admin module.
- ii. **Pro-forma Invoice approval process**

When an admission is done in the EMS-CMS module the marketing department inputs the amount which is to be collected from the applicant. The data is pushed into the TPS integration channel where the data is further extracted into the Finance accounting software. The initial admission fee along with other miscellaneous fees is collected from the applicant.
- iii. **TOC invoice generation**

TOC students invoice is generated from the TPS by feeding the below mentioned data:

 - a. Select the student granted TOC
 - b. Input the number of TOC granted for the student (the TOC amount will automatically appear)
 - c. Select the start date and end date of the applicant
 - d. Enter the amount paid by the student till the date of entry
 - e. TPS generates the invoice
 - f. Verify the invoice for any errors
 - g. Forward the invoice to the Administration Department.
- iv. **Monthly auto debiting of students from Admin department**

Students whose admissions are processed through the TPS will have the invoice attached to their profile and based on the fee structure the monthly debits are generated by the TPS and the data is extracted into the financial accounting software.
- v. **Fee waiver approval**

All fee waivers granted to the student at the time of admission will be approved from the TPS. The following criteria are checked by the finance department:



- a. The files of the student are transferred to the students.
 - b. The files are checked for the endorsement letters from the place of work.
 - c. The categories of the fee waiver are checked.
 - d. Files are approved and returned to Administration Department
- vi. **Refund processing for cancelled students**
 The refunds of admission and other fees for the newly enrolled students are processed through the TPS. The procedures to be followed are;
- i. Marketing Dept. does the process of the new student’s cancellation in EMS-CMS.
 - ii. The data is pushed to TPS and the cancellation amount due if any is calculated by the TPS.
 - iii. The cancellation and form and refund form is printed and forwarded for approval

X. FACT FILE

A. The following files are maintained by finance department:

| SNO | FILES MAINTAINED IN RESPECTIVE DEPARTMENT AY 12-17 | SNO | FILES MAINTAINED IN COEC'S OFFICE |
|----------------|--|-----|--|
| FINANCE | | | |
| 1 | PLANNING FILE YEAR WISE - POLICY & PROCEDURE TO BE INCLUDED HERE - EVENTS REPORT ALONG WITH FEEDBACK AND EXPENSES - GOALS AND OBJECTIVE & KPI ACHIEVEMENT | 1 | FEES MATRIX |
| 2 | CLOSING FILE YEAR WISE | 2 | BALANCE SHEET SUMMARY • 12 - 17 SUMMARY |
| 3 | BUDGET AND EXPENSES YEAR WISE | 3 | RISK MANAGEMENT POLICY |
| 4 | DEPARTMENT CALENDAR YEAR WISE | 4 | STRATEGIC PLAN LINKED UTILIZATION STATUS |
| 5 | • MONTHLY & SEMESTER REPORT YEAR WISE | 5 | BUDGET UTILIZATION SECTION WISE IN % |
| 6 | STRATEGIC PLAN LINKED PROGRESS AND ACHIEVEMENT'S | 6 | COMPUTING RESOURCE ADEQUACY FEEDBACK |
| 7 | FEE REVIEW FILE | | |
| 8 | SPORTS EVENTS | | |
| 9 | SSD EVENTS | | |
| 10 | WPS | | |
| 11 | STAFF CONTRACT | | |



| | | | |
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| 12 | AIR TRAVEL | | |
| 13 | INSURANCE | | |
| 14 | AMC CONTRACT | | |
| 15 | AUDIT | | |
| 16 | BALANCE SHEET | | |
| 17 | MOHE SUBMISSIONS | | |
| 18 | CHEDS | | |
| 19 | MARKETING REVIEW FILE | | |
| 20 | CPD REVIEW FILE | | |
| 21 | MISC FILE | | |

XI. LETTER ISSUANCE

Letters are issued to students under the following category:

- a. Letter mentioning de-activation of student status for major outstanding students
- b. Letter to graduating students mentioning their total balance fees that needs to be cleared before the start of the final examinations.
- c. Letter to students mentioning their outstanding fees at the end of each semester

XII. MANAGEMENT OF CHEQUE RETURN

Accepting cheques is a mode of payment of fees for the students, but when dealing with return cheques the following steps have to be taken for the recovery of the amount.

Step 1

Call the student informing him / her regarding the return cheque from the bank mentioning the reason why the bank has returned the cheque.

Step 2

Send official mail from the college to the student / Issuer mentioning the cheque number, date, amount and the cheque return charges with the reason why the cheque was returned unpaid and informing the student a settlement date.

Step 3

If the student / Issuer do not respond within the stipulated date, write the second reminder mail to the student mentioning the revised settlement date.

Step 4



If there is no response from the student / Issuer, the third and final letter is to be issued to the student giving the student / Issuer a final ultimatum (with the dates) and also mention that the University will proceed with legal suit, if not cleared before the final deadline.

Step 5

Seek legal advice for further proceedings.



SECTION 4 FINANCIAL MANAGEMENT



I.

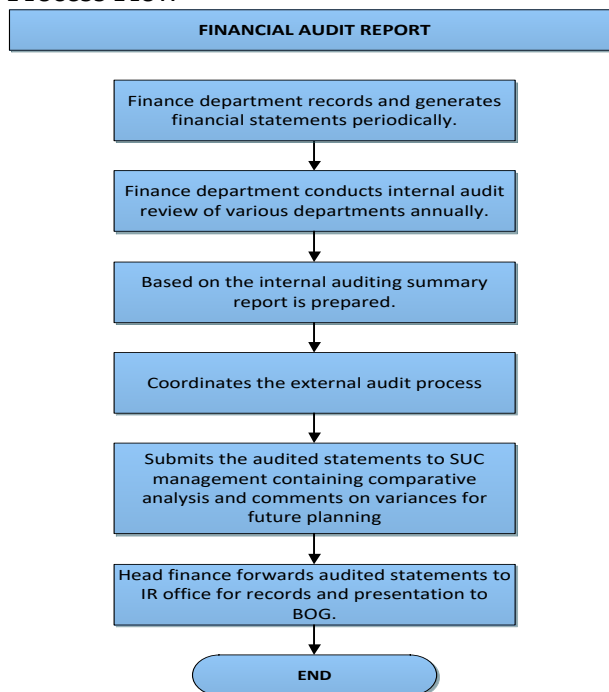
IE TOOLS

A. Financial Audit Report

Financial Statements are a structured representation of the financial position (Balance Sheet) and financial performance (Income Statement) of SUC. The report includes quantitative and qualitative data relating to the performance of SUC. Financial statements provide an overview of SUC's financial condition in both short and long term. All the relevant financial information of SUC is presented in a structured manner under the four basic financial statements:

- i. **Balance Sheet**
 - a. Also referred to as statement of financial position which reports on SUC's assets, liabilities, and ownership equity at a given point of time
- ii. **Income Statement**
 - a. Also referred to as Profit and Loss statement (or a "P&L"), reports on SUC's income, expenses, and profits over a period of time.
- iii. **Statement Of Retained Earnings**
 - a. Explains the changes in SUC's retained earnings over the reporting period.
- iv. **Statement Of Cash Flows**
 - a. Reports on SUC's cash flow activities, particularly its operating, financing and investing portfolios

i. **Process Flow**





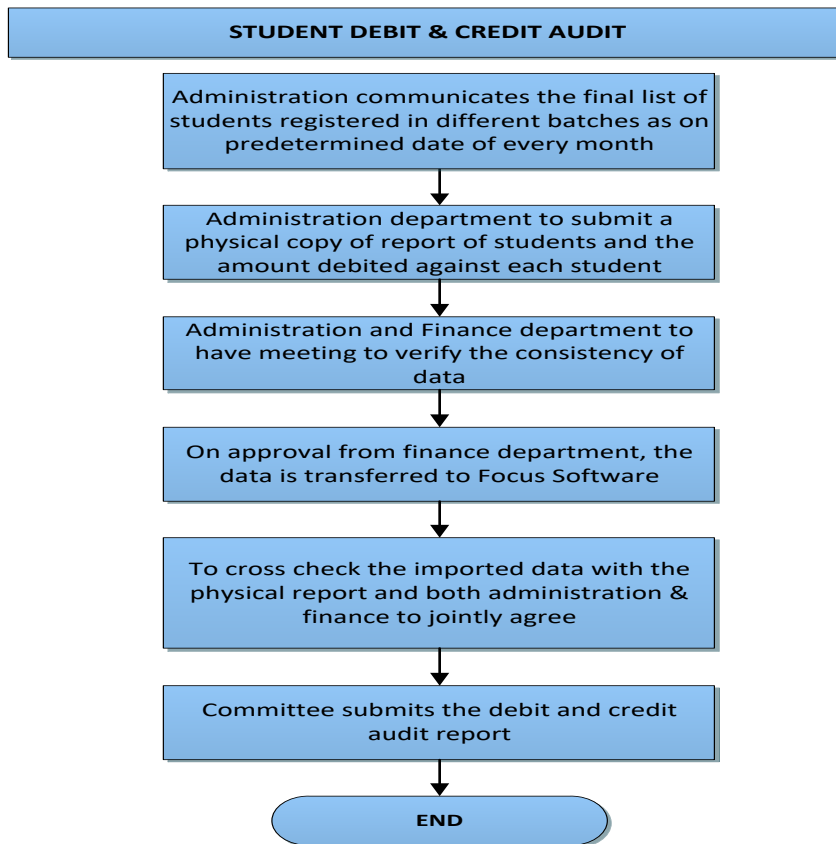
ii. **Dissemination Of Data For Decision Making**

The IR Office consolidates the yearly reports and forwards to management & BOG for annual review and necessary action. It also provides guidelines for next academic year.

B. Student Debit And Credit Audit

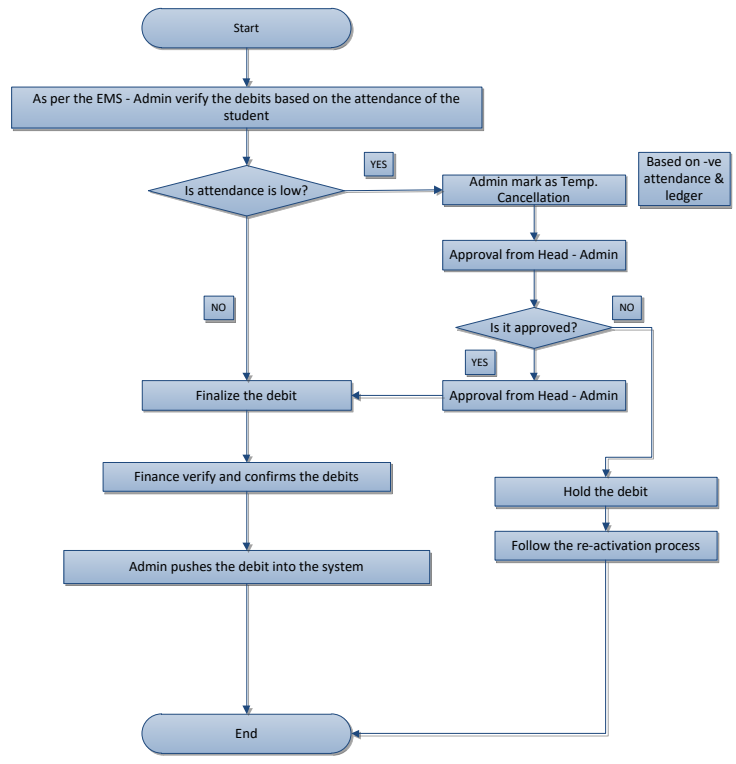
Student debit and credit audit committee evaluates and ensures the process of debits and credits raised against student invoices is accurate and corresponds to respective students. It ensures the invoices are raised correctly against the specified fee structure without errors. Debits and Credits raised 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.

i. **Process Flow**





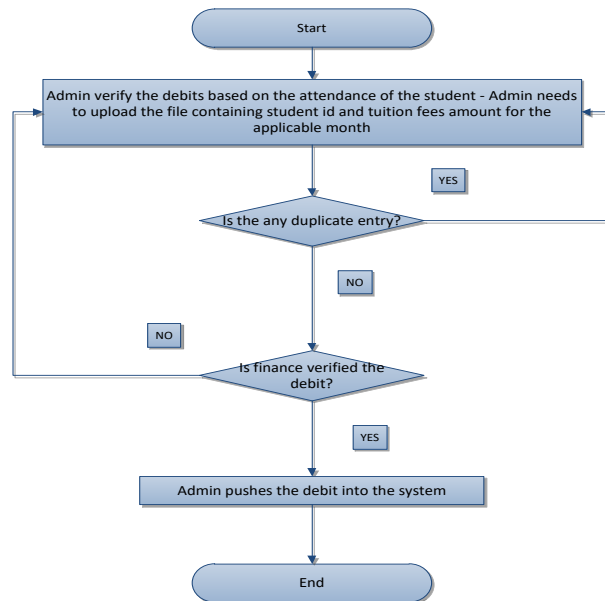
PRE-DEBIT BY ADMINISTRATION DEPT. BEFORE PUSHING THE DEBIT – AUTO PROCESS A-44





PRE-DEBIT BY ADMINISTRATION DEPT. BEFORE PUSHING THE DEBIT – MANUAL
PROCESS FLOW

A-45



ii. **Dissemination Of Data For Decision Making**

The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

C. Risk Management Committee

Risk management Committee performs the internal and external audit identify, evaluate and control risk so as to ensure that risks reduced or avoided. SUC has policies on Data Backup, Data Security and Teach-Out Plan to mitigate associated risks. To minimize the risks committee follows clear guidelines to assess the future risks arising out of possible situations.



i. Process Flow



ii. Dissemination Of Data For Decision Making

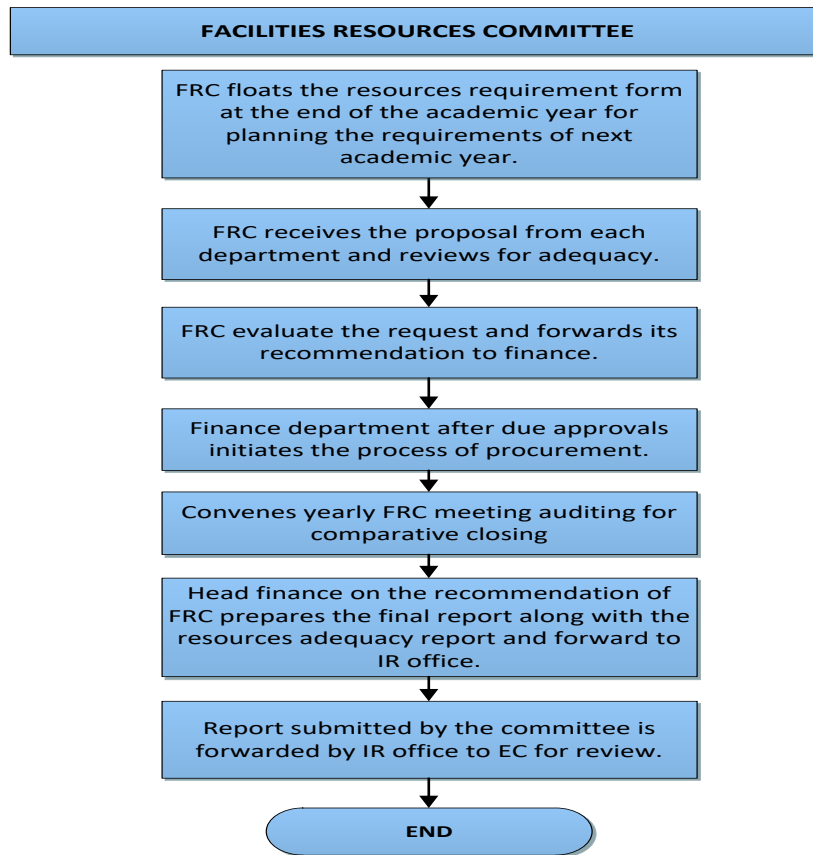
The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

D. Facilities Resources Committee

Facilities Committee recommends approves and procures appropriate resources required for creating conducive learning environment and smooth operations in SUC. The committee fulfills the requirements of each functional department by assessing their requirements based on the requisitions submitted by the departments.



i. **Process Flow**



ii. Dissemination Of Data For Decision Making

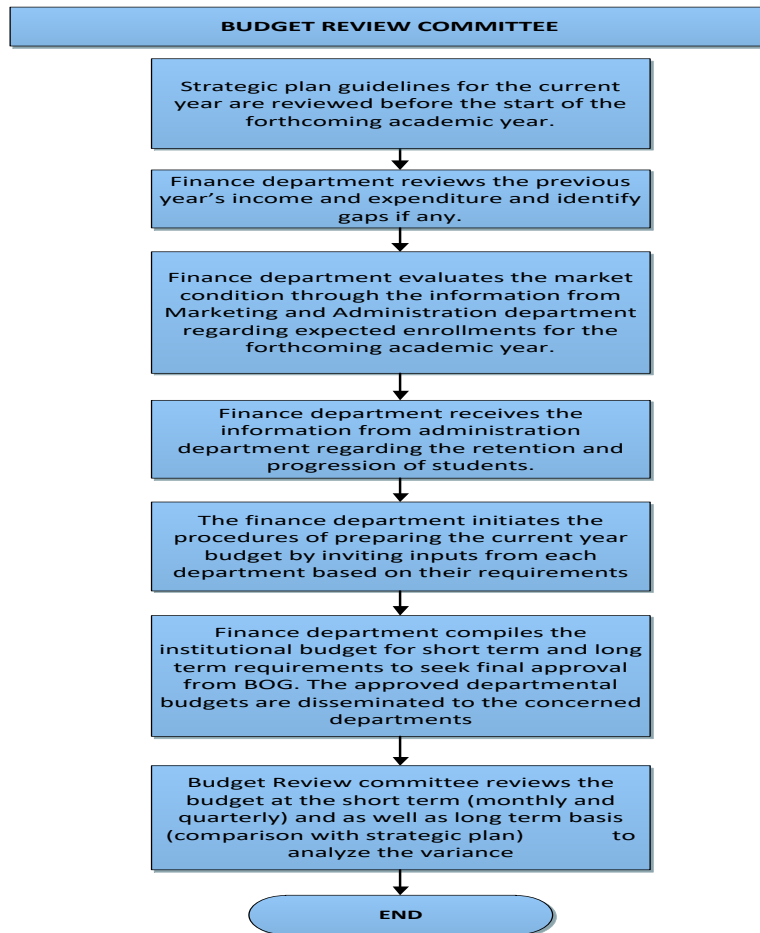
The IR Office consolidates the yearly FRC reports and forwards to EC for annual review and necessary action. It also provides guidelines for next academic year.

E. Budget Review Committee

The budget process is initiated by reviewing the guidelines of Strategic Plan and reviewing the previous year's income and expenditures to identify the status and gaps. The market conditions are evaluated through the information received from marketing department and CPD departments on the expected enrollments. The finance department initiates the procedures of preparing the current year budget by inviting inputs from each department based on their requirements and compiles the institutional budget for short term and long term requirements to seek final approval from BOG.



i. **Process Flow**



ii. **Dissemination Of Data For Decision Making**

Budget review committee consolidates the yearend report and forwards it to BOG review. It also provides guidelines for next academic year.

II.

FINANCIAL REPORTING

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

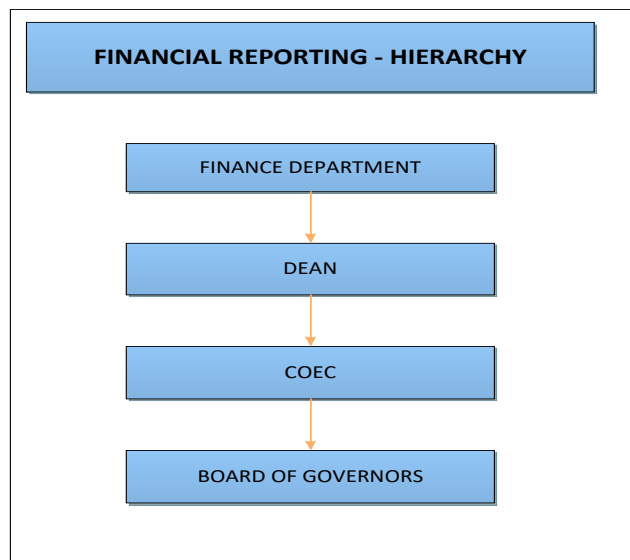


- ii. Income & Expenditure statement
- iii. Statement of cash flows
- iv. **Evaluation of financial ratios**

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.



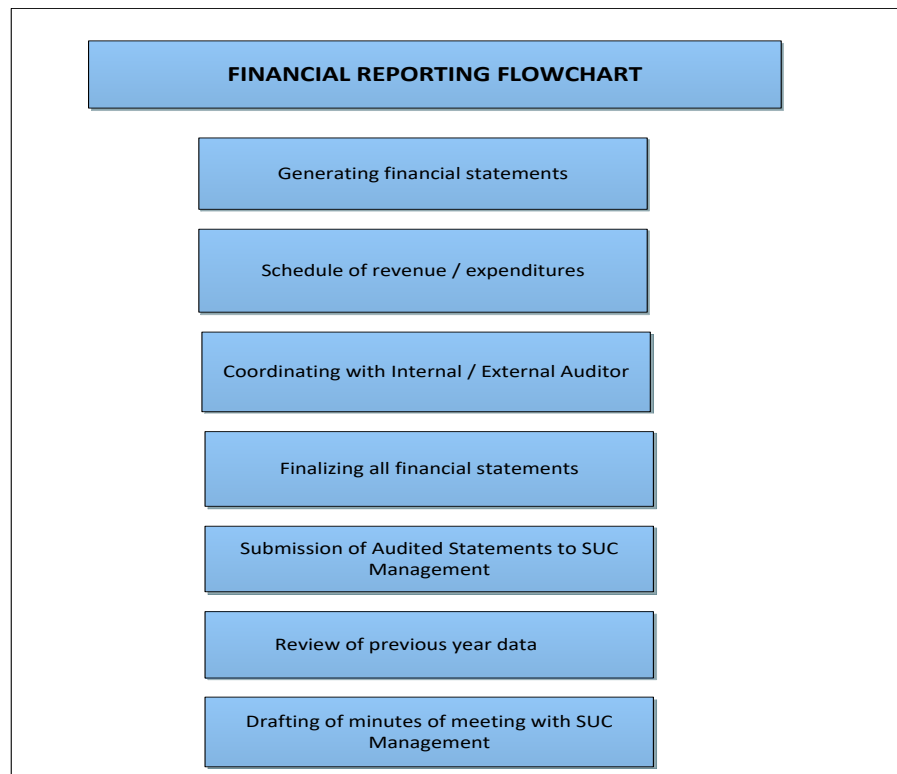
The other integral reports which are submitted includes for internal analysis

- i. Quarterly Reports
- ii. Monthly Reports
- iii. Debits Reports



- iv. Debtors Reports
- v. Weekly Reports
- vi. Daily Fund Positions
- vii. CHEDS Data

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.

III.

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. **Managing Chart of Accounts**

The chart of accounts is the underlying structure for organizing financial information and reporting. An entity records transactions with a set of codes representing balances by type, expenses by function, and other divisional or organizational codes that are important to its business.

The chart of accounts facilitates aggregating data from different operations, from within an operation, and from different business flows, thus enabling the organization to report using consistent definitions to their stakeholders in compliance with legislative and corporate reporting standards and aiding in management decisions. Best practices include starting the design from external and management reporting requirements and making decisions about data storage in the general ledger.

iii. **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.

iv. **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.
- v. **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
- vi. **Accounts Executive section**
- a. Student ledger reconciliation
 - b. Calendar Management
 - c. Liaise with external agencies for preparation of student statements
 - d. Visa Management
 - e. Student Debtor Management
 - f. Provide management revenue collection
- vii. **Accounts Assistant section**
- a. Student Debit Reconciliation
 - b. Collect the primary data of student's debits from student files at Admin Department.
 - c. Verify the source document (Invoices) with the database.
 - d. Prepare the bank reconciliation on monthly basis and report to HOF.
 - e. Prepare reconciliatory debit notes and credit notes
 - f. Auditing of Scholarship and Fee Waiver after intake.
 - g. Reconciliation of bank statements, Debits, Repeating Course List, Re-examination list, hostel debits, transport debits.

IV.

EXTERNAL AUDIT POLICY

i. 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 policies and that the risk bearing issues are identified and mitigated at its source.

ii. **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.

iii. **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.

iv. **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 |

V. **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.
 - 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:

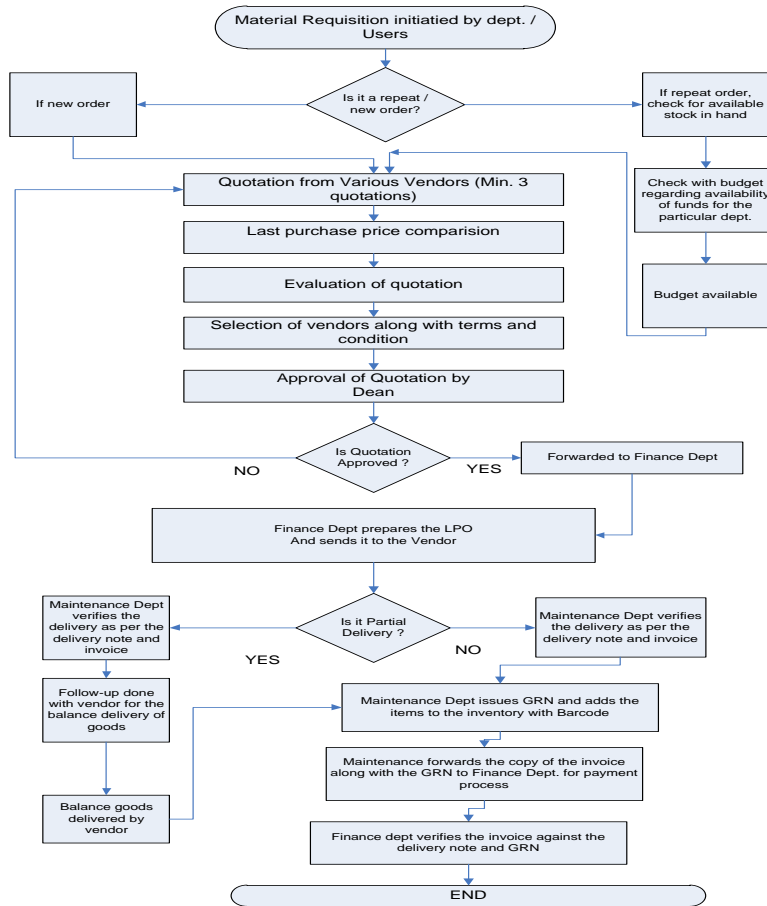
- a. Require a requisition sent to the Purchasing Department;
- b. Are usually placed with the supplier via a verbal purchase order;
- c. Are followed by written confirmation to the supplier with purchase order

vii. **Approval Process**



FLOW CHART – PURCHASING AND REQUISITION

F-14



viii. **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 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.

I. BUDGETING & FORECASTING

The budget process is initiated by reviewing the guidelines of Strategic Plan and reviewing the previous year's income and expenditure statements. It also evaluates the market conditions to develop current year budget. The finance department initiates the procedures of preparing the current year budget by inviting departmental requirements. The finance department then compiles short term and long term institutional budget and send to COEC to seek final approval from BOG.

Budgeting forms one of the prime functions of the Finance Department. The financial budget is prepared on the following basis:

- i. **Revenue**
 - a. Revenues from the existing number of students.
 - b. Reserves
 - c. Receipts from miscellaneous sources.
 - d. Receipts from ELC & CPD
- 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**

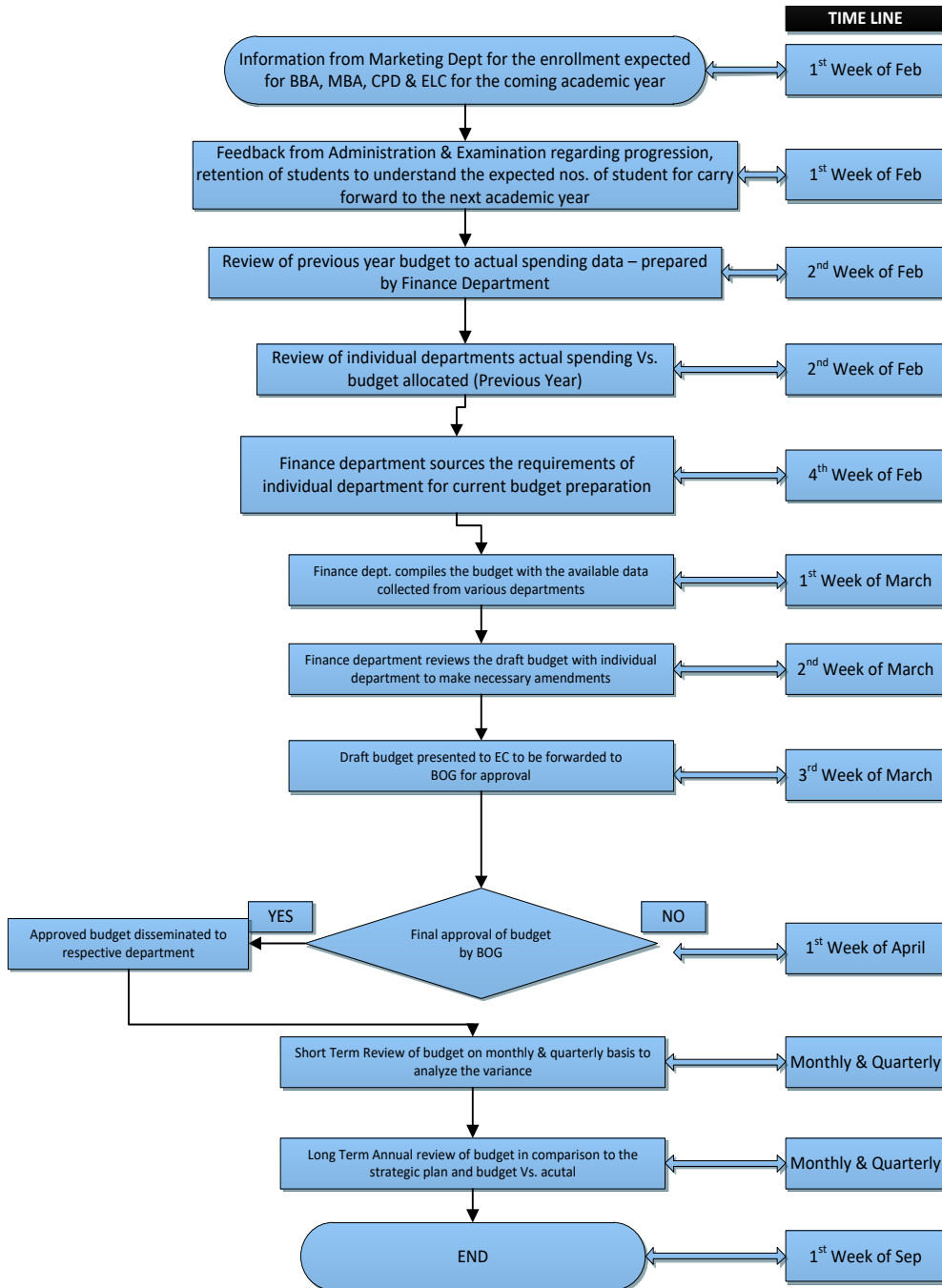
- a. Academics (Undergraduate and Graduate Program)
- b. Marketing
- c. Human Resources Department
- d. Library
- e. Computing
- f. Administration
- g. Corporate Affairs
- h. Sports
- i. Institutional Research Office
- j. Finance
- k. Centre for Professional Development
- l. Maintenance
- m. English Language Centre
- n. Students services departments

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.



BUDGET PROCESS FLOW





II. RISK MANAGEMENT

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.

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**

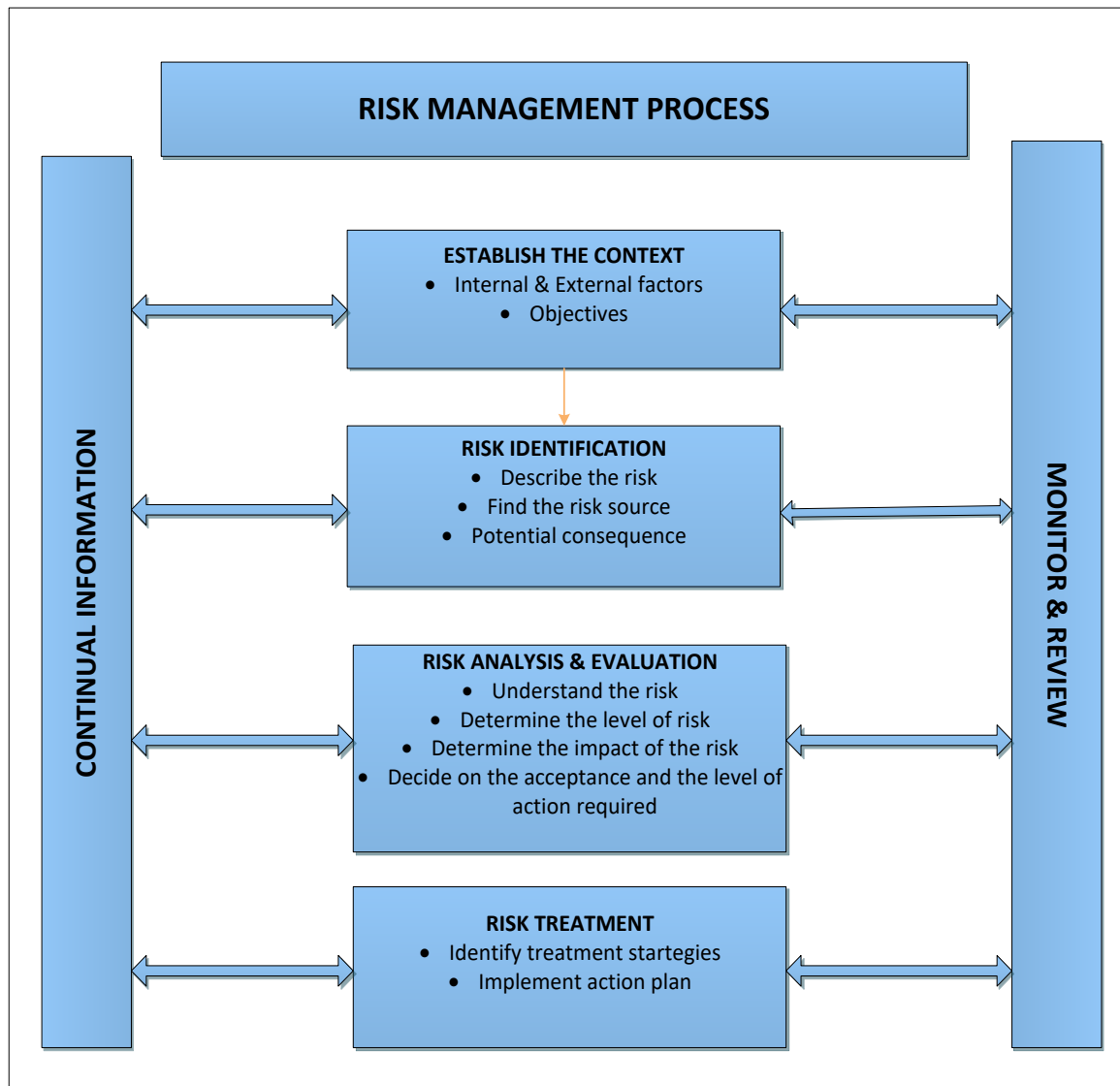
Risk management assessment is compiled by the Finance Department and facilitates the identification, assessment and ongoing monitoring of major risks to which SUC may be exposed. The document is reviewed annually and emerging risks are added as required. Corrective actions and risk indicators are monitored regularly.

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.



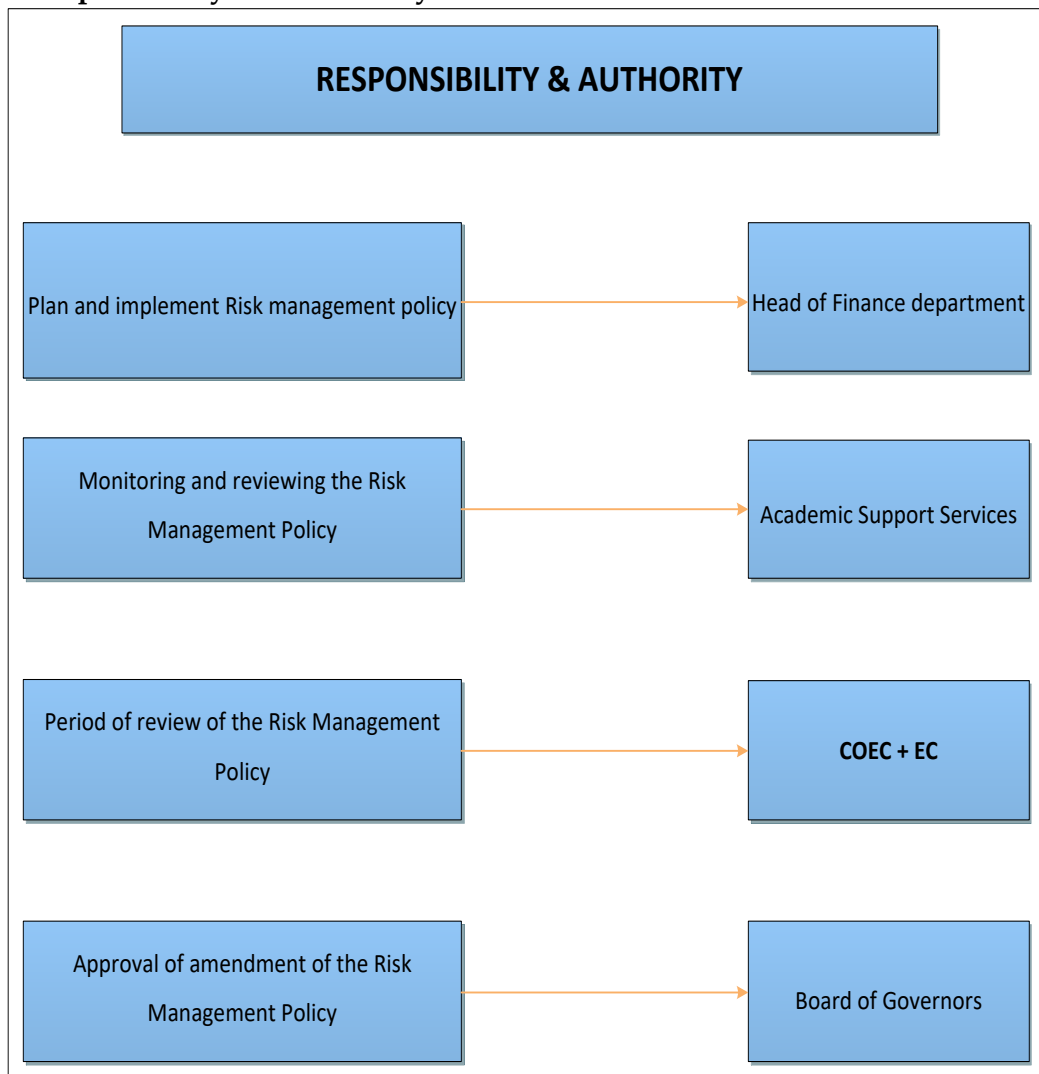
iii. **Annual Review Of Effectiveness**

- 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**





iii. **Financial Aspect**

i. **Generation Of Monthly Reports**

Periodic statements are compiled to review the risk factors and take corrective measures.

- a. Monthly Collection Report
- b. Quarterly report of operations (after three months of operations)
- c. Income & Expenditure comparison with Budgeted figure
- d. Statement of Activities
- e. Statement of Cash flows

ii. **PREPARATION OF CASH FLOWS**

Cash Flows are prepared to express the plans, policies and programs of specific period of time in future: The main objectives of cash flows are:

- a. To integrate inflows and outflows arising out of various functional budgets at different time intervals.
- b. To assess the projected cash deficits if any, at different time intervals so that finance can be raised at the required time to keep other activities of the organization continue as per plan.
- c. To set the limits of cash holding by the organization at different points of time for smooth functioning considering the uncertainties involved in the day to-day activities.



HUMAN RESOURCES DEPARTMENT



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I. PREAMBLE

A. INTRODUCTION

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

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

B. VISION & MISSION

I. VISION

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

II. 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 global environment. In pursuing this mission SUC focuses on innovative and creative approaches in all areas of education, research, consultancy & community services and empowering SUC employees as core members of THE LEARNING community facilitating their growth and development.

C. GOALS AND OBJECTIVES

I. INSTITUTIONAL GOAL

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

a. INSTITUTIONAL OBJECTIVES

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

II. STUDENT GOAL

To equip students with knowledge, skills and competencies capable of building lifelong career and creatively contribute to the betterment of business and society.

a. STUDENT OBJECTIVES

1. To orient students with knowledge through under graduate and post graduate programs thereby grooming them for suitable career opportunities globally.
2. To equip students with creative and entrepreneurial skills suitable for life long career building.
3. To integrate general education at the under graduate level programs
4. To enhance higher order skills in problem solving, leadership, analysis and decision making among post graduate program students.
5. To develop complete personality of the student through quality education and extra-curricular activities that will enable them to serve society optimally.

III. EMPLOYEE GOAL

To engage competent employees and ensure their welfare and facilitate development.



a. EMPLOYEE OBJECTIVES

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

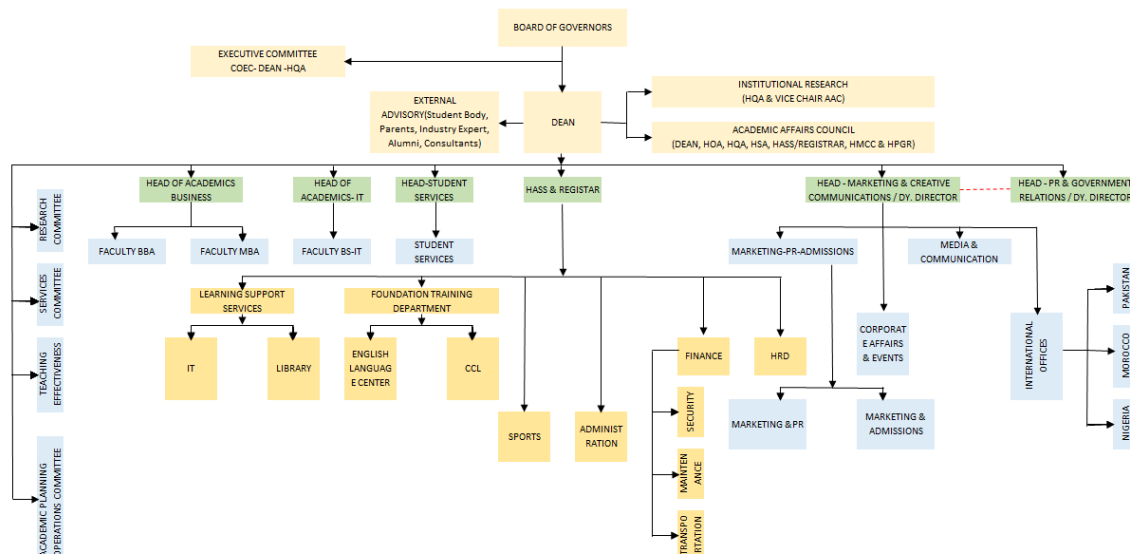
D. STRATEGIC PLANS

SUC's strategic plan provides the framework for our future, ensuring that we continue to be known as a respected, dynamic organization that advances communities through knowledge and education.

SUC believes in responding innovatively and effectively to train human resources and fulfill educational needs of industries. Our Strategic Plan has been developed following input from our Partners, Committees and Experts. It exemplifies the transformative power of education in our students' lives and in the difference they can make in the lives of others.

E. ORGANIZATION CHART

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



ORGANIZATIONAL CHART (Reference – Human Resource Policy Manual)

Our Organizational Chart shows the structure of our organization, the relationships and SUC organizational structure defines how activities such as task allocation, coordination and supervision are directed toward the achievement of organizational vision. It



determines the modes in which SUC channel of communication operates and decision making is done to achieve organizational goals.

Below are the defined key positions and committees responsible for different areas and their role.

i. KEY POSITIONS

a. Board of Governors (BOG):

The Board of Governors is responsible for overseeing the institutional overall performance and determining the Strategic goals & objectives 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. 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).

b. FOUNDER PRESIDENT (FP):

Founder President of SUC is elected Chair of BOG. Founder President's responsibilities includes chairing the BOG meeting and make sure all the documentation and strategic plan is approved by board. He is mandated o liaison and review the performance of Executive Council's (COEC, Dean and HQA). He will be the spokesperson and representative of the Board for any matter dealt with by the Board and perform such other duties as determined by the Board.

c. Chair of Executive Council (COEC):

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 institution.

d. 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.

e. Academic Affairs Council (AAC):

Academic Affairs Council is a body which ensures smooth operations in SUC. Profile included in this committee is Dean, Head of Quality Assurance, Head of Student Affairs, Head of Academics & Head of Academic Support Services and Registrar, Dy. Director/Head - Marketing & Creative Communications, Dy. Director/Head-PR & Government Relations.

f. COMMITTEES:

SUC committees comprises of Teaching effectiveness committee, Research committee, Services Committee and Academic Planning & Operations Committee. These committees are responsible for managing academic and administrative operations of SUC. Further details of their job responsibilities can be found in their individual manuals.

g. ACADEMICS:

Academic department of SUC is a teaching division with faculty members which performs the regular duties of instruction, research, and service in all matters relating to curricular and educational policies of SUC.

h. ACADEMIC SUPPORT STAFF (ASS):

Academic Support Services is the back bone of Academic operations in SUC. Departments of Academic support services ensures that faculty is able to impart knowledge to students without any hassles. These departments include Administration, HR, Finance, Marketing, Learning Support Services, Institutional Research, Centre for Continuous Learning (CCL), Corporate Affairs, Sports and Maintenance. SUC Organizational Chart shows the structure of organization, the relationships and relative ranks of its parts and positions/ranks/jobs.

ii. REVIEW OF ORGANIZATION CHART

a. INTRODUCTION

The review of the Organizational Chart of the Institution is carried out by the Vision, mission and goals review committee. The Organization chart reflects the powers, roles, responsibilities and authorities of the academic and academic support service functionaries, their reporting relationships, coordination and supervision that direct



the achievement of organizational vision and mission statement. It also clearly defines the reporting structures within the organization.

b. REVIEW COMMITTEE

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

c. RESPONSIBILITY OF THE COMMITTEE

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

d. PROCESS FLOW

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

STEPS:

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

F. POLICY & PROCEDURE HANDBOOK- SUMMARY, PURPOSE & INTERPRETATION

i. The Policy & Procedure Handbook –Summary:

HRD policy and procedures manual provides a guideline to AAC, Committees, Faculty, Staff and Students on various aspects of Human Resource management ranging from employee's selection to Separation.

The Policy & Procedure Handbook consists of three parts:

- a. Preamble (preliminary issues) section explaining the nature of the Handbook and giving general information about SUC (mission statement, strategic directions and goals, etc.)



- b. A main section outlining the organizational policies and procedures that govern all employees who work at SUC.
- c. HRD Policy and Procedures section of this manual is divided into the following sections:
 1. Section A – Academic Affairs Council (AAC)
 2. Section B – Committees
 3. Section C- Academics (Graduate + Post Graduate + Adjunct Faculty Members)
 4. Section D – Training (ELC & CCL)
 5. Section E - Academic Support Services
 6. Section F - Student Trainees
 7. Section G - Students
- d. International Offices policy – separated policy are created for international offices as policy will be the based on the laws and norms of the country.

ii. Purpose of Policy & Procedure Handbook:

The Policy & Procedure Handbook contains the main policies approved to date by the management at SUC. The Policy & Procedure Handbook is meant to serve as the primary reference for policies pertaining to all employees working at SUC.

All employees are divided into different sections and have specific sections which may state specific internal policies. However, policies contained in or appended to the SUC Handbook apply to all the employees and supersede contract statements.

iii. Interpretation

The policies presented in the Policy & Procedure Handbook are binding to both the employees and the administrators. Interpretation of the Policy & Procedure Handbook in specific instances and resolution of conflicts over them is made jointly by the University's higher Management and the HRD.



II. INSTITUTIONAL POLICIES

CHAPTER 1 - STARTING YOUR EMPLOYEMENT AT SKYLINE

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. This is applicable to full time employees only.

B. INITIAL ACCOMMODATION

SUC provides free accommodation for a month of employment in furnished Hostel/Hotel Accommodation for the Employee recruited from outside of UAE. If the Visa process is delayed from candidate's side then candidate is liable to manage their accommodation however, if the delay is due to procedural side from authority then SUC will take the responsibility till the visa from is secured after which the rental have to be borne by the concerned Employee.

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

C. 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. This is applicable to full time employees only.



- i. On the day of joining, an advance amount to a maximum of one monthly Salary can be given to meet the contingency expenses. Salary is 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.

D. OFFICE & SUPPLIES ALLOCATION

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

E. OFFICE LAPTOPS AND DESKTOPS

An employee upon joining is allocated a laptop or a desktop based on the position requirements. The Laptop or Desktop and its accessories provided are the property of SUC and need to be maintained and used appropriately by every employee.

F. E-MAIL ID & TELEPHONE EXTENSION

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

G. PORTAL ACCESS

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

H. EMIRATES ID CARD

Once employee visa process is completed, employee will receive the Emirates ID card. This needs to be collected from PRO and this is an official card / document to be carried all the time with an employee in UAE, within or outside the organization mandatorily. Emirates ID is issued by UAE government for a prescribed time and needs to be renewed timely along with visa renewal. This is applicable to full time employees only.

I. BANK ACCOUNT

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

Documents required for bank account opening are as mentioned below:

- a. Duly filled and signed bank application form



- b. Passport with visa copy
- c. Salary Certificate

J. SUC ID CARD, BUSINESS CARDS & CAR STICKER

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

K. OTHER SUPPORT & GUIDANCE

A new employee 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.

L. CONTRACTS

i. Terms of Contract

All employees are expected to observe the professional standards and procedures set forth in Ethics, Work rules and Personal Conduct sections of respective Handbooks. Included in these standards are the expectations of the appointed employee to provide SUC with full and accurate information about their credentials, including official transcripts of certificates, experience and other academic and professional details. Authenticity of the document submitted by the employee is solely the employee's responsibility. In any case, if the documents are found to be forged or fake then employee will be terminated with immediate effect. In such case, the employee will bear the recruitment, visa, initial air ticket and repatriation cost. It also provides the guidelines of expected performance and contributions in effectively executing teaching & administrative responsibilities respectively and other duties assigned by SUC from time to time, including scholarly research, and services to SUC and community.

ii. Format of Contract

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

- a. Job title of appointment



- b. Grade
- c. Job Status
- d. Assignment Location
- e. Salary structure (Basic, Social Allowance, Accommodation Allowance, Total Salary)

*Administrative Allowance in case the faculty has any administrative responsibilities too.

- f. Duration of Contract
- g. Probation
- h. Benefits- Accommodation Allowance, Furniture Allowance, Annual Air Ticket, Medical Insurance, Summer Remuneration, Participation & Conferences.
- i. Working Hours
- j. Gratuity
- k. Repatriation
- l. Medical & Sick Leave
- m. Annual Leave
- n. Unauthorized Absence from Work
- o. Notice & Termination
- p. Probation period
- q. Declaration
- r. Responsibilities and obligation

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

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

iii. Duration of Contracts:

For AAC (Academic Staff Members) and Committees

Initial duration of contract for above mentioned are normally for four years. Duration of initial contract is based on academic requirement and renewal/discontinuation is based on the periodical academic performance evaluation of each Faculty Member in the main areas of teaching, scholarly research and services to SUC & community and recommendations of EC Members to the COEC.

For AAC (Academic Support Services Members):

Initial duration of contract for appointments of above mentioned are normally for two years. The duration is based on the periodical administrative performance



evaluation of each Staff Member in the main areas of administration and services to SUC, and recommendations of EC to the COEC the initial contracts may be renewed/ discontinued.

For Academics

Initial duration of contract for above mentioned are normally for four years. Duration of initial contract is based on academic requirement and renewal/discontinuation is based on the periodical academic performance evaluation of each Faculty Member in the main areas of teaching, scholarly research and services to SUC & community and recommendations of EC Members to the COEC.

For Training (ELC & CCL) and Academic Support Services:

Initial duration of contract for appointments of above mentioned are normally for two years. The duration is based on the periodical administrative performance evaluation of each Staff Member in the main areas of administration and services to SUC, and recommendations of EC to the COEC the initial contracts may be renewed/ discontinued.

For Part Time Employees:

Part Time employees Contracts duration is as mentioned in the contract issued to them, it is as per the requirement of the organization.

iv. Renewal and Non-Renewal of the 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. Renewal and Non-Renewal is based on the periodical evaluation for each employee and recommendation of EC members to COEC and accordingly the contract will be renewed or not renewed/ terminated.

After the employee signs a contract renewal letter it is taken as a confirmation for contract renewal. If an employee decides to deviate from the commitment by not renewing the contract SUC will be well within its rights initiate legal proceedings against such staff.

For AAC (Academic Staff Members), Committees and Academic Staff:

The process of renewing term-contract is initiated six months before the maturity of contract.

For above mentioned employees 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 Academic



member's contract. Contract Renewal also depends upon certain parameters outlined in the separation policy. COEC reviews the personal file & based on AAC Evaluation Committee recommendation decides to extend or discontinue the contract for the next term. After the decision HRD informs the Academic Staff member about the status of renewal/ non-renewal of the contract for the next term at least six months before the maturity of the current contract.

The outcome of FES is one of the following:

- i. A four/two years renewal of the existing contract
- ii. To inform the non-renewal of existing contract
- iii. To serve notice of termination

For AAC (Academic Support Services Members), Training (ELC & CPD) & Academic Support Service Staff:

The process of renewing term-contract is initiated six months before the maturity of contract.

Assessment for the purpose of renewing term contracts is carried out six months before the expiry of the running contract for above mentioned employees. 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 Head HRD for the execution at least six months before the expiry of the contract.

- i. The outcome of SES is one of the following:
- ii. A two years' renewal of the existing contract
- iii. To inform the non-renewal of existing contract
- iv. To serve notice of termination

For Part Time Employees:

Part Time employees and Student Trainee Contracts Renewal and Non-Renewal is based on the periodical evaluation and feedbacks for each part time employee and recommendation of EC members to COEC. Renewal of Contract is based on the organizational requirement and employee's performance.

Note: SUC policy supersedes all the prior agreements, contracts, and statements, written or oral correspondence.

M. EMPLOYMENT VISA

i. NEW VISA

1. For AAC (Academic Staff Members), Committees and Academic Staff:

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.



The work visa is granted by the Ministry of Interior, General Directorate for Naturalization & Residence, and Ministry of United Arab Emirates generally for a period of 3 years. The visa is renewed every 1/3 years till both parties agree for the employment.

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.

Before filing visa Faculty needs to submit all original attested documents for verification. 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 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.

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.

2. For AAC (Academic Support Services Members), Training (ELC & CCL) & Academic Support Service Staff:

SUC grants work visa to permanent Academic support services 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.

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 is renewed with SUC currently after every 2 years.

Human Resource Department will retain the staff member's passport in safe custody once the employment visa is stamped during the staff members' probation period and will be released once confirmed from his probation.

ii. Documents required for processing employment visa are:

- a. Photocopy of employee'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.
- b. Personal Details Form sent by SUC



- c. 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.
- d. 12 colored passport size photograph of the employee.

iii. Procedure for applying Employment Visa

- a. PRO will initiate a security check process and get an approval from the authorities through an online system as first step to visa processing. Once approved, PRO will then apply for visa of the employee from Immigration or relevant alternative authorities. If the employee is to be employed before the employee enters UAE for employment purposes.
- b. For Academics, the visa is applied with immigration authorities and they will issue e-visa to the employee. For Academic support services once the labor approval is done, the immigration will issue e-visa to an employee to get into UAE.
- c. For countries like India, Nepal and Sri Lanka the visa is approved from here but stamped and processed in respective countries if the employee needs to be hired from these countries. If the employee of above nationalities is already in UAE then the previous mentioned process is followed.
- d. After an employee enter into UAE on e-visa, the PRO will arrange for a medical checkup of an employee in authorized Medical Fitness Services Center.
- e. 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
- f. 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.
- g. PRO should make an application for a residence visa (employment visa) to the immigration authorities.
- h. PRO of the company should go back to the DNRD with all the necessary supporting documents to stamp the visa on employee passport.
- i. All these requirements will be satisfied within 45 days of the employee's entry into UAE on the entry permit visa.

iv. 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.



- d. 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:

- i. Passport copy
- ii. Photograph as per requirement
- iii. Applicable Fee

v. RESIDENCE VISA FOR FAMILY

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

- i. Attested Marriage certificate
- ii. No objection letter from the sponsor
- iii. Forms to be filled and signed by sponsor
- iv. Relevant skilled certificates/ Degree (Attested)
- v. Copy of Passport of family
- vi. Copy of passport/ Residency permit of sponsor
- vii. Tenancy Contract

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

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

- a. The prospective employee 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 Employee work visa with the Ministry of Interior, General Directorate for Naturalization & Residence United Arab Emirates.
- c. Employee will be required to fill in personal details form which contains information related to processing of residence visa.
- d. SUC will then file for Employee work visa with the Ministry of Interior, General Directorate for Naturalization & Residence, United Arab Emirates.
- e. SUC's Human Resource Department will retain the safe custody of the Employee's passport once the employment visa is stamped during the period of the Employee's tenure with SUC. Any willful negligence or disregard of this essential provision will lead to disciplinary action being initiated against the Employee.
- f. The passport of the employees may be retained by the Finance & HRD Department as per guidelines provided under SUC's "Employee Passport Issuance & Retention policy".



vii. RENEWAL OR NON RENEWAL OF THE VISA

The employee visa is granted by the Ministry of Interior, General Directorate for Naturalization & Residence, United Arab Emirates and is generally for a period of 2/4 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.

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

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

N. WORKING HOURS

For AAC:

SUC observes 48 hours' work schedule on a weekly basis (6 days in a week) wherein 9.5 hrs. per day may be worked out in different combinations as per given below: -

| AAC MEMBERS TIMINGS | | | | | | |
|---------------------|---------|---------|---------|----------|----------|---------|
| | MORNING | | EVENING | | WEEKEND | |
| | FROM | TO | FROM | TO | FROM | TO |
| DEAN & HAS | 9.00 AM | 1.30 PM | 5.00 PM | 9.30 PM | 10.00 AM | 1.00 PM |
| HOA & HQA | 9.00 AM | 1.30 PM | 5.00 PM | 10.00 PM | 0 | 0 |
| HASS | 9.00 AM | | | 7.00 PM | 0 | 0 |
| HOMCC | 9.00 AM | 1.30 PM | 5.00 PM | 10.00 PM | 0 | 0 |



| | | | | | | |
|--------------|---------|---------|---------|----------|---|---|
| HOMPR | 9.00 AM | 1.30 PM | 5.00 PM | 10.00 PM | 0 | 0 |
|--------------|---------|---------|---------|----------|---|---|

AAC requires additional time commitment beyond their normal working hrs. These profiles are not eligible for any straight shifts keeping into mind the split schedule operations of SUC.

For Committees

Committees being administrative faculty position requires to work 48 hrs. a week i.e. additional time commitment of 8 hrs. beyond 40 hrs during the week.

| | | | | | |
|---|-----------------|----------------|-----------------|----------------|-----------------|
| For Faculty: (School of Business & School of IT) | SHIFT | IN (AM) | OUT (PM) | IN (PM) | OUT (PM) |
| | SPLIT | 9:00 | 1:30 | 05:00 | 9:00 |
| | SPLIT | 9:00 | 1:30 | 06:00 | 10:00 |
| | STRAIGHT | 9:00 (AM) | | 04:15 (PM) | |
| | STRAIGHT | 02:30 (PM) | | 10:00 (PM) | |

SUC observes 40 hours' work schedule on a weekly basis (5 days in a week) wherein 8.5 hrs. per day may be worked out in different combinations as per given below: -

| | | | | |
|-----------------|----------------|-----------------|----------------|-----------------|
| SHIFT | IN (AM) | OUT (PM) | IN (PM) | OUT (PM) |
| Faculty | | | | |
| SPLIT | 9:00 | 1:30 | 05:00 | 9:00 |
| SPLIT | 9:00 | 1:30 | 06:00 | 10:00 |
| STRAIGHT | 9:00 (AM) | | 04:15 (PM) | |
| STRAIGHT | 02:30 (PM) | | 10:00 (PM) | |

For Academic Support Services Staff Training (ELC + CCL):

SUC observes 48 hours work schedule on a weekly basis (5 days in a week) wherein 9.5 hrs. per day may be worked out in below schedules as assigned for the respective position.

| | | | | |
|-----------------|----------------|-----------------|----------------|-----------------|
| SHIFT | IN (AM) | OUT (PM) | IN (PM) | OUT (PM) |
| SPLIT | 9:00 | 1:30 | 05:00 | 10:00 |
| STRAIGHT | 9:00 (AM) | | 07:00 (PM) | |

N



ote: Working days are five in a week and any two days will be off days as per the duty schedule of individual employee.

For Part Time Employees:

Part Time Faculty and Staff needs to adhere to work timings as mentioned and agreed in their respective contract and schedules.

Policy Outline:

- i. 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.
- ii. It is mandatory for all Staff members 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.
- iii. Faculty Member willing to alter work timings are required to do it after due approval from HOA and inform to HRD. Staff Member willing to alter work timings are required to do it after due approval from HASS and inform to HRD.
- iv. All employees need to adhere to official work timings and report to work on time. Last minute information of Late coming or early leaving will not be entertained. Late coming or early leaving by half an hour or more without prior approval will result in disciplinary action. Non-adherence on more than 2 occasions in a month will be subjected to review and result in call for explanation and counseling by HRD. If non adherence persists than for each 4 late comings in a month, there will be half day leave deduction from Annual leave. In case annual leaves are exhausted than such late coming will be considered loss of pay (LWP) and employee is required to give a written explanation.
- v. 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. All Faculties with Administrative responsibilities should be open to dedicate extra working hours in case required.
- vi. The Faculty Members teaching extra credits are required to dedicate 3 hours for teaching and 1 hour for administrative duties and this will be calculated additionally to their normal working hours.
- vii. 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, Head of Academics/HASS, Dean
- viii. In case of sick leave absence has to be notified to HRD and the leave form should be supported by medical certificate duly attested by competent authority. Frequent sick leaves will require an employee to submit fitness certificate from the doctor at their own expense and will be subject to review.



- ix. If the leave form is not filled within the same day of leave or joining day, then HRD is authorized to deduct the leave from the balance annual leave in employee's account which will not be reverted in any circumstances.
- x. Absence from office without information or pre-approval will result in disciplinary action.
- xi. During Ramadan SUC observes timings as per guidelines of UAE government.
- xii. The decision to close SUC other than official holidays, alter basic workweek or standard work hour's rests with the Dean or his nominee which is relevant for private sector announcement by the Government and needs to be approved by EC.
- xiii. Unless an official information regarding a holiday is not communicated to an employee it is considered SUC is working. In case holiday is subjected to moon sighting SUC may be compelled to change announced holiday at last moment keeping operations of university into consideration.
- xiv. The Adjunct Faculty Members are required to 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.
- xv. 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.
- xvi. For all official meetings outside the SUC, HRD should be intimated at least 24 hours in advance. Last minute intimation to HRD/HOA will not be entertained. Employee is also required to submit report of the proceeding of meeting to HOA and HRD.

O. LEAVE POLICY

i. LEAVE ELIGIBILITY

The following is a broad outline of the leave system.

| TYPES | LEAVES |
|---|---|
| a. Annual Leave | For Academics- 40 days within the Academic year. For Academics Support Services- 30 days within the Academic year. |
| b. Sick Leave | 45 days continuous or interrupted in 1 year |
| c. Maternity leave | 45 days |
| d. Academic/Training Leave (Not applicable to Academic Support Services) | 7 days |
| e. Emergency/Compassionate | 3 days |



| Leave | |
|---------------------------------|---|
| f. Birthdays/Anniversary | Half day |
| g. Religious Leave | Half day + Half Day (Cannot be clubbed together and availed as 1) |

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

i. Earned Annual Leave

Employees are entitled for annual leaves as above in an Academic Year.

The Employees can avail annual leave either at one stretch or may split it into maximum of two slots during semester breaks or as per the University approved calendar Guidelines 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, HASS 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 an Employee 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 Employee 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 Employee from the approved annual leaves rests with the Dean or his nominee.

Employees should plan their annual leave so as not to hamper the normal operational work of SUC. The time period of the annual leave will be at the discretion of the Management.

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



ii. Sick Leave

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

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

Sick Leave Pay:

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

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

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

iii. Maternity Leave

A female worker shall be entitled to maternity leave with full pay for a period of forty-five days, including both pre and postnatal periods, provided that she has completed not less than one year of continuous service with her employer. A female worker who has not completed the aforesaid period of service shall be entitled to maternity leave & benefits with half pay as per UAE labor law. SUC will allow clubbing of maternity leaves and annual leaves. Any request for extension of maternity leaves and additions of annual leaves will be based on valid attested medical certificate provided by the doctor.

Note: During the eighteen months subsequent to the date of delivery, the nursing employee shall be entitled to two additional break per day for nursing purpose the



duration of each thereof not exceeding half an hour. Such additional period shall be deemed as part of the working hours and do not entail any deductions of the salary.

iv. Academic/Training Leave

Academic Employees are entitled for seven days leaves in an Academic Year to undertake other appropriate related studies/training within the Faculty specialization and professional field. Permission to avail such leave must be obtained in advance from HRD, HOA & with prior approval by the Dean.

v. Emergency/Compassionate Leave/ Bereavement Leave

Employees may be granted leave of absence with pay normally not exceeding three days, in case of death/ serious sudden illness 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 HRD and should be submitted to HRD before 30th Sept.

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

Note: Birthday / Anniversary leave are planned on semester basis so that faculty is aware of their class schedule. These leaves are subjected to approval of HOA/HASS and HOD based on employee engagement and the same cannot be compensated on any other days as this is an additional benefit provided by SUC.

vii. Religious Leave

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

viii. Haj Leave:

Employees can avail once during his employment a special leave without pay to go for Haj (pilgrimage) which should not exceed 30 days. This period is not



part of the employee's annual leave or any other leave which he is entitled to as per UAE Labor Law.

ix. Unauthorized Absence

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

- a. Absence of 7 continuous days without information from the SUC will lead to Summary termination.
- b. Occasional leave of absence due to exceptional, pressing circumstances must have the prior approval of 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. Employees travelling out of country without intimation to the SUC will be treated as unauthorized leave
- d. Absence from SUC without intimation and prior approved leave will be considered as unauthorized leave and will be deducted from eligible annual leave.

x. Public Holidays:

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

Employees are entitled to national/public holidays as per notifications issued by the SUC based on government notifications. Employees are also entitled to official holidays declared by the SUC and communications issued by the HRD. Employees wishing to travel out of the country during National Holidays are required to fill "Permission to leave station" form. Permission to leave station may only be applied once the declared holidays is announced by HRD.

Any Permission to leave station applied without HRD holiday announcement will not be entertained. Employees resuming duty after outstation travel must intimate the Human Resource Department their date and timing of resumption of duty by an e-mail.

Employee can link National and Public Holidays prior or after the annual leave but if these holidays fall between the annual leaves, the same shall be counted as per the UAE labor laws.



Policy Outline:

The Employee is responsible for the following:

- a. No Short Leaves can be clubbed before or after individually along with National or Public Holiday. If an employee is on annual leave and public or national holidays fall in between then they will be counted in their annual leaves.
- b. Employee is required to arrange substitution of duties during any kind of leave in consultation with the respective Head of the Department a week prior to their leave. It is an employee's responsibility to get their leaves approved by the date given in the leave calendar.
- c. Any short leaves taken by the Employee should immediately apply after resuming of duty. Failing to do so within one day, the leaves will be automatically deducted from his / her annual leaves.
- d. Employee is responsible to return from their annual leave on the due joining date and required inform through email or in person to HRD when he/she resumes duty.
- e. Employees intending to avail of any leave should apply as per approved calendar in the portal as per deadline and in case of short leave at least 48 hours prior to such leave. This will facilitate to make alternative arrangements in time.
- f. Employee must fulfill all the application procedures before proceeding for any kind of leave and cannot proceed for any leave if the same is not approved or substitution is not arranged. In case employee leaves without prior approval this leave will be considered unauthorized leave and accordingly disciplinary action will be taken by HRD.
- g. All Leaves should be as per approved annual leave calendar before filing for approval of HOA or HASS.
- h. Sick Leave intimation will be accepted prior to the office timing only. Last minute sick leave intimation to HRD will not be considered and deductions will be made as per policy.
- 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 / HOD.
- j. For Part time Adjunct Employees, any leave taken will be deducted from their monthly salary payments as per individual's session rate mentioned in their contract while for Semester Contract Employees 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.
- k. Any leave taken by Adjunct or Part Time Faculty or Student Trainee will be deducted from their monthly payments as per pro rata basis. Adjunct or Part Time Faculty or Student Trainee Member service will be subject to summary termination if he/she absents from work without notice.



CHAPTER 2 - EMPLOYEE PERSONAL FILE & JOB DESCRIPTION

A. EMPLOYEE PERSONAL FILE:

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

The file consists of the following records:

- 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 Employee 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 Employee
- K. Leave & Air Ticket Records
- L. Grievance Records
- M. Medical Insurance Records of self and family
- N. Passport and Visa Related Documents
- O. ERP Update
- P. Website profile
- Q. Miscellaneous Documents

B. JOB DESCRIPTION:

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

CHAPTER 3- NEW EMPLOYEE ORIENTATION

SUC carries out employment orientation to the newly appointed Employees in order to make them acquainted with the roles and responsibilities of the job, reporting systems and to achieve



functional coordination desired between different Departments. The broad aim of the orientation is to provide information to new Employee & enable them to carry out their required roles and responsibilities in an effective manner.

The main focus of the SUC orientation process is to:

- A. Enable new Employee to settle down as soon as possible in the multicultural work environment.
- B. Enable 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.

i. Procedure

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

- A. A new Employee shall report to the Human Resource Department on the first day of work to complete all the documentary formalities.
- B. The Head HRD carries out Orientation on Policy & Procedure and various benefits extended to the Employees like Leave, Health Insurance, Air Ticket, Summer Payment, and other allowances.
- C. The new Member will be introduced to all the Members of SUC.
- D. The Employee is allocated SUC email ID and Password to access SUC portal which contains all the necessary documents and handbooks.
- E. The new Employee is trained to access the portal and may seek clarification from HRD or Dean, if any doubts still exist.
- F. HRD will introduce various functional Departments of SUC to the new Employee and orients them on services provided by various academic support services Department. Employee will be issued a job description and in case of Faculty will be given a Course list to identify the courses faculty can teach

After the Orientation, new Employees will have an informal meeting with the Chair of the Executive Council to understand management outlook and expectation towards the new Employees. The new Employee, Dean, Head-Quality Assurance, Head of Academics, HASS/Registrar, Committees, Head of Administration, Head Computing, Head Librarian and Head HRD will sign the Orientation Checklist within one month of commencement to acknowledge that all the important information has been conveyed to the new Employee. A copy will be placed in the new Employee's personnel file, which will be kept and maintained in the Human Resources Department. The HRD continuously observes the newly inducted Employee during the probation period and assist them to smoothly settle down to the work environment of the institution. 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 Employee a rerun of all policies in every new academic year is done to ensure updating on any new policy changes or to clarify any doubts in the existing one for smooth functioning of processes.





CHAPTER 4- PROBATION PERIOD

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

Procedure for Evaluation of Probation for AAC:

- 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. Review by HOA, HASS and HRD based on their administrative responsibilities.
- G. Dean recommendation report (Based on above mentioned feedbacks)
- H. HRD forwards the recommendation to the COEC for approval/ rejection.
- I. Based on approval/ rejection by the COEC HRD calls a meeting for the Dean, HOA, HASS 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.

Procedure for Evaluation of Probation for Academics:

- 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. Review by HOA, HASS and HRD.
- G. Dean recommendation report (Based on above mentioned feedbacks)
- H. HRD forwards the recommendation to the COEC for approval/ rejection.
- I. Based on approval/ rejection by the COEC HRD calls a meeting for the Dean, HOA, HASS 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.

Procedure for Evaluation of Probation for Training (ELC & CCL):

- 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. Review by HOA/HASS & HRD.
- E. HRD forwards the recommendation to the Dean for approval/ rejection.
- F. Based on approval/ rejection by the Dean, HRD coordinates a meeting of HASS, HOA, 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.
- G. Dean recommends to COEC and signs for confirmation.

Procedure for Evaluation of Probation for Academic Support Staff:

- 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. Review by HASS & HRD.
- E. HRD forwards the recommendation to the Dean for approval/ rejection.
- F. Based on approval/ rejection by the Dean, HRD coordinates a meeting of HASS, HOA, 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.
- G. Dean recommends to COEC and signs for confirmation.

Terms & Conditions during Probation Period

- A. All employees are hired on probation for the first six months of their employment.
- B. During the Probation period the newly hired employee will be entitled to all paid Government Holidays, and Health Insurance.
- C. During the probation period the passport of newly hired employee 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 employee must complete the Probation period successfully to be eligible for the SUC Benefit. No paid Leave / Annual Leave can be granted during Probation period. Leave can be taken in case of emergency during Probation only after due approval from the Dean which extends the probation days by the total number of leave days availed.
- E. Confirmation of probationer is based on the Dean's recommendation to COEC based on various inputs.
- F. On confirmation, the employee is eligible for all benefits and additional perks from the date of appointment.
- G. In some cases confirmation is on conditional basis where Academic Staff 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.



H. 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.



CHAPTER 5- COMPENSATION

A. SALARY COMPENSATION

For Academic AAC members, Academics and Committees:

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

SUC 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 package includes following components:

Salary Component:

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

SUC strives to reward AAC, Academics & Committee members at every level based on their evaluation 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.

For AAC Academic Support Services, Training Staff & Academic Support Services:

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 SES
- Current Industry Inputs
- Government/ Ministry inputs
- Experience of Employee



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.

Salary Component:

- f. Basic Salary
- g. Social Allowance
- h. Accommodation Allowance
- i. Furniture Allowance (Applicable for Dy. Director Level in AAC)
- j. Benefits (Details are available in perks & benefit section)

FOR NON REGULAR ACADEMIC, TRAINING STAFF & ACADEMIC SUPPORT SERVICES MEMBERS

Adjunct Faculty are remunerated based on the non-regular academic members' salary structure and the total credits provided. Part Time Training Staff is remunerated on per session rates at a pay rate based on their qualification & experience. Part Time Staff in Academic Support Services is remunerated at a fixed rate decided basis the contract for the required job role.

B. DISBURSEMENT OF SALARIES

All salaries for Full Time employees are transferred to their bank accounts normally by 25th - 27th of each month unless weekend or any national holiday coincides with the date in this cases salary is transferred on next working day. For New employees the cash salary is paid by 01st of the following month.

For Adjunct Faculty members the salary is disburse after seven (7) working days of the following month, depending on the verification of attendance from HRD & approval from Dean. Part time staff and trainee salaries will be disbursed after seven (7th) working days of the following month.

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



CHAPTER 6- GENERAL ORGANIZATIONAL POLICIES

GRIEVANCE AND DISCIPLINARY POLICIES AND PROCEDURE

A. GRIEVANCE POLICY & PROCEDURES

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

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

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

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

I. APPLICABILITY

The Grievance Redressal Procedure shall not apply to the Executive Council Members. All other Employees may seek redressal through this process.

II. GRIEVANCE POLICY

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

a. Violation of academic freedom as defined in this manual

1. Discrimination on the basis of age, disability, ethnic or national origin, gender, race or religion
2. Violation or misapplication of SUC contractual provision, practice, procedure, regulation or rule



3. Violation of accepted standards of behavior in the workplace of the SUC as stated in this manual.

b. Timeframe for grievance redressal

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

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

c. Procedure of Grievance Redressal

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

a. Informal Attempts at Conflict Resolution

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

b. Notice of Grievance

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

c. Formation of a Grievance Committee

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

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

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:

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

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

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 HRD will convene the organizational meeting of the Grievance Committee within three working days of receipt of notice from aggrieved party/parties to:

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

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

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.

B. DISCIPLINARY POLICY & PROCEDURES

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

The disciplinary procedure is initiated by the HRD by forming an adhoc 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.

I. CATEGORIES

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

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



When one of the mentioned categories is found, an Employee is subject to this Procedure, regardless of occupation, or position, may be warned, or dismissed by Management in accordance with the provisions of this policy. The 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 Employee. Categories include but are not limited to:

- a. Failure to produce a sufficient quantity of work,
- b. Failure to produce work of acceptable quality,
- c. Failure to produce accurate work,
- d. Failure to produce work on time,
- e. Poor manner of work performance,
- f. Continued tardiness, absenteeism, or other abuses of leave

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

b. Indiscipline or Misconduct

Indiscipline or Misconduct occurs when an employee exhibits any severe or pervasive behavior and could result in discipline, including willful or negligent actions or behaviors by a Employee that are unacceptable in the employment context (either on or off the job), that may disrupt the workplace, and/or that may constitute abuse of any person for whom (or property for which) the SUC has responsibility. These include but are not limited to:

- 1. Violence or other aggressive or disruptive behaviors,
- 2. Illegal activities,
- 3. Willful violations of Federal/State law or regulations or SUC policies
- 4. Insubordination,
- 5. Misuse of SUC property,
- 6. Refusal or failure to carry out reasonable instructions
- 7. Smoking in non-designated areas
- 8. Distribution of unauthorized pamphlets or literature



9. Breach of any of the SUC regulations
10. Engaging in any other professional activity outside the SUC without the prior written consent of the Dean
11. Gambling in the premises
12. Failure to maintain/obtain credentials or the falsification of credentials, or
13. Professional misconduct.

c. Gross Misconduct

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

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

II. 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 HRD



Head must hold a "Pre-Disciplinary Meeting" with the Employee to provide him an opportunity to address concerns before it makes the disciplinary decision. Other than the Committee one more Employee may be present at the Pre-Disciplinary meeting either to counsel or to witness the proceedings.

a. Verbal Warning

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

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 Employee. When the final written warning is issued, the Employee is put under close scrutiny for the period of one semester. Failing to comply will lead to termination with immediate effect.

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 |
|--------------------|---------------------------------|-----------------------|-----------------------|-----------------------|-----------------|
| In all other cases | Dereliction of responsibilities | Formal Verbal Warning | Written Warning | Final Written Warning | Dismissal |
| | Misconduct | Written Warning | Final Written Warning | Dismissal | |
| | Gross Misconduct | Dismissal | | | |



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.

III. AUTHORITY TO TAKE DISCIPLINARY ACTION

- a. The responsibility to deal and initiate disciplinary action including written warning would be with the Dean in coordination with HOA/HOD, HASS & HRD.
- b. The responsibility to deal with final written warning would lie with the COEC who will do so in conjunction with DEAN, HOA, HASS & HRD.
- c. The responsibility to deal with dismissal cases would be with the COEC.

Disciplinary Action Committee in case of Academic Staff:

Disciplinary Action committee will comprise of Dean, HASS & HOA, who will coordinate with the HRD in case of any disciplinary issue so that the HRD can take action accordingly.

Disciplinary Action Committee in case of Academic Support Staff:

Disciplinary Action committee will comprise of Dean, HASS and HOD who will recommend course of Action to the HRD in case of any disciplinary issue so that the HRD can coordinate action accordingly.

IV. APPEALS POLICY PROCEDURE

a. INTRODUCTION

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

b. PURPOSE

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

c. GROUNDS OF APPEAL



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

An employee may appeal for the review on following grounds:

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

d. TIMEFRAME FOR APPEAL

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

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

e. FORMATION OF APPEALS COMMITTEE

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

f. RESPONSIBILITIES OF THE COMMITTEE

1. Upon receiving the appeal, the Chair of the committee calls for a meeting of members.
2. The members reviews the decision and the relevant documents submitted to the committee.
3. Any additional information required will be sought from concerned department to have a holistic understanding of the issue.
4. The Committee reviews the documents related to the appeal and if necessary may invite the aggrieved party to hear the grounds of appeal and its justification.
5. The committee evaluates the arguments of both the parties and submits the report to Dean.
6. Dean communicates the decision of the Appeals Committee.



7. If the grievance is not resolved the matter will be referred to EC by the aggrieved party, the decision of the EC committee will be final for resolving the issue.
8. If still the matter is not resolved, the aggrieved party may search for alternative dispute resolution methods.

C. 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 Employees are expected to adhere to the decency code of UAE both in their personal and professional lives.

D. 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. Employee must not smoke in front gate of the University or the main entrance.

HRD personnel may pay a surprise visit anytime. Employee disregarding the No Smoking policy indoors will be served a verbal warning on the first instance. A cautionary note will be issued on the second instance. Thereafter disciplinary proceedings will be initiated against the Employee.

E. 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.

F. ISSUANCE AND RETURN OF PASSPORT POLICY

SUC will retain Finance, HRD, Maintenance, Security and under probation period Employee's passport for SUC safe custody. The passport will be released to the Employee 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 Employee's passport for safe custody. The passport will be released to the Employee's for their use (travel, renewal, presentation for verification by government authorities, obtaining visas etc.) as per the existing Rules and Regulations of SUC.

- i. Employees under probation period will retain the passport in safe custody of the University till the time Employee is confirmed.
- ii. The Passport Withdrawal Application Form available in the Human Resources Department, duly completed by the Employee, 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.
- iii. The passport must be returned to SUC for safe keeping on or before the date specified in the Passport Withdrawal Application Form.
- iv. The Employee must notify the HRD 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.
- v. Failure to return the Passport within 7 days of the due date of return will result in disciplinary action initiated against the Employee.

G. DRESS CODE

I. 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.

a. MALE:

Male employee are expected to wear cotton pants/trousers/chinos/linen/Khaki pants/Plain Blue Denim 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 SUC.

b. FEMALE:

Female members are expected to wear dress pants/trousers/Plain Blue Denims 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 SUC.

II. GENERAL NOTE

1. Faculty and Staff should maintain Formal Dress Code for any formal meetings, events, Conferences, etc. inside or outside organization.



2. It is advisable to maintain jackets in office.
3. A Formal Dress code should be maintained while representing SUC outside the organization in a formal event or meeting.
4. Departments having business meetings and interactions within and outside organization should be dressed in Formal Wear.
5. No Running Shoes
6. No Rigged or Colored Jeans is allowed.

H. 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 (cars, personal laptops, luggage, etc.) overnight without prior permission from HRD.

I. PARKING

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

Any member of the Faculty, Staff, Student Trainees or Student body who operates a motor vehicle on campus must register that vehicle with the SUC in order to receive a Car Sticker. Car Sticker will be allocated to all Faculty, Staff, Student Trainees or student for them to have the University access in the main gates. Registration entitles a person to drive on campus and to park in designated parking spaces in the parking area only. It does not guarantee the availability or location of a parking space. Parking space is available on first come first service basis. 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.

A. CHAPTER 7- SEPARATION POLICY

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



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

B. RESIGNATION

I. ACADEMICS:

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

II. ACADEMIC SUPPORT SERVICES:

- i. 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.
- ii. 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:

- i. 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.
- ii. All the pending benefits forfeit as soon as Employee resigns from services.
- iii. Initial Air Ticket Reimbursement needs to be refunded back to SUC by employee in case the employee terminates the contract within one year of the first contract.
- iv. Employee resigning from the services is not eligible for any pending tickets. Booked air tickets which are reimbursed but not availed will have to be paid back to SUC.
- v. Employees discontinuing their services with the university, has to reimburse the amount of the furniture allowance & Accommodation Allowance paid at pro rata bases.
- vi. In case of Loan, the period of services ends before the repayment of loan due to any kind of separation (Resignation, Termination, Death etc.,) then the remaining amount shall be adjusted with end of term benefits and balance will be paid to the Employees.
- vii. Leave balance is paid on Basic i.e. Annual Leaves accrued till the last working date minus availed leaves.
- viii. On separation faculty will be paid for dissertation, additional credit, summer payment guidance as allocated and fulfilled by them.



- ix. If an employee avails any loan facility from any bank and has taken salary undertaking letter from SUC, then the employee is responsible to submit bank clearance to HRD as part of their clearance process.
- x. Gratuity will be paid as per UAE Labor Law.
- xi. 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.

C. DISMISSAL

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

- i. Commits any gross or repeated breach of his/her obligations.
- ii. Is engaged on probation and is dismissed during the probationary period or on its expiry.
- iii. Willfully neglects SUC interests causing substantial loss thereto whether monetary or otherwise.
- iv. Becomes incapable of performing his/her basic duties due to his/her fault or misconduct.
- v. 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.
- vi. Is discovered to have disclosed a secret or confidential matter of the business of SUC.
- vii. Is convicted of offence involving honor, honesty or public morals and order.
- viii. 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.
- ix. Is discovered to have made or given false statement or document to SUC.
- x. Is found under the influence of alcohol or drugs during working hours.
- xi. Is found to have defamed the SUC or the Management.
- xii. Is found to be working against policy and procedure of SUC.
- xiii. Is discovered to have forged or submitted fake documents. In such case, Employee will bear the recruitment, visa, initial air ticket and repatriation cost

I. ASSURANCES

The SUC policies and procedures on employee dismissal ensure:

- a. The rights of the individuals are protected under these policies and procedures.
- b. Dismissal shall not violate the rights of the individual under applicable UAE laws.
- c. The threat of dismissal will not be used to restrain Employees in exercising their academic freedom.
- d. The procedure of dismissal ensures timely written notification of the reasons and circumstances that led to dismissal.
- e. The principal of natural justice and due process will be adopted to give fair chance to the Employee to defend wherever applicable.



II. JUSTIFICATIONS

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

a. Adequate Cause

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

1. Procedure for Dismissal for Adequate Cause

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

For suspected breach of contract involving dishonesty in teaching or research, neglect of duty, unfitness of the Employee in his/her Professional capacity as an instructor or researcher, personal misconduct, the Employee can be suspended with immediate effect by the COEC on recommendation of Dean. The Dean in consultation with Head HRD will constitute an adhoc disciplinary committee to establish the facts of the case. The adhoc disciplinary committee shall offer the Employee the opportunity to respond to the charges. This Committee will file a report within seven days of start of the investigation. Committee will forward its findings to Dean and Dean will forward his recommendation to COEC for approval. If the facts support the original charge, the employee will be dismissed by COEC.

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

D. DISCONTINUANCE OF ACADEMIC PROGRAMS

Termination of employment may also be based on the discontinuance of an academic program reflecting judgments concerning the strategic planning of the SUC.

i. Procedure for Dismissal due to Discontinuance of an Academic Program



Before recommending discontinuing an academic program the Dean shall deliberate with EC committee and on the basis of their recommendations and educational considerations present the closure of the Academic Program to the COEC who will present it to the Board of Governors for final approval.

The decision to discontinue an academic program can be made by the Board of Governors only. Termination of Employee 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.

E. FINANCIAL EXIGENCIES

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

I. FINANCIAL EXIGENCY DECLARATION

The declaration of an exigency requires that the dismissal of the Employee is likely, even if such dismissals are not imminent. When the Dean of the SUC believes a bonafide financial exigency exists, he/she shall promptly advise the COEC. The COEC will consult with 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 and 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 Employee's appointments or major changes in academic programs must confirm with principles established in the strategic plan. Academic considerations will be primary in making program and personnel decisions. Final decision in such cases will reside with 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.



F. DEATH OF AN EMPLOYEE

All the procedure, processes, payments etc. in case of Death of an employee during the term of contract are as per UAE Labor Law.

G. SETTLEMENT & CLEARANCES FORMALITIES

I. PAYMENT OF SALARIES AND BENEFITS IN CASE OF SEPARATION FROM EMPLOYMENT

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

If an Employee's service is separated because of discontinuance of an academic program or declaration of financial exigency, the Employee's salary shall be terminated according to the provisions specified in plans developed for discontinuance of an academic program or financial exigency. Payment of full and final settlement which includes gratuity (if eligible) will be paid only in the form of bearers cheques after cancellation or transfer of employment visa.

II. HANDOVER AND CLEARANCES

In case a Faculty/ staff Member is separated from employment, they should prepare and forward their Handover Checklist confirmed by the HOA/HASS, HOD and Head HRD and approval of Dean. The Faculty/staff member needs to get clearance from the respective Department and fill the Exit Interview Form and forwarded to HRD for the processing of his Full and Final Settlement. As soon as the resignation is accepted or termination / dismissal is communicated following documents need to be submitted to HR for clearance purposes:

- a. Employee has to submit their family visa cancellation document (incase family is sponsored by the employee)
- b. Passport
- c. Emirates ID
- d. Insurance card
- e. Skyline ID
- f. Employee handover



SECTION A - AAC



CHAPTER 1- AAC TITLES

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:

A. DEAN:

Dean Reports to the Chair of the Executive Council and this position requires the individual to Chair AAC and handle all responsibilities pertaining to academic as well as academic support services operations of SUC. To fulfill overall academic and related administrative responsibilities the 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.

B. HEAD OF ACADEMICS – SCHOOL OF BUSINESS (HOA – SCHOOL OF BUSINESS):

Head of Academics -- School of Business 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 -- School of Business also coordinates with the academic support services to ensure smooth operations that provides conducive learning environment.

HOA -- School of Business is responsible for preparing the academic plan for Programs to achieve the vision and mission of SUC. This exercise is carried out as per the strategic directions and the gaps identified after analyzing previous academic operations. Based on the academic planning, yearly, semester and Quarter operation plans for academics, learning resources and human resources are prepared which are further disseminated to respective departments for implementation. HOA -- School of Business 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 -- School of Business explores the possibilities of developing SUC academic standards in line with the national / international academic standards.



C. HEAD OF ACADEMICS – SCHOOL OF IT (HOA – SCHOOL OF IT):

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

HOA-IT is responsible for preparing the academic plan for School of IT 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. HOA- School of IT also coordinates with IR and QA office in maintaining academic standards for the school of IT as per MOE and coordinate in the accreditation process and development of new School of IT programs.

D. 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 standard in academics and academic support services. This unit also completes the preparation of documents for accreditation, application for new programs, ranking, listing, articulation, etc. 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.

E. HEAD OF STUDENT AFFAIRS (HSA):

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.

F. HEAD OF ACADEMIC SUPPORT SERVICES AND REGISTRAR (HASS / REGISTRAR):

HASS & Registrar of SUC is responsible to lead and manage the overall academic support functions of SUC in coordination with Dean, HQA, HOA and HSA. HASS & Registrar ensures academic support 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.

G. DY. DIRECTOR / HEAD OF MARKETING AND CREATIVE COMMUNICATION:

Dy. Director / Head of Marketing & Creative Communications is responsible for Strategic plan & Operations of Multiple departments' i.e. Marketing, Corporate Relations, Events, Media & Communication Department. This role develops and prepares the marketing strategies and plans, Media Plans, Budgeting for all departments mentioned above, Market Research for local and international Markets with regards to potential of the market, etc. The core objective is to find potential students, convert current Undergraduate students to Graduate students and ensure new admissions and achieve organizational set Targets accordingly by using various marketing strategies, workshops, events, etc. Also responsible for corporate relations and articulations of the institute to ensure students get industry exposures and wider scope in terms of education.

H. DY. DIRECTOR / HEAD - PR & GOVERNMENT RELATIONS

Dy. Director / Head - PR & Government Relations is responsible for developing and maintaining Public & Government Relations. Dy. Director / Head - PR & Government Relations is responsible to develop and increase the business market for School of Business & School of IT locally and internationally for the Arab Market along with Marketing & Admissions Team. This role is also required to initiate strong PR relation with Arab schools, Coordinate & Attend all events, workshops, exhibitions, Clubs. Plan and coordinate business council visits, Embassy, Corporate, and Sports Clubs & Consulate.

CHAPTER 2 - RECRUITMENT & SELECTION



Note: Refer Academic & Academic Support search & appointment criteria for further details of respective positions.

CHAPTER 3 - AAC RESPONSIBILITIES

Duties and responsibilities of an AAC Members as listed in Job description. 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. AAC Members are expected to devote their energies in developing and improving organization's operations and functioning and take responsible decisions. All AAC Members must accept the obligations to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge and practice intellectual honesty. AAC members are required to fulfill all their duty (ies) or activity (ies) within their Scope of Employment, or any employer assigned tasks. Such a duty or activity is under the control, direction, specific authorization or supervision of the employer.

A. PLANNING FUNCTION

- vii. AAC is responsible for achieving the strategic plan through the available resources and maintain the academic excellence as envisioned in the institutional mission statement
- viii. AAC 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.

B. GENERAL FUNCTIONS

- xxvi. Directly reports to the Board of Governors and advises on matters of university policy and seek the president's advice on matters of concern to the faculty.
- xxvii. Shall be available for consultation and advice to members of the faculty, to students, and to members of the university community on matters within the jurisdiction of the faculty.
- xxviii. Assist in maintaining harmony in the institution among all the stakeholders and resolve problem relating to faculty members, student and staff
- xxix. To oversee the work of all committees of the University Faculty and approve the proposals of all committees on merit
- xxx. To seek approvals on new initiatives or discuss questions raised by faculty members on educational policy by the Board of Governors
- xxxi. To encourage staff development and a high level of staff performance and seek approvals for initiatives on training and development
- xxxii. Development and implementation of Institutional policies and procedures for increasing effective functioning and stakeholder satisfaction



- xxxiii. Review Ministry Submissions and Liaison with MOE & other officials for new programs and accreditations
- xxxiv. Overall review and management of different units through developing, implementing and reviewing Institutional effectiveness and feedback system
- xxxv. Ensuring quality control in all aspects of the university’s academic programs and related activities.
- xxxvi. Review, approve and sign Articulation agreements with local & international Universities
- xxxvii. To ensure recruitment of faculty and staff of good caliber that can contribute to the institutional vision
- xxxviii. Approval of all plans including marketing plans and seat allocation, institutional Budgets, Risk Management and Institutional calendars
- xxxix. Approval of Student progression, retention and graduation
 - xl. Plan, Implement and Review Employee Performance evaluation system and coordinate with HR for grievances handling.
 - xli. Student Grievances handling with DAC.
 - xlii. Present the annual reports / fact books to the EC
 - xliii. Ensure steady revenue flow for sustainability and growth of the institution
 - xliv. Delegate / assign responsibilities and authorities to various individuals and committees of SUC
 - xlv. Review IE reports at regular intervals and suggest changes for implementation
 - xlvi. Review Feedback reports and suggest changes for implementation
 - xlvii. Review and suggest changes in vision, mission and institutional goals
 - xlviii. Prepare and ensure implementation of strategic plan
 - xlix. Review institutional planning and budget
 - 1. Evaluate the performance, compensation and retention of all employees

Note: Please refer to “Section C” for Academic Responsibilities and Section E for Academic Support Services Responsibilities.

C. TEACHING RESPONSIBILITIES

I. TEACHING LOAD - FOR ACADEMIC AAC MEMBERS

Allocation of teaching load is assigned by Head of Administration, HASS & HOA considering student’s number, contact hours, preparation required and other factors. The particulars of same are as follows:

| FULL TIME - AAC | | | | | |
|-----------------|---------------------|---------------|--------------------------|---------------------------|-------------------------|
| Designation | Teaching Load/ week | Advising hrs. | Remaining hrs. in a week | | Total no. of hrs./ week |
| | | | Academic Activities | Administrative Activities | |
| | | | | | |



| | | | | | |
|---------------------------------|-----------|--------|--|--|----------|
| Dean | 6 credits | 6 hrs. | Research work for conference and publication | other services (Community & SUC) & Administrative activities | 48 hours |
| HQA | 6 credits | 6 hrs. | Research work for conference and publication | other services (Community & SUC) & administrative activities | 48 hours |
| HOA - School of Business | 6 credits | 6 hrs. | Research work for conference and publication | other services (Community & SUC) & administrative activities | 48 hours |
| HOA - School of IT | 6 credits | 6 hrs. | Research work for conference and publication | other services (Community & SUC) & administrative activities | 48 hours |
| HSA' | 9 credits | 6 hrs. | Research work for conference and publication | other services (Community & SUC) & administrative activities | 48 hours |



II. SUMMER TEACHING LOAD FOR ACADEMIC AAC MEMBERS
Note: Please refer to “Section C” for Academics Summer Teaching Load.

III. DISSERTATION GUIDANCE
Note: Please refer to “Section C” for Dissertation Guidance.

IV. ADDITIONAL CREDIT HOURS

Note : Refer to Additional Credit Hours Payment in “Section C”

CHAPTER 4- AAC PERKS & BENEFITS

Perks & Benefits like Additional Credit Hours Payment, Summer Teaching Load Payment, Official Transportation, Medical Insurance, Initial Air-Ticket Allowance, Annual Air-Ticket Allowance, Accommodation Allowance, Furniture Allowance, Management Development Programs & Consultancy work for Academic AAC members, Salary Loan and Loan Against Gratuity Policy will be applicable as per Academic Perks and benefits for Academic AAC Members in “Section C” and applicable benefits for Academic Support Services AAC member in “Section E”.

A. AAC DEVELOPMENT FUND, RESEARCH PROJECT AND PROFESSIONAL DEVELOPMENT FUND:

Professional Development activities are an integral part for senior members in an institution of higher education. Skyline University College encourages AAC members to actively participate in academic and practical research forums.

Apart from Research Fund available to Academics additional academic & financial support is provided for such initiatives as an overall budget for AAC as below. Approval for availing the below benefit will be basis Dean’s approval. AAC members are encouraged to conduct good research in their own areas of broad specialization, attend various professional Forums and represent SUC. This participation is subject to approvals basis the below eligibility limits:

| Benefit | Amount (AED) |
|---|--------------|
| RESEARCH PROJECT & PROFESSIONAL DEVELOPMENT | 16,260 |
| AAC DEVELOPMENT FUND | 39,000 |

Note: Please refer to “Research & Publication Handbook” for further details.



CHAPTER 5 - GOAL SETTING, AAC EVALUATION, GRADING SCALE, AWARDS AND PROMOTIONS POLICY

A. AAC GOAL SETTING

I. INTRODUCTION

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

II. CRITERIA FOR GOAL SETTING

- a. Employee should align his goals to the institutional vision, mission, goals and strategic direction; thus giving employees a clear sense of their value in supporting the institution in meeting its objectives
- b. Set goals that are Specific, Measurable, Attainable, Realistic, and Time-related
- c. Develop a plan to make goals actionable and achievable

III. GOAL SETTING & EVALUATION PROCESS FLOW

Step-1: The Dean's Office shall initiate the communication to concerned employees for submission of their goals for the next academic year during the summer semester. Dean's office shall communicate strategic direction.

Step-2: AAC members, Faculty members and Heads of the Department are required to set their goals for an academic year before the commencement of the academic year based on the strategic directions.

- Faculty members are required to set their goals for each academic year based on teaching, research, services, administrative (if applicable), personal goals (can be set for personal or institutional which benefit the institution as a whole). The faculty members are also required to choose and specify either of the option1 (teaching focused) and option 2 (Research focused) in Undergraduate and Graduate level respectively during their goal setting.



- HODs are required to set their goals for each academic year based on departmental goal/operational goal, personal goal (can be set for personal or institutional which benefit the institution as a whole) and community services
- AAC members are required to set their goals on administrative, faculty related goals (teaching, research and services as applicable) and personal goal (can be set for personal or institutional which benefit the institution as a whole).

Step-3: The AAC members, committee members & chairs, faculty members and HODs shall initially submit their goals to Dean's Office as per the stipulated timelines as per the respective goal setting format (**GS-001-AAC Member goal setting format, GS-002-Faculty Member goal setting format and GS-003-HOD goal setting format**)

Step-4: Committee chairs and members, faculty members and HOD's present their goals to Dean and Head of Quality Assurance during the goal setting review meeting, AAC members shall present their goals to EC and Dean and HQA shall present their goal to Chair of Executive Council. The goals are reviewed by Goal Setting Review Committee (COEC/EC/Dean and HQA) and may recommend any amendment required in the goals.

Step-5: The employee shall update the goals and resubmit it to Dean's Office for review.

Step-6: Dean's office shall develop a summarized report (Form **GS-004-Goal setting summary reporting format**) on the goal setting for all employees including AAC, faculty members and HODs which includes the previous year's goal along with the current year goal for comparison purpose and the same shall be submitted to EC for review and approval.

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

Step-8: The employee is required to present the progress of achievement of goals along with the evidences to Goal Setting Review Committee (COEC/EC/Dean and HQA respectively) for their review and approval.

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

- Approve the progress update presented by the employee along with relevant evidences
- Recommend any improvement required with respect to achievement of goals



- Recommend submission of additional document in case of insufficient evidences indicating achievement of goals

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

Step-11: The Goal Setting Review Committee (COEC/EC/Dean and HQA respectively) reviews goal achievement as per the goal setting evaluation criteria mentioned in **Section IV** and award the rating on a scale of 100 for each component (Teaching, Research, Services, Administrative and Personal goals). Final goal setting rating is calculated based on the weighted average and added in their respective evaluation systems [Faculty Evaluation System (FES), Staff Evaluation System (SES) and Academic Affairs Council (AAC) Evaluation System].

IV. AAC GOAL SETTING EVALUATION CRITERIA AND GUIDELINE

Step-1: During the finalization of goal setting submission by the AAC members, EC compare the AAC member's current year goal and previous year goal and record their comments related to the improvement of current year's goal with respect to previous year's goal in the goal setting summary reporting format (Form **GS-004-Goal setting summary reporting format**). The same shall be considered during the final evaluation

Step-2: AAC members are required to submit the evidences for each component of the goals which they have set at the beginning of the academic year namely administrative, faculty (if applicable), personal goals.

Step-3: EC review the evidences submitted by the AAC members and also review following inputs obtained from different sources to verify the evidences submitted by AAC members.

- Dean and HQA comments
- IE committee reports and monthly, semester and year end closing report (as applicable)

Step-4: EC award the ratings for each AAC member on a scale of 100 for each component. The weight for each component is given in the below table which is used to calculate the final goal setting rating.

| Goal Component | Weight |
|---|--------|
| AAC with only Administrative responsibility | |



| | |
|------------------------------|-----|
| Administrative goal | 80 |
| Personal Goal | 20 |
| Sub Total | 100 |
| AAC cum faculty | |
| Administrative | 60 |
| Faculty Goal (if applicable) | 40 |
| Teaching 20 | |
| Research 20 | |
| Sub total | 100 |

The overall goal setting rating is calculated as weighted average rating based on the above weight and the same is included in the final AAC rating.

V. GOAL SETTING PROCESS FOR NEW EMPLOYEE

The newly joined AAC members, Faculty members and Heads of the Department shall be oriented on the goal setting criteria of the institution by the Dean and Head of Quality Assurance Office after one month from his joining date. The new employee shall then submit the goals to Dean's Office within two months of his joining date. Dean shall review and recommend changes required if any in the submitted goals. The employee shall resubmit the updated goals to Dean's Office for final approval.

B. AAC EVALUATION

I. INTRODUCTION

The SUC process of evaluation of Academic Affairs Council (AAC) Members, Committee Chairs and Coordinators includes evaluation of their performance towards operations and development of SUC on annual basis. Academic Affairs Council Members and Committee Chair and Coordinators evaluation is done through "Academic Affairs Council & Committee Evaluation System" (AAC & CES).

II. GOALS

The formal performance evaluation system is designed to:

- Measure the achievement status of goals set at the beginning of the academic year
- Measure the leadership skills of AAC members, Committee Chairs and Coordinators demonstrated during the academic year
- Appraise the free and fair inter and intra communication within SUC
- Encourage integration of feedbacks for improvement of decision making skills of AAC members, Committee Chairs and Coordinators
- Incorporate the feedback inputs for the development of AAC and Committees functioning



III. PROCESS FLOW

Step-1:

COEC discusses with AAC member and Dean & HQA discusses with Committee Chairs & Coordinators on goal setting, objectives and guidelines for the evaluation at the start of the academic year

Step-2:

AAC members, Committee Chairs and Coordinators finalize their goal as specified in the guidelines and submit it to COEC/Dean & HQA at the start of the academic year.

Step-3:

Formal evaluation process for AAC members, Committee Chairs and Coordinators is initiated by HRD by sending emails to COEC, Dean, HQA, Academic Affairs Council members, Faculty Members and Head of Departments about the activation of the online evaluation forms.

Step-4:

After the end of the spring semester, AAC members, Committee Chairs and Coordinators award the grades under the self-evaluation component and AAC members, Committee Chairs and Coordinators present the achievement status of goals set at the beginning of the academic year to EC with evidence of achievement.

Step-5:

The evaluators log on to the portal and complete their allotted evaluation components.

Step-6: IR Office compiles and analyzes the data and submits the results to the IR Office compiles and analyzes the data and submits the results to the HR Department which further disseminates to COEC/Dean and HQA

Step-7:

COEC/Dean and HQA discusses the outcomes of the evaluation based on the overall performance of AAC members, Committee Chairs and Coordinators including the achievement status of goals set at the beginning by the AAC members, Committee Chairs and Coordinators.

Step-8:

HR prepares minutes of meeting based on the discussion with the individual AAC members, Committee Chairs and Coordinators and submits the report to the Executive Council along with the recommendation for necessary decisions.

IV. DISSEMINATION OF DATA AND DECISION MAKING

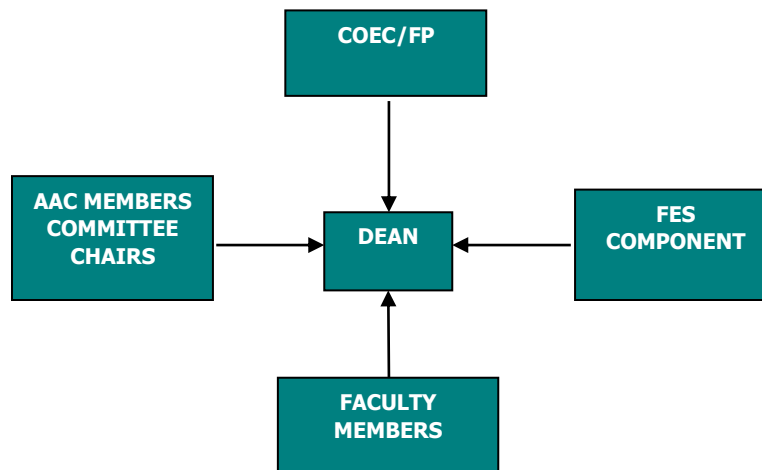
AAC member's, Committee Chairs and Coordinators evaluation report is disseminated to EC and HR department. The Dean (for all other AAC members, Committee Chair



and Coordinators) review the evaluation report and discuss the feedback and appraise AAC members for necessary actions. AAC member's, Committee Chairs and Coordinators evaluation report also helps in identifying training and development programs for improving the functioning of AAC and Committees.

V. AAC EVALUATION FRAMEWORK

a. DEAN'S EVALUATION FRAMEWORK



b. ACADEMIC AFFAIRS COUNCIL MEMBERS EVALUATION FRAMEWORK (FUNCTIONAL HEADS (AAC Members) - HEAD OF QUALITY ASSURANCE(HQA), HEAD OF ACADEMICS, HEAD OF ACADEMIC SUPPORT SERVICES(HASS) /REGISTRAR,HEAD OF MARKETING AND CREATIVE COMMUNICATION(HMCC),HEAD OF PUBLIC RELATIONS(HPR) AND HEAD OF STUDENT AFFAIRS(HSA))



VI. COMPONENTS OF THE AAC AND COMMITTEE EVALUATION SYSTEM

a. DEAN

- a. COEC evaluates the overall performance of Dean based on the goals, overall functioning of the SUC in achieving its objectives.
- b. Functional Heads (AAC members), Committee Chairs & HODs evaluate Dean based on the formal and informal inputs received from various sources (As per questionnaire).
- c. Faculty members and HODs also evaluate Dean as per the questionnaire.
- d. Apart from the operational evaluation, Dean is also evaluated as per Faculty evaluation System.

Dean's Evaluation components are given below:

| S. No | Component | Weights |
|-------|--|---------|
| 1 | COEC EVALUATION ON OVERALL PERFORMANCE INCLUDING STATUS OF GOAL SET AT THE BEGINNING | 25 |
| 2 | AAC MEMBERS AND COMMITTEE CHAIRS | 25 |
| 3 | FACULTY MEMBERS AND HODs | 10 |
| 4 | SELF EVALUATION | 5 |
| 5 | OVERALL STUDENTS FEEDBACK | 5 |
| 6 | FES - TEACHING EFFECTIVENESS(AS PER FES CRITERIA) | 20 |
| 7 | FES - RESEARCH AND PROFESSIONAL | 10 |



| | | |
|--|----------------------------------|------------|
| | DEVELOPMENT(AS PER FES CRITERIA) | |
| | Overall | 100 |

b. HEAD OF QUALITY ASSURANCE

- a. COEC evaluates the overall performance of HQA based on the achievement of goals.
- b. Dean and Functional Heads (AAC Members) evaluate HQA based on the formal and informal inputs received from various sources (As per questionnaire).
- c. Faculty members and reporting HODs also evaluate HQA as per the questionnaire.
- d. Apart from the operational evaluation, HQA is also evaluated as per Faculty evaluation System.
- e. Apart from the operational evaluation, HQ is also evaluated as per Faculty evaluation System.

HQA's Evaluation components are given below:

| S. No | Component | Weights |
|-------|--|------------|
| 1 | COEC EVALUATION ON OVERALL PERFORMANCE INCLUDING STATUS OF GOAL SET AT THE BEGINNING | 25 |
| 2 | DEAN | 25 |
| 3 | AAC MEMBERS | 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) | |
| | Overall | 100 |



c. HEAD OF ACADEMICS – SCHOOL OF BUSINESS

- a. COEC evaluates the overall performance of HOA – School of Business based on the achievement of goals.
- b. Dean, HQA and Functional Heads (AAC members) evaluate HOA – School of Business based on the formal and informal inputs received from various sources (As per questionnaire).
- c. Faculty members and reporting HODs also evaluate HOA – School of Business as per the questionnaire.
- d. Average of student feedback is also considered for evaluation of HOA – School of Business.
- e. Apart from the operational evaluation, HOA – School of Business is also evaluated as per Faculty evaluation System.

Evaluation components of HOA – School of Business are given below:

| S. No | Component | Weights |
|-------|--|------------|
| 1 | COEC EVALUATION ON OVERALL PERFORMANCE INCLUDING STATUS OF GOAL SET AT THE BEGINNING | 25 |
| 2 | DEAN & HQA | 25 |
| 3 | AAC MEMBERS | 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) | 10 |
| | Overall | 100 |

d. HEAD OF ACADEMICS – SCHOOL OF IT



- f. COEC evaluates the overall performance of HOA – School of IT based on the achievement of goals.
- g. Dean, HQA and Functional Heads (AAC members) evaluate HOA – School of IT based on the formal and informal inputs received from various sources (As per questionnaire).
- h. Faculty members and reporting HODs also evaluate HOA – School of IT as per the questionnaire.
- i. Average of student feedback is also considered for evaluation of HOA – School of IT.
- j. Apart from the operational evaluation, HOA – School of IT is also evaluated as per Faculty evaluation System.

Evaluation components of HOA – School of IT are given below:

| S. No | Component | Weights |
|-------|--|------------|
| 1 | COEC EVALUATION ON OVERALL PERFORMANCE INCLUDING STATUS OF GOAL SET AT THE BEGINNING | 25 |
| 2 | DEAN & HQA | 25 |
| 3 | AAC MEMBERS | 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) | 10 |
| | Overall | 100 |

e. HEAD OF STUDENT AFFAIRS



- a. COEC evaluates the overall performance of HSA based on the achievement of goals.
- b. Dean, HQA and Functional Heads (AAC Members) 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 EVALUATION ON OVERALL PERFORMANCE INCLUDING STATUS OF GOAL SET AT THE BEGINNING | 25 |
| 2 | DEAN & HQA | 25 |
| 3 | AAC MEMBERS | 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 |

f. HEAD OF ACADEMIC SUPPORT SERVICES (HASS) AND REGISTRAR

- a. COEC evaluates the overall performance of HASS based on the achievement of goals.



- b. Dean, HQA and Functional Heads (AAC Members) evaluates HASS based on the formal and informal inputs received from various sources (As per questionnaire).
- c. Faculty members and HODs also evaluate Registrar as per the questionnaire.
- d. Student feedback on Academic Support services is also considered for evaluation of HASS.
- e. Apart from the operational evaluation, HASS is also evaluated as per evaluation System which is included in the below table.

HASS and REGISTRAR Evaluation components are given below:

| S. No | Component | Weights |
|-------|--|------------|
| 1 | COEC EVALUATION ON OVERALL PERFORMANCE INCLUDING STATUS OF GOAL SET AT THE BEGINNING | 25 |
| 2 | DEAN & HQA | 25 |
| 3 | AAC MEMBERS | 5 |
| 4 | FACULTY MEMBERS EVALUATION | 10 |
| 5 | HODs | 10 |
| 6 | SELF EVALUATION | 5 |
| 7 | STUDENT FEEDBACK | 20 |
| | Overall | 100 |

g. HEAD MARKETING AND CREATIVE COMMUNICATION (HMCC)

- a. COEC evaluates the overall performance of HMCC based on the achievement of goals.
- b. Dean, HQA and Functional Heads (AAC Members) evaluate HMCC based on the formal and informal inputs received from various sources (As per questionnaire).
- c. Interacting HODs and marketing staff also evaluate HMCC



- d. Student feedback on Marketing and Corporate Relations department is also considered for evaluation of HMCC.
- e. Apart from the operational evaluation, HMCC is also evaluated as per Staff Evaluation System which is included in the below table.

HMCC's Evaluation components are given below:

| S. No | Component | Weights |
|-------|--|------------|
| 1 | COEC EVALUATION ON OVERALL PERFORMANCE INCLUDING STATUS OF GOAL SET AT THE BEGINNING | 25 |
| 2 | DEAN & HQA | 25 |
| 3 | AAC MEMBERS | 5 |
| 4 | REPORTING STAFF | 10 |
| 5 | INTERACTING HODs | 10 |
| 6 | SELF EVALUATION | 5 |
| 7 | STUDENT DEPARTMENT FEEDBACK (MARKETING AND CORPORATE RELATIONS) | 20 |
| | Overall | 100 |

h. HEAD PUBLIC RELATIONS (HPR)

- a. COEC evaluates the overall performance of HPR based on the achievement of goals.
- b. Dean, HQA and Functional Heads (AAC Members) evaluate HPR based on the formal and informal inputs received from various sources (As per questionnaire).
- c. Interacting HODs and marketing staff also evaluate HPR
- d. Student feedback on Marketing and Corporate Relations department is also considered for evaluation of HPR.
- e. Apart from the operational evaluation, HPR is also evaluated as per Staff Evaluation System which is included in the below table.

HPR's Evaluation components are given below:

| S. No | Component | Weights |
|-------|-----------|---------|
|-------|-----------|---------|



| | | |
|---|--|------------|
| 1 | COEC EVALUATION ON OVERALL PERFORMANCE INCLUDING STATUS OF GOAL SET AT THE BEGINNING | 25 |
| 2 | DEAN & HQA | 25 |
| 3 | AAC MEMBERS | 5 |
| 4 | INTERACTING HODs | 10 |
| 5 | SELF EVALUATION | 5 |
| 6 | STUDENT DEPARTMENT FEEDBACK (MARKETING) | 20 |
| 7 | INTERACTING MARKETING STAFF | 10 |
| | Overall | 100 |

VII. EVALUATION GUIDELINES

The evaluations process is carried out through the online evaluation forms which are attached as Annexure.

VIII. RATINGS AND AWARDS

| Percentage | Scale |
|--------------------------------|---------------------|
| 90 - 100 | Outstanding |
| 80 - 89 | Exceeds Expectation |
| 70 - 79 | Meets Expectation |
| Below 70 - [under observation] | Below Expectation |

AAC Members whose ratings fall below 70% will be kept on observation status and will be required to improve their performance in the next semester immediately preceding the evaluation, failing which the management will reserve the right to initiate corrective action



C. AAC AWARDS

I. ACADEMIC AAC MEMBER:

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 AAC through Letter of Appreciation and monetary reward. The Awards are given is based on annual AACES and EC recommendation to COEC:

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

II. PROCESS FOR SELECTING AAC FOR APPRECIATION/AWARDS:

- a. COEC will decide the AAC award not totally based on the FES/SES but also qualitative aspects of contributions.

Note: Grading Scale, Promotion Policy, Training & Development, Job Enrichment/Enlargement to be referred in "Section C".

SECTION B COMMITTEES



CHAPTER 1- COMMITTEE TITLES

SUC committees comprises of Teaching effectiveness committee, Research committee, Services Committee and Academic Planning & Operations Committee. These committees are responsible for managing academic and administrative operations of SUC. Further details of their job responsibilities can be found in their individual manuals in detail.

Committee Members described as follows:

A. TEACHING EFFECTIVENESS COMMITTEE (TEC)

The TE Committee is comprised of a Chair and a Coordinator 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 practices 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.

I. CHAIR - TEC

Chair-Teaching Effectiveness Committee is required to plan strategies, for the committee in the academic year in accordance with the strategic plan and implement the yearly Operational Strategies for the development of the university and each faculty members Teaching Effectiveness goals.

Chair TEC is responsible to boost the spirit and fervor of teaching effectiveness at SUC. His role is 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 and also plan and review PSDP related activities. The role also involves in reviewing faculty Probation and support Skyline Entrepreneurship and Innovation Club (SEIC).

II. COORDINATOR - TEC

Coordinator-Teaching Effectiveness Committee is required to support Chair-TEC in strategies for teaching effectiveness committee of the university and all the committee activities and its operations. The team will plan and execute the strategic planning activities of the university and will be responsible to achieve the overall teaching effectiveness objectives of the university as per strategic plan.

B. RESEARCH COMMITTEE (RC)

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. 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.

I. CHAIR - RESEARCH

Chair-Research Committee is required to plan strategies, for the committee in the academic year in accordance with the strategic plan and implement the yearly Operational Strategies for the development of the university and each faculty members Research goals. Chair - Research is responsible for Case Study Center and overall responsible for the operations. Chair is required to evaluate the Faculty at the time of hiring, probation confirmation and evaluation for community services.

II. COORDINATOR - RESEARCH

Coordinator-Research Committee is required to support Chair-Research in strategies for Research committee of the university and all the committee activities and its operations. The team will plan and execute the strategic planning activities of the university and will be responsible to achieve the overall Research objectives of the university as per strategic plan.



C. COMMUNITY SERVICES COMMITTEE (SC)

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 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. Their purpose is to facilitate branding of SUC through Community Services activities in coordination with various departments, internal and external organizations.

I. CHAIR - COMMUNITY SERVICES COMMITTEE

Chair-Community Services Committee is required to plan strategies, for the committee in the academic year in accordance with the strategic plan and implement the yearly Operational Strategies for the development of the university and each faculty members Research goals. Chair is required to organize, manage and conduct community services events as per schedule during the academic year. Chair is required to evaluate the Faculty, Staff and Students for community services. Committee is required to boost the participation of all in Community services programs.

II. COORDINATOR- COMMUNITY SERVICES COMMITTEE

Coordinator-Community Services Committee is required to support Chair-Community Services committee in strategies for Services committee of the university and all the committee activities and its operations. The team will plan and execute the strategic planning activities of the university and will be responsible to achieve the overall Services objectives of the university as per strategic plan.

D. ACADEMIC PLANNING AND OPERATIONS COMMITTEE (APOC)

The Academic Planning Committee (APOC) 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 additionally prepares plans for integrating and conducting professional training courses under Center for Continuing Learning (CCL).

Academic Planning and Operations Committee 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. This committee also explores the



possibilities of developing SUC academic standards in line with the national and international academic standards.

I. CHAIR - ACADEMIC PLANNING AND OPERATIONS COMMITTEE

The Chair – Academic Planning and Operations Committee is responsible for effective and efficient implementation of academic strategies, policy and procedure and all academic management as per MOHESR guidelines in coordination with other Committees, Academic Support Services / Registrar, IR & QA office in guidance of the Dean. The Chair is required in monitoring the academic related task such as CDP's and course files as per the standards of MOHESR and CAA.

The Chair is also responsible in reviewing, planning, allocating and recommending of faculty requirements as per standard implementation (area of specialization, experience, terminal degree, teaching loads, students ratio and class size) and oversee the development and management of Learning Support Services (LSS) and Center for Continuing Learning (CCL).

II. COORDINATOR - LEARNING SUPPORT SERVICES (LSS)

Coordinator LSS is responsible to develop, execute, and manage instructional technology and innovation needs of learning support services (Library and Computing). This position focused on infrastructural development of Library and IT services. Promotes effective usage of Library and Computing resources among faculty, staff and students for learning, teaching and research. Guide strategies for the maintenance and development of library collection and University system. Assist the Chair for long range planning of Learning Support Services and continuous improvement of LSS.

III. COORDINATOR – CENTER FOR CONTINUING LEARNING (CCL)

Coordinator CCL is responsible to develop, execute, and manage outreach programs for the Center for Continuous Learning. This position will be responsible for the developing, marketing, executing, and evaluation of a variety of professional and career development programs. The focus of this position will primarily be external to the university with the intent of extending university expertise and instructional resources into the community.

Coordinator CCL is responsible for developing, coordinating, executing, managing, and evaluating new and existing non-credit professional and career development/education programs. Identifying opportunities, based on market research and demonstrated demand, for non-credit training program to be delivered by the Center for Professional Education. Developing and monitoring program budgets that meet program sustainability and revenue generation goals.



CHAPTER 2 - APPOINTMENTS

A. COMMITTEES APPOINTMENTS

The Committees are formed to provide a coherent wide system of roles and responsibilities delegated to faculty members to achieve the academic mission for the welfare of the faculty and students. Committees are nominated by the Academic Affairs Council and appointed by Executive Council based in their expertise or experience, dedication, motivation, academic inclination and exceptional contribution as a faculty members towards meeting the objectives of the University. The Committees contribution or services provides them the opportunity to shape the University policy and participate directly in achieving the objectives of the organization. No faculty members will be burden of excessive committee responsibilities.

B. GUIDELINES FOR COMMITTEES APPOINTMENTS

Note: Please refer to Academic guidelines for Undergraduate and Graduate mentioned in Section C.

CHAPTER 3 - COMMITTEES RESPONSIBILITIES

Duties and responsibilities of a committee members as listed in the Job description which includes their administrative functions as a chair and coordinator of the respective committees, setting and achieving their goals and objectives, development of policies and innovation of programs or activities for organizational development.

A. REONSIBILITIES AS PART OF COMMITTEES

- Develop plans to enhance the teaching, community service, and research aspect for Faculties.
- Discussing any new programs or activities to boost organizational development goals and recommend them to the Dean.
- Creating the schedule for the activities towards achieving their respective committee objectives.
- Committee members are required to set their goals for each academic year based on teaching, research, services, administrative.
- Prepare committee reports for evaluations and goal setting purposes

Committees are also responsible in teaching, teaching pedagogy, scholarly work, and services. Such responsibilities are assigned keeping in view the position and expertise of the Faculty. It is required of all Committee Members to perform these



duties professionally and ethically failing which will be treated as breach of contract and necessary disciplinary action will be initiated.

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

Note: Please refer to "Section C" for Academic Responsibilities.

B. TEACHING RESPONSIBILITIES

i. TEACHING LOAD - COMMITTEES

Note: Please refer to "Section C" for Teaching Load.

ii. SUMMER TEACHING LOAD FOR COMMITTEES

Note: Refer to Section C for further details.

iii. DISSERTATION GUIDANCE FOR BBA LEVEL

Note: Refer to Dissertation payments section below for payment related details.

iv. ADDITIONAL CREDIT HOURS

Note : Refer to Additional Credit Hours Payment Section below for payment related details.

CHAPTER 4- COMMITTEE PERKS & BENEFITS



Perks & Benefits like Additional Credit Hours Payment, Summer Teaching Load Payment, Official Transportation, Medical Insurance, Initial Air-Ticket Allowance, Annual Air-Ticket Allowance, Accommodation Allowance, Furniture Allowance, Conference & Research Fund, Management Development Programs & Consultancy work, Salary Loan and Loan Against Gratuity Policy will be applicable as per Academic Perks and benefits for Academic AAC Members in “Section C” and applicable benefits for Academic Support Services AAC member in “Section E”.

CHAPTER 5 - GOAL SETTING, FACULTY EVALUATION, GRADING SCALE, AWARDS AND PROMOTION POLICY

A. GOAL SETTING

i. INTRODUCTION

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

ii. CRITERIA FOR GOAL SETTING

- a. Employee should align his goals to the institutional vision, mission, goals and strategic direction; thus giving employees a clear sense of their value in supporting the institution in meeting its objectives
- b. Set goals that are Specific, Measurable, Attainable, Realistic, and Time-related
- c. Develop a plan to make goals actionable and achievable

iii. GOAL SETTING & EVALUATION PROCESS FLOW

Step-1: The Dean’s Office shall initiate the communication to concerned Committees for submission of their goals for the next academic year during the summer semester. Dean’s office shall communicate strategic direction.

Step-2: Committee members are required to set their goals for an academic year before the commencement of the academic year based on the strategic directions.

- Committee members are required to set their goals for each academic year based on teaching, research, services, administrative (if applicable), personal goals (can be set for personal or institutional which benefit the institution as a whole). The faculty members are also required to choose and specify either of the option1 (teaching focused) and option 2 (Research focused) in Undergraduate and Graduate respectively during their goal setting.



Step-3: The Committee members & Chairs, shall initially submit their goals to Dean's Office as per the stipulated timelines as per the respective goal setting format (**GS-001-AAC Member goal setting format, GS-002-Faculty Member goal setting format and GS-003-HOD goal setting format**)

Step-4: Committee chairs and members present their goals to Dean and Head of Quality Assurance during the goal setting review meeting. The goals are reviewed by Goal Setting Review Committee (COEC/EC/Dean and HQA) and may recommend any amendment required in the goals.

Step-5: The Committee shall update the goals and resubmit it to Dean's Office for review.

Step-6: Dean's office shall develop a summarized report (Form **GS-004-Goal setting summary reporting format**) on the goal setting for all Committees which includes the previous year's goal along with the current year goal for comparison purpose and the same shall be submitted to EC for review and approval.

Step-7: Mid-year review is conducted during the spring semester to assess the progress of the goal achievement after completion of fall semester. The Committee shall update the status of achievement of goals and submit this progress along with relevant evidences indicating the achievement of goals to Dean's Office as per goals setting review calendar.

Step-8: The Committee is required to present the progress of achievement of goals along with the evidences to Goal Setting Review Committee (COEC/EC/Dean and HQA respectively) for their review and approval.

Step-9: Each Committee member is assessed with respect to the goal achievement as per the goal setting evaluation criteria mentioned in the **Section IV**. Upon review of the status, the Goal Setting Review Committee (COEC/EC/Dean and HQA respectively) may take one of the following decisions:

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

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

Step-11: The Goal Setting Review Committee (COEC/EC/Dean and HQA respectively) reviews goal achievement as per the goal setting evaluation criteria mentioned in **Section IV** and award the rating on a scale of 100 for each component (Teaching, Research, Services, Administrative and Personal goals). Final goal setting rating is calculated based on the weighted average and added in their respective evaluation systems [Faculty



Evaluation System (FES), Staff Evaluation System (SES) and Academic Affairs Council (AAC) Evaluation System].

iv. **GOAL SETTING EVALUATION CRITERIA AND GUIDELINE**

Step-1: During the finalization of goal setting submission by the Committee members, Dean and HQA compare the committee member’s current year goal and previous year goal and record their comments related to the improvement of current year’s goal with respect to previous year’s goal in the goal setting summary reporting format (Form **GS-004-Goal setting summary reporting format**). The same shall be considered during the final evaluation

Step-2: Committee members are required to submit the evidences for each component of the goals which they have set at the beginning of the academic year namely teaching, research, services, administrative (if applicable), personal goals.

Step-3: Dean and HQA review the evidences submitted by the committee members and also review the following inputs obtained from different sources to verify the evidences submitted by the faculty members.

- a. Course file review comments, report on result analysis - midterm and final examination, Learning outcomes analysis report, student feedback and students complaints
- b. Research committee report
- c. Services committee report
- d. Administration, HRD, Computing and Library departments feedback on faculty members
- e. IE committee reports and monthly, semester and year end closing report of committees for faculty members with administrative responsibility.

Step-4: Dean and HQA award the ratings for each Committee members on each of the goal setting component on a scale of 100 for each component. The weight for each component is given in the below table which is used to calculate the final goal setting rating

| | Undergraduate | | Graduate | |
|---|---------------|----------|----------|----------|
| | Option-1 | Option-2 | Option-1 | Option-2 |
| Only for Faculty | | | | |
| Teaching goal component | 50 | 35 | 35 | 25 |
| Research goal component | 25 | 40 | 40 | 50 |
| Services goal component | 15 | 15 | 15 | 15 |
| Personal Goal component | 10 | 10 | 10 | 10 |
| Subtotal -Faculty | 100 | 100 | 100 | 100 |
| Faculty with administrative responsibility as Chair | | | | |



| | | | | |
|---|-----|-----|-----|-----|
| FES Goal (Chair) | 85 | 85 | 85 | 85 |
| Administrative goal component(Chair) | 15 | 15 | 15 | 15 |
| Subtotal -Faculty cum Chair | 100 | 100 | 100 | 100 |
| Faculty with administrative responsibility as coordinator | | | | |
| FES Goal(Coordinators) | 90 | 90 | 90 | 90 |
| Administrative goal component(Coordinators) | 10 | 10 | 10 | 10 |
| Subtotal -Faculty cum Coordinator | 100 | 100 | 100 | 100 |

The

overall goal setting rating is calculated as weighted average rating based on the above weight and the same is included in the final FES rating.

v. GOAL SETTING PROCESS FOR NEW EMPLOYEE

The newly joined Committee members, Faculty members and Heads of the Department shall be oriented on the goal setting criteria of the institution by the Dean and Head of Quality Assurance Office after one month from his joining date. The new Committee member shall then submit the goals to Dean’s Office within two months of his joining date. Dean shall review and recommend changes required if any in the submitted goals. The Committee shall resubmit the updated goals to Dean’s Office for final approval.

B. COMMITTEE EVALUATION SYSTEM

i. INTRODUCTION

The SUC process of evaluation of Committee Chairs and Coordinators includes evaluation of their performance towards operations and development of SUC on annual basis. Committee Chairs and Coordinators evaluation is done through “Academic Affairs Council & Committee Evaluation System” (AACES).

ii. GOALS

- a. Measure the achievement status of goals set at the beginning of the academic year.
- b. Measure the leadership skills of AAC members, Committee Chairs and Coordinators demonstrated during the academic year
- c. Appraise the free and fair inter and intra communication within SUC



- d. Encourage integration of feedbacks for improvement of decision making skills of AAC members, Committee Chairs and Coordinators
- e. Incorporate the feedback inputs for the development of AAC and Committees functioning

iii. PROCESS FLOW

Step-1: COEC discusses with Committee members on goal setting, objectives and guidelines for the evaluation at the start of the academic year.

Step-2: Committee Chairs and Coordinators finalize their goal as specified in the guidelines and submit it to COEC/DEAN & HQA at the start of the academic year.

Step-3: Formal evaluation process for Committee members is initiated by HRD by sending emails to Chair of Executive Council (COEC), Dean, HQA, Academic Affairs Council members, Faculty Members and Head of departments about the activation of the online evaluation forms.

Step-4: After the end of the spring semester, Committee Chairs and Coordinators awards the grades under the self-evaluation component and present the achievement status of goals set at the beginning of the academic year to EC with evidence of achievement.

Step-5: The evaluators log on to the portal and complete their allotted evaluation components.

Step-6: IR Office compiles and analyzes the data and submits the results to the HRD which further disseminates to COEC/Dean and HQA.

Step-7: COEC/Dean and HQA discusses the outcomes of the evaluation based on the overall performance of the Committee Chairs and Coordinators including the achievement status of goals set at the beginning by the Committee Chairs and Coordinators.

Step-8: HRD prepares minutes of meeting based on the discussion with the individual Committee Chairs and Coordinators and submits the report to the Executive Council along with the recommendation for necessary decisions.

iv. DISSEMINATION OF DATA AND DECISION MAKING

Committee Chairs and Coordinators evaluation report is disseminated to EC and HRD department. The Dean (for all other Committee members) reviews the evaluation report and discusses the feedback and appraise Committee members for necessary actions. Committee member's evaluation report also helps in identifying training and development programs for improving the functioning of Committees.



v. COMMITTEE FRAMEWORK

- a. COMMITTEE CHAIRS EVALUATION FRAMEWORK
(COMMITTEE CHAIRS)

- b. COMMITTEE COORDINATORS EVALUATION FRAMEWORK

vi. COMPONENTS OF THE COMMITTEE EVALUATION SYSTEM

- a. COMMITTEE CHAIR



1. Dean and HQA evaluates the overall performance of Committee Chairs based on the achievement of goals.
2. Committee Chairs based on the formal and informal inputs received from various sources (As per questionnaire)
3. Apart from the operational evaluation, Committee Chairs is also evaluated as per Faculty evaluation System.

COMMITTEE CHAIR'S EVALUATION COMPONENTS ARE GIVEN BELOW:

b. COMMITTEE COORDINATORS

| S. No | Component | Weights |
|-------|---|------------|
| 1 | DEAN AND HQA EVALUATION ON OVERALL PERFORMANCE INCLUDING STATUS OF COMMITTEE GOAL SET AT THE BEGINNING(REFER GOAL SETTING MANUAL) | 15 |
| 2 | COMMITTEE COORDINATORS | 5 |
| 3 | FES COMPONENT | 80 |
| | Overall | 100 |

1. Dean and HQA evaluates the overall performance of Committee Coordinators based on the achievement of goals.
2. Committee Chairs evaluate Committee Coordinators based on the formal and informal inputs received from various sources (As per questionnaire).
3. Apart from the operational evaluation, Committee Coordinators is also evaluated as per Faculty evaluation System.

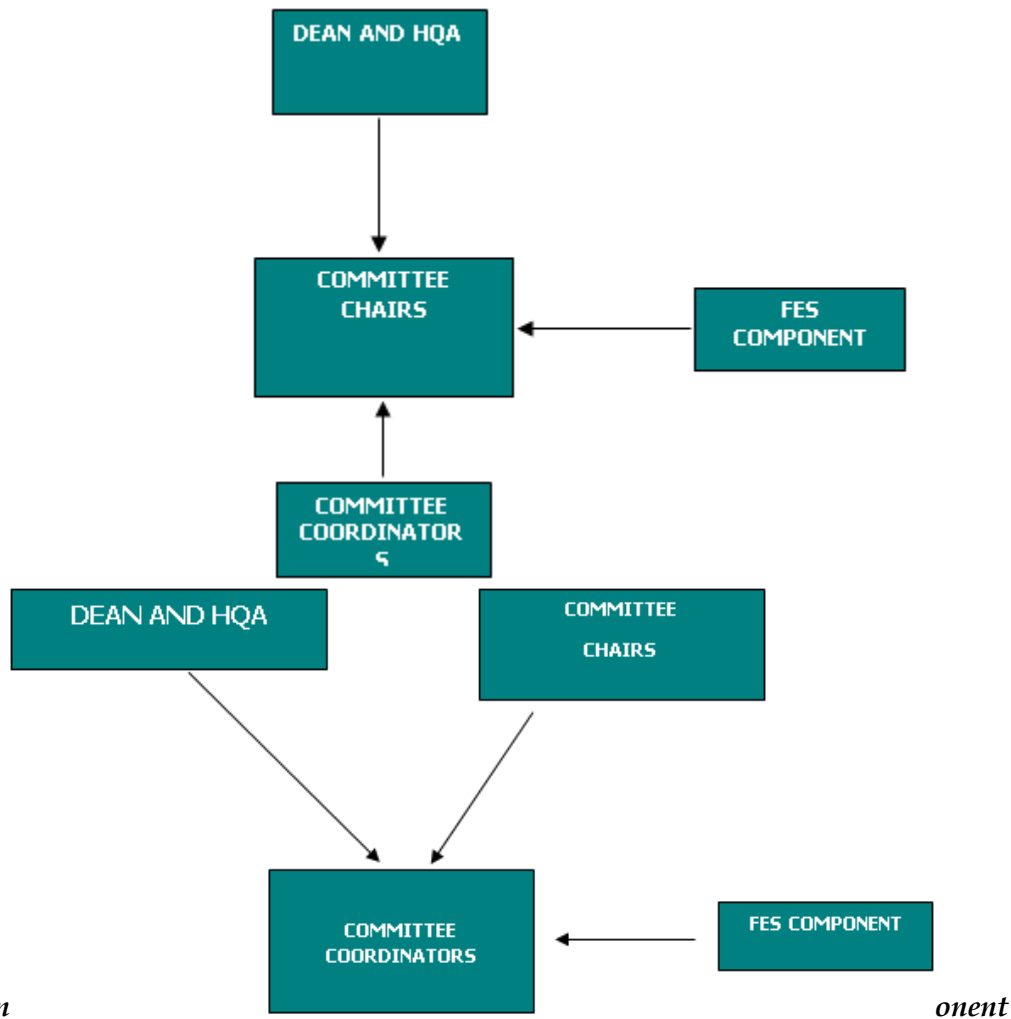
COMMITTEE COORDINATOR'S EVALUATION COMPONENTS ARE GIVEN BELOW:

| S. No | Component | Weights |
|-------|---|---------|
| 1 | DEAN AND HQA EVALUATION ON OVERALL PERFORMANCE INCLUDING STATUS OF COMMITTEE GOAL SET AT THE BEGINNING(REFER GOAL SETTING MANUAL) | 10 |



| | | |
|---|-----------------|------------|
| 2 | COMMITTEE CHAIR | 10 |
| 3 | FES COMPONENT | 80 |
| | Overall | 100 |

Note: For Committee Chair nd Coordinators, Faculty Award will be decided only on the FES



vii. EVALUATION GUIDELINES

The evaluations process is carried out through the online evaluation forms which are attached as Annexure

viii. RATINGS AND AWARDS

| | |
|------------|-------|
| Percentage | Scale |
|------------|-------|



| | |
|--------------------------------|---------------------|
| 90 – 100 | Outstanding |
| 80 – 89 | Exceeds Expectation |
| 70 – 79 | Meets Expectation |
| Below 70 – [under observation] | Below Expectation |

Committee Members whose ratings fall below 70% will be kept on observation status and will be required to improve their performance in the next semester immediately preceding the evaluation, failing which the management will reserve the right to initiate corrective action.

C. COMMITTEE AWARDS

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

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

PROCESS FOR SELECTING FACULTY FOR APPRECIATION/ AWARDS:

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

Note: Grading Scale, Promotion Policy, Training & Development, Job Enrichment/Enlargement to be referred in "Section C".



SECTION C ACADEMICS
(FULL TIME AND ADJUNCT FACULTY)



CHAPTER 1- ACADEMIC TITLES

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. REGULAR ACADEMIC MEMBERS

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.

I. PROFESSOR

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

| Designation | Total number of Teaching and administrative/industry experience | Research Publication + Conference Presentation (Refereed Publications A & B Category + Conference) |
|-------------|---|--|
| Professor | 15 | 4+3 |



II. 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 |

III. 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 |
|---------------------|---|-----|

IV. 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 |

V. SR. INSTRUCTOR

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

| Designation | Total number of Teaching and administrative/industry experience | Research Publication + Conference Presentation (Refereed Publications + Conference) |
|----------------|---|---|
| Sr. Instructor | 3 | NA |

VI. INSTRUCTOR

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



| Designation | Total number of Teaching and administrative/industry experience | Research Publication + Conference Presentation (Refereed Publications + Conference) |
|-------------|---|---|
| Instructor | 1 | NA |

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

B. NON REGULAR ACADEMIC MEMBERS

I. 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.

II. ADJUNCT FACULTY

An Adjunct Faculty is appointed on hourly basis. Adjunct Faculty Members will be remunerated on per lecture basis and can be engaged for up to a maximum of 12 credits per semester for UNDERGRADUATE LEVEL (SCHOOL OF BUSINESS & SCHOOL OF IT) and maximum of 9 credit for GRADUATE LEVEL (SCHOOL OF BUSINESS).

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



III. GRADUATE ASSISTANTS

The institution ensures that its use of Graduate (MBA) students as assistants in teaching and instruction takes account of their other academic responsibilities. Graduate MBA students may support the faculty by aiding with class activities (such as practical sessions and tutorials), facilitating group discussions and team-based learning, and offering technical support.



CHAPTER 2- RECRUITMENT & SELECTION

A. SEARCH & APPOINTMENTS

I. AAC:

The members of the Academic Affairs Council are appointed by the virtue of their position in the organization. These profiles are nominated by the Executive Council based in their dedication, motivation and holds administrative positions as per the organizations chart and are responsible for the day to day operations of SUC. AAC constitutes of Dean, HOA, HQA, HSA, HASS /Registrar, Dy. Director/ Head - Marketing and Creative Communication, Dy. Director / Head - Public Relation & Government Relations. If the apt individual is not available inside the organization therefore a recruitment is recommended.

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

The AAC is the operational body which executes all the Academic and Academic Support Service activities of the organization within the framework of policies and procedures laid down by the institution under the guidance of the Chair (Dean) and Vice Chair (HQA) of AAC. The AAC reports at regular interval the functioning of their respective units to the Chair and the Vice 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 (Dean) & the Vice Chair (HOA) 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. ACADEMICS:

The Academic Affairs Committee (AAC) along with HRD in coordination with other committees engages in Strategic Planning for Faculty positions which arise due to



Resignation/Termination/ New Hiring requirements. To have an effective recruitment policy and procedure, HRD Team is involved in effective sourcing and shortlisting of candidates. The Faculty Search Committee (FSC) is in place comprising of Academic Affairs Council (AAC) and Head HRD, who will interview and hire the faculty along with a subject expert.

B. GUIDELINES FOR SEARCH & APPOINTMENTS

I. AAC:

AAC Members are senior members of Academics and Academic Support Services, they are at senior Rank and positions i.e. Associate Professor and above, Registrar/HASS and Dy. Director. Hiring is done basis the Academic guidelines as mentioned below for Undergraduate (School of Business & School of IT) & Graduate (School of Business) and respective administrative experience and inclination for Academic AAC members and non-Academic AAC members are mentioned below.

II. ACADEMICS (AAC):

| Table I | | | |
|---------|---|--|---|
| Rank | Academic | Administrative | Qualification |
| Dean | Doctorate Degree Teaching experience of more than 15 years at Professor level Proven tract of records in academics and research work. | Considerable experience of administrative duties and activities as a Dean in the University. | The Dean should demonstrate exceptional leadership and consensus building skills in development, implementation, maintenance and advancement of the University and is committed to excellence in teaching and oversight the quality of educational offerings, and the fostering of operational structures that support the University's mission and vision. |
| HQA | Doctorate Degree Teaching experience of more than 15 years at Professor level Proven tract of records in academics and research | Extensive experience in implementation of Quality Assurance plan at all levels of the University while ensuring the compliance with the higher | The HQA requires five years relevant experience in Institutional research and quality assurance and extensive experience in higher education environment as well as extensive knowledge of curriculum development, implementation and delivery. |



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| | | | |
|---------------------------------|---|--|---|
| | | education programs and academic accreditation requirements | |
| HOA - School of Business | Doctorate Degree Teaching experience of more than 15 years at Associate Professor level Proven tract of records in academics and research | Administrative experience of overall academic planning and development of BBA & MBA program | Experience in managing and oversees the execution of all facets of operations needed for the delivery of academic programs and curriculum. It is a key position that reports directly to the Dean with ultimate responsibility for ensuring all academic operational goals are accomplished with the ultimate aim of delivering quality learning experience for students from School of Business. |
| HOA - School of IT | Doctorate Degree Teaching experience of more than 15 years at Associate Professor level Proven tract of records in academics and research | Administrative experience of overall academic planning and development of IT programs | Experience in managing and oversees the execution of all facets of operations needed for the delivery of academic programs and curriculum. It is a key position that reports directly to the Dean with ultimate responsibility for ensuring all academic operational goals are accomplished with the ultimate aim of delivering quality learning experience for students from School of IT. |
| HSA' | Doctorate Degree Teaching experience of more than 10 years at Associate Professor level in a multi-cultural institutions. | Responsible for operational management and administrative direction of student affairs functions. Act as mediator of Students to Management, Academics and Academic Support Staff. | Extensive experience in Student welfare and handled multi-cultural students for student satisfaction, discipline and addressing student issues or complaint. |



III. ACADEMICS:

a. UNDERGRADUATE LEVEL (SCHOOL OF BUSINESS & SCHOOL OF IT)

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

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

b. GRADUATE LEVEL (SCHOOL OF BUSINESS)

SUC maintains a ratio of 75:25 Full Time Faculty Members to Adjunct Faculty Members along with 30:1 Student to Faculty ratio at all levels of Academic programs offered of SUC. Refer to the below Table I for Rank distribution percentage for Full Time Faculty Members- **GRADUATE LEVEL (SCHOOL OF BUSINESS)** followed by SUC.

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

c. ELIGIBILITY CRITERIA

As per Policy, Faculty members teaching in 100-200 level Undergraduate Program should hold the rank of Lecturer and above with teaching experience as given in the below mentioned table. To successfully continue teaching at Graduate Level (School



of Business), required research and scholarly activities have to be maintained as per the below table II during SUC contract period.

| Table 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 |
| Sr. Instructor | 3 years | NA | NA |
| Instructor | 1 year | NA | NA |
| Faculty with Administrative responsibilities | 3 yrs. administrative experience in addition to experience in respective rank | As per respective ranks | As per respective ranks |
| 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. | | |



- i. 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.
- ii. 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.
- iii. The selection panel must recommend for exemption based on such evidences of exceptional performance.
- iv. Candidates are required to provide medical certificate at the time of selection
- v. Candidates are required to provide experience certificate from the previous organization along with proof of publications etc.

C. PROCESS FLOW

i. DEAN:

Step-1: Dean's position requirement has to be reviewed by COEC, Founder President and approved by BOG. The requirement is based on Administrative and academic requirement. Since it's a leadership position, University's Mission and vision should be considered in reviewing the strategic requirement.

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

Step-3: HRD finalizes the requirement and takes necessary approval from COEC. HRD Department will forward the Recruitment Requisition Form with the recommendation of the COEC and approval of Founder President. Following the approval to fill the positions, the HRD will start the search process through recruitment agencies, online recruitment sites and head hunting detailing the Job specifications and Job Descriptions.

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

Step -5: The shortlisted candidates will be invited to appear for an interview through face to face or Skype with COEC. The finalized candidate is recommended to the Founder President and approved by BOG for appointment.

Note: Further steps from Step-6 – Step -17 will remain same as in case of Academic hiring process.

Step-18: COEC will review the probationary performance review report of the newly appointed Dean based on the evaluation and Feedback based on formal and informal inputs received by COEC.



Step-19: Based on the COEC's report about the probationer, HRD issues letter of confirmation signed by the Founder President.

ii. ACADEMICS:

Step-1: AAC (Academic Affairs Committee) and HRD 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: HRD finalizes the requirement and takes necessary approval from the Dean. HRD 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. Research Committee is involved in the Faculty Recruitment process to review the research & publications work of the potential candidate. The finalized candidate is recommended to the 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. HRD 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. Personal Details Form
4. 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, employee's security check process is initiated. Once the security check is positive employee's visa process is 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.

D. EMERGENCY & VISITING FACULTY HIRING

When a vacancy occurs late in the normal recruiting/hiring time-frame, the Dean may petition the Provost to conduct an emergency hire. After consulting with the HOA, the Dean will recommend to the Provost for hiring a faculty member for one-semester or one-year contract. Only in unusual circumstances will an emergency hire be made for more than one year.

CHAPTER 3 - ACADEMICS RIGHTS & RESPONSIBILITIES

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

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

A. FACULTY RIGHTS:

I. NON DISCRIMINATORY APPROACH

SUC strives to create a work environment free from discrimination and harassment. Employees of SUC shall not discriminate against other because of



race, color, religion, nationality, age, non-disqualifying handicapped conditions, ethnic group or gender in any of its programs, activities, contracts, human resources administration practices or any other action it undertakes. SUC is obligated to maintain and implement best practices, processes and circumstances that afford equal opportunity to all individuals. All employment policies, systems and processes are designed to ensure that all employees are treated fairly and in compliance with Sharjah and UAE laws.

PURPOSE

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

PROCEDURE

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

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

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

II. ACADEMIC FREEDOM

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

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

- a. Faculty must be committed to the highest ethical standards in their teaching and research. They must be free to examine data, question assumptions and be guided by evidence.
- b. Faculty have an equal responsibility to submit their knowledge and claims to rigorous and public review by peers who are experts in the subject matter under consideration and to ground their arguments in the best available evidence.



- c. Faculty members and university leaders have an obligation to ensure that students' human rights are respected and that they are encouraged to pursue their education according to the principles of academic freedom.
- d. Faculty also share with university leadership the responsibility of ensuring that pressures from funding and other types of partnerships do not unduly influence the intellectual work of the university.

B. FACULTY RESPONSIBILITIES:

I. RESPONSIBILITIES TOWARDS STUDENTS

a. General policies:

1. To encourage students' free and fair pursuit of learning
2. To strive for the best scholarly standards of the discipline
3. To demonstrate respect for the student as an individual
4. To play the role of effective guide and advisor
5. To make every reasonable effort to foster honest academic conduct and assure that the evaluation of students reflect their true merit
6. To respect students' privacy
7. Faculty Members must foster scholarly values in students, including academic honesty, the free spirit of learning and exercise of academic freedom.
8. Faculty Members must act professionally in the classroom and in other academic relationships with the student, industry, academic institutions and other stake holders.
9. Faculty Members must exercise critical self-discipline and judgment in using, extending and transmitting knowledge.
10. Faculty Members are entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce into their teaching inappropriate matter or matter that has no relation to their subject.
11. Faculty Members must maintain respect for the student's role as a learner.
12. Faculty Members must evaluate students on the merit of their academic performance.
13. Faculty Members must be available at reasonable intervals to students for consultation on course work.
14. Faculty Members must recognize and duly acknowledge the substantive contribution of the students to their scholarship and research.



15. Faculty Members must not engage in any exploitation, harassment or prohibited discriminatory treatment of any Members of students & SUC community.
16. Faculty Members must not accept from students any gifts or advantages for in return for discharging his/her responsibilities. No employee shall solicit or accept for personal use, or for the use of others, any gift, favor, loan, gratuity, reward, promise of future employment, or any other thing of monetary value that might influence or appear to influence the judgment or conduct of the employee in the performance of his/her job. The same will be treated as Breach of contract which will lead to immediate termination with forfeiting of all benefits accrued till then.
17. Faculty members are not allowed to involve in any sort of fund raising activity for any cause without prior permission from the 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. 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.

c. Presenting False Credentials

Is an act of submitting misleading certificates / documents / information like presenting false medical excuses; change of identity; presenting falsified certificates. if the documents are found to be forged or fake then employee will be terminated with immediate effect. In such case, the employee will bear the recruitment, visa, initial air ticket and repatriation cost.

d. 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.

e. 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.

f. 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.

g. 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.

h. Deception

1. 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.

i. Sabotage

1. Acting to prevent others from completing their work. This includes cutting pages out of library books or willfully disrupting the experiments of others.
2. 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.



j. 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 and Registrar & HASS.
4. The Dean in consultation with HOA, Registrar & HASS & Head - Admin will advise appropriate action, based on recommendation of the 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

k. 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.

II. RESPONSIBILITIES TOWARDS SUC

a. PROFESSIONAL CONDUCT

To ensure professional work environment at SUC, Faculty Members must subscribe to high standards of professional conduct. Membership in the academic community imposes upon the students, Faculty Members and administrators an obligation to respect the dignity of others, to acknowledge



their right to express differing opinion and to foster and defend intellectual honesty, freedom of enquiry and instruction, and free expression. Faculty Member must comply with the standards and principles of conduct set forth in this Policy & Procedure Manual. Faculty Member will be informed promptly by HOA 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.
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. To have an understanding that SUC provides Academic Calendar, and reserves the right to postpone, amend, or cancel classes if the minimum class size policy is not met by giving an appropriate notification in advance. In this case the allocated courses will be changed on prior notice.
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.

b. PRESENCE & ABSENCE AT WORK PLACE

Except for the approved leave, absence due to official assignments outside SUC or other official exemptions, Faculty members are expected to participate in the administrative work of SUC throughout the Academic Year. All the employees are expected to follow the official timings. If the same is not done without prior permission the absence is considered as leave and is subject to deduction from the balance annual leaves of the employee. All Faculty Members are required to be available on campus during the official working hours of SUC all year around. Faculty members may take leave of absence for professional development with written authorization from Dean or in case of emergency, but must inform Dean and Human Resources Department. Absence or non-adherence to office hours will be subjected to disciplinary action.

c. 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.

1.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.

2. PROCEDURE

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

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

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

d. PROFESSIONAL ETHICS & RESPONSIBILITIES

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

Institutions of higher education exist for the common good. The common good at SUC depends upon an uninhibited search for truth and its open expression. Therefore Faculty Members are free to pursue scholarly inquiry without undue restriction and voice and publish individual conclusions concerning the significance of evidence that they consider relevant keeping in mind the moralities and sensibilities of the host culture.

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

1. 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.
2. Faculty Members of the academic community are expected to conduct themselves with integrity as a matter of principle. All scholars and



researchers at SUC are responsible for upholding the following principles:

- i. Faculty Members must make every reasonable effort to foster honest academic conduct as elucidated in the SUC regulations on academic conduct.
 - ii. Faculty Members must use scholarly rigor and integrity in obtaining, recording and analyzing data, as well as in reporting and publishing results.
 - iii. Faculty Members must obtain permission for use of unpublished material and use digital and archival material in according to the rules of the source.
 - iv. Faculty Members must use funds designated for research purposes in prescribed manner.
 - v. 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.
 - vi. 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.
 - vii. 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.
 - viii. 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:
- i. 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.

- ii. 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.

e. **FREEDOM OF EXPRESSION**

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

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

a. **OUTSIDE EMPLOYMENT**

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

f. **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.

i. 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.

ii. Procedure

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

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



g. **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 - Faculty members may, by virtue of their employment with SUC, obtain access to sensitive, confidential, restricted and proprietary information about SUC, including but not limited to financial records, customer/student records and files, referral or mailing lists, credit card numbers, and similar documents. Such confidential information shall be used solely by Faculty members in the performance of their job duties for SUC. Faculty members shall not, without the prior written consent of SUC, use, disclose, divulge, or publish to others any such confidential information acquired in the course of their employment. Such confidential information is the exclusive property of SUC and under no circumstances whatsoever shall employees have any rights to use, disclose or publish to others such confidential information subsequent to the termination of their employment. Unauthorized use or disclosure of confidential information may result in discipline, up to and including immediate termination, prosecution, or other available action.

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

All information that:

- 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.

h. **CONFLICT OF INTEREST**

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



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

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

- 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.
- 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
- Makes personal investments that are contrary to SUC interests

i. INTELLECTUAL PROPERTY

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

- 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.
- SUC has a right to copyrights on any applications, projects, systems or software's created by the Faculty Member, Staff and the students during their tenure at SUC.
- 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 faculty. Some sponsors have established regulations governing the copyright and/or publications of the results of investigations they sponsor. Before entering a sponsored project, an understanding among the principal investigators, the SUC and the sponsor should be reached regarding the rights to any copyrighted materials produced by the project.
- The SUC has the right to use the course materials developed by its Faculty Member as it deems necessary and maintains the right to produce, update, distribute, transmit, alter and prepare derivative works based on course materials.

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

III. TEACHING RESPONSIBILITIES

a. TEACHING LOAD -REGULAR ACADEMIC MEMBERS

Allocation of teaching load is assigned by Head of Administration, HASS & HOA considering student’s number, contact hours, preparation required and other factors. The particulars of same are as follows:

i. FULL TIME ACADEMICS - UNDERGRADUATE LEVEL (SCHOOL OF BUSINESS & SCHOOL OF IT)

| Full Time Faculty - UNDERGRADUATE LEVEL (SCHOOL OF BUSINESS & SCHOOL OF IT) | | | | | |
|---|---------------------|---|---------------|--|--|
| 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 |
| Lecturer | 12 credits | (3 X 15) | 6 hrs. | Research work for conference and publication (For Promotions) | other services (Community & SUC) & administrative activities |
| Sr. Instructor | 15 credits | (3 X 15) | 6 hrs. | Though no Research work for conference and publication is required for recruitment but faculty is encouraged For Promotions | other services (Community & SUC) & administrative activities |
| Instructor | 15 credits | (3 X 15) | 6 hrs. | Though no Research work for conference and publication is required for recruitment but faculty is encouraged For Promotions | other services (Community & SUC) & administrative activities |



| | | | | | |
|--|---|---------------------------------|--------|--|---|
| Faculty Members with Administrative position | 3 release hrs. for program coordinators and department chairs, 6 release hours per semester for dean and appropriate release time for other major administrative assignments. | As per credit allocation & Rank | 6 hrs. | Research work for conference and publication | Administrative activities as per position |
|--|---|---------------------------------|--------|--|---|

b. FULL TIME ACADEMICS - GRADUATE LEVEL (SCHOOL OF BUSINESS)

| 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 | 9 credits | (3 X 15) | 6 hrs. | Research work for conference and publication | other services (Community & SUC) & Administrative activities |
| Associate Professor | 9 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 |

n



g 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.

c. NON REGULAR ACADEMIC MEMBERS

i. VISITING (INTERNATIONAL) - UNDERGRADUATE LEVEL (SCHOOL OF BUSINESS & SCHOOL OF IT)

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

ii. VISITING (INTERNATIONAL) - GRADUATE LEVEL (SCHOOL OF BUSINESS)

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

iii. ADJUNCT - UNDERGRADUATE LEVEL

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

iv. ADJUNCT - GRADUATE MBA LEVEL

| S. No | Particulars | Credit Hours/Semester |
|-------|---------------------------|-----------------------|
| 2 | Adjunct Faculty-Part Time | 6 |

d. SUMMER TEACHING LOAD FOR ACADEMICS

i. UNDERGRADUATE LEVEL (SCHOOL OF BUSINESS & SCHOOL OF IT)

Full time Faculty members are required to complete 24 credits at the position of Lecturer till Professor Level (PhD Faculty) in Fall and Spring. In case of an Instructor, Sr. Instructor (faculty taking General Education courses) the Faculty is required to complete 30 credits in Fall and Spring. Full time Faculty is eligible to teach additional 6 credit courses (In some cases they may allotted more than 6 credits under exceptional conditions such as non-acceptance of contract at the last moment by the part time or new faculty) for which they are additionally remunerated for credits offered during summer semester.

| SEMESTER JOINING | REQUIRED TEACHING LOAD FOR ELIGIBILITY OF SUMMER TEACHING PAYMENT | TEACHING LOAD FOR SUMMER SEMESTER | SUMMER TEACHING PAYMENT |
|------------------|---|-----------------------------------|-------------------------|
|------------------|---|-----------------------------------|-------------------------|



| | LECTURER TO PROFESSOR | SR. INSTRUCTOR - INSTRUCTOR | LECTURER TO PROFESSOR | SR. INSTRUCTOR - INSTRUCTOR | |
|---------------|--------------------------------------|--------------------------------------|-----------------------|-----------------------------|-----------|
| FALL | 24 CREDITS | 30 CREDITS | 6 CREDITS | | 6 CREDITS |
| SPRING | 12 CREDITS + (6 CREDITS SUMMER) = 18 | 15 CREDITS + (6 CREDITS SUMMER) = 21 | 9 CREDITS | 12 CREDITS | 3 CREDITS |
| SUMMER | 12 CREDITS | 15 CREDITS | 12 CREDITS | 15 CREDITS | NA |

Faculty Members at the position of Lecturer 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 Sr. Lecturer/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.

ii. GRADUATE LEVEL (SCHOOL OF BUSINESS)

Full time Faculty members are required to complete 18 credits at the position of Associate Professor till Professor Level. Full time Faculty is eligible to teach additional courses during summer semester for which they are additionally remunerated for additional courses offered during summer semester. Faculty Members joining in spring or summer semester can be allotted summer courses, whereas they will not be eligible for any additional remuneration for summer semester because the minimum teaching credits are not completed as mentioned in the below table.

| 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.

e. DISSERTATION GUIDANCE FOR BBA LEVEL

Dissertation guidance is an integral part of the program of study in the curriculum. The objective of Dissertation guidance is imperative to enable the students to apply theoretical concepts on real life situations to have an interface with the industry. The compilation of dissertation is supported with study of the research methodology.

All Faculty members are eligible to receive additional payment for guiding student for Dissertation guidance. Kindly note that this policy would have a flexibility of either compensating financially or reducing the load.

All Faculty members are eligible to receive additional payment for guiding student for Dissertation guidance. Kindly note that this policy would have a flexibility of either compensating financially or reducing the load.

Note: Refer to Dissertation payments section below for payment related details.

f. ADDITIONAL CREDIT HOURS

Faculty members may be allocated additional teaching credits on payment apart from the normal teaching load as mentioned in the Faculty teaching load

On separation faculty will be paid for additional credit hours in full and final settlement based on SUC separation policy.

Note : Refer to Additional Credit Hours Payment Section below for payment related details.



CHAPTER 4- FACULTY PERKS & BENEFITS

A. ADDITIONAL CREDIT HOURS PAYMENTS FOR ACADEMICS

i. UNDERGRADUATE LEVEL (SCHOOL OF BUSINESS & SCHOOL OF IT)

Faculty member 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 12 credit hours at the **UNDERGRADUATE** level. Any overload is compensated as per the policy given below:

| Additional Credit Remuneration (Weekdays) | |
|---|---|
| TOTAL HRS. | 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 (UNDERGRADUATE) |

| Additional Credit Remuneration (Weekend) | |
|--|---|
| TOTAL HRS. | 45 sessions based on the allocated Faculty Schedule, Invigilation Schedule & Administrative Duties (3 teaching hours & 1 hour Administrative Duties) |
| CLASS TIMINGS | Friday and Saturday Morning: 0900 hrs. to 1830 hrs. |
| PAYMENT/COURSE | AED 8,500.00 (UNDERGRADUATE) |

ii. GRADUATE LEVEL (SCHOOL OF BUSINESS)

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 **Graduate** level. Any overload is compensated as per the policy given below:

| Additional Credit Remuneration (Weekdays) | |
|--|--|
| TOTAL HRS. | 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. |
| Additional Credit Remuneration (Weekend) | |
| TOTAL HRS. | 45 sessions based on the allocated Faculty Schedule, Invigilation Schedule & Administrative Duties (3 teaching hours & 1 hour Administrative Duties) |
| CLASS TIMINGS | Friday and Saturday Morning: 0900 hrs. to 1830 hrs. |
| PAYMENT/COURSE | AED 12,500.00 (MBA) |

Policy Outline:

- a. Additional Credit Contract of teaching will be given by HR on approval from Program coordinator and Dean.
- b. Additional Credit Contract will be applicable with the commencement of classes.
- c. Course includes the examination invigilation duty as well.
- d. Faculty teaching extra credit must be available one hour in addition to the teaching hours to facilitate administrative and student counseling responsibilities.
- e. 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.
- f. 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.
- g. 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.



B. SUMMER TEACHING LOAD PAYMENTS

I. UNDERGRADUATE LEVEL (SCHOOL OF BUSINESS & SCHOOL OF IT)

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

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

| Particulars | No. of Credits | Remuneration |
|-------------|----------------|--------------|
| Weekdays | 3 credits | AED 4,000 |
| Weekend | 3 credits | AED 5,000 |

II. GRADUATE LEVEL (SCHOOL OF BUSINESS)

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

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

| Particulars | | No. of Credits | | Remuneration | | |
|----------------|-----------------------------------|-----------------------|-----------|---------------|--------------------|---------------|
| Weekdays | | 3 credits | | AED 4,000 | | |
| NO OF STUDENTS | NO OF INDEPENDENT HRS PER STUDENT | TOTAL NO OF GROUP HRS | TOTAL HRS | NO OF CREDITS | PAYMENT PER CREDIT | TOTAL PAYMENT |

C. 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.

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:



| | | | | | | |
|--------|----|---|----|---|------|------|
| 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 |

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

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 beginning 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.

D. OFFICIAL TRANSPORTATION

SUC provides fully air-conditioned transportation free of cost to the faculty members staying within the Emirate of Sharjah for initial year i.e., for 1 year from Faculty member’s date of joining. Faculty members are picked and dropped from common pickup points to SUC in both the shifts. Faculty member’s willing to avail the service of transportation should fill the “**Transport Availing Form**” with HRD. Transportation service provided by SUC is additional support and is not the part of individual’s package. Reimbursement of any kind of transportation is not allowed unless it is pre-approve by HRD.

E. 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).

F. 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 receipts 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.

G. ANNUAL AIR TICKET ALLOWANCE

Faculty members are entitled to Annual Air Ticket Allowance for themselves and eligible dependents from UAE to first port of entry in home country.

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 AAC 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 HRD 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 forfeit 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.

H. 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 Faculty members as per the below mentioned details:

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

- 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 submit tenancy contract with HRD, if they want to avail the accommodation 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. Female Faculty members residing with spouse and having contract in Husband's name will be eligible in case they are secondary owner in residence contract. Or on submitting an Undertaking from spouse's employer that they are not eligible for any accommodation benefit.
 - vi. In case the initial accommodation benefit is used for first month, the Accommodation allowance benefit shall accordingly start as per the tenancy contract start date.
 - vii. Accommodation Allowance will be paid basis the above table or the actual amount whichever is lower.
 - viii. If both husband and wife are working in SUC, the accommodation allowance facility will be available to one of them in an academic year i.e. benefit is given to the employee on whose name the tenancy contract is.

I. FURNITURE ALLOWANCE FOR ACADEMIC MEMBERS

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

| DESIGNATIONS | AMOUNT |
|---------------------|--------|
| INSTRUCTOR | 4,000 |
| SR. INSTRUCTOR | 5,000 |
| LECTURER | 7,500 |
| ASSISTANT PROFESSOR | 10,000 |
| ASSOCIATE PROFESSOR | 12,000 |
| PROFESSOR | 12,000 |
| DEAN | 15,000 |



Policy outline:

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

J. 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. 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.

- i. 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 |

ii.



iii. 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 | | | | |
| Assistant Professor | (Related to any region preferably on UAE, GCC or MENA) | | | | |
| Associate Professor | Case Study Development | | | | |
| Professor | (Related to any region preferably on UAE, GCC or MENA) | | | | |
| Professor | | | | | |

Note: Please refer to "Research & Publication Handbook" for further details.

K. 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.

Note: Please refer to "MDP Policy Handbook" for further details.

L. 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.

A. 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:

- i. Purchase of land / house/ flats in the home country
- ii. Emergency medical treatment
- iii. Children's higher education
- iv. Children's migration
- v. Fixed deposits
- vi. 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 against gratuity is not repaid in full at the time of final settlement of the employee in case of any emergency 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.

CHAPTER 5- GOAL SETTING, FACULTY EVALUATION, GRADING SCALE, AWARDS AND PROMOTIONS POLICY

A. GOAL SETTING

I. INTRODUCTION

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



II. CRITERIA FOR GOAL SETTING

- a. Employee should align his goals to the institutional vision, mission, goals and strategic direction; thus giving employees a clear sense of their value in supporting the institution in meeting its objectives
- b. Set goals that are Specific, Measurable, Attainable, Realistic, and Time-related
- c. Develop a plan to make goals actionable and achievable

III. GOAL SETTING & EVALUATION PROCESS FLOW

Step-1: The Dean's Office shall initiate the communication to concerned employees for submission of their goals for the next academic year during the summer semester. Dean's office shall communicate strategic direction.

Step-2: Faculty members and Heads of the Department are required to set their goals for an academic year before the commencement of the academic year based on the strategic directions.

- Faculty members are required to set their goals for each academic year based on teaching, research, services, administrative (if applicable), personal goals (can be set for personal or institutional which benefit the institution as a whole). The faculty members are also required to choose and specify either of the option1 (teaching focused) and option 2 (Research focused) in Undergraduate (School of Business & School of IT) and Graduate (School of Business) respectively during their goal setting.

Step-3: The AAC members, committee members & chairs, faculty members and HODs shall initially submit their goals to Dean's Office as per the stipulated timelines as per the respective goal setting format.

Step-4: Committee chairs and members, faculty members and HOD's present their goals to Dean and Head of Quality Assurance during the goal setting review meeting, AAC members shall present their goals to EC and Dean and HQA shall present their goal to Chair of Executive Council. The goals are reviewed by Goal Setting Review Committee (COEC/EC/Dean and HQA) and may recommend any amendment required in the goals.

Step-5: The employee shall update the goals and resubmit it to Dean's Office for review.

Step-6: Dean's office shall develop a summarized report on the goal setting for all employees including AAC, faculty members and HODs which includes the previous year's goal along with the current year goal for comparison purpose and the same shall be submitted to EC for review and approval.

Step-7: Mid-year review is conducted during the spring semester to assess the progress of the goal achievement after completion of fall semester. The employee shall update the



status of achievement of goals and submit this progress along with relevant evidences indicating the achievement of goals to Dean's Office as per goals setting review calendar.

Step-8: The employee is required to present the progress of achievement of goals along with the evidences to Goal Setting Review Committee (COEC/EC/Dean and HQA respectively) for their review and approval.

Step-9: Each employee is assessed with respect to the goal achievement as per the goal setting evaluation criteria mentioned below. Upon review of the status, the Goal Setting Review Committee (COEC/EC/Dean and HQA respectively) may take one of the following decisions:

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

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

Step-11: The Goal Setting Review Committee (COEC/EC/Dean and HQA respectively) reviews goal achievement as per the goal setting evaluation criteria mentioned in **Section IV** and award the rating on a scale of 100 for each component (Teaching, Research, Services, Administrative and Personal goals). Final goal setting rating is calculated based on the weighted average and added in their respective evaluation systems [Faculty Evaluation System (FES), Staff Evaluation System (SES) and Academic Affairs Council (AAC) Evaluation System].

IV. ACADEMICS GOAL SETTING EVALUATION CRITERIA AND GUIDELINE

Step-1: During the finalization of goal setting submission by the faculty members, Dean and HQA compare the faculty member's current year goal and previous year goal and record their comments related to the improvement of current year's goal with respect to previous year's goal in the goal setting summary reporting format (Form **GS-004-Goal setting summary reporting format**). The same shall be considered during the final evaluation

Step-2: Faculty members are required to submit the evidences for each component of the goals which they have set at the beginning of the academic year namely teaching, research, services, administrative (if applicable), personal goals.

Step-3: Dean and HQA review the evidences submitted by the faculty members and also review the following inputs obtained from different sources to verify the evidences submitted by the faculty members



- a. Course file review comments, report on result analysis - midterm and final examination, Learning outcomes analysis report, student feedback and students complaints
- b. Research committee report
- c. Services committee report
- d. Administration, HRD, Computing and Library departments feedback on faculty members
- e. IE committee reports and monthly, semester and year end closing report of committees for faculty members with administrative responsibility

Step-4: Dean and HQA award the ratings for each faculty members on each of the goal setting component on a scale of 100 for each component. The weight for each component is given in the below table which is used to calculate the final goal setting rating

| | UNDERGRADUATE | | GRADUATE | |
|---|---------------|----------|----------|----------|
| | Option-1 | Option-2 | Option-1 | Option-2 |
| Only for Faculty | | | | |
| Teaching goal component | 50 | 35 | 35 | 25 |
| Research goal component | 25 | 40 | 40 | 50 |
| Services goal component | 15 | 15 | 15 | 15 |
| Personal Goal component | 10 | 10 | 10 | 10 |
| Subtotal -Faculty | 100 | 100 | 100 | 100 |
| Faculty with administrative responsibility as Chair | | | | |
| FES Goal (Chair) | 85 | 85 | 85 | 85 |
| Administrative goal component(Chair) | 15 | 15 | 15 | 15 |
| Subtotal -Faculty cum Chair | 100 | 100 | 100 | 100 |
| Faculty with administrative responsibility as coordinator | | | | |
| FES Goal(Coordinators) | 90 | 90 | 90 | 90 |
| Administrative goal component(Coordinators) | 10 | 10 | 10 | 10 |
| Subtotal -Faculty cum Coordinator | 100 | 100 | 100 | 100 |



The overall goal setting rating is calculated as weighted average rating based on the above weight and the same is included in the final FES rating

V. GOAL SETTING PROCESS FOR NEW EMPLOYEE

The newly joined Faculty members shall be oriented on the goal setting criteria of the institution by the Dean and Head of Quality Assurance Office after one month from his joining date. The new employee shall then submit the goals to Dean's Office within two months of his joining date. Dean shall review and recommend changes required if any in the submitted goals. The employee shall resubmit the updated goals to Dean's Office for final approval.

B. FACULTY EVALUATION

I. INTRODUCTION

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

II. GOALS

The formal performance evaluation system is designed to:

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

III. PROCESS FLOW

The FES committee comprises of Dean, HQA and HASS which has the final authority pertaining to annual faculty performance appraisal. The process of evaluation is given below:



Step-1: Faculty members submit their goal setting before the start of the academic year and the same will be approved by EC members and Dean's office forwards the approved goals to Faculty Members, Committee Chairs, HRD and IR office.

Step-2: Faculty members submits the Course file every semester/quarter to IR office.

Step-3: Faculty members submits the faculty portfolio to the IR office at the end of spring semester as per the FES Components (Refer FES Table-1) requirement

Step-4: IR office forwards the relevant components of faculty portfolio to the respective FES evaluation sub committees at the end of fall and spring semester.

Step-5: The FES Sub-Committee evaluates documents at the end of the spring semester and feed the rating in the online FES system.

Step-6: IR office forwards compiled reports to FES committee for review

IV. DOCUMENTS TO BE SUBMITTED IN THE FACULTY PORTFOLIO FOR FACULTY EVALUATION

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

V. FES FRAMEWORK

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

VI. COMPONENTS OF THE FACULTY EVALUATION SYSTEM

The faculty member can choose to pursue the research and scholarly activities under option1 or option2 (20/30/40) as stated below. The Difference between the lower (option1) and higher option (option2) is determined by the goals setting exercise at the beginning of the academic year and approved by FES committee



The FES has ten components in the process of evaluating the performance of a faculty member for **UNDERGRADUATE** and **GRADUATE** faculty members from both Schools as stated below:

| Table-1 - UNDERGRADUATE Faculty Evaluation System | | | |
|--|---------------------------|----------------------|----------------------|
| S. No | Evaluation Component | Option -1 Weight (%) | Option -2 Weight (%) |
| A | Teaching | 30 | 25 |
| | i. Teaching Effectiveness | 15 | 12.5 |

Table-2 - GRADUATE MBA Faculty Evaluation System

| S. No. | Evaluation Component | Option -1 Weight (%) | Option -2 Weight (%) |
|--------|-------------------------------------|----------------------|----------------------|
| a | Teaching | 25 | 20 |
| | C Research | 20 | 30 |
| | i. Teaching Effectiveness Committee | 12.5 | 10 |
| | D Professional Development | 2.5 | 2.5 |
| | ii. Students Feedback | 12.5 | 10 |
| | E Community Services | 10 | 5 |
| b | | 7.5 | 2.5 |
| | i. Academic Mentoring Committee | 5 | 1.5 |
| | ii. Students Feedback | 2.5 | 1 |
| c | Research | 30 | 40 |
| d | Professional Development | 2.5 | 2.5 |



| | | | |
|---|--|------|------|
| e | Community Services | 5 | 5 |
| f | Academic Support Services (HASS) | 5 | 5 |
| g | Contribution to IE tools and committees | 2.5 | 2.5 |
| h | HOA Evaluation | 5 | 5 |
| i | Faculty Self Evaluation and Goal Setting | 5 | 5 |
| J | Dean Evaluation (Overall performance of the faculty member primarily based on achievement of goals and KPIs) | 12.5 | 12.5 |
| | Overall | 100 | 100 |

Note: Please refer to “Faculty Evaluation Manual” for further details of the above components.

C. ACADEMIC AWARDS

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

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

PROCESS FOR SELECTING FACULTY FOR APPRECIATION/AWARDS:

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



D. GRADING SCALE

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

E. PROMOTION POLICY

Promotion policy for faculty members:

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

The number of promotional opportunities at various levels is proposed to EC. On receiving approval from the COEC the EC 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 five years.

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

PROMOTION GUIDELINES

CRITERIA FOR PROMOTION

| DESIGNATION | NO. OF YEARS OF SERVICE [PREVIOUS RANK] | QUALITY ASSURANCE [FES AVERAGE RATING DURING THE PREVIOUS | RESEARCH PUBLICATION+CONFERENCE PRESENTATION [REFERRED | SERVICES ACTIVITIES [FES AVERAGE RATING DURING THE PREVIOUS |
|-------------|---|---|--|---|
|-------------|---|---|--|---|



| | | RANK] | PUBLICATIO NS + REPUTED CONFERENCE] | RANK] |
|---|---|-------|--|-------|
| ASSOCIA TE PROFESS OR TO PROFESS OR | 5 | ≥80% | 3 + 2 | ≥80% |
| ASSISTA NT PROFESS OR TO ASSOCIA TE PROFESS OR | 5 | ≥80% | 3 + 2 | ≥80% |
| LECTURE R TO ASSISTA NT PROFESS OR | 3 | ≥80% | 1+1 | ≥80% |
| SR. INSTRUC TOR TO LECTURE R | 3 | ≥80% | 1 | ≥80% |
| INSTRUC TOR TO SR. INSTRUC TOR | 3 | ≥80% | 1 | ≥80% |
| FACULTY MEMBER S HOLDIN G ADMINIS TRATIVE RESPONS IBILITIES | 3 Years of relevant administrativ e experience | ≥80% | (Preferably 1+1) Not Mandatory | ≥80% |



PROCESS:-

- i. Apply during the last year of the eligibility period so that on the day of the promotion review board meeting the candidate should have completed 5 years. The promotion review board is convened during FES evaluation.
- ii. Promotion Review Board consists of EC who evaluates the quantitative and qualitative performances of the Candidates.
- iii. Submit all credentials:
 - a. Scholarly Work as per Policy for the period under consideration.
 - b. Teaching effectiveness documents including Feedback.
 - c. Contribution to SUC as well as community.
 - d. Any New Courses developed.
 - e. FES rating as per the Criteria.
 - f. Promotion Details of previous organization.
- iv. HRD prepares comparative chart as per the Policy and convenes the initial meeting to discuss the eligibility and shortlist eligible candidates.
- v. 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.
- vi. HRD issues a mail to the candidates on the status of their candidacy of their promotion and seeks Presentation from the shortlisted candidates.
- vii. 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.
- viii. All Eligible candidates are required to make a presentation to the promotion review board on a schedule date.
- ix. 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
- x. 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% | |

- xi. Upon Promotion of Candidate, COEC issues a Formal letter of promotion to the candidate and the same is communicated to all the departments (Administration, Computing, Finance, Library etc.)
- xii. 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:-

- a. The Concerned faculty member needs to defend his claim for promotions by showing exceptional track record with previous organizations which includes

- Previous promotions
- Exceptional Achievements

- b. The faculty members need to present his Goal for next 2 years to the promotion board.

- c. For any other exceptions, Dean is required to make recommendation to COEC.

- d. COEC discretion will be final for approval of the promotion.



F. OUTCOME & FEEDBACK

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

CHAPTER 6- TRAINING AND DEVELOPMENT

A. ACADEMIC TRAINING & DEVELOPMENT

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

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. HRD 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.

B. JOB ENRICHMENT / ENLARGEMENT

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



SECTION D TRAINING (ELC & CCL)

CHAPTER 1- TRAINING TITLES (ELC & CCL)

A. CENTRE FOR CONTINUING LEARNING (CCL)

The Centre for Continuing Learning (CCL) caters to the needs of the people for their professional development and by training in the fields of aviation, airfreight, information technology, marketing, management, events, travel, tourism, and others. This department also conducts training program for the executives working in both government and private sectors. Certificate programs/boot camps/ summer schools are designed and delivered to school and college students across the globe.

CCL enables the participants to gain / enhance knowledge and specific skills required by them for professional growth. The department focuses on providing scheduled training at different levels in different areas of the industry.

The Department is responsible to build a strong brand image & project the core values of Skyline University College (SUC) to the prospective candidates, SUC community & general public locally & internationally. The aim of the department is to reach the target segment by participating in various promotional activities, locally & internationally.



B. ENGLISH LANGUAGE CENTRE (ELC)

English Language Centre (ELC) trains the students to develop four language skills - Listening, Reading, Writing and speaking to enable them to appear for the City & Guilds IESOL exam. It also offers Cambridge English: Preliminary (PET) Preparatory Course in combination with IESOL preparatory course. ELC aims to equip the students to comprehend the concepts with clear perception. ELC also offers mathematics crash course under the guidance of the academic faculty members from general education section of the **UNDERGRADUATE** Program.

SUC aims to bring together a team of highly dedicated training members who are capable of contributing to the educational needs of the SUC and of society at large.

I. REGULAR TRAINING STAFF

The following are the job specifications of full time Training department Staff positions at SUC. These positions are filled as and when the vacancies arise as per the requirements of SUC.

a. ASSISTANT PROFESSOR

The rank of Assistant 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 their specialization. Having requisite professional and administrative experience in the specific functional area of their expertise to manage the operations of the department as an HOD. The candidate must have at least ten years of full time training experience in their area of expertise or worked in SUC at the rank of Lecturer for at least five years and must have a total training experience of ten years.

| Designation | Total number of Teaching and administrative/industry experience |
|----------------------------|--|
| ASSISTANT PROFESSOR | 10 years |

b. SR. LECTURER / LECTURER

The rank of Sr. Lecturer/ Lecturer is usually attained by appointment or promotion from Sr. Instructor 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 requisite professional and administrative experience in the specific area of their expertise. Training Staff with experience of more than 8 yrs. but less than 10 yrs. are considered for Sr. Lecturer rank.



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. Must have proven records of services rendered to academic institution and society.

| Designation | Total number of Teaching and administrative/industry experience |
|---------------------|--|
| SR. LECTURER | 8-10 |
| LECTURER | 7-8 |

c. **SR. INSTRUCTOR / INSTRUCTOR**

An appointee to this rank must hold a masters in the discipline of his specialization or have the requisite professional experience.

The candidate must have at least one to 7 years of full time teaching experience at the level of Instructor in a University. Must have proven records of services rendered to academic institution and society.

| Designation | Total number of Teaching and administrative/industry experience |
|-----------------------|--|
| SR. INSTRUCTOR | 3-7 |
| INSTRUCTOR | 1-3 |

II. **NON REGULAR TRAINING STAFF**

a. **VISITING TRAINING STAFF (INTERNATIONAL):**

A person who is on sabbatical from the Full-Time teaching Training Staff 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 Training Staff ranks.

Training Staff recruited under this contract is treated as Full time in nature. The Visiting Training Staff in this category will be provided visa, subsidized accommodation, and transportation. Visiting Training Staff 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 Training Staff 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 Training Staff only.

b. **ADJUNCT TRAINING STAFF**

- a. **SEMESTER CONTRACT TRAINING STAFF:** If the Training Staff is recruited for a semester contract from within the UAE or outside the position can be Semester Contract Training Staff. Under semester contract Training Staff Members will have to perform same duties as specified under Visiting Training Staff Section.
- b. **PART TIME CONTRACT TRAINING STAFF:** A Part Time Training Staff is appointed on hourly basis. Part Time Training Staff Members will be remunerated on per lecture basis.

CHAPTER 2- RECRUITMENT & SELECTION

A. TRAINING STAFF SEARCH & APPOINTMENTS

The Academic Affairs Committee (AAC) along with HR in coordination with Coordinator – CCL and Head - ELC engages in Strategic Planning for Training Staff positions in training which arise due to Resignation/Termination/ New Hiring requirements. To have an effective recruitment policy and procedure, HR Team is involved in effective sourcing and shortlisting of candidates.

The Staff Search Committee (SSC) is in place comprising of Academic Affairs Council (AAC) and Head HR, who will interview and hire the Training Staff along with a subject expert.

B. GUIDELINES FOR TRAINING STAFF SEARCH & APPOINTMENTS

Training Staff members are to be hired basis the below criteria:

Table II



| Grade / Level | Academic Experience | Research and Publication | Post PhD Experience |
|----------------------------|----------------------------|---------------------------------|----------------------------|
| INSTRUCTOR | 1-3 years | 1 publication | NA |
| SR. INSTRUCTOR | 3-5 years | 2 publications | NA |
| LECTURER | 7 years | 3 publications | 3 years |
| SR. LECTURER | 8 years | 4 publications | 5 years |
| ASSISTANT PROFESSOR | 10 years | 5 publications | years |

C. PROCESS FLOW

HR initiates the process of Training Staff search based on faculty search process flow as mentioned in section C for academics training employee and Staff search process flow as mentioned in Section E for Academic support staff in training department.



CHAPTER 3- TRAINING STAFF ROLES & RESPONSIBILITIES

Duties of Training 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 Training Staff Member is assigned to work.

Roles & Responsibilities for Academic Training Staff can be referred as mentioned in section C for and Training Staff Roles and responsibilities can be referred as mentioned in Section E for Academic support staff.

TEACHING RESPONSIBILITIES

A. TRAINING STAFF 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 | | | Administrative Activities |
|-------------|---------------------|--------|--------|---------------------------|
| | Fall | Spring | Summer | Remaining hrs. in a week |
| | | | | |



| | | | | |
|--|--------------------|--------------------|--------------------|--|
| HEAD - ELC | 18 | 18 | 18 | Administrative activities related to Department as HOD mentioned in JD |
| HEAD -CCL | As per course Load | As per course Load | As per course Load | Administrative activities related to Department as HOD mentioned in JD |
| INSTRUCTOR- ASSISTANT PROFESSOR | As per course Load | As per course Load | As per course Load | Administrative activities related to department as assigned by HOD & HR as per job description |

CHAPTER 4- TRAINING STAFF PERKS & BENEFITS

A. OFFICIAL TRANSPORTATION



Note: Refer to section C for Academic Training Staff and Section E for Academic support training staff.

B. MEDICAL INSURANCE

Note: Refer to section C for Academic Training Staff and Section E for Academic support training staff.

C. INITIAL AIR TICKET ALLOWANCE

Note: Refer to section C for Academic Training Staff and Section E for Academic support training staff.

D. ANNUAL AIRLINE TICKET ALLOWANCE FOR EXPATRIATES

INSTRUCTOR - SR. INSTRUCTOR

Training Staff Members under this grade are entitled to Annual airline tickets for self once every year to first port of entry in home country.

Note: Refer to section C for Academic Training Staff and Section E for Academic support training staff and their respective policy outlines. .

Refer below for Instructor- Sr. Instructor Grade of Training Department only.

E. SALARY LOAN (DURING THE TENURE WITH SUC)

Note: Refer to section C for Academic Training Staff and Section E for Academic support training staff.

F. TRAINING STAFF LOAN AGAINST GRATUITY POLICY

Note: Refer to section C for Academic Training Staff and Section E for Academic support training staff.

CHAPTER 5 - GOAL SETTING, TRAINING STAFF EVALUATION, GRADING SCALE, AWARDS AND PROMOTION POLICY



A. GOAL SETTING

Note: Refer to section C for Academic Training Staff and Section E for Academic support training staff.

B. TRAINING EMPLOYEE EVALUATION

Note: Refer to section C for Academic Training Staff and Section E for Academic support training staff.

C. PROMOTION POLICY

Note: Refer to section C for Academic Training Staff and Section E for Academic support training staff.

CHAPTER 6 - TRAINING AND DEVELOPMENT

A. TRAINING & DEVELOPMENT

Note: Refer to section C for Academic Training Staff and Section E for Academic support training staff.

B. JOB ENRICHMENT / ENLARGEMENT

Note: Refer to section C for Academic Training Staff and Section E for Academic support training staff.



SECTION E ACADEMIC SUPPORT SERVICES

CHAPTER 1- ACADEMIC SUPPORT SERVICES TITLES

Academic support services are full time and part time staff members whose primary responsibility is to coordinate administrative operations to support the smooth conduct of academic programs of SUC. It includes the pedagogical support staff as well as professional support staff employed in SUC. They are non-academics employees and employed in various functional areas as executive, administrative, clerical and technical roles.

A. REGULAR ACADEMIC SUPPORT STAFF

A staff member of the University who holds a regular or permanent position and employed for more than six months and with the contract duration of two years which can be renewed as per agreement of both parties.

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:

- i. 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.

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

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



B. NON REGULAR ACADEMIC SUPPORT STAFF

A staff member of the University which hold a temporary position and are employed on semester or monthly contract which can be renewed as per agreement of both parties. Lab Assistants as mentioned above can be hired as part time with the similar requirements as full time staff.

CHAPTER 2 - RECRUITMENT & SELECTION

A. ACADEMIC SUPPORT SERVICES

| Table I | | | |
|----------------------------|--|---|--|
| Rank | Academic | Administrative | Qualification |
| HASS/ Registrar | Masters' degree or advanced degree in business administration, student services, human resources, psychology or related field in higher education. | Overall Management and administrative direction of all aspects of academic support services functions. Establishes future direction for functional policies and programs. Management of HOD's and support staff in developing, planning, goal setting, implementation, evaluation for | Three years administrative, student services experience. Experience working with diverse student Provides effective leadership and consensus building skills for academic support services staff |



| | | | |
|--|---|---|--|
| | | academic support services initiatives align with the mission and vision of the University. | |
| Dy. Director / Head-Marketing & Creative Communications | Masters' degree or advanced degree required, preferably in Marketing in higher education. | Considerable experience in development and implementation of Marketing and Communications strategies in line with the strategic objectives of the University. | Provides leadership for the development and execution of a comprehensive strategic communications and marketing plan to enhance the University's leadership position, reputation and brand. Manages the University's earned and owned media strategy with a focus on issues management, content development and delivery of university information, news and accomplishments in support of institutional priorities |
| Dy. Director / Head-PR & Government Relations | Masters' degree or advanced degree required, preferably in Communications, Public Relations or other related field in higher education. | Professional Experience in Public and Government Relations which develop and execute strategies that are intended to create and uphold the positive public image of the University. | Represent the University on public and government relation matters. Development and implementation public and government communications to promote transparency and awareness of important University initiatives and developments. Direct, coordinate and integrate the strategic |



| | | | |
|--|--|--|---|
| | | | communications, marketing, and public relations functions of the University into a cohesive effort that conveys a consistent message in support of the university's mission, strategic goals, and objectives. |
|--|--|--|---|

B. REGULAR ACADEMIC SUPPORT STAFF

i. 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.

ii. ELIGIBILITY CRITERIA

As per Policy, staff members from clerical level and above should hold minimum bachelors qualification with relevant years of experience as mentioned below:

| Table II | | |
|-------------------------------|-----------------|---|
| Grade / Level | Qualification | Years of experience |
| HEAD OF THE DEPARTMENT | Master's Degree | 10 plus years of experience and at least three years in a University / Institution or must have work with SUC with similar experience. |
| MANAGER | Master's Degree | 7 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 |



| | | |
|--------------------------|--|--|
| ASSISTANT MANAGER | Master's Degree | 5 plus years of experience and at least at least two plus years of experience in a University / Institution or must have work with SUC with similar experience. |
| SUPERVISOR | Masters or Bachelor Degree | 4 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. |
| CLERICAL STAFF | Masters or Bachelor Degree | The candidate must have total of 2 plus years of experience and preferably one plus years of experience in a University / Institution or must have work with SUC with similar experience. |
| SUPPORT STAFF | High school diploma and additional certificates on their chosen field. | 1 year experience in a University / Institution. |
| LAB ASSISTANTS | Bachelors or Diploma Degree | A Diploma with at least 3 years of relevant experience or a Bachelor with 2 years of relevant experience. Progressive hands-on experience in hardware and software support will be relevant. |

iii. PROCESS FLOW

HR initiates the process of Staff search by following the process mentioned below:

Step-1: HOD reviews the requirement of Department based on workload and sends the recruitment Requisition Form along with the Job Description to HRD.

Step-2: HRD convenes a meeting of SSC to review and approve the proposed Staff requirement. Upon committee's recommendation HRD takes necessary approval from the Dean.

Step-3: Following the 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 Staff needs to submit below list of documents before joining as part of joining

Formalities and for visa processing.

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

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

- a. Ministry of Higher Education of the country from where you have earned the PhD Degree.
- b. Ministry of Foreign Affairs of the country from where you have earned the PhD Degree.
- c. UAE Embassy of the country from where you have earned the PhD degree



d. Ministry of Foreign Affairs in UAE.

Step-11: Post submission of the above documents and the signed offer letter, employee's security check process is initiated. Once the security check is positive employee's visa process is initiated.

Step- 12: Staff's travel, arrival in UAE, initial accommodation, room allocation, pickup from airport, Orientation etc. all are tracked through checklist. (Refer Annexure C- Joining checklist update format).

Step-13: Staff Members recruited from outside United Arab Emirates are entitled to a Air Ticket Reimbursement upon joining SUC. (Refer to INITIAL AIRLINE TICKET section for more details)

Step-14: Staff Members are allocated work stations or offices prior to their joining. A complete set of computers and office supplies, stationery, SUC ID & Business Cards etc. are provided for their convenience on settling down in their new assignment.

Step-15: Staff members are provided with Induction manual which will help them in settling down i.e. Agents contact numbers, etc.

Step-16: On joining Staff member is oriented by Dean, HQA, HASS & all the concerned HOD's on the operational aspects of SUC. HOD's sets their goals for the academic year in coordination with Dean's office.

Step-17: The approved Staff is given a six 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-18: Once confirmed by the candidate a formal offer letter is drafted by HRD and sent to the COEC office for approval and signature.

Step-19: Staff Probation Review report will be considered before recommending confirmation/Extension/ rejection and it will be implemented by HRD with due approval from Dean.

Step-20: Confirmed Staff will be inducted as regular employee of SUC and formal confirmation letter is issued.

C. NON REGULAR ACADEMIC SUPPORT STAFF

Hiring process for part time staff is same till final approval of hiring. Later the shortlisted candidate is provided with the contract having contract start & end date, compensation details & terms and conditions.



CHAPTER 3- ACADEMIC SUPPORT STAFF RESPONSIBILITIES

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. GENERAL RESPONSIBILITIES:

- (a) The Staff member shall at all-time faithfully serves Skyline University College and uses his utmost endeavors to promote its interests. He shall not directly enter or engage in any other employment service, business or speculation, whatsoever which is in direct competition to the affairs of SUC.
- (b) The Staff member agrees to obey promptly all directions and lawful orders given to an individual as per the organization schedule and activities.
- (c) The Staff member shall not at any time whether during or after the termination of the contract impart or disclose any information as to the business or affairs of SUC to anyone other than as directed by or with the consent of the Dean or his nominee in so far as may be required by a court of competent jurisdiction. The Staff Member shall uphold the interest of SUC to the best of his ability and shall do nothing to prejudice them at any time whether during or termination of contract.
- (d) In case of termination or resignation before her contract period of her services, The Staff member will not take up any employment with a competitor or start any business, which would directly or indirectly affect the business of SUC for a minimum period of one year.
- (e) In case of Staff member is joining competitor after completion of her contract period, she needs to give non-disclosure undertaking to SUC before the release is given to the employee.
- (f) To be familiar with the SUC Policies and Procedures and abide by them at all times.
- (g) All copyrights and/or design rights in any work created in the course of or under this contract shall belong to SUC.
- (h) The Staff member agrees to obey promptly all directions and lawful orders as per SUC Policy & Procedures.

B. RESPONSIBILITIES OF A STAFF MEMBER

Staff Members are expected to devote their energies in developing and improving their administrative competence. All staff members must accept the obligations to exercise critical self-discipline and judgment in using, extending, and transmitting information and practice intellectual honesty.

As administrators, Academic Support Staff Members are responsible for the following:



- i. To facilitate student's pursuit of learning
- ii. To strive for best standards of the student services
- iii. To demonstrate respect for the student as an individual
- iv. To adhere to the proper role of guide and advisor
- v. To respect students' privacy
- vi. To notify promptly to the HRD or Head of Department or Dean whenever emergencies such as illness or accident prevent maintaining official work schedule.
- vii. To be committed in discharging their duties primarily on campus of SUC and other sites when required by SUC
- viii. To facilitate students orientation as and when required.
- ix. To project positive image of SUC to community and stakeholders

C. STAFF MEMBER RESPONSIBILITIES TOWARDS SUC

I. PROFESSIONAL CONDUCT

To ensure a professional and idealistic work environment, all Staff Members must adhere to high standards of conduct, such as honesty, integrity and ethical behavior. The Staff Members and administrators have an obligation to respect the dignity of others, free expression of differing opinions and to inculcate and defend intellectual honesty, freedom of enquiry and instruction. Staff Members must comply with the standards and principles of conduct set forth in this Handbook. Complaint of unprofessional conduct is subject to investigation. The Staff Member will be informed promptly by Head HR of any allegation of unprofessional conduct carried out with a verbal warning to avoid any such incidence in future.

II. PRESENCE AT WORK PLACE & ABSENCE

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

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

III. NON DISCRIMINATORY APPROACH

SUC strives to create a work environment free from discrimination and harassment. Employees of SUC shall not discriminate against other because of race, color, religion, nationality, age, non-disqualifying handicapped conditions, ethnic group or gender in



any of its programs, activities, contracts, human resources administration practices or any other action it undertakes. SUC is obligated to maintain and implement best practices, processes and circumstances that afford equal opportunity to all individuals. All employment policies, systems and processes are designed to ensure that all employees are treated fairly and in compliance with Sharjah and UAE laws.

i. PURPOSE

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

ii. PROCEDURE

Employees subjected to prohibited discrimination or harassment should immediately report the incident to the 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.

IV. PROFESSIONAL ETHICS

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

V. FREEDOM OF EXPRESSION

Institutions of higher education exist for the common good. The common good depends upon an uninhibited search for truth and its open expression. Therefore it is essential that



like Staff Members are free to pursue scholarly inquiry without undue restriction and voice individual conclusions concerning issues that they consider relevant.

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

VI. ETHICS & RESPONSIBILITIES

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

a. Staff Member's ethical obligations and responsibilities to students' of SUC.

- i. Staff Members must seek to induce high moral values in students, including honesty, integrity and inculcate the free spirit of learning.
- ii. Staff Members must act professionally in their relationships with the student.
- iii. Staff Members must exercise critical self-discipline and judgment in using, extending and transmitting information.
- iv. Staff Members must not engage in any exploitation, harassment or prohibited discriminatory treatment of students.
- v. 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.

b. Staff Member's ethical obligations and responsibilities to other Members of SUC's community.

- i. Staff Members must not engage in any exploitation, harassment or prohibited discriminatory treatment of any Members of SUC community
- ii. 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



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

c. Staff Member's ethical obligations and responsibilities to SUC as an institution.

- i. 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.
- ii. Staff Members must not reveal any information or data he/she might know as part of the job.
- iii. Staff Members must not falsify, change - records, certifications, signatures which they may be privy to.
- iv. Staff Members are prohibited to keep (take custody of) records of SUC for personal use.
- v. When considering termination of service, Staff Members must consider the impact of their decision on SUC and must give at least 16 week notice in advance of their intention.

d. Staff Member's ethical obligations and responsibilities to the public.

The demonstration of professional integrity by Staff Members includes recognition that the societies at large judge the profession and SUC by one's statements and behavior. Hence the fundamental responsibilities of Staff Members as administrators include maintenance of professional competence in day-to-day administration of SUC and when participation in professional organizations and meetings. Staff Members must strive to be accurate, exercise appropriate restraint, be willing to listen and show respect to Members of the society at large expressing different opinions, and make every effort to indicate that they are not speaking or acting on behalf of SUC when speaking or acting as private persons.

D. 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.

E. PROHIBITION OF HARASSMENT

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



I. SEXUAL HARASSMENT

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

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

II. GENERAL PERSECUTION

General Persecution is verbal or physical conduct that denigrates or shows hostility or aversion to an individual because of gender, race, color, religion, age, national origin, disability or any basis prohibited by law, when such conduct has the purpose or effect of unreasonably interfering with an employee's work performance, creating an intimidating, hostile or offensive work environment or otherwise adversely affecting an individual's employment opportunities.

Harassment may include but is not limited to verbal abuse, ridicule including slurs, epithets and stereotyping, offensive jokes and comments, threatening, intimidating or hostile acts and displaying or distributing offensive materials, writings, graffiti or pictures.

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.



F. CONFLICT OF INTEREST

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

Staff members must disclose actual or potential conflicts to their supervisor as soon as they become aware of them. Failure to make required disclosures or resolve conflicts of interest satisfactorily can result in discipline, up to and including termination of employment. Staff members must not engage in any activities, transactions, or relationships that are incompatible with the impartial, objective, and effective performance of their duties. Examples of matters and relationships that could create a conflict of interest or a potential conflict, include, but are not limited to, when an employee or a Member of the employee's immediate family:

- Accept or solicits a gift, favor, or service from an individual, business, or other party involved, or potentially involved, in a contract or transaction with SUC.
- Accept, agree to accept, or solicits money or other tangible or intangible benefit in exchange for the exercise of official powers or the performance of official responsibilities
- Accept employment or compensation or engage in any business or professional activity that might require disclosure of the information to SUC.
- Accepts other employment or compensation that could reasonably be expected to impair the individual's independence of judgment in the performance of official duties.
- Makes personal investments that are contrary to SUC interests

G. CONFIDENTIAL INFORMATION

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

- i. **EMPLOYMENT INFORMATION** -The details of an employee's terms of employment and compensation should be treated as confidential matters and not disclosed to other employees, students, their spouses or parents, except as necessary.
- ii. **EMPLOYER INFORMATION** - Employees may, by virtue of their employment with SUC, obtain access to sensitive, confidential, restricted and proprietary information about SUC, including but not limited to financial records, customer/student records and files, referral or mailing lists, credit card numbers, and similar documents. Such confidential information shall be used solely by employees in the performance of their job duties for SUC. Employees shall not, without the prior written consent of SUC, use, disclose, divulge, or publish to others any such confidential information acquired in the course of their employment. Such confidential information is the



exclusive property of SUC and under no circumstances whatsoever shall employees have any rights to use, disclose or publish to others such confidential information subsequent to the termination of their employment.

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

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

All information that:

- 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.

CHAPTER 4- STAFF PERKS & BENEFITS

A. ADDITIONAL DUTY WEEKEND PAYMENT

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 |
| WEEKEND- 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 | | | |

B. 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:

- i. Reimbursement of any kind of transportation is not allowed unless it is pre-approved by HRD.
- ii. 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.

C. 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.

D. INITIAL AIR TICKET ALLOWANCE

Staff 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 receipts 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.

E. 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 | |
| | 7 | |
| Clerical Level - CL | 8 | |
| | 9 | |
| | 10 | |
| | 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 |

Policy Outline:

- i. 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.
- ii. 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.
- iii. 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.
- iv. 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.
- v. Staff Members and their families shall be eligible to economy class air ticket only.



- vi. Staff members will be given the air ticket rates for his/her sector during the month of February.
- vii. Staff members will book the tickets as per their own convenience and submit the bill in Finance Department once the travel is finished.
- viii. 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.
- ix. 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.
- x. 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.
- xi. 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.
- xii. The yearly air tickets for family and self cannot be accumulated for subsequent use in later years.
- xiii. Encashment of ticket amount is not permitted.
- xiv. 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.
- xv. 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 forfeit if not claimed till the annual cutoff date and no exceptions will be granted.
- xvi. 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.

F. ACCOMMODATION ALLOWANCE

Accommodation Allowance is provided to a selected staff members and is provided to staff having hostel management responsibilities.

- i. Staff member having Hostel Responsibilities in their job description are provided accommodation in furnished Hostel Apartment, in case their job role changes and they are no longer having hostel responsibilities, the accommodation will stand cancelled and staff members will be paid 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, accommodation allowance will be paid as per the grading scale.

G. FURNITURE ALLOWANCE

| FURNITURE ALLOWANCE - ACADEMIC SUPPORT SERVICES AAC MEMBER | |
|---|---------------|
| DESIGNATIONS | AMOUNT |
| DY DIRECTOR | 10,000 |
| DIRECTOR | 15,000 |

Policy outline:

- i. After the second payment, the Furniture allowance will be due after every 5th year
- ii. Furniture Allowance is paid only to Academic Support Services AAC Member at the above mentioned grade, 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 Academic Support Services 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. Academic Support Services AAC Member is eligible for furniture allowance only after confirmation of his probation. If the confirmation of the Academic Support Services AAC 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.

H. 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 years and rest of the employees are eligible every 24 months from the date of joining or date of last loan payment and are subjected to following terms and conditions:

- i. The amount given as loan will be deducted @15% from the second month onwards
- ii. If the Staff Member 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.

I. 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:

- i. Purchase of land / house/ flats in the home country
- ii. Emergency medical treatment
- iii. Children's higher education
- iv. Children's migration
- v. Fixed deposits
- vi. 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.
- 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 emergency 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

CHAPTER 5- GOAL SETTING, STAFF EVALUATION, GRADING SCALE, AWARDS AND PROMOTIONS POLICY



A. GOAL SETTING

I. INTRODUCTION

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

II. CRITERIA FOR GOAL SETTING

- a. Employee should align his goals to the institutional vision, mission, goals and strategic direction; thus giving employees a clear sense of their value in supporting the institution in meeting its objectives
- b. Set goals that are Specific, Measurable, Attainable, Realistic, and Time-related
- c. Develop a plan to make goals actionable and achievable

III. GOAL SETTING & EVALUATION PROCESS FLOW

Step-1: The Dean's Office shall initiate the communication to concerned employees for submission of their goals for the next academic year during the summer semester. Dean's office shall communicate strategic direction.

Step-2: AAC members, Faculty members and Heads of the Department are required to set their goals for an academic year before the commencement of the academic year based on the strategic directions.

- HODs are required to set their goals for each academic year based on departmental goal/operational goal, personal goal(can be set for personal or institutional which benefit the institution as a whole) and community services

Step-3: The AAC members, committee members & chairs, faculty members and HODs shall initially submit their goals to Dean's Office as per the stipulated timelines as per the respective goal setting format.

Step-4: Committee chairs and members, faculty members and HOD's present their goals to Dean and Head of Quality Assurance during the goal setting review meeting, AAC



members shall present their goals to EC and Dean & HQA shall present their goal to Chair of Executive Council. The goals are reviewed by Goal Setting Review Committee (COEC/EC/Dean and HQA) and may recommend any amendment required in the goals.

Step-5: The employee shall update the goals and resubmit it to Dean's Office for review.

Step-6: Dean's office shall develop a summarized report on the goal setting for all employees including AAC, faculty members and HODs which includes the previous year's goal along with the current year goal for comparison purpose and the same shall be submitted to EC for review and approval.

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

Step-8: The employee is required to present the progress of achievement of goals along with the evidences to Goal Setting Review Committee (COEC/EC/Dean and HQA respectively) for their review and approval.

Step-9: Each employee is assessed with respect to the goal achievement as per the goal setting evaluation criteria mentioned in the **below section**. Upon review of the status, the Goal Setting Review Committee (COEC/EC/Dean and HQA respectively) may take one of the following decisions:

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

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

Step-11: The Goal Setting Review Committee (COEC/EC/Dean and HQA respectively) reviews goal achievement as per the goal setting evaluation criteria mentioned in **Section IV** and award the rating on a scale of 100 for each component (Teaching, Research, Services, Administrative and Personal goals). Final goal setting rating is calculated based on the weighted average and added in their respective evaluation systems [Faculty Evaluation System (FES), Staff Evaluation System (SES) and Academic Affairs Council (AAC) Evaluation System].

IV. HOD GOAL SETTING EVALUATION CRITERIA AND GUIDELINES



Step-1: During the finalization of goal setting submission by the HODs, Dean and HQA compare the HOD's current year goal and previous year goal and record their comments related to the improvement of current year's goal with respect to previous year's goal in the goal setting summary reporting format (Form **GS-004-Goal setting summary reporting format**). The same shall be considered during the final evaluation

Step-2: HOD's are required to submit the evidences for each component of the goals which they have set at the beginning of the academic year namely departmental, personal goals and community service.

Step-3: Dean and HQA review the evidences submitted by the HODs and also review the following inputs obtained from different sources to verify the evidences submitted by the HOD's

- i. HASS comments and/or functional heads comments
- ii. IE committee reports and monthly, semester and year end closing report (as applicable)

Step-4: Dean and HQA award the ratings for each HOD based on a scale of 100 for each component. The weight for each component is given in the below table which is used to calculate the final goal setting rating:

| Goal Component | Weight |
|--------------------|--------|
| Department goal | 80 |
| Personal goal | 10 |
| Community Services | 10 |

The overall goal setting rating is calculated as weighted average rating based on the above weight and the same is included in the final SES rating.

V. GOAL SETTING PROCESS FOR NEW EMPLOYEE

The newly joined Heads of the Department shall be oriented on the goal setting criteria of the institution by the Dean and Head of Quality Assurance Office after one month from his joining date. The new employee shall then submit the goals to Dean's Office within two months of his joining date. Dean shall review and recommend changes required if any in the submitted goals. The employee shall resubmit the updated goals to Dean's Office for final approval.

B. STAFF EVALUATION



I. INTRODUCTION

SUC is committed for systematic evaluation of Academic Support Services Staff annually to acknowledge and encourage the exceptional operational performance in an academic year. Staff evaluation is done through “Staff Evaluation System” (SES).

II. GOALS

The formal performance evaluation system is designed to:

- a. Acknowledge the exceptional performance in operations
- b. Provide a formal means of constructive, open and honest communication with supervisor
- c. Enhance employee development through performance feedback and identification of future professional development activities
- d. Measure and document job performance as a basis for making promotion, compensation and other personnel management decisions
- e. Improve employee's job satisfaction and morale

III. PROCESS FLOW

Step 1: SES Committee consists of EC, Dean and HASS as permanent members for every year evaluation

Step 2: Dean orients staff members on goal setting, objectives and guidelines for the evaluation at the start of the academic year

Step 3: Heads of Departments finalize their goal out of the department’s goals as specified in the guidelines and submit it to Dean Committee at the start of the academic year. EC members review and approve the goals setting for the academic year.

Step 4: Formal evaluation process is initiated with HRD sending emails to all staff members to indicating the start of the online evaluation process.

Step 5: After the end of the spring semester, the HOD and Staff members award the grades under the self-evaluation component and present the status of achievement of personal and department goal set at the beginning of the academic year to Dean and HQA with evidence of achievement.

Step 9: Dean and HQA evaluates the overall performance of the department including the achievement status of department’s goal and personal goal set at the beginning of the academic year by the HOD and staff based on the evidence provided



Step 5: The staff members logs on to the portal and complete their allotted evaluation components.

Step 6: IR Office compiles and analyzes the data and submits the results to the SES Committee.

Step 7: SES committee discusses outcomes of the evaluation with staff members and suggestions for improving the weak areas.

Step 8: Staff Evaluation Committee forwards its recommendation to the Chair of Executive council for his approval.

IV. DISSEMINATION OF DATA AND DECISION MAKING

The SES committee reviews the evaluation report and discusses the feedback and appraises individual staff members for necessary actions. SES evaluation report also helps in identifying staff development programs & planning staff recruitment.

V. SES FRAMEWORK

a. COMPONENTS OF THE SES SYSTEM

1. Head of Department

The evaluation component and its corresponding weights are given below:

| S. No | Component | Weights |
|-------|--|---------|
| 1 | Departmental Evaluation by Dean and HQA on the overall performance of the department including the achievement status of the HOD's goals | 20% |
| 2 | HASS and/or Functional Head | 30% |



| | | |
|---|--|------|
| 3 | Operational Staff | 15% |
| 4 | Rating from Students Feedback (Applicable for Departments dealing with Students) | 30% |
| 5 | Self-Evaluation | 5% |
| 6 | Total | 100% |

For IR and QA office Overall academic support services students rating will considered

2. Operational Staff

The evaluation component and its corresponding weights are given below:

| S. No | Component | Weights |
|-------|--|---------|
| 1 | HASS | 30% |
| 2 | HOD | 35% |
| 3 | Rating from Students Feedback (Applicable for Departments dealing with Students) | 30% |
| 4 | Self-Evaluation | 5% |
| 5 | Total | 100% |

For IR and QA office Overall academic support services students rating will be considered

3. Support Staff

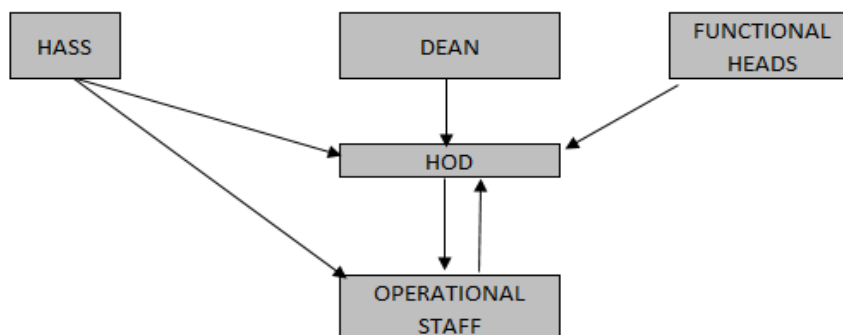
The evaluation component and its corresponding weights are given below:

| S. No | Component | Weights |
|-------|---|---------|
| 1 | HEAD OF MAINTENANCE/RESPECTIVE HODs | 30 |
| 2 | HEAD OF FINANCE | 30 |
| 3 | HASS | 40 |



b. ACADEMIC SUPPORT EVALUATION GUIDELINES

Performance evaluation of staff member is carried out by objectively measuring staff



member's ability to meeting requirements of job descriptions, managerial capabilities, leadership abilities and communication skills. The evaluation is done by Dean, HASS and/or Functional Head, Oprational Staff (as applicable), Students (as applicable). All the evaluations are carried out as per the evaluation tools attached in the Annexure.

HOD EVALUATION MATRIX

| S. No. | Components | Weight % |
|---------|--|----------|
| Table 1 | Interpersonal and Communication Skills | 10.00% |
| Table 2 | Productivity/Quantity of Work | 20.00% |
| Table 3 | Relationships with Clients | 15.00% |
| Table 4 | Work Habits | 5.00% |
| Table 5 | Staff Management | 10.00% |
| Table 6 | Leadership | 15.00% |
| Table 7 | Overall Management | 25.00% |
| | TOTAL (Standard) | 100.00% |



OPERATIONAL STAFF EVALUATION MATRIX

| S. No. | Components | Weight % |
|---------|--|----------|
| Table 1 | Job Knowledge | 20.00% |
| Table 2 | Quality of Work | 20.00% |
| Table 3 | Judgment/ Problem-Solving | 15.00% |
| Table 4 | Interpersonal and Communication Skills | 10.00% |
| Table 5 | Productivity/Quantity of Work | 10.00% |
| Table 6 | Innovation (Simplify the work procedure) | 10.00% |
| Table 7 | Relationships with Clients | 10.00% |
| Table 8 | Work Habits | 5.00% |
| | TOTAL (Standard) | 100.00% |

Note:
Please refer to the Staff

Evaluation Manual for further details of the above components

C. STAFF AWARDS

SUC adopts an appreciation policy to motivate the training staff members to encourage them 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 training staff member through Letter of Appreciation and monetary reward.

The Awards are given is based on annual SES and EC recommendation to COEC:

| Sr. No. | Award | AED |
|---------|---|------|
| 1 | HOD of the Academic year | 5000 |
| 2 | Manager of the Academic Year | 4000 |
| 3 | Supervisory Staff of the Academic Year | 3000 |
| 4 | Operational Staff of the Academic year | 2000 |
| 5 | Support Staff of the Academic year | 1000 |
| 6 | Decadal Excellence Award for Continual Contribution | 7500 |



PROCESS FOR SELECTING TRAINING STAFF MEMBER FOR APPRECIATION/AWARDS:

- a. The Staff members to be eligible for the awards must have achieved at least 70% in each of the components of SES.
- b. All the Staff Members comply with the above mentioned criteria will be invited to face an interview/ presentation with SES committee
- c. The SES Committee will decide the Staff for the award after the interview.

D. GRADING SCALE

SUC maintains a formal grading scale for training 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.

E. PROMOTION POLICY

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 Services 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. Evaluators of Staff and Department are Dean, HASS, HQA, HOD, students & self.

SUC maintains a formal grading scale for Academic support Staff members and Training department. 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. 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 Promotion Review Committee 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.

PROMOTION GUIDELINES

CRITERIA FOR PROMOTION

| DESIGNATION | NO. OF YEARS OF SERVICE [PREVIOUS RANK] | QUALITY ASSURANCE [SES AVERAGE RATING DURING THE PREVIOUS RANK] |
|-----------------------------|---|---|
| DY. DIRECTOR TO DIRECTOR | 3 | ≥80% |
| MANAGER TO DY. DIRECTOR | 3 | ≥80% |
| ASST. MANAGER TO MANAGER | 3 | ≥80% |
| SUPERVISOR TO ASST. MANAGER | 3 | ≥80% |
| CLERICAL TO SUPERVISOR | 3 | ≥80% |
| SUPPORT | 3 | ≥80% |



| | | |
|----------------------|--|--|
| STAFF TO CLERICAL | | |
|----------------------|--|--|

i. 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

To complete the application HRD adds the following:

- Report on the Staff evaluation of the employee
- Noticeable achievements recorded by Human Resources Department

ii. PROCESS

The Human Resources Department will notify all eligible Staff Members about the date of interview with Promotion Board 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.

- a. 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 3 years. The promotion review board is convened during SES evaluation.
- b. Promotion Review Board consists of Academic Affairs Council who evaluates the quantitative and qualitative performances of the Candidates.
- c. Submit all credentials
- d. HRD prepares comparative chart as per the Policy and convenes the initial meeting to discuss the eligibility and shortlist eligible candidates.
- e. 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.
- f. HRD issues a mail to the candidates on the status of their candidacy of their promotion and seeks Presentation from the shortlisted candidates.
- g. The presentation should focus on their 3 years contribution to SUC 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.



- h. All Eligible candidates are required to make a presentation to the promotion review board on a schedule date.
- i. 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.
- j. Distribution of Marks as per the Criteria to be awarded by each member of the Promotion Review Board.
- k. 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.)
- l. 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:

- i. Defending the claim for promotion
- ii. Vision of Academic excellence, Research and services to SUC.
- iii. Goal for next 2 years
- iv. Owning responsibility of Administrative Activities.
- v. Any other areas which promotion board may feel necessary.

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

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

F. OUTCOME & FEEDBACK

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



CHAPTER 6- TRAINING AND DEVELOPMENT

A. TRAINING & DEVELOPMENT

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:

- i. To develop operational efficiency.
- ii. To improve delivery of academic support services and stake holders care.
- iii. To develop planning and organizing skills among Staff Members.
- iv. To develop interpersonal communication skills

PROCESS:

- i. Based on Staff performance feedback, the changing service needs in the industry, the training need survey analysis is performed during the year-end review
- ii. Allocation of budget for training and development for the academic year
- iii. Planning resources and training & development programs for the academic year.
- iv. Planning an annual calendar for training and development programs
- v. 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.



B. JOB ENRICHMENT / ENLARGEMENT

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



SECTION F STUDENT TRAINEES



CHAPTER 1- STUDENT TRAINEE TITLES

Student Trainees are enrolled students of the University that is looking for valuable work experience while studying or to off-set the cost of education. Student Trainee provides support to the Academic Support Services on their administrative operations for the smooth conduct of academic programs and operations of SUC. Employment of student trainees adds substantial value to the University operations but added as well substantial value to the students' personal and professional development.

A. OBJECTIVES:

- To provide a broad range of job opportunities which will help provide students with transferable job skills, personal growth, leadership, networking, and feeling a sense of belonging at the University.
- To provide students with employment opportunities that not only provide them with experience, but help them contribute to what is a vital part of our University operations.
- To foster student career development through a variety of employment options along with programs that will enhance what they learn on the job

B. BENEFITS OF STUDENT TRAINEE EMPLOYMENT

- Gain valuable training and work experience
- Develop transferable skills that are necessary for a great career upon graduation
- Increased connection to campus
- Superior time management and organizational skills
- Networking and reference opportunities
- Personal and professional growth
- Pay for educational expenses



CHAPTER 2 - RECRUITMENT & SELECTION

A. STUDENT TRAINEES SEARCH & APPOINTMENTS

The Search Committee engages in identifying suitable candidates for Student Trainees vacant positions from different Departments and utilization of the students to satisfy a short term manpower requirements. Search Committee initiates the process of Student Trainees recruitment based on the vacancy arising due to Department requirements because of the expansion of operations. Department Head in coordination with HR and Dean plans for Student Trainee resources requirement for the Academic Year and identified and recruit suitable candidate for the short term position in the Department.

B. PROCESS FLOW

HR initiates the process of Student Trainees search by following the process mentioned below:

Step-1: HOD reviews the requirement of Department based on workload and sends the Recruitment Requisition Form along with the Job Description to HRD.

Step-2: HRD convenes a meeting with the Dean to review and approve the proposed Student Trainee requirement.

Step-3: Following the Dean's approval to fill the positions the HRD will start the search process in coordination with the Student Services of Administration Department.

Step-4: The Human Resource Department scrutinizes the CV shortlists the potential candidates. The shortlisted candidates will be invited for a interview with the HOD of the requested Department and afterwards the Head HR once shortlisted by the HOD.

Step-5: The finalized candidate by HOD & HRD is recommended to the COEC for appointment.

Step-6: After finalizing the candidate/s for the position Job expectation and job description are informed to the candidate for clarity in understanding the job expectations.

Step-7: Once confirmed by the candidate a Student Trainee Contract is drafted by HRD and sent to the COEC office for approval and signature.

Step-8: The approved Student Trainee is given a Semester Contract appointment during which the performance is evaluated by the respective HOD's of the Departments with whom the trainees interacts and the Head - HR.



Step-9: Student Trainee Performance Review report will be considered before recommending for extension/ rejection and it will be implemented by HRD with due approval from Dean.

CHAPTER 3 - STUDENT TRAINEE ROLE AND RESPONSIBILITIES

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.



CHAPTER 4 – STUDENT TRAINEE 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 THE 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 CONTRACT

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.



CHAPTER 4-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 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

HRD 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.



CHAPTER 5-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.

CHAPTER 6 - 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:

- 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.

CHAPTER 7- COMPENSATION & BENEFITS

A. 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.

B. COMPENSATION STRUCTURE

The inputs for developing compensation package are taken from the industry trends, economic situation (inflation), work load of the Student Trainee. Student Trainee salaries will be disbursed after the seven (7th) working days of the following month.



C. 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 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.



CHAPTER 8 - HR POLICY

A. WORKING HOURS & LEAVE POLICY

i. 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 Student Trainee.

ii. LEAVE ELIGIBILITY

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.

iii. 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.

- 1) New Year Day
- 2) Eid Al Fitr
- 3) Lailat Al Qadar
- 4) Eid Al Adha
- 5) Islamic New Year
- 6) Ashoora
- 7) Prophet's Birthday
- 8) Lailat Ma'raj
- 9) UAE National Day
- 10) Isra Wal Meraj



Note: As per UAE law National/ Religious holidays will not be included in the leave periods.

B. 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 | | | |



CHAPTER 9 - 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.



CHAPTER 10 - 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.

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.

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.



SECTION G STUDENTS

CHAPTER 1 - STUDENTS VISA

A. NEW VISA

- i. The SUC grants student visa to students selectively on the merit of each request. Admission to the SUC cannot therefore be construed or deemed as a right for obtaining visa. Marketing & Registration Department fill in Student Visa Processing Request Form on receipt of the request.
- ii. Visas are granted for enrollment in the SUC's program only.
- iii. The student visa sponsored by the SUC will be for the period of study undertaken by the student and will be cancelled once the student completes his study with the SUC. The visa will be cancelled within two months (60 days) from the date a student is awarded his/her degree.
- iv. The student 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 extended (renewed) if the student continues to be a bona-fide student of the SUC.
- v. Documents required for processing student visa are:



- a. Photocopy of student'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 student visa.
 - b. Personal Details Form
 - c. 12th standard certificate in English or Arabic or a notarized copy of English translation if the certificate is in any other language.
 - d. 12 passport sizes colored photograph of the student (White background).
 - e. Student must be outside UAE at the time of processing of visa. Students on visit/transit visa at the time of seeking admission in the SUC's program must exit from UAE before their visa can be processed. A photocopy of their passport page exit stamp must be faxed to the Marketing and Registration department.
 - f. Visa processing fee (visa processing at the time of entry and visa cancellation at the time of exit).
- vi. Original copy of student visa will be deposited by the SUC PRO at the airport of entry of the student. The student will be received by the SUC PRO and taken to the hall of residence promoted by the SUC. Student must hand over the original visa document and original passport to the SUC PRO for safe keeping and processing of residence visa.
- vii. Original copy of student visa can be handed over to student's relative or guardian for submission at the airport of entry and receiving of student on the submission of a guarantee passport which will be returned to the relative or guardian on submission of the original visa document stamped by Immigration Authorities at the point of entry into UAE and original passport to the SUC authorities.
- viii. The student will be required to undergo and pass a medical examination undertaken by the UAE Health authorities before his residence visa can be processed. The SUC PRO will assist the student in this process.
- ix. Any change in the student's place of residence, postal address, telephone number/s must be notified to the SUC authorities immediately.
- x. The student is prohibited to take up any employment while he/she holds the SUC visa. The SUC's HRD will retain the safe custody of the student's passport during the period of the students study in the SUC. Any willful negligence or disregard of this essential proviso will lead to disciplinary action being initiated against the student. All such action will be initiated by a Disciplinary Committee constituting representatives from the Human Resource Department, Finance Department, Administration Department and Academics and recommendation presented to the Dean for his approval and ratification. There will be no appeal against action initiated by such committees once ratified by the Dean.

B. VISA RENEWAL

- i. The student 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 extended (renewed) if the student continues to be a bona-fide student of the SUC.

- ii. Documents required for processing renewal of student visa are:
 - 6 passport size photographs.
 - Visa renewal processing fee at the time of renewal
- iii. The student will be required to undergo and pass a medical examination undertaken by the UAE Health authorities before his residence visa can be renewed. The SUC PRO will assist the student in this process.

C. VISA CANCELLATION

- i. The student visa sponsored by the SUC will be for the period of study undertaken by the student and will be cancelled once the student completes his study with the SUC. The visa will be cancelled within two months (60 days) from the date a student is awarded his/her degree.
- ii. The visa may be cancelled on the recommendation of the Registrar and the Administration Department if the student fails to maintain his/ her academic standing in the program of his studies or is continuously absent for a period of more than 2 weeks without notice or fails to maintain minimum attendance in courses in a semester as per the SUC's attendance policy.
- iii. The student fails to meet his/her financial obligation to the SUC.
- iv. The visa will be cancelled if student is involved in acts of indiscipline or acts of vandalism if recommended by a SUC's Disciplinary Action committee.
- v. A student has 28 days to exit from UAE from the date of cancellation of his/her visa.

D. GUIDELINES FOR INTERNATIONAL STUDENTS

PRO provides essential assistance and support to international students to help them better adapt to life at Skyline. Among its many tasks is to help international students comply with immigration regulations during their time at the university.

New International Students with no UAE residence permit

Once an international student is accepted by SUC, the Marketing Department sends the Student Visa Request Form to Administration, which must be submitted along with one passport copy, Personal Details Form and eight passport-size photographs. Administration Department after checking the documents forward the application to HRD/PRO. PRO then initiates the security check process and only after the positive Security check applies for the student's residence visa through the Department of Immigration in Sharjah. 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.



VISA FEE

| PARTICULARS | 2017-2018 |
|---|------------|
| Visa - (3 Year residence- Health Card) Subject to change as per Govt. Regulations | AED 6000/- |
| Visa renewal with Health Card For 1 Year Subject to change as per Govt. Regulations | AED 3250/- |

Note: The procedures / rules/Fee detailed here are for Information only and are subject to change from the immigration without prior notice.

STUDENTS ARE KINDLY REQUESTED TO DO THE FOLLOWING:

BEFORE ARRIVAL:

- 1) Make travel reservations to the UAE and request for a visa copy from SUC.
- 2) Notify Marketing & HRD of flight details (flight number, airport, arrival date and time) through e-mail at [admissions@skylineuniversity.ac.ae/
pro@skylineuniversity.ac.ae/hrd@skylineuniversity.ac.ae](mailto:admissions@skylineuniversity.ac.ae/pro@skylineuniversity.ac.ae/hrd@skylineuniversity.ac.ae)
- 3) On your departure, pack all SUC correspondence (letter of admission or transfer evaluation) and items of identification (valid passport and visa copy) in your carry-on luggage.
- 4) Present the visa copy at the Visa Collection Counter in the airport where you arrive (whether Sharjah or Dubai Airport). The original copy will be placed there.

AFTER ARRIVAL:

- 1) Look for the Skyline SUC Representative at the airport with your name board.
- 2) You **must** visit HRD to submit your original visa and passport within 24 hours of arrival in UAE in order to stamp the permanent residence on your passport. The visa that you will pick up from the airport is valid **only** for 60 days from the date of entry.
- 3) Make sure the visa processing fee has been paid along with other fee.



CHAPTER 2 - HOSTEL AND STAYING WITH GUARDIANS GUIDELINES

A. HOSTEL GUIDELINES

- i. Students seeking admission in hostel must fill the hostel application form at the time of admission in the SUC.
- 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.

Note: 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.

B. 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 2016-2017 will be AED 1,750/- per month. The hostel fee shall not include mess charges.
- ii. Hostel fee should be remitted to the Finance Department on a semester basis. (AED 1,750/- x 12 = 21,000/-) If a student opt to do summer semester, separate invoice will be given from the finance department. It is mandatory that a student who avails the hostel facility should continue to stay in the hostel till the end of the academic year.

C. STUDENTS STAYING WITH GUARDIANS:

Students staying with their guardians have to provide the administration department on joining the following documents:



- a) Valid Passport of Guardian
- b) Valid Visa copy of Guardian
- c) Valid Emirates ID of the Guardian
- d) Valid Tenancy contract and copy of guardian
- e) Undertaking with signature and contact information of guardian

CHAPTER 3 - PASSPORT GUIDELINES

A. ISSUANCE AND RETURN OF PASSPORT TO/BY STUDENTS

- i. The passport will be released to the student for their use (travel, renewal, presentation for verification by government authorities etc) as per the existing Rules and Regulations of SUC
- ii. The Passport Withdrawal Application Form is available on the students portal, duly completed by the student should be submitted to the HRD 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.
- iii. The student should submit duly completed form approved by Head of Administration & Examination and Head of Finance Department to HRD.
- iv. Students are required to deposit Dhs2500/- as security deposit with the Finance Department. The deposit will be refunded to the student after the SUC visa is cancelled and student provides HRD with exit stamp.
- v. After graduation if a student would like to withdraw their passport they need to deposit an additional amount of Dhs5000/- as security deposit with the Finance Department. The deposit will be refunded to the student after the passport is returned to the SUC's HRD.
- vi. The passport must be returned to the SUC for safe keeping on or before the date specified in the Passport Withdrawal Application Form. Failing to do the same will lead to disciplinary procedure.
- vii. The student must notify the SUC Authorities (HRD) 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.
- viii. Failure to return the Passport within 7 days of the due date of return will result in the SUC notifying the Ministry of Interior, General Directorate for Naturalization & Residence United Arab Emirates and putting up the case as absconding.

WHEN TO CONTACT PRO



International students must consult the PRO when:

- 1) Applying to extend or change your visa
- 2) Transferring to or from the university
- 3) Leaving the university for any reason
- 4) Planning to leave and re-enter the UAE while still a student
- 5) Passport withdrawal or submission



INSTITUTIONAL RESEARCH & QUALITY ASSURANCE



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I. INTRODUCTION

The Institutional Research and Quality Assurance (IR&QA) Office is a vital unit in achieving SUC's quality standards envisaged in the Vision and Mission. It also strives to provide quality services in academic and academic support services in SUC and evaluate best practices of National and international academic institutions in the region and the world over. This office works towards meeting the guidelines/standards/accreditation requirements provided by MOE and International accrediting agencies. The roles of IR & QA Office are detailed in the following sections.

A. INSTITUTIONAL RESEARCH

The Institutional Research Unit is responsible for planning, designing data collection instruments, gathering, compiling, analyzing and disseminating information to Operational Executives and Strategic Decision makers. Institutional research office's major role is to measure, analyze and report findings that facilitate in gauging the level of Institutional Effectiveness (IE), Identifying gaps and making amendments in the process of Institutional Effectiveness. Results from the various institutional effectiveness tools are used to provide guidance in preparing and evaluating annual and strategic plan and disseminate inputs for academic and administrative operative decision makers. Institutional Research office uses existing databases and gathers additional data as warranted to determine the future course of actions in achieving the Vision and Mission of SUC. The Institutional Research Office also supports in the performance evaluation of all employee.

B. QUALITY ASSURANCE

The Quality Assurance Unit reviews various feedbacks and IE reports for each academic year. The findings and suggestions are disseminated to all Head of the units after approval from the Executive Council for necessary actions and decisions to improve academic and academic support services. The Quality Assurance office designs appropriate methodologies for meeting the Quality standards of the Institution in Academics and Academic Support Services to increase the effectiveness and efficiency of the institution.

The QA office is responsible for providing guidelines for the implementation of policy procedures during the academic year. QA conducts regular audits of academic and academic support services to ensure the adherence of policy and procedures for the improvements in the overall institutional quality standards. It also helps in preparing,



implementing and evaluating the Strategic Plan. It also oversees the planning and closing of units, updates policies & procedures and goal setting process.

The QA Office conducts developmental activities for faculty and staff members at regular intervals so as to enhance the overall institutional academic and academic support services.

II. DEPARTMENT GOALS

A. IR

- i. To be a center for collection, compilation and analysis of data
- ii. To develop IE & feedback tools and evaluate the institutional performance accordingly in an academic year
- iii. To maintain accreditation standards locally and internationally
- iv. To provide inputs for strategic plan review
- v. To facilitate the FES, SES, AAC, EC and BOG evaluation system

B. QA

- i. To develop and maintain quality standards in the institution
- ii. To coordinate submission and review of institutional planning, closing, reports and documents
- iii. To coordinate review of the Institutional Effectiveness System

C. IR & QA

- i. To evaluate the Institutional Effectiveness through auditing the academic and academic support service processes.

III. DEPARTMENT STRUCTURE



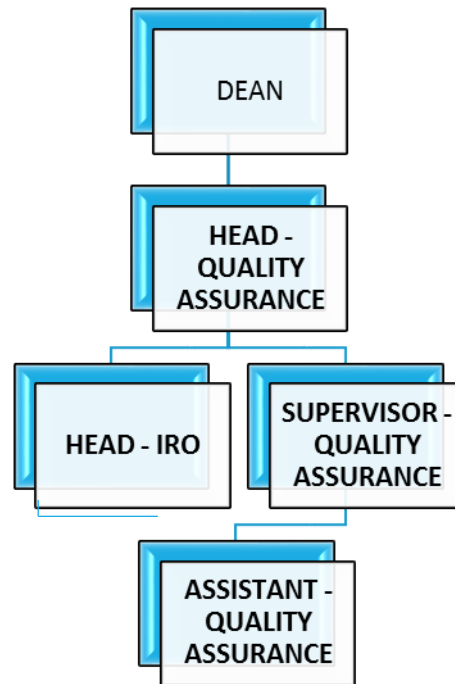
IV. STRATEGIC PLAN

The IR & QA Office has a major role in developing Institutional Strategic plan for five years and to assist various departments in their annual planning. It also initiates the process of strategic plan by reviewing the status of previous Strategic Plan and gather information from various stakeholders, competitors and general business environment in the country and region so as to evaluate the growth and sustainability of SUC in the long run.

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

- A. Strategic directions
- B. Strategic goals
- C. Strategic initiatives
- D. Annual Action plans (Operational Strategic plans)

The Institutional Research and Quality Assurance Office in coordination with the Dean conducts a through auditing of its previous strategic plan achievements in relation to its strategic directions. 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 provides an understanding of operational strengths & weaknesses and provides suggestions for the areas of development. The external environment is evaluated with reference to the scope of diversification and potential of growth across the academic areas and training and development, competitors, changing Government policies and changing market trends. Based on these inputs appropriate decisions are



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during the review of the Strategic Plan which further provides inputs for the next Strategic Plan.

Operational Strategic plan

Academic Advisory Council (AAC) members, Heads of Department and Committee Chairs prepare the operational strategic plan based on the approved strategic plan. The operational strategic plan is prepared for each year of strategic plan period and helps the members in achieving their respective components during that particular year. At the end of the each year, the status of achievement of strategic plan components is reviewed and action plans are developed to address the gaps if any



PROCESS FLOW



V. SERVICES PROVIDED BY INSTITUTIONAL RESEARCH OFFICE & QUALITY ASSURANCE OFFICE

A. INSTITUTIONAL RESEARCH

i. **Planning and Decision Support**

Institutional Research Office (IRO) identifies the data requirements, plan and develops assessment tools helpful in gathering appropriate information for increasing institutional effectiveness. IRO compiles, analyzes and disseminates information for decision making in the process of institutional effectiveness. It provides inputs for preparing and evaluating Strategic Plan, annual and semester plans.

ii. **Feedback Survey**

Conducting various surveys that helps in assessing the status and requirements of SUC among the stakeholders is a major responsibility of the Institutional Research Office. Student, staff, graduate and employer perceptions and opinions are imperative in determining the future directions of SUC. Therefore, IRO reviews, develops, plans and implements appropriate survey tools and analyzes and disseminates the results for appropriate action.

iii. **Accreditation Planning**

IR Office is responsible for the process of national and international accreditation process by providing all the institutional data required for application review.

iv. **Facilitating the Performance Evaluation System**

The IR office helps in developing the tools for performance evaluation systems of evaluating Board of Governors, Executive Council Members, Academic Affair Council and staff. It analyzes information on various stakeholders and evaluates their performance through a predefined evaluation systems and forwards the evaluation results to decision makers

B. QUALITY ASSURANCE

i. **Quality Enhancement**

SUC is committed to excellence in all aspects of academics and academic support service departments as envisioned in the vision statement. The Quality Assurance Office ensures there is continuous enhancement of the institutional goals in meeting the specified standards and requirements across all areas of Academics and Academic Support Services.

ii. **Developing Institutional Policies**



QA office is responsible for preparing, amending, ensuring compliance and evaluating the policy and procedures of SUC.

iii. Quality Auditing

The quality enhancement is ensured by auditing and reviewing the various institutional activities with respect to adherence to the planned processes and procedures. This review will help in appropriate decision making by the AAC, Dean, Executive Council and Board of Governors.

iv. Ensuring compliance with accreditation standards

The Quality Assurance Office keeps track of all the latest updates in the MOE standards and reviews its impact on the institutional policy and procedures. It is the responsibility of the Quality Assurance Office all the necessary amendments as per the latest updates are reflected in the appropriate policies. It ensures that all the important documents of the Institution are amended as per the changes in the standards set by the MOE.

v. Enhancing Institutional credibility

a. Benchmarking

Benchmarking in higher education is an important tool of setting higher goals and achieving them through defining specific academic processes and procedures. In SUC, the need for benchmarking is visualized with respect to diversity of student community and teaching community, the National Qualification framework of UAE, the industry requirement and international placements. Every academic and academic support service unit at SUC has predefined the key performance indicators and that are to be achieved as per benchmark which is developed based on the previous year's performance and practices in an educational institution appropriate for benchmarking. The Quality Assurance Office reviews the benchmark set by different units and guides them on updating the same during the planning review of all units. SUC has also adopted standardizing CDPs, nature of assessment tools, quality check of question papers to meet learning outcomes, program learning outcomes linked with the skills and competencies desirable by the industry.

b. Best practices

SUC policy and procedures are prepared based on the guidelines provided by UAE Ministry of Education 2011 standards and best practices followed at renowned higher education institutions in the region and at the global level. SUC reviews its policy and procedure manuals before the start of the academic year and incorporates the necessary changes for the coming year. Yearly reviews are carried out at the end of the spring semester to identify status of current practices



followed at SUC and to align with the requirement of MOE. The review also includes the comparison of SUC practices with the best practices followed at other leading institutions.

c. Facilitate data for accreditation, awards, ranking and listing

The Quality Assurance Office provides data to any Office that is working on accreditation, awards, ranking and listing at national and international levels. It helps in preparing documents, evaluating and developing application forms and equivalencies for Programs.

VI. POLICIES AND PROCEDURES

A. INSTITUTIONAL RESEARCH

i. INSTITUTIONAL EFFECTIVENESS SYSTEM

a. Introduction

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.

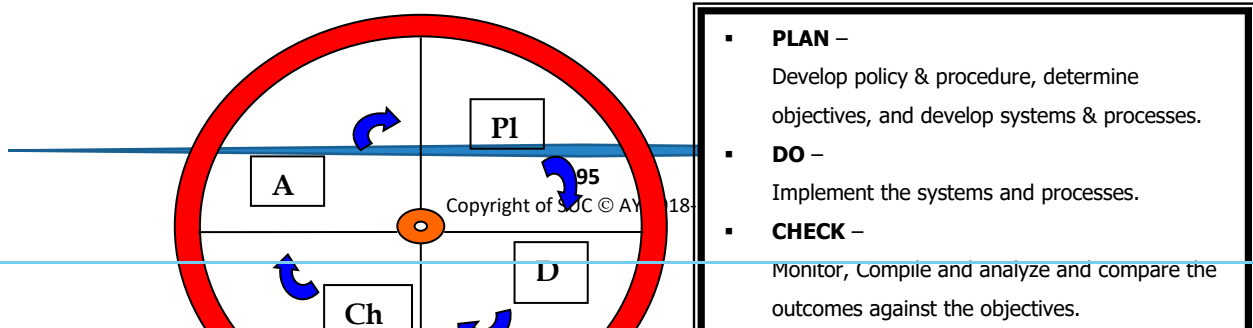
The findings of the analysis are disseminated to the Executive Council for necessary decisions and implementation (through Dean).

b. Goals:

1. To develop IE & feedback tools and criteria of evaluations
2. To plan and implement the IE and feedback system
3. To collect data through formal and informal methods
4. To analyze and evaluate the data and contextualize for quality improvements
5. To deliberate, present the results and suggest actions of improvements
6. To audit the IE & feedback systems and provide suggestions for improvement

c. Process

Institutional Effectiveness System works on the following Principle:





The Institutional Effectiveness process helps SUC to measure the achievement of outcomes based on its KPIs and helps in identifying weak areas so that corrective methods can be suggested.

At the start of the academic year, IE tools are allocated to each committee with objectives, KPI and benchmarks clearly defined. At the end of the semester, each IE Committee submits their semester report to the IR office which are reviewed and evaluated by HQA to check whether the set objectives are achieved or not and provide inputs. The compiled reports of all the committees are presented to EC. EC reviews the recommendations given by the committee and HQA and approves the same for implementation in the next semester. The approved decisions are disseminated back to the committees for implementation. The status of the implementation is tracked in the next semester report thus resulting in closing the loop. Sample IE Committee reports with HQA comments, review by EC and status of implementation by the committee.

d. Formation of IE Committee

The Institutional Effectiveness Committee is headed by Dean / Head of Quality Assurance Office and consists of the following members:

1. Head - Institutional Research
2. Supervisor - Quality Assurance

e. Responsibilities of IE Committee:

The responsibility of the chair of the IE committee is to review the Institutional Effectiveness tools before the start of the academic year and finally the Institutional Effectiveness tools and forms sub committees headed by Chairperson and assisted by members of the committee to carry out the Institutional effectiveness tasks during the academic year. Dean appoints the Chairperson & members of the Committee each year. The IE committee also monitors the progress of work at regular intervals and takes the feedback of the sub committee's operations and assesses their reports during Fall and



Spring so as to identify areas of weakness and take necessary steps for improvement.

f. Institutional Effectiveness Planning

IE Committee prepares annual IE calendar for the forthcoming academic year and allocates the responsibilities of each IE sub committees which includes the following components:

1. Name of the IE committee
2. IE committee Chair
3. IE committee members
4. IE committees to submit report to IR office as per calendar
5. IR office to review and compile the report and forward to QA office as per calendar
6. Semester wise review of consolidated reports by Executive Council
7. QA office to facilitate the departments in implementing suggestions

g. Allocation of IE tools to Subcommittee

The IE committee invites the Chair of subcommittee and its members to explain the roles and responsibilities and hands over the IE calendar along with IE committee report format which contains the introduction of the tool, objectives, KPIs and data submission format.

h. Responsibilities of the IE Sub Committee Chairs

1. Chair reviews the IE Tool with the sub-committee members and prepares internal plan of action of the committee for the academic year towards achieving the objectives of the committee
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.

i. Responsibilities of the IE Sub Committee Members

1. Regularly contribute to achieve the objectives of committee
2. Attend and actively participate in meetings;



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)

j. General Format of IE Committee's Report

1. Report Introduction
2. Members of Committee
3. Objectives of the committee
4. Display of Data
 - o Data Analysis by objectives
 - o Outcomes Achieved as per objective
 - o Key Performance Indicators
5. Comparative analysis over time periods
6. Positives
7. Areas of Improvement
8. Recommendations to EC
9. Conclusion
10. Attachment - MOM of all meetings and contribution by individual members

k. Institutional Effectiveness Tools

The Institutional Effectiveness tools are categorized based on the Academic and Academic Support services departments. Please refer [List of IE Tools](#) in the IE Manual.

l. IE MANUAL

Please refer [Annexure A - IE Manual](#) included in the Annexure

m. IE CALENDAR

Please refer [Annexure B - IE Calendar](#) included in the Annexure

ii. FEEDBACK

a. Introduction

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

b. Goals

1. To improve the performance of the institution.
2. To amend policies and procedures that facilitate improvement in the performance.
3. To ensure satisfaction of stakeholders.



c. Process

The process of feedback includes planning, conducting, collecting data, analysis, reviewing and suggest improvements.

d. 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 feedback calendar for student, faculty and staff and forwards it to the respective department for necessary actions.

e. Conduct of feedback

IR office prepares the feedback calendar for faculty, staff, students and AAC feedback 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. Physical forms are used to collect the feedback for all events conducted out of the scheduled calendar. The planned online feedbacks are activated for eligible respondents to give the feedback (ex: 60% attendance in case of students' faculty feedback).

f. Data collection and analysis

Both qualitative and quantitative data is collected through the feedback by IRO and the data is processed for arriving at meaningful information from the feedback. IR office prepares the feedback analysis report and forwards it to the respective committees for review and necessary action.

g. Feedbacks conducted by IRO

The department is responsible for the conduct of Feedback on various academic and academic support services activities in coordination with Computing Department as per the Feedback calendar developed by the department at the start of the academic year.

Feedback conducted by the department are broadly classified into:

1. Academic Feedback – Interim, Faculty feedback



2. Academic Support Services – Feedback on Academic Support Services, Resource Adequacy Feedback – Computing, Resource Adequacy Feedback – Library, Resource Adequacy Feedback – Facilities
3. Academic events and Activities – Guest lectures, industry visits, PSDP, Dissertation, Internship
4. Non Academic Events and activities – SUC events for students, SUC events for Faculty & Staff, Alumni events,

iii. LEARNING OUTCOMES AND EXAMINATION ANALYSIS

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

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

Process

Step1: IR office prepares the report on the achievement of learning outcomes at the end of the each semester/quarter and forwards it to faculty members.

Step2: Faculty members reviews the achievement status of learning outcomes and include their comments and suggestion related to achievement learning outcomes in their course report which acts as a reference for the future conduct of the course.

Step3: The Learning outcomes and examination analysis report for each faculty members are reviewed during the faculty review meeting with Head of Academics at the end of fall and spring semester and necessary improvements are suggested during the meeting.

Step 4: HOA ensures that the suggested changes are incorporated while planning and conducting the course in future.

iv. COURSE FILE AND COURSE REPORT REVIEW

Faculty members submits their course file at the end of each semester to IR office as per the stipulation 7 of 2011 MOE standards. The course file includes syllabus, copies of instructor teaching materials, copies of all assessment instruments,



instructor worked answers, marking schemes of all assessment instruments, course reports, and quantitative analysis of student performance and summary of feedback analysis report. The course file review is carried out by HQA along with subject expert(s).

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

Process

Step-1: Faculty Members submits course files to IR office at the end of each semester and quarter as per the stipulation 7 of MOE 2011 standards

Step-2: Course files are reviewed by HQA along with subject expert(s).

Step-3: HOA discusses the course file review comments along with result analysis, learning outcomes achievement status, student faculty feedback during the faculty meetings

Step-4: Faculty members update the course file as per the course file review comment if required.

Step-5: Course reports suggestions are compiled by IR office and forwarded to program revisit/review committee

vi. FACILITATING TRANSFER OF CREDIT (TOC) APPROVAL PROCESS AND TOC

IR and QA Office facilitates the transfer credit approval process by providing mapping of draft course equivalences for each of the TOC applications received from the admission department. The course equivalencies are prepared based on approved articulation agreement or case by case mapping of SUC course syllabus with the courses of transferring institution. The SUC TOC policy requires at least 70% of the course content should be mapped for awarding the credit along with meeting the other criteria mentioned in the policy. The mapped application is forwarded to designated TOC committee headed by Dean who reviews and approves the TOC as per SUC TOC policy which is based on the Transfer application criteria mentioned in the MOE 2011 standards.

Process

Step-1: Admission department forwards the Transfer Application to IR office for mapping the courses

Step-2: IR office prepares the draft course equivalencies forwards to Dean who is head of TOC committee



Step-3: Dean reviews, makes necessary amendments and approves the draft course equivalencies and forwards the approved draft back to IR office

Step-4: IR office prepares the final course equivalency and forwards it to Dean’s final approval and the same is updated in the ERP for further processing

Step-5: At each semester TOC analysis report is generated from the ERP

vii. FACILITATING CENTER FOR HIGHER EDUCATION STATISTICS SUBMISSION (CHEDS)

IR office coordinates with Administration and Examination department in submitting the Institutional data to Center for Higher Education Statistics (CHEDS) as the calendar given by the CHEDS during each academic year. The following CHEDS related data are submitted from IR office

| | |
|----------------------|--------------------------|
| Operations | Fall and Spring Semester |
| Surveys | Fall Semester |
| Student Awards | Fall Semester |
| Faculty Awards | Fall Semester |
| Community Engagement | Fall Semester |
| Institution Overview | Spring Semester |
| Faculty Publications | Spring Semester |

Process

Step-1: IR office compiles the CHEDS data as per the Calendar forwarded by CHEDS during year and forwards it to Head Administration and Examination.

Step-2: Head of Administration and Examination compiles the data received from all concerned department and forwards it to Dean and HQA for their review and approval.

Step-3: Head of Administration and Examination uploads the approved CHEDS on the CHEDS online portal.

viii. EXIT INTERVIEW ANALYSIS - FACULTY, STAFF AND STUDENTS

Exit interviews are conducted for Faculty and Staff who are voluntarily resigned from SUC. Analysis of exit interviews provides valuable inputs related to satisfaction on work environment, policies and procedures followed at SUC, perks and benefits offered at SUC in relation to competitors.

Exit interviews are also conducted for students who are cancelling from SUC. The analysis provides input related to academic and academic support services offered by SUC.



Process

Step-1: Exit interviews are conducted by Human Resources Department for Faculty and Staff

Step-2: Exit interviews are conducted by SSD department for Students

Step-3: Exit interview forms are compiled and forwarded to respective departments at the each semester.

v. **FACILITATING PERFORMANCE EVALUATION SYSTEM (FES, SES & AAC EVALUATION AND GOAL SETTING)**

a. Planning

The QA office reviews the various components of the performance evaluation system at the end of an academic year and designs evaluation formats in coordination with Human Resource Department. This draft document is presented to the Executive Council (Dean) for approval/amendments. The approved evaluation criteria are used by the Human Resource Department to conduct the performance evaluation of employees.

b. Facilitate Performance Evaluation of BOG, Executive Council, Academic Affairs Council, Faculty and Staff

The evaluations forms are uploaded and activated on to the portal as per the evaluation calendar enabling the evaluators to give their evaluation ratings. After the online evaluations are completed, IR office prepares the individual performance evaluation reports as per the evaluation matrix along with consolidated reports and forwards it to the concerned authorities for review and necessary action.

c. Facilitate the initial, mid review and final review of goal setting of Faculty Members, Heads of Departments (HOD), Academic Affairs Council (AAC) members:

Faculty, HODs and AAC members submit and present their goals to Goal Setting Review Committee at the start of the academic year. The Goal Setting Review committee reviews progress of the goal setting during the midyear and evaluates the final status at the end of the academic year. IR office compiles the goal setting final ratings and the same is included in the Faculty Evaluation System, Staff Evaluation System and Academic Affairs Council Evaluation System for each members respectively.



vi. **COMPILATION OF INSTITUTIONAL FACT BOOK AND ANNUAL REPORT**

The IR & QA Office is responsible for the preparation of Fact Book & Annual report of the Institution at the end of academic year. The IR & QA Office coordinates with different academic and academic support service units for collection of facts such as important statistics, list of updated resources, important achievements etc. All these facts are included in a draft document along with institutional information such as institution's profile, highlights and achievements of the institution. The draft of fact book & Annual report is reviewed by the Head of Quality Assurance and changes if required are suggested. The updated draft is presented to EC for review and approval.

vii. **DEVELOP COURSE EQUIVALENCIES TO FACILITATE ARTICULATION ACTIVITIES**

IR & QA Office facilitates the Corporate affairs Office in evaluating the course equivalencies for articulation agreements. The Corporate affairs Office forwards the curriculum plan along with course descriptions of the partner Institution to IR Office for developing the course equivalencies. These course equivalencies are sent back to Corporate Affairs Office for further course of action.

B. QUALITY ASSURANCE OFFICE

i. **QUALITY ASSURANCE PROCESS**

The Quality Assurance Office evaluates the academic and academic support services outcomes as follows:

a. Educational /Academic Outcomes

1. Develop, implement and measure effective course learning outcomes.
2. Measure Program outcomes through direct & indirect tools (Dissertation, Employer Survey, Alumni Survey, etc.)

b. Academic Support Services Outcomes

To audit compliance with policies and procedures in:

1. Admission procedures including marketing efforts
2. Human resources recruitment, selection and utilization
3. Learning resource Adequacy and systems (library and IT)
4. Financial resources
5. Student services and Advising
6. Corporate Affairs including Job Placement
7. Facilities for co-curricular and extracurricular activities

PROCESS FLOWCHART



ii. COORDINATION AND REVIEW OF DEPARTMENTAL ANNUAL & SEMESTER PLANNING

a. Annual Planning

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

PROCEDURE FOR QA REVIEW OF ANNUAL PLANNING

1. QA Office disseminates as calendar for submission and review of planning documents
2. Departments submit the document for initial review by QA
3. QA reviews the documents and recommends changes wherever required
4. Departments resubmit the document with updates to QA
5. QA forwards the updated documents to EC for review and approval

b. 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. QA follows up with all the departments for the update on the status of these activities before the start of the semester.

iii. REVIEW OF FEEDBACK AND IE REPORTS

All feedback reports are developed by the Institutional Research Of Quality Assurance Office reviews the feedback reports and identifies gaps which are

Formulate the policies & procedures of the departments

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Evaluate and audit the adherence of policies & procedures



forwarded to Dean for review and further discussed with the Executive Council. The Executive Council reviews the report presented by QA Office and suggests corrective actions along with the timeframe for implementation.

QA Process for review of Feedback and IE Reports

Step1: Formulation of Objectives, KPIs, Benchmarking and Policies

Step2: Handover of IE Tools with reporting format to committees

Step3: Collection of IE Reports along with supporting documents from Chair

Step4: HQA reviews the reports semester-wise, identify gaps and suggests improvements

Step5: IE reports with HQA comments are forwarded to Dean for review

Step 6: HQA receives the comments from Dean and presents the summary report to EC

Step7: Review by EC and recording of comments

Step8: Receiving the EC decisions

Step9: Preparing action plan with time lines

Step10: Dissemination of approved action plan with timelines to concerned committee chairs through Dean

Step11: Follow-up on implementation

Step12: Reporting the status of implementation

Step 13: Auditing the progress as per calendar

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

It is the responsibility of the Quality Assurance Office to disseminate the actionable with responsibilities provided by the Executive Council to respective IE committee Chairs as per IE calendar along with the implementation schedule (through Dean). The person responsible for the respective department or committee has to review the timeframe and implement the actions which need to be accomplished. The suggestions or recommendations with longer time frame should be carefully reviewed and their implementation plan should be prepared and submitted to the



QA Office along with the resource requirement including budget. All budgets should be duly approved by the Dean.

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

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

x. INSTITUTIONAL CATALOG

The QA office coordinates with various units and compiles the Institutional catalog for the Undergraduate and Graduate programs. The catalog contains information on the various units, services provided by them, campus facilities, student services, student events and activities, student related financial policies, program details. The initial draft is submitted to EC for review and if changes are suggested the catalog is resubmitted with updates. Upon approval by EC, the catalog is published and disseminated to the new students.

xi. FACT FILE

All departments prepare a fact sheet containing important statistics related to their department at the time of closing of the semester. The QA Office coordinates with department for the submission of these fact file for Fall and Spring closing. The closing fact file is generally submitted during summer semester. The QA Office submits these fact files to EC for review and approval.

xii. COEC REVIEWS

The QA Office coordinates with AAC, Committees and departments for submission of their monthly and semester reports and presentation, semester planning & closing presentations and all important institutional documents. The QA office reviews all the submissions and submits it to COEC's Office for review and approval.



iv. REVIEW OF INSTITUTIONAL AND DEPARTMENTAL GOALS, OBJECTIVES, KPIS AND BENCHMARK

a. Institutional

The institutional goals and objectives are annually reviewed and updated by the Quality Assurance Office based on the overall changes in the institution with respect to addition of academic programs, services provided by the institution and additional activities undertaken. The updated goals and objectives are reviewed and finalized by the Executive Council. Upon finalization, the Quality Assurance Office updates the Key Performance indicators and the benchmark for the coming Academic Year. The complete document containing the goals, objectives, KPIs and benchmarking is forwarded to EC (Dean) for review and approval.

b. Academic Affairs Council

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

c. Academics

The Quality Assurance Office reviews and updates the Academic Goals and Objectives in coordination with Head of Academics. The updated Goals and Objectives are sent to the Executive Council who will review and finalize the goals and objectives of the academic department. After finalization of goals and objectives the Head of academics updates the Key performance indicators and benchmark for each objective. The Quality Assurance Office reviews them and suggest inputs for making necessary changes. The Final updated document is then sent for the review and approval of Executive Council.

d. HODs and Departmental

Each Head of department will update the goals and objectives of their department after a thorough review of various activities undertaken by their department and sends it for the review by Quality assurance Office. Once approved by the QA Office, the document is discussed with the Executive Council for final review and approval. The Key performance indicators and benchmark are updated after finalization of goals and objectives and then sent for Executive Council's approval.



v. **FACILITATES INFORMATION FOR REVIEW OF EMPLOYEE GOALS AND ITS ACHIEVEMENT STATUS BY EC**

All the EC, AAC, faculty members and HOD set their goals at the start of an academic year. These goals are presented to EC for their review and approval. The Goals may be resubmitted by employee based on inputs received from EC. A review of the achievement status of these goals is carried out twice in an academic year. The mid review being conducted after the end of Fall semester and the closing review is conducted during the summer semester. The IR & QA coordinates with various departments and compiles information such as Feedback data, Course file reports, course file review comments, Examination department review, result analysis, LO achievement status and HR review inputs related to faculty members and feedback data and HR review inputs related to Head of departments in order to facilitate EC to conduct the review of the goal setting status of employees.

vi. **AUDITS**

a. AUDIT OF ACADEMIC ACTIVITIES

The IR & QA Office audits the course files submitted by faculty members at the end of each semester. The purpose of this audit is to evaluate the gaps in learning outcomes, course reports, academic strategies and recommend improvements in order to ensure maintenance of academic quality standards.

b. AUDIT OF ACADEMIC SUPPORT SERVICES

1. Semester and Annual closing audit

The Quality Assurance Office conducts the departmental audits every semester and at the time of closing of an academic year

The audit conducted at the end of semester includes verification of following:

- 1.1. Audit of departmental reports
- 1.2. Audit of records maintained
- 1.3. Audit of policies and procedures followed by the department

The audit conducted at the time of closing of academic year includes verification of following:

- 1.1. Audit of planning files
- 1.2. Audit of closing files
- 1.3. Audit of departmental reports
- 1.4. Audit of records maintained
- 1.5. Audit of policies and procedures followed by the department



The Quality Assurance prepares an audit report which consists indicates the areas of audit, audit status and any gaps identified. The audit reports are submitted to EC for review and suggesting corrective actions for improvement. The audit reports are then disseminated to concerned units for implementation of EC suggestions or recommendations.

Process flow for conduct of semester and yearly closing audit of Departments

Step1: Prepare a department-wise checklist of audits

Step 2: Inform departments about the audit schedule

Step3: Send preliminary requirements to respective departments for the conduct of audit

Step 4: Categorize and sample the information for auditing

Step 5: Conduct the audit of documents or reports

Step 6: Prepare an audit report with gaps identified

Step7: Submit the audit report to Executive Council

Step8: Approval of suggestions and recommendations provided by Executive Council

Step9: Dissemination of recommendations with timelines to concerned units

Step10: Follow-up on implementation

Step11: Action closed post implementation

2. Start of semester audit

The Quality Assurance Office reviews the preparation of all units before the start of every semester to ensure smooth operations during the semester. The audit includes submission of fact file, monthly & semester reports, notice board updates, pre-semester checklist status, semester planning & closing presentation, upload of updated information on websites, portals and FAQ sections, updates in the Calendar management system & Document Management System by departments. The audit also includes the status of IE, Feedback status, course files, LO analysis and goal setting status review. An audit report with status of all reviews is prepared by the QA Office and presented to EC for review. Gaps identified in the audit are



disseminated to concerned units for implementation and follow-ups are done for closing of the implementation actions.

3. Institutional Audit

The Quality Assurance Office coordinates with various units and keeps track of various institutional reviews including review of SUC's vision, mission, goals, objectives, SWOT, branding statement, review of strategic plan, review of curriculum, audit of ERP uploads, review of planning & closing of all units and review of preparation for the start of next Academic year. A report including the status of the Institutional audit is prepared by QA Office and presented to EC for review. Gaps identified in the audit are disseminated to concerned units for implementation and follow-ups are done to ensure all the gaps are closed within the required timeframe.

vii. FACILITATE DATA SUBMISSION FOR LOCAL AND INTERNATIONAL RANKING

QA office takes initiatives to apply to suitable organization that rank Universities and Educational Institutions after evaluating the credibility of ranking organizations.

QA office prepares report on the rankings and discusses it with the Executive Council (Dean). After the approval, necessary documents are prepared to facilitate the organizations to evaluate SUC for ranking. During the process, the QA office will be keep in touch to resolve any issues.

C. GENERAL POLICIES AND PROCEDURES

i. 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.

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 Dean and HQA 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, EC 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, members are co-opted by the HQA 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

1. BOG Provides Strategic Directions
2. EC adds inputs from review of previous Strategic Plan and market conditions
3. Strategic Planning Committee receives inputs from EC and departments for planning

| Plans | Preparation of Plans | Preparation frequency | Revis it/Re view frequency | Responsibl e to implement | Persons responsible to amend | Approva l 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 |



| | | | | | | | |
|---|---------------|---------------------|----------|---------|---------------------|------|----|
| 4 | Semester Plan | Heads of Department | Semester | Monthly | Heads of Department | Dean | EC |
|---|---------------|---------------------|----------|---------|---------------------|------|----|

5

Strategic Planning Committee prepares plans based on SWOT analysis of the external environment and internal resources

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

ii. DATA BACKUP

IR and QA create back up of data on regular basis and at the end of the semester, the data is compiled into backup files which is handover to the IT department for archiving according to the institutional data backup policy.

iii. DATA REPORTING POLICY TO EXTERNAL AUTHORITIES

Institutional data is a valuable asset of SUC. It contains information regarding students, faculty, staff, and resources. In order to protect this valuable data, and ensure the sharing of it in an accurate and a consistent manner, all the institutional data are centralized in the Institutional Research Office. The following are policy for reporting and sharing the Institutional Data.

a. Data Submission and Reporting

1. A calendar indicating the deadlines and responsibility for the submission of data pertaining to Institutional Effectiveness is provided to all the IE Committees at the beginning of every academic year. Reports should be submitted by all committees and departments within the timelines mentioned in the calendar. Any unforeseen issues pertaining to report submission should be discussed immediately by the persons responsible.
2. Any updates in the feedback form should be notified at the beginning of the Academic year. Any error cited in the questionnaire needs to be reported to the concerned head of department and committee chair person.
3. The contents and format of enclosures of the faculty Portfolio/course file is finalized by the HQA in line with MOE guidelines at the beginning of every academic year. The faculty members should submit the Portfolios/course files to the IR Office as per the standard formats.
4. IRO forwards all feedback reports to the concerned committees for review.
5. All the IE committees forward their reports and recommendations to the IR Office.
6. IR office forwards the compiled reports of the IE subcommittees to QA office
7. QA Office reviews and prepares a consolidated report along with recommendations and forwards it to Executive Council(Dean) for approval



8. On approval QA office disseminates the plan of action to approved recommendations and
9. Follow up outcomes of actions taken are recorded by IR office.

b. Data Requests and Data Analysis

1. The time to process any data by the IR Office will be from one to three working days. The time could exceed depending on the amount and mode of entry (manual entry or automated entry) of the data.
2. All the feedback analysis report of the academic and academic support services undertaken are submitted to Dean. The coordinator/ instructor can collect his feedback report from the IR Office after receiving written or verbal approval from Dean.
3. IR office also analyzes the data for various decision making purpose and forwards it to concerned authorities as the need arises.

c. Confidentiality

All data maintained at the IR office shall be considered confidential and may be disseminated only to persons/committee/agencies authorized by the Dean.

d. Information Integrity

Information recorded at the IR office has to be maintained with utmost integrity of sources, processes and dissemination. It is imperative that the information is used strictly according to predetermined purpose.

e. Retention and Disposal

1. All the institutional data which is in the hard copy form is stored in the IR Office for three years and then moved to a secured store room.
2. Course files will be maintained in the hard copy form for one accreditation period. Once the accreditation period is completed, hard copies pertaining to that period will be discarded. However the softcopy along with report of External Review Team (ERT) of MOE will be maintained for future references.
3. All redundant paper documents are sent for recycling while such confidential documents are shredded.
4. Regular back up of records in electronic format is taken by the Computing department at the end of the semester.

iv. RISK MANAGEMENT POLICY

a. 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.

b. 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.

1. Monitoring the management of significant risks to reduce the likelihood of unwelcome surprises.
2. Reporting minor and major incidents of risks through internal and external audit systems
3. Anticipating and responding to changing social environmental and legislative requirements and compliance of legal standards
4. Insuring SUC's movable and immovable assets against fire, theft, natural calamities and a probable loss of key personnel.
5. Ensure that the less significant risks are being actively managed, with the appropriate controls in place and working effectively.
6. Ensure that there is adequate training and resources for implementing the policy.
7. Ensure that the process of day-to-day financial risk management is adequately documented.
8. Undertake an annual review of effectiveness of the system of internal control and report to the Management.

c. 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:

1. Planning and budgeting

The planning and budgeting process is used to set objectives, action plans, and allocate resources.

2. 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.

3. 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.

4. Regular reporting

Regular reporting is designed to monitor key risks and their controls. Decisions to rectify problems are made at regular meetings.

d. Annual review of effectiveness

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.

e. Responsibility and Authority

| | | | |
|---|---|--|---|
| Plan and implement Risk management policy | Monitoring and reviewing the Risk Management Policy | Period of review of the Risk Management Policy | Approval of amendment of the Risk Management Policy |
| Head of Finance department | Executive Council | Annual | Board of Governors |

v. ACCREDITATION PROCESS

a. Accreditation by MOE

Skyline University College has been licensed and all its programs are accredited by the Ministry of Education in UAE. Renewal of the licensure and accreditation is required to be done after every five years and in order to retain its licensure and accreditation status, the University has to comply with all the standards set forth by MOE.

The IR and QA Office plays a vital role in ensuring that all the MOE requirements are met by the University and also in continuously monitoring its compliance. The Institutional Research Office and the Quality Assurance Office coordinate with Executive Council (Dean) and various units for all the correspondence with MOE on their requirements.



SUC has an institutional policy which encompasses the standards of MOE, all the data is collected to meet the institutional and accreditation requirements.

Step-1: Semester wise data is collected at regular intervals throughout the period of accreditation so as to present the documents for review of ERT

Step-2: Based on the regular data collection, IR and QA office prepares self-study document to be reviewed by the Executive Council (Dean) and the finalized version will be sent to MOE office.

Step-3: IR and QA office takes the responsibility of preparing documents for Re-Licensing, Program Accreditation and application for launching new majors, emphasis and programs.

Step-4: IR and QA office organizes the visits and presents required documents for the ERT visit and replies to all the queries raised during and after the visit and the responsibility continues till the approval is received.

b. International Accreditation

The University strives to achieve an international recognition and as a first step towards this the University would like to obtain an international accreditation. This will enable the University in enhancing its reputation amongst the international student body, providing an evidence of its quality, increasing international partnership opportunities serve larger community in line with the Vision of SUC.

Currently, the University has been able to achieve the candidacy status of ACBSP and is a member of the AACSB. To achieve the international accreditation, the QA office will assist departments in developing the documents required for accreditation.

VII. BUDGETING

The IR & QA Office 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.

VIII. ORIENTATION TO NEW FACULTY & STAFF

HQA provides orientation to new faculty members and staffs at the time of their joining. The purpose of this orientation is to update the new faculty members about completion of course files and other academic requirements as per MOE standards. Both faculty and staff



members are informed to submit all the required reports to the IR & QA Office as per the IE calendar.

IX. TRAINING & DEVELOPMENT

HQA conducts developmental activities for Faculty and Staff by disseminating information through presentations, Faculty and staff development programs during an academic year. These activities are aimed at improving overall academic and academic support services in the institution.

X. EVALUATION OF INSTITUTIONAL AND QUALITY ASSURANCE OFFICE

A. Introduction

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

B. Evaluation

- i. Dean evaluates IR and QA on the following
- ii. Evaluation will be done at the end of the fall and spring semester of every academic year and review of the evaluation shall be discussed with IR and QA office for necessary improvements

C. Evaluation Criteria

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

XI. ANNEXURE

A. IE MANUAL

INSTITUTIONAL EFFECTIVENESS TOOLS

Assessment Tools Used in the Institutional Effectiveness System



Following are the assessment tools used in the process of measuring the Institutional Effectiveness System:

| | |
|----------|--|
| 1 | Institutional Research Office and QA Office |
| 1.1 | IE Committee (Annual Report and Fact Book, AAC Start of Monthly, Semester, Mid, and Final Review Report, Annual Planning and Closing of the university operations) |
| 1.2 | Feedbacks (Conduct & Review) Committee |
| 1.3 | Program Review/Revisit Committee |
| 1.4 | Accreditation Committee |
| 1.5 | Institutional Governance Committee - Re-visit of Vision, Mission, Goals, Strategic Plan, Organization Chart |
| 1.6 | Quality Audit Committee (Academic and Academic Support Services, CPD, Club, FES, SES) |
| 2 | Academic Planning and Operations Committee |
| 2.1 | Academic Planning |
| 2.2 | LRDC and LDC Committee (Library Resource Adequacy & Feedback Faculty, Staff & Students, LDC) |
| 2.3 | CRDC and CDC Committee (Computing Resource Adequacy and Feedback, Faculty, Staff and Students and CDC) |
| 2.4 | CCL COMMITTEE - Professional Development (Management Development Program and Project Consultancy) |
| 3 | Research Committee |
| 3.1 | Research 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 |
| 5 | Services Committee |
| 5.1 | Services Committee |



| | |
|-----|---|
| 6 | Administration and Registration (Registrar/HASS) |
| 6.1 | Registration Committee |
| 6.2 | Academic Progression Committee |
| 6.3 | Examination Board (Exam & Invigilation Schedule, Result Analysis, Quality Check) |
| 6.4 | Faculty Schedule & Semester Wise Allocation |
| 6.5 | Students Requests and Application Processing Committee |
| 6.6 | Internship, Internship Project and Dissertation |
| 7 | Head of Student Affairs - HSA |
| 7.1 | Student Counseling Committee |
| 7.2 | Academic Advising and Mentoring Committee |
| 7.3 | Suggestion and Complaints Committee |
| 7.4 | Disciplinary Action Committee |
| 7.5 | CR Meeting Committee |
| 8 | Human Resource Department |
| 8.1 | Goal Setting and Evaluation Committee (AAC goal setting, faculty goal setting and HOD goal setting) |
| 8.2 | AAC Evaluation Committee |
| 8.3 | FES Committee |
| 8.4 | SES Committee |
| 8.5 | Faculty Information Committee |
| 8.6 | Faculty and Staff Satisfaction Committee |
| 8.7 | Faculty and Staff Search Committee |
| 8.8 | Faculty and Staff Development Program Committee |
| 8.9 | Salary and Benefits Review Committee |
| 9 | Sports Department |
| 9.1 | Sports Committee |
| 9.2 | Health and Safety Committee |
| 9.3 | Student Accommodation Committee |



| | |
|------|--|
| 10 | Finance Department |
| 10.1 | Financial Audit Report Committee |
| 10.2 | Student Debit & Credit Audit Committee |
| 10.3 | Risk Management Committee |
| 10.4 | Facility Resources Committee (Infrastructure, Fire, Safety, AMC) |
| 10.5 | Budget Review Committee |
| 11 | Publications |
| 11.1 | Skyline Business Journal Committee |
| 11.2 | Newsline Committee |
| 12 | General |
| 12.1 | Enrollment Analysis Committee |
| 12.2 | Media and Communication Committee |
| 12.3 | Corporate Relations Committee |
| 12.4 | Placement and Employment Rate committee |
| 12.5 | Employer Survey Conduct Committee |
| 12.6 | Alumni Committee (Survey Feedback From Alumni's) |
| 12.7 | Articulation Committee |
| 12.8 | Events Committee |

The functions of each Institutional Effectiveness committee have been stated as objectives, the instruments to be used for collecting the information, analysis and dissemination of the status of achievements and areas of improvement as the expected outcomes with respect to students, faculty and staff, learning resources and other services of the institution. The timely distribution of IE tools outcomes to various stakeholders enables to initiate necessary action.

1.1 INSTITUTIONAL EFFECTIVENESS (IE) COMMITTEE

Institutional Effectiveness (IE) committee aids in developing, implementing and improving continuously the process of recording and maintaining comprehensive institutional effectiveness system (cross functional) to achieve SUC's objectives. IE committee conducts its operations through different sub committees to evaluate effectiveness of academic and academic support services units for their usefulness and resourcefulness in achieving institutional effectiveness processes. IE committee reviews all the institutional effectiveness tools in terms of scope, applicability and effectiveness of the



tools at the end of every academic year and updates IE tools based on the suggestions for improvements from the committees by adding, replacing and modifying them to be enforced for the next academic year. Institutional Effectiveness committee provides inputs for proper planning, monitoring and evaluation of processes to maintain and enhance quality of academic and academic support services.

i. Objectives

- a. To aid in achieving SUC's Objectives
- b. To plan, monitor and review the institutional effectiveness system
- c. To allocate different committee to manage institutional effectiveness system
- d. To suggest and recommend necessary amends to the institutional effectiveness system including organization process

ii. Process Flow

Step 1

Institutional Effectiveness committee identifies the Institutional Effectiveness (IE) tools for the implementing the institutional effectiveness system.

Step 2

IE committee forms different IE sub committees for implementing IE tools. IE calendar is prepared and disseminated to the concerned committees for the submission reports.

Step 3

IE sub committees forward its reports to IE committee through IR office in the standardized formats as per the IE calendar.

Step 4

IE committee reviews the reports received from the committees which includes the achievement of status of committees KPIs, benchmark, positives, areas of improvement and committee's recommendation to Executive Council (EC). IE committee forwards the report to EC with its comments for review as per the IE calendar

Step 5

IE Committee also reviews the institutional effectiveness tools in terms of scope, applicability and effectiveness of the tools at the end of every academic year and forwards its recommendation on updating the IE system (by adding, replacing and modifying the IE tools) for EC review and approval. The approved IE system is implemented from the next academic year.

Step 6



EC reviews the IE reports and forwards the accepted recommendations to the concerned department for implementation.

iii. Dissemination of Data For Decision Making

The IE committee forwards the consolidated report on institutional effectiveness system to EC for annual review and necessary action. It also provides guidelines for next academic year.

1.2 ANNUAL REPORT AND FACT BOOK COMMITTEE

Annual report and Fact Book provides an opportunity for SUC to outline its activities conducted during the academic year and provides guideline for the future. It is one of the important vehicle by which SUC can be proactive in demonstrating its accountability to its stakeholders. Committee compiles and publishes the information on various academic and academic support services departments activities carried out during every academic year

i. Objective

- a. To document and compile academic, academic support services and extracurricular activities during the academic year.
- b. To highlight the milestones achieved by SUC during the academic year.
- c. To highlight individual contribution to the community, awards and achievement by the SUC community.

ii. Process Flow

Step 1

Committee receives the information from academic and academic support services departments regarding the activities carried out during the academic year.

Step 2

Committee compiles the information, prepares reports and sends it BOG review and approval.

Step 3

Committee publishes the Annual report and Fact Book.

iii. Dissemination Of Data For Decision Making

Annual report and Fact book are forwarded to various stakeholders and a copy is retained at the IR Office.

1.3 ANNUAL PLANNING AND CLOSING COMMITTEE



Annual planning and closing committee coordinates with various functional Heads, departments and committees to plan for the upcoming academic year based on the reviews of the current academic year activities. 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.

i. Objective

- a. To improve SUC's academic and academic support service processes.
- b. To make sure policy and procedures are in line with the SUC's Vision & Mission and external agencies requirements.

ii. Process Flow

Step 1

Committee reviews the goals and objectives, KPIs and Benchmarks, policy and procedures, forms, letters, annual budget requirement of academic and academic support services departments and committees on annual basis.

Step 2

The committee forwards its recommendation to EC for review and implementation.

Step 3

The committee updates the policy and procedure manuals after the approval from the EC and the same is communicated to those concerned.

iii. Dissemination Of Data For Decision Making

A consolidated report will be forwarded at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next year.

1.1.C. Academic Affairs Council(AAC) start of monthly, semester, mid and final review report and presentation

AAC functional heads, Committee Chairs and Department Heads present their semester plan at the start of the each semester. Dean discusses the progress of planned activities with AAC Functional Heads, Committee Chairs and Department Heads during the monthly meetings. At the end of the each semester AAC Functional Heads, Committee Chairs and Heads of Department submits their semester report which contains the brief overview of the operations, positives, areas of improvement, status of the calendar, feedback on various activities and recommendation. Committee reviews and discusses the reports with AAC Functional Heads & Committee Chairs and suggest improvement for the weak areas identified.



i. Objectives

- a. To improve the services offered by the academic and academic support services departments.
- b. To improve the implementation of policies
- c. To improve the coordination between academic and academic support services departments

ii. Process Flow

Step 1

AAC functional heads, committee chairs and department heads present their plan of action before the start of the each semester.

Step 2

Dean discusses the progress of planned activities with AAC functional heads, committee chairs and department heads during the monthly meetings and minutes of the monthly meetings are recorded.

Step 3

Committee reviews and discusses the semester reports with AAC functional heads & committee chairs and suggest improvement for the weak areas identified and follow up with the members for the implementation of the action plan.

Step 4

The committee prepares the consolidated semester wise review report along with its recommendation and forwards to IR for EC review.

iii. Dissemination Of Data For Decision Making

The Committee forwards the yearly report to IR office for EC review and necessary action. It also provides guidelines for next academic year.

1.4 FEEDBACK CONDUCT AND REVIEW COMMITTEE

1.2.A. STUDENT ACADEMIC FEEDBACK (INTERIM FACULTY FEEDBACK, FACULTY FEEDBACK COURSE, DISSERTATION, INTERNSHIP/INTERNSHIP PROJECT)

Student academic feedback review committee compiles the feedback reports of all academic courses, dissertation, internship and interim feedback for new faculty members. This committee adopts an integrated approach towards resolving all academic issues which helps in smooth conduct of the academic programs. The student's online academic feedbacks are conducted at the end of every semester.



i. Objectives

- a. To comprehensively evaluate the student academic feedback.
- b. To provide feedback this is helpful in improving the faculty members' teaching methodology.
- c. To aid Human resources department in identifying the training needs for the development of faculty members.

ii. Process Flow

Step 1

IR office plans, organizes and conducts the online Student academic feedbacks (ANNEXURE-IRO-001, ANNEXURE-IRO-005, ANNEXURE-IRO-020, ANNEXURE-IRO-021 & ANNEXURE-IRO-022) as per feedback calendar

Step 2

Student academic feedback review committee reviews the analysis report forwarded by IR office.

Step 3

The committee convenes a meeting with individual faculty members and discusses the positive aspects and possible areas of improvement.

Step 4

The chair prepares the review report with the committee's recommendations and comments by the faculty members and forwards to human resources department for records and feedbacks to individual faculty members.

iii. Dissemination Of Data For Decision Making

The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It helps to improve the overall academic delivery and the teaching effectiveness of the faculty members. It also provides guidelines for next academic year.



1.2.B. STUDENT ACADEMIC ADVISING & MENTORING FEEDBACK

Academic advising and mentoring focuses on providing guidance on academic, career and overall personality development of the student. Further the advisors/mentors play a vital role in enabling the student to adapt to SUC environment. Advising/mentoring also monitors student's continuous academic progression during their academic tenure in SUC from enrollment to graduation. Academic advising/mentoring Feedback helps to assess the views of students on the Advising/mentoring process and the effectiveness of Advising/mentoring. The online Student Academic advising (**ANNEXURE-IRO-002/IRO-003**) is conducted at the end of every academic year.

i. Objectives

- a. To provide guidelines to academic advisors and mentors regarding students advising/mentoring process
- b. To plan and execute advisory/mentoring activities during the academic year
- c. To monitor the effectiveness of advising/mentoring system and recommend improvements
- d. To liaison with departments, clubs and other committees involved in students development activities
- e. To evaluate and improve the academic advising/mentoring process.
- f. To aid advisors / mentors to adapt to the requirements of the student's needs.

ii. Process Flow (Academic Advising Feedback Review)

Step 1

IR office plans, organizes and conducts the online Student academic advising/mentoring feedback as per feedback calendar.

Step 2

Student academic advising/mentoring review committee reviews the analysis report forwarded by IR office.

Step 3

The committee discusses the positive and possible areas of improvement in the academic advising/mentoring process.

Step 4

The committee prepares the review report and forwards to IR for EC review.

iii. Dissemination Of Data For Decision Making

The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.



1.2.C. ACADEMIC SUPPORT SERVICES FEEDBACK

Academic Support Services Committee reviews the students' feedback on services provided by the academic support departments. The feedback helps SUC to identify the gaps in the existing services provided by the Academic Support Services departments. The Online Students Academic support services feedback (ANNEXURE-IRO-018) is conducted at the end of the spring semester.

i. Objectives

- a. To identify the gaps in the existing services provided by the academic support services departments.
- b. To improve the services offered by the academic support services departments.

ii. Process Flow

Step 1

IR office plans, organizes and conducts the online student academic support services feedback as per feedback calendar.

Step 2

Student academic support services feedback review committee reviews the analysis report forwarded by IR office.

Step 3

The committee prepares the review report along with its recommendation and forwards to IR for EC review and implementation.

iii. Dissemination Of Data For Decision Making

The committee forwards the yearly report to IR office for EC review and necessary action. It also provides guidelines for next academic year.

1.5 PROGRAM REVIEW AND REVISIT (Undergraduate, Graduate and Foundation programs - BBA, MBA,BSIT,MATH,IESOL,PET)

Program review is a periodical assessment done by the committee to review the currency, relevancy and competency of the courses in the curriculum to meet and fulfill the requirements of the industry and businesses. The program review committee consists of faculty members on each majors, business courses, general education and industry professionals, Alumni, current student representatives, Dean and HQA. The program review committee meets every year to revisit the curriculum; any recommended amendments are incorporated from the new academic year.

i. Objective

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



ii. Process Flow

Step 1

Committee reviews the internal and external reports such as the faculty course reports, internship, dissertation, employer survey and alumni survey analysis reports.

Step 2

Committee revises the course contents & structures, learning outcomes, academic strategies, assessment modes and core texts based on the reviews from internal and external sources.

Step 3

Committee forwards its recommendations to IR for EC review and implementation of the revised curriculum from the next academic year.

iii. Dissemination Of Data For Decision Making

A consolidated report will be forwarded at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.



1.6 ACCREDITATION COMMITTEE

Accreditation committee is responsible for working towards the renewal of the institutional licensure and accreditation of programs. The preparation for renewal/accreditation is carried out as a self- study on a regular basis and consolidated report is prepared to be submitted for Ministry of Education (MOE)-Commission for Academic Accreditation (CAA). The IR & QA Office ensures the collection of data and analysis of data is regularly done to meet the MOE standards. The role of the accreditation is also to acquire international accreditation for SUC and prepares the documents required for processing the papers.

i. Objective

- a. To accomplish renewal of institutional licensure, Undergraduate (BBA, BS IT) and Graduate(MBA) program accreditation and/or submit application for new major/emphasis in meeting the requirements of MOE
- b. To fulfill the requirements of international accreditation process

ii. Process Flow

Step 1

Semester wise data is collected at regular intervals throughout the period of accreditation so as to present the documents for review of ERT

Step 2

Based on the regular data collection, IR and QA office prepares self-study document to be reviewed by the Dean and the finalized version will be sent to MOE-CAA office.

Step 3

IR and QA office takes the responsibility of preparing documents for Re-Licensing, Program Accreditation and application for launching new majors, emphasis and programs.

Step 4

IR and QA office organizes the visits and presents required documents for the ERT visit and replies to all the queries raised during and after the visit and the responsibility continues till the approval is received.

Process Flow – International Accreditation:

Step 1: Screen the international accrediting agencies

Step 2: Select the accrediting agencies

Step 3: Assess the documentation requirement

Step 4: Prepare the time line

Step 5: Coordinate with departments in preparing the documents

Step 6: Submit the document for EC review and approval

Step 7: Forward it to the accreditation agency and correspond till acquiring the accreditation



1.7 INSTITUTIONAL GOVERNANCE COMMITTEE - RE-VISIT OF VISION, MISSION, GOALS, OBJECTIVES, STRATEGIC PLAN, ORGANIZATIONAL CHART

1.7.A VISION, MISSION, GOALS, PROGRAM GOALS & OBJECTIVES, DEPARTMENT GOALS, OBJECTIVES, KPI AND BENCHMARKING REVISIT COMMITTEE

Committee for revisiting Vision, Mission, Goals, Program goals & objectives, KPIs constantly reviews the business environment and assesses the SUC's Vision and Mission. Inputs from external and internal environment are used for revising program goals and objectives.

i. Objective

- a. To align the organization with the dynamic external environment.
- b. To develop appropriate short and long term sustainable strategies.

ii. Process Flow

Step 1

Committee reviews the Vision, Mission statements to meet the requirements of dynamic external environment and the stakeholders.

Step 2

Committee forwards its recommendation towards aligning SUC Vision and Mission with the external environment for review and approval for Board of Governors.

Step 3

After the approval from BOG, necessary amendments are carried out and the committee prepares the final report which is forwarded to EC for implementation.

iii. Dissemination Of Data For Decision Making

A consolidated report will be forwarded at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for review.

1.7.B STRATEGIC PLAN COMMITTEE

Strategic plan committee revisit/reviews current strategic plan to assess the status of strategic plans/goals on yearly basis. Any deviations in the strategic plan are thoroughly discussed and corrective actions are suggested for achieving the strategic goals. The strategic plan committee also prepares the new strategic plan as per the SUC strategic schedule.



i. Objective

- a. To achieve strategic goals of SUC.
- b. To evaluate status of SUC and compare actual status vs. the planned status.
- c. To recommend appropriate actions.
- d. To prepare for developing new strategic plan.

ii. Process Flow

Step 1

The committee reviews the current status of SUC strategic plan objectives during annual meetings.

Step 2

The committee makes recommendations and suggests appropriate action plans.

Step 3

The committee forwards its report to IR office for EC review and implementation.

iii. Dissemination Of Data For Decision Making

A consolidated report will be forwarded at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next strategic plan review.

1.7.C REVISIT OF ORGANIZATION CHART COMMITTEE

Committee for revisiting organization structure reviews the requirement of changes in the organization structure due to operational efficiencies, reorganization of departments, and reorganization of reporting systems and expansion of the organization.

i. Objective

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

ii. Process Flow

Step 1

BOG recommends a need for reorganization in the organization structure

Step 2

EC evaluates the structure changes and revises the organizational chart and forward it to COEC review and BOG approval

Step 3

After the approval from BOG, the same is disseminated



iii. Dissemination of Data For Decision Making

A consolidated report will be forwarded at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for review.



1.8 QUALITY AUDIT COMMITTEE

Quality Audit Committee is responsible for auditing academic and academic support services. The Quality Audit committee audits of the report of course file review /teaching effectiveness committee for the academic part. Academic support service department is audited by the Quality Audit Committee itself. 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.

i. Objective

- a. To identify the areas of improvement and suggest corrective action in academic and academic support services
- b. To evaluate difficulties in implementation

ii. Process Flow

Step1: Prepare a department-wise checklist of audits

Step 2: Inform departments about the documents required for the audit process

Step3: Send preliminary requirements to respective departments for the conduct of audit

Step 4: Categorize and Sample the information for auditing

Step 5: Conduct the audit of documents or reports

Step 6: Prepare an audit report with gaps identified

Step7: Discussion with Executive Council

Step8: Recommendations from Executive Council

Step9: Approval of suggestion

Step10: Dissemination of recommendations with timelines to concerned units

Step11: Follow-up on implementation

Step12: Action closed post implementation



1.8.A FACULTY PORTFOLIO AND COURSE FILE REVIEW

Faculty portfolio is a record of academic activities performed during the academic year with the focus on learning outcomes. This portfolio includes evidences of Teaching Pedagogy used; Scholarly activities conducted and services rendered. The purpose of this committee is to facilitate academic references, faculty evaluation and to review course files.

i. Objectives

- a. To maintain academic records for references
- b. To facilitate the objective evaluation of performance of faculty members.
- c. To review course files

ii. Process Flow

Step 1

Faculty members submit semester wise course files and annually submits research & services summary to IR Office.

Step 2

IR office forwards components of course files to the designated committee for review.

Step 3

After the review of course files, the committee discuss the course file review report with each faculty for incorporating improvement during the conduct of courses in future and also for updating the course file if any gaps are identified.

Step 4

After the end of the academic IR office forwards the faculty portfolio component to the designated committee for the purpose of Faculty evaluation. After completion of the review, the evaluation reports are forwarded to the FES committee for necessary action.

iii. Dissemination Of Data For Decision Making

The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next year.

1.8.B PROGRAM OBJECTIVES AND LEARNING OUTCOMES MEASUREMENT

Program objective measurement is an important tool which indicates the efforts of SUC in helping the students achieve the predetermined program objectives. Program objective measurement is carried out through direct and indirect measures. The direct measurement is through Business capstone course, each individual Major capstone course, dissertation and internship. Similarly the indirect measurement is through Employer Survey, Alumni Survey and Graduating Students Survey. Learning outcomes of the capstone courses must



be aligned with program objectives and each major capstone courses learning outcomes must be aligned with each major's objectives and also internship and capstone courses evaluation criteria must be aligned with program objectives. The achievement of program outcomes ascertained through the following criteria

- a. 70% of the students achieving at least 70% in each of the direct program outcome measures (Undergraduate level courses)
- b. 80% of the students achieving at least 80% in each of the direct program outcome measures (Graduate level courses)

Course Learning outcomes are measured through Learning outcomes matrix where the total assessment weights are distributed among the Learning outcomes based on the level of the course and for each learning outcomes the assessment weights are distributed among the various assessment tools based on the nature of the learning outcome. The achievement of learning outcomes are ascertained based on the following criteria.

- c. 70% of the students achieving at least 70% in each learning outcomes (Undergraduate level courses)
- d. 80% of the students achieving at least 80% in each learning outcomes (Graduate level courses)

i. Objectives

- a. To compile reports of direct measuring tools.
- b. To identify the gaps between academic planning and execution.
- c. To recommend necessary actions.

ii. Process Flow

Step 1

Compile reports from direct and indirect measurement tools.

Step 2

Analyze the business capstone courses, dissertation and internship for measuring program objectives.

Step 3

In addition to the business capstone courses each major capstone courses are used for measuring the achievement of the respect major's objectives.

Step 4

Identify the gaps.

Step 5

Recommends necessary actions



Step 6

Report is generated by the committee and submitted to IR for EC review.

iii. Dissemination Of Data For Decision Making

The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

2.1 ACADEMIC PLANNING & OPERATIONS COMMITTEE

REFER DETAILS FOR ACADEMIC PLANNING & OPERATIONS COMMITTEE UNDER 'STANDING COMMITTEES'

2.2 LIBRARY RESOURCE DEVELOPMENT COMMITTEE - LRDC

Library Resource Development Committee (LRDC) recommends and approves, appropriate library resources required for the faculty, staff and students in carrying out the academic activities and research in SUC. Library resources include text books (hard copy books/e-Books), reference books, online databases, research journals, magazines and audio-visual support material for conducting the courses and research work. The adequacy of these resources is ascertained through annual feedbacks from Faculty, Staff and Students. **(ANNEXURE-IRO-013)**. Committee is also responsible for the process of selection and acquisition of library resources. The library resources are selected based on the appropriate academic level, strength of present holdings of subject area, authority and reputation of author and publisher and the availability. The acquisition is accomplished through the submission of requests by the faculty and the students. These requests are approved by both the committee and the Dean.

i. Objectives

- a. To provide guidelines for maintaining adequate library resources.
- b. To plan, allocate and propose budget for development of library resources.
 - o To strengthen the library collection
- c. To provide suggestions for development of resources based on the requirement of faculty, staff and students.

ii. Process Flow

Step 1

Library prepares annual LRDC and LDC meeting calendar & budget and seeks approval of annual budget from finance department.

Step 2

Places the approved budget proposal and presents the current status of available resources to the LRDC.

Step 3



LRDC reviews the relevancy of the requests and approves the development plan as per allocated budget.

Step 4

Library coordinates with the academics for updating text books. Faculty members forwards their Library resources request to the committee

Step 5

Committee reviews the request and selects the resources based on the appropriate academic level, strength of present holding of subject area, authority and reputation of the published and allocated budget

Step 6

LRC periodically reviews adequacy and identifies areas of improvements.

Step 7

LRC reviews Library resource adequacy feedback from faculty, staff and students on annual basis at the end of academic year.

Step 8

Convenes yearly library collection development meeting for planning resources procurement and budget for next academic year

Step 9

Convenes yearly LRDC meeting after stock auditing and plans resources procurement and budget for next academic year

Step 10

Head-Library submits yearly LRDC report to IR Office.

iii. Dissemination Of Data For Decision Making

LRDC Committee forwards its consolidated yearly report along with the recommendations to EC for annual review and necessary action through IR office. It also provides guidelines for next academic year.

2.3 COMPUTING RESOURCE DEVELOPMENT COMMITTEE - CRDC

Computing Resource Development Committee (CRDC) recommends and approves, appropriate computing & IT resources required for the faculty, staff and students in carrying out the academic activities and research in the University College. Computing resources includes hardware, software, online resources, website management, in house ERP maintenance & development. It also manages procurement of licenses and liaisons with service providers. The adequacy of these resources is ascertained through annual feedbacks from Faculty, Staff and Students (**ANNEXURE-IRO-012, IRO-014**).

Computing Development Committee is also responsible for monitoring the implementation of ERP Systems in different departments. The committee periodically



reviews the implemented ERP system which is developed by the third party vendors and the modules which are developed by SUC's software department to improve the operational performance of the departments. The committee also approves the requests from departments to include new modules in the ERP system.

i. Objectives

- a. To provide guidelines for maintaining adequate computing resources.
- b. To plan, allocate and propose budget for development of computing resources.
- c. To provide suggestions for development of resources based on the requirement of faculty, staff and students.
- d. To monitor the implementation and utilization of ERP systems

ii. Process Flow

Step 1

Computing department prepares annual CRDC meeting calendar & budget and seeks approval of annual budget from finance department.

Step 2

Places the approved budget proposals and presents the current status of its available resources to the CRDC.

Step 3

CRDC reviews the relevancy of the requests and approves the development plan as per allocated budget.

Step 4

CRDC periodically reviews adequacy and identifies areas of improvements.

Step 5

Committee reviews relevancy of the requests received from department for the development of new module developments in the ERP and approves the requests.

Step 6

Computing Development Committee periodically reviews the implementation status of the ERP modules and identifies areas of improvement provides suggestion for improvement

Step 7

Computing department coordinates with the academics for updating required classroom, lab, software and statistical resources.

Step 8

CRDC reviews computing resource adequacy feedback from faculty, staff and students on annual basis at the end of academic year.



Step 9

Convenes yearly computing resource development meeting after stock auditing and plans resources procurement and budget for next academic year.

Step 10

Head of the Computing department submits the report to IR Office.

iii. Dissemination of Data For Decision Making

CRDC Committee forwards its consolidated yearly report along with the recommendations to EC for annual review and necessary action through IR office. It also provides guidelines for next academic year.

2.4 CENTER FOR CONTINUING LEARNING COMMITTEE - PROFESSIONAL DEVELOPMENT (MANAGEMENT DEVELOPMENT PROGRAM AND PROJECT CONSULTANCY)

SUC encourages and promotes its faculty members to organize Management Development Programs for government, semi government and private organizations as per their requirement. To ensure professional outlook is accorded to MDP programs and quality of the programs delivered is maintained an appropriate mix of academics and industry input will be used. MDP programs provide forums for faculty members to develop their professional skills

SUC also recognizes the value of its faculty undertaking consultancy for external bodies. Consultancy work will help the flow of knowledge and expertise to and from businesses and other external agencies and therefore contributes to the development of growing and productive relationships with these bodies. SUC encourage its faculty to engage themselves with various consultancy works.

i. Objectives

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

ii. Process Flow

Step 1:

Faculty members and/or corporate affairs department identifies and submits the MDP program and consultancy requirement to Academic Planning and Operations Committee

Step 2:



Academic Planning and Operations Committee and Faculty members/Subject Experts prepare the detailed proposal including the detailed budget for conducting the MDP and consultancy work

Step 3:

Chair of Academic Planning and Operations committee approves the proposal after consulting the Dean and the Registrar.

iii. Dissemination Of Data For Decision Making

The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

3. RESEARCH COMMITTEE

REFER DETAILS IN RESEARCH COMMITTEE SECTION UNDER STANDING COMMITTEES

3.1 KNOWLEDGE UPDATE

In this modern world due to technological advancement there is a rapid growth in every sector of business. It's imperative for the students, academicians and industry professionals to be updated with necessary information to increase the knowledge base for a meaningful industry academia interaction. Knowledge Update is an ongoing activity containing articles of interest with comments on the recent updates about SUC activities and general business information within the specialized areas of general management, marketing, information system, finance, human resources and tourism. It's an effective means of relating theory with practice in the process of improving the learning environment.

i. Objectives

- a. To provide regular update on SUC activities
- b. To compile significant news from the areas of general business, marketing, information system, finance, human resources and tourism sectors and update the different stakeholders.
- c. To provide critical comments and disseminate compiled information to students, academia, business and industry professionals.
- d. To utilize the knowledge updates to strengthen SUC - Corporate relationship.

ii. Process Flow

Step 1

A designated committee compiles update on SUC activities and business information from various published sources on regular basis submitted by internal or external source.



Step 2

The committee critically reviews the compiled information and adds editorial comments.

Step 3

The compiled document is uploaded on the knowledge management portal and registered users receive the content through email with a link upon upload.

Step 5

Based on monthly feedbacks received a semester wise report is generated by the committee and submitted to IR for EC review.

iii. Dissemination of Data For Decision Making

The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

3.2 CASE STUDY CENTRE

Teaching management courses by way of case studies is still considered a competitive edge of Business Schools. SUC incorporated case based approach to provide quality management education in the UAE. SUC has formulated Case Study Center to develop a case study based teaching culture. The purpose of this center is to facilitate faculty in developing case studies on all domains of Business Management in the regional & global contexts. To facilitate students in case based learning, case study center helps students to relate to role in context clearly and help them apply solutions in a work environment.

i. Objectives

- a. To develop new cases based on academic and corporate contents
- b. To develop faculty skills in Case Writing and Case Based Teaching
- c. To provide SUC a competitive edge through Case based approach
- d. To prepare and maintain data base of Middle East / UAE specific cases
- e. To increase the participation of Industry at SUC

ii. Process Flow

Step 1

Case study center prepares the activity calendar and seeks approval of budget from the finance department at the start of the academic year.

Step 2

Faculty chair of the center conducts orientation to faculty on identification of themes (cases).

Step 3

Faculty chair along with panel members reviews the submitted themes and selects best themes.



Step 4

Faculty members collect information from the companies and organizations and prepare a draft case study along with teaching notes

Step 5

The draft case study is discussed among the Case Center members to refine and finalize the case study.

iii. Dissemination Of Data For Decision Making

The faculty chair of the center forwards the committee's consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next year.

3. TEACHING EFFECTIVENESS COMMITTEE

4.1 TEACHING EFFECTIVENESS COMMITTEE

REFER DETAILS IN TEACHING EFFECTIVENESS SECTION UNDER STANDING COMMITTEES

PROFESSIONAL SKILLS DEVELOPMENT PROGRAM COMMITTEE

To meet the industry requirements the committee organizes professional skills development program (PSDP) for developing personality traits, communication skills, interpersonal skills and business technical skills necessary for the work environment. This process of development begins at end of freshman level till the student graduates and one PSD program is conducted at freshman, sophomore, Junior and senior level. PSDP programs integrate Toastmasters in three subjects at the freshman level focusing on improving students' presentation and interpersonal communication skills. The PSDP includes goal setting, resume writing, and interview handling. Its purpose is to prepare the students to meet the challenges lying ahead in the industry.

i. Objectives

- a. To improve the students soft and technical skills need in the work environment
- b. To prepare the students to face the job interviews

ii. Process Flow

Step 1

PSDP committee prepares the calendar for the PSDP programs including the toastmaster integration

Step 2



PSDP programs are conducted for different levels of Undergraduate (BBA & BS IT) students – freshman, sophomore, Junior and Senior and Graduate (MBA) students.

Step 3

Toastmaster integration done in three courses at the freshman level and toastmasters evaluate the group of students on different skills such as presentation, communication skills etc.

Step 4

PSDP programs on resume writing, mock interview is conducted for Junior and Senior students

Step 5

Feedback is taken at the end of each program and report is forwarded to the PSDP committee review

Step 6

Committee submit the report every semester to IR office for EC review

iii. Dissemination Of Data For Decision Making

The committee chair forwards consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next year.

4.2 INNOVATION AND ENTREPRENEURSHIP COMMITTEE

The student's Innovation and Entrepreneurship club at SUC is an initiative to encourage students to explore their entrepreneurial skills and prepare business plans which they wish to pursue as a career. Innovation and Entrepreneurship club contributes toward entrepreneurial education and facilitate students to start their own businesses in UAE and the region. The club supports a culture of entrepreneurship throughout the University and the region and provides access to build entrepreneurial networks to promote businesses. Activities of the Club include arranging brainstorming sessions for innovative business idea, guest lectures on Innovation and Entrepreneurship, arranging & participating in business festival and business plan competition. The club also enters into MOU with Venture capitalist to fund the student's startups.

i. Objectives

- a. To promote entrepreneurial culture among student.
- 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 capitalist



Chamber Commerce, Government Agencies and other Entrepreneurial development organization

ii. Process Flow

Step 1

Innovation and Entrepreneurship club prepares the activity calendar and seeks the approval of budget from the finance department at the start of the academic year.

Step 2

Activities are conducted as per the calendar during the academic year

Step 3

Faculty Chair of the club encourages students of Innovation and Entrepreneurship courses and other courses to join as members of the club during the academic year

Step 4

The projects of students are evaluate to select top 10 ideas

Step 5

The selected projects are sent for incubation

Step 6

Top 2 are select after incubation

Step 7

The proposal of the selected students is sent to the funding agencies/venture capitalist for consideration

Step 8

Monitor the progress of the venture for one year

Step 9

Feedback is conducted among the members of the club annually to improve the functioning of the club. Feedback analysis report is forwarded to Faculty chair of the club for review and necessary action.

iv. Dissemination of Data For Decision Making

The faculty chair of the Innovation and Entrepreneurship club forwards consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next year.



4. SERVICES COMMITTEE

5.1 SERVICES COMMITTEE

REFER SERVICES COMMITTEE MANUAL UNDER 'STANDING COMMITTEES'

5. ADMINISTRATION AND REGISTRATION

6.1 REGISTRATIONS COMMITTEE

b. Undergraduate

Skyline University College follows a non-discriminatory policy to admit students who have successfully completed General Secondary School Certificate of UAE or its equivalent for undergraduate program. This tool aims at analyzing the students Schooling background coming from different school education system followed in different parts of the world. It also helps in analyzing their qualifying grade of the enrolled students. Students failing to meet the high school grade criteria for the undergraduate program can be provisionally registered as per guidelines of MOE. This tool also incorporates sample audit of new student files which includes submission of documents i.e. application form completely filled and verified high school documents, TOEFL or IELTS score or equivalent score, Math placement or SAT score or equivalent score, valid passport copy with visa, photograph, invoice, admission letter, documents related to SUC Visa, documents related to Transfer of credits (if applicable) and document related to Hostel admission.

c. Graduate

Skyline University College follows a non-discriminatory policy to admit students who have successfully completed accredited Bachelor degree for graduate program. It also helps in analyzing their qualifying grade as applicable for the enrolled students. Students failing to meet the bachelor degree grade criteria at the graduate level can be provisionally registered for graduate program as per guidelines of MOE. If the students are from non-business background, students need to complete the Master Qualifying program which includes 7 courses. This tool also incorporates sample audit of new student files which includes submission of documents i.e. application form completely filled and verified high school documents, TOEFL or IELTS score, valid passport copy with visa, photograph, invoice, admission letter, documents related to SUC Visa, documents related to Transfer of credits (if applicable) and document related to Hostel admission.

i. Objectives

- a. To ensure the registration criteria are met as per the registration policies.
- b. To verify the authenticity of the submitted certificates/ documents.
- c. To conduct departmental sample audit of new student record.
- d. To analyze the composition and grades of enrolled students.
- e. To provide inputs to academics and marketing department.

ii. Process Flow

Step 1



Documents of students submitted by Marketing Department are verified by the Administration Department to ensure the authenticity of the grades for undergraduate & graduate registration

Step 2

Administration department prepares the report as per check list after the audit of the files and submit to the committee.

Step 3

The report is reviewed by the committee and the sample audit of the files is done.

Step 4

Analyze the students profile in terms of the composition and grades of enrolled students and disseminate the results to academic and marketing department for planning activities after closing of registration of each intake.

Step 5

Based on the analysis received, a report is generated by committee and submitted to IR for EC review.

iii. Dissemination of Data For Decision Making

The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.



6.1.A TOC COMMITTEE [Under graduate and Graduate]

The TOC committee processes & facilitates the transfer admission students from an accredited institution to SUC by equating their earned academic credits equivalent to SUC business management courses as per the specified TOC policy & procedures.

i. Objectives

- a. To adhere to the SUC TOC criterion as MOE guidelines.
- b. To equate courses for transfer as per eligibility.
- c. To analyze status of TOC admissions during each intake.

ii. Process Flow

Step 1

Marketing & Admissions department receives the TOC applications for admission and forwards to the committee.

Step 2

The committee processes the applications as per the TOC policy and forwards the approved applications to Marketing and Admissions department.

Step 4

Marketing & admissions department issues the granted TOC form to the student. Marketing and Admission department admits the student once the other criteria of admissions are met. If the student is admitted then the TOC form is forwarded to Administration department to start the registration process for the student.

Step 5

After verification of required document and registration requirements, administration prepares the graduation plan and issues the final TOC letter.

Step 3

Administration department prepares a graduation plan and forward the TOC awarded tentatively to marketing & registration department after getting the approval from the committee.

Step 6

The data relating to students registered under TOC is analyzed by the committee during each intake.

Step 6

Based on the analysis received, a report is generated by committee and submitted to IR for EC review.

iii. Dissemination Of Data For Decision Making



The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

6.1.B MQP ANALYSIS (MBA) COMMITTEE

The MQP committee reviews the prospective MBA applicants' academic status. Based on the review students not qualifying the admission requirement as per the policy for the main program are offered Pre - MBA courses to enable them to qualify for admission into the main post graduation program. The committee follows the specified MQP policy & procedures for allocating Pre - MBA courses.

i. Objectives

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

ii. Process Flow

Step 1

Marketing & registration department receives the applications for MBA admissions and forwards the applications to administration department.

Step 2

Administration forwards the non-qualifying application for the main program to MQP committee for assessment of the applications as per the MQP policy.

Step 3

Administration prepares and informs the course plan and MQP schedule to the approved MQP applicants.

Step 4

The data relating to registered students for MQP is analyzed and reported to IR for EC Review for each intake.

iii. Dissemination of Data For Decision Making

The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

6.1.C PLACEMENT TEST COMMITTEE

The purpose of the placement test committee is to design, administer & conduct SUC qualifying tests as per MOE standards. The committee analyzes the results to determine the status of the students for admission into main program or to be enrolled in the preparatory



courses. Committee also reviews the support material and instruments used on an annual basis.

i. Objectives

- a. To plan, schedule and execute placement test during the intakes.
- b. To declare and analyze the results for administrative and operational planning of student admissions.
- c. To correlate the placement test scores post foundation course tests results.
- d. To update the resource materials yearly.

ii. Process Flow - Undergraduate

Step 1

Committee Coordinates with the administration & marketing department for planning and issuing the annual placement test calendar.

Step 2

The committee prepares and administers the test as per the calendar.

Step 3

The committee evaluates the internal tests and declares the collective result after receiving inputs from external placement testing agencies.

Step 4

At the end of each intake committee analyzes the comparative of status of placement test data vs. post foundation course tests results and forwards the reports to concerned departments for necessary planning and actions.

(Annexure detailing the guidelines for Maths and English crash course Faculty along with report format)

Step 5

Based on the analysis received, a report is generated by committee and submitted to IR for EC review.

iii. Process Flow - Graduate

Step 1

Committee Coordinates with the administration & marketing department for planning and issuing the annual placement test calendar.

Step 2

The committee prepares and administers the test as per the calendar.

Step 3



The committee evaluates the internal tests and declares the collective result after receiving inputs from external placement testing agencies.

Step 4

At the end of each intake committee analyzes the comparative of status of placement test data vs. post foundation course tests results and forwards the reports to concerned departments for necessary planning and actions.

Step 5

Based on the analysis received, a report is generated by committee and submitted to IR for EC review.

Note: In addition to the above steps students seeking admission for MBA with 5 years of working experience after completion of graduation with CGPA 2.0 to 2.49 are required to undergo an interview to establish academic aptitude for joining the MBA Program.

iv. Dissemination Of Data For Decision Making

The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

6.2 ACADEMIC PROGRESSION COMMITTEE

Academic progression committee specially deals with the progression, retention and academic standing till graduation. During the under graduating studies the students may come across situations where in they may have to temporarily withdraw courses; keeping records of these information helps SUC to keep track of attrition rate, fulfilling graduation requirement and successful completion of graduation. The academic progression committee deals with the following sub components

2. Progression, Retention & Graduation (PRG)

The progression rate is a measure of the number of students progressing from one level to another level. This measure helps in comparing the number of students progressing by level and majors on an annual basis. Further it helps in determining the graduation status.

3. Satisfactory Academic Progression Review [SAP]

All Students enrolled at Skyline University College shall be monitored very carefully for the quality and quantity of satisfactory academic work completed during their study at SUC. A freshman student will be evaluated at the end of spring semester for good academic standing and there after the academic progression will be reviewed every semester.

4. Postponement, Re Activation, Course Withdrawal And Cancellation

The details of postponement, reactivation, course withdrawal and cancellation will be received from SSD on monthly basis.



i. Objectives – Academic Progression Committee

- a. To analyze the student's progression, retention and graduation rate during the academic year.
- b. To develop soft skills among SUC students
- c. To prepare students for suitable career options
- d. To prepare students to be successful at the workplace
- e. To ensure the student meet the qualitative & quantitative requirements.
- f. To observe the students improvement in their academic performance during the semesters.
- g. To collect information on postponement, reactivation, course withdrawal and cancellation from SSD to know graduation status of the students

ii. Process Flow

Section-A - Progression, Retention & Graduation (PRG)

Step 1

The Examination dept. prepares a list of students progressed from one level to next level based on qualitative and quantitative academic status.

Step 2

Examination department forwards the list of students progressed to the committee for review and approval.

Step 3

Committee takes a decision on progression, retention and graduation of students.

Step 4

The committee analyzes the progression, retention and graduation rates separately.

Step 5

Based on the findings the committee plans & implements actions for affected students

Step 6

Based on the analysis received, a report is generated by committee and submitted to IR for EC review.

Section B – SAP Committee

Step 1

Administration identifies the students under SAP category.

Step 2

Administration declares the list of students falling under SAP category and issues letter to students through academic advisors.



Step 3

Student's files appeal to administration department to allow them to continue the next semester as per their academic standing.

Step 4

Administration presents the cases to the Review Committee.

Step 5

Committee reviews the appeal and approves/rejects courses according to their academic profile as per policy.

Step 6

Committee chair convene semester wise meeting to review the cases.

Step 7

Based on the analysis received, a report is generated by committee and submitted to IR for EC review.

Section C - Postponement, Re Activation, Course Withdrawal and Cancellation

Step 1

Admin receives the report of postponement, reactivation, and course withdrawal from SSD on monthly basis.

Step 2

Admin forwards the information to progression committee for review.

Step 3

The committee forwards its report to the EC review through IR Office.

Step 6

Based on the analysis received, a report is generated by committee and submitted to IR for EC review.

iii. Dissemination Of Data For Decision Making

The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

6.3 EXAMINATION BOARD

Examination Board functions with the support of following subcommittees:

- a. Exam & Invigilation Schedule
- b. Quality Check
- c. Result Analysis



These subcommittees in coordination with the examination department facilitates the smooth conduct of examination as per the guidelines.

i. Objectives

- a. To coordinate the exams related activities throughout the academic year.
- b. To plan, control and conduct midterm and final exams as per published schedule.
- c. To orient students about mid and final examination formalities
- d. To orient faculty members about the duties and responsibilities of invigilators and administrators
- e. To compute, compile and finalize exam results for declaration.
- f. To analyze semester wise results and maintain records.

ii. Process Flow

Step 1

Provides exam guidelines and determines the exam paper submission deadlines.

Step 2

Initiates quality check process and finalizes the question papers for administering during the exams.

Step 3

Examination department coordinate with the exam & invigilation scheduling subcommittee to prepare and release exam schedules and invigilation.

Step 4

Ensures the smooth conduct of the examinations

Step 5

Computes compiles and finalizes the results in consultation with the faculty members.

Step 6

Analyzes the results and generate reports.

Step 7

Analyzed reports are submitted by the committee to IR for EC review.

iii. Dissemination Of Data For Decision Making

The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.



6.4 FACULTY SCHEDULE AND SEMESTERWISE ALLOCATION COMMITTEE

The committee involves in allocating and scheduling of faculty to the courses for the upcoming semester as per the SUC teaching load policy under the guidelines of MOE. The committee reviews the courses as per the curriculum applicable for the batch and allocates courses to the existing faculty members based on their areas of expertise. The committee forwards its request to the faculty search committee if faculty resources are not meeting the academic requirement for the conducting the courses as per the allocation plan.

i. Objectives

- a. To utilize the faculty resources optimally and effectively in conducting the courses every semester.
- b. To maintain the teaching load as per SUC policy.
- c. To inform faculty search committee about the requirement for new faculty members as per the allocation plan.

ii. Process Flow

Step 1

Committee plans the course for the next semester based on the curriculum for the batch.

Step 2

Committee plans faculty allocation and teaching load based on student's strength.

Step 3

Committee forwards its request to faculty search committee if faculty resources are not meeting the academic requirement for the conducting the courses as per the allocation plan.

Step 4

Committee finalizes the allocation and prepares the schedule and forwards it to administration department for conducting courses.

Step 5

Administration department finalizes and updates the semester calendar and communicates to faculty members and operative departments.

iii. Dissemination Of Data For Decision Making

The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

6.5 STUDENTS REQUEST AND APPLICATION PROCESS COMMITTEE

Any student request which comes through the due process will be segregated and the request is send to the respective departments to fulfill the student request within the policy frame work of SUC will be responded to the students as per the defined time lines. Issues



relating to external agencies the response time varies based on the time taken by the outside agency.

i. Objectives

- a. To process the students requests within the set time frame

ii. Process Flow

Step 1:

Students make request through online and offline mode to Students services departments (SSD)

Step 2:

SSD reviews the nature of the students requests received and forwards it to concerned department for necessary action

Step 3:

SSD responds to the student's requests within 48 hours except for students request requiring external agencies response

Step 4:

Committee prepares the consolidated report at end of the each semester and forwards it to IR office for EC review

iii. Dissemination Of Data For Decision Making

The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

6.6 INTERNSHIP, INTERNSHIP PROJECT AND DISSERTATION COMMITTEE

Skyline University College provides opportunities and resources for students who are undertaking internship, internship project and dissertation. SUC allocates Supervisors to guide the students in completing the tasks under each category. The Internship and Internship projects are evaluated by both internal and external supervisors while dissertation is evaluated by the Supervisor and the panel members evaluate the viva-voce.

i. Objectives

- a. To assess knowledge gained by a student in their program and its applications in the industry.
- b. To develop various skills such as organizational skills, critical thinking, resource management, human relations, problem solving skills, etc.
- c. To provide an opportunity to students in experiencing the real life business situations.

ii. Process Flow



Step 1

Administration & Examination department prepares the list of students enrolled for the all the three courses forwards it HOA's and Dean's

Step 2

HOA and Dean allocate faculty members as internal supervisors. Internship and Internship project the external supervisor will be the manager/officer who is supervising the students in the organizations

Step 3

Letters are handed over to the students.

Step 4

Students submits internship, internship project and dissertation report.

7. STUDENT SERVICES DEPARTMENT -HEAD OF STUDENT AFFAIRS - HSA

7.1 STUDENT COUNSELING COMMITTEE

Student Counseling Committee evaluates whether the policies and procedures of counseling are properly followed or not as per the counseling policy. The counseling continues throughout the tenure of the students in SUC on various dimensions of academic performance related issues, career issues and graduation requirements. It also includes the exclusive care process (CARE package) for international students to settle down and academically progress well in SUC

i. Objectives

- a. To evaluate the counseling provided to students.
- b. To ensure timely dissemination of information with reasonable accuracy.
- c. To increase the student satisfaction on counseling process.
- d. To enable international students to settle down and academically progress well in SUC

ii. Process Flow

Step 1

SSD receives the student's issues through informal and formal means

Step 2

Counsels on issues appropriately or directs to the concerned authorities for additional inputs for technical clarity

Step 3



SSD records the proceedings of counseling and generates semester wise and yearly reports for records and review.

Step 4

Committee evaluates the report and identifies the gaps and prepares a consolidated report including recommended suggestion which is forwarded to IR office for EC review.

iii. Dissemination Of Data For Decision Making

The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

7.2 ACADEMIC ADVISING AND MENTORNG COMMITTEE

Academic advising and mentoring focuses on providing guidance on academic, career and overall personality development of the student. Further the advisors/mentors play a vital role in enabling the student to adapt to SUC environment. Advising/mentoring also monitors student's continuous academic progression during their academic tenure in SUC from enrollment to graduation. Academic Mentoring also enabling the student to adapt to higher learning environment.

i. Objectives of Advising

- a. Monitoring the progress of the students continuously.
- b. Implementing and communicating information about academic policies, procedures and graduation requirements.
- c. Providing individual and/or group advising to assist students in achieving academic success.
- d. Making referrals and directing students to appropriate academic support departments and resources.
- e. Orienting students towards career opportunities and professional development

ii. Objectives of Mentoring

- a. Monitoring the progress of the Graduate (MBA) students continuously.
- b. Identifies and develops unique qualities
- c. Providing individual and/or group mentoring opportunities to assist students in achieving academic success.
- d. Making referrals and directing students to appropriate academic support departments and resources.
- e. Orienting students towards career opportunities and professional development

iii. Process Flow

Step 1

Academic advising committee chair allocates the students to academic advisors and mentors based on the level of the students

Step 2



Academic advising committee chair conducts orientation to academic advisors and mentors on the academic advising/mentoring process during the academic year

Step 3

Academic advisors/mentors conducts the advisory sessions for the students as per the advising /mentoring calendar and continue the academic advising/mentoring process during the semester as per advising/mentoring guidelines

Step 4

Academic advisors/mentors submits the semester report to the chair for review and necessary action

iv. Dissemination Of Data For Decision Making

The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

7.3 SUGGESTION & COMPLAINT FORMS ANALYSIS

The suggestion & complaint process in SUC is for the purpose of receiving feedback from students about academic or non-academic issues. The SSD is responsible for receiving, processing and forwarding the suggestions and complaints to respective departments for necessary action. The student is free to lodge suggestions as well as register their grievances through online portal services (**ANNEXURE-SSD-014 & ANNEXURE-SSD-015**).

i. Objectives

- a. To develop a process of students feedback regarding academic and academic support services issues
- b. To encourage students' participation in the development and improvement of SUC
- c. To identify the gaps in existing level of services provided to the student and suggestion for improvement.
- d. To address grievances and issues of the students through proper process in a timely manner.

ii. Process Flow

Step 1

Student files suggestions/complaints with SSD.

Step 2

SSD processes the form and forwards to Dean directly if the issues concerned are related to teaching, faculty behavior or any personal comments. If the issue is minor relating to indiscipline, arguments it is taken to the faculty member directly. If the issue is related to the non-academics it is forwarded to the concerned departments.

Step 3



Reply from the concerned Dean/faculty/department is communicated and discussed with the students by SSD.

Step 4

In case the student is dissatisfied with the reply, the matter is taken to the next level.

Step 5

SSD generates monthly, semester wise and yearly reports for records and review.

7.4 DISCIPLINARY ACTION COMMITTEE

Disciplinary action committee is in place to ensure discipline within SUC campus to maintain a peaceful learning environment. The scope of this committee includes maintaining personal, social, classroom and exam related discipline amongst students.

i. Objectives

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

ii. Process Flow

Step 1

In case of in-discipline observed within the campus administration & security department are informed.

Step 2

Administration Department enquires into the matter and prepares a fact report and initiates a corrective action at their level.

Step 3

Issues unresolved at the administration department level are reported to DAC for action.

Step 4

A DAC meeting is convened to further investigate the matter and provide opportunities to concerned parties to defend their case.

Step 5

DAC take actions based on the facts presented.

Step 6

Report is finalized and recorded in student files.

Step 7

Analyzed reports are submitted by the committee to IR for EC review.



iii. Dissemination Of Data For Decision Making

The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

7.5 CLASS REPRESENTATIVE (CR) COMMITTEE

CR committee is a collective representative body of the SUC students. It works in coordination with the SSD. CR committee meetings are conducted thrice during fall and spring semester and twice during the summer semester. This committee acts as a bridge between the SUC Administration and the student body of SUC to interact on academic and academic support services issues. The recorded minutes of the meeting are circulated to all concerned departments for taking necessary action. CR feedback (ANNEXURE -IRO-ON-115) is conducted during fall, spring and summer semester to get the CR's perceptions about overall satisfaction with Skyline University College academic and academic support services.

i. Objectives

- a. To encourage CR to interact and have meeting with the students body to understand their important areas of concern
- b. To encourage CR committee to communicate the issues and suggestion for improvement to the management.
- c. CR Committee should mobilize and motivate students to participate in events
- d. To communicate the management response back to the students in a convincing manner to enhance satisfaction level of the student.

ii. Process Flow

Step 1

SSD initiates the process of electing the academic and academic support services class representatives at the beginning of the academic year.

Step 2

SSD declares the elected body and constitutes the CR committee for the academic year.

Step 3

SSD convenes CR meetings as per the calendar along with the Dean, Registrar & HOD's of the various functional departments and records the minutes of the meeting.

Step 4

SSD circulates the minutes to the respective departments for necessary action.

Step 5

SSD compiles and consolidates the main issues from the MOM's and necessary action taken and forwards to IR office for EC review.

iii. Dissemination Of Data For Decision Making



The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

8. HUMAN RESOURCE DEPARTMENT - HASS

8.1 GOAL SETTING AND EVALUATION

REFER GOAL SETTING MANUAL UNDER EVALUATION SECTION

8.2 AAC EVALUATION COMMITTEE

REFER AAC EVALUATION MANUAL UNDER EVALUATION SECTION

8.3 FES COMMITTEE

REFER FES MANUAL UNDER EVALUATION SECTION

8.4 SES COMMITTEE

REFER SES MANUAL UNDER EVALUATION SECTION

8.5 FACULTY INFORMATION COMMITTEE

The information regarding the qualification, grade, and diversity of faculty members, student-faculty ratio and full time to part time faculty ratios needs to be gathered to comply with MOE guidelines adopted by SUC policy. Faculty information committee identifies information component which needs to be collected and complied for the academic recruitment purpose to maintain equal opportunity without discrimination at all levels.

i. Objectives

- a. To aid in recruitment of faculty.
- b. To maintain required student-faculty ratio, part time-faculty member ratio and grade wise ratio.
- c. To aid in allocating courses and teaching load according to expertise and level of faculty positions.
- d. To maintain diversity policy of SUC.

ii. Process Flow

Step 1

Faculty information committee identifies the information component and Human resources department collects the information and forwards the complied information to the committee.

Step 2



Committee prepares the review report and forwards it to IR office for EC Review.

iii. Dissemination Of Data For Decision Making

The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

8.6 FACULTY AND STAFF SATISFACTION REVIEW COMMITTEE

The Faculty and Staff satisfaction review committee assesses the faculty and staff member's perception about their overall satisfaction with professional development opportunities, instructional design and development services, technical support, promotion policies, resource ability, administration policies and other factors relevant to the governance of the SUC. The faculty and staff satisfaction online surveys (**ANNEXURE-IRO-006**) are conducted at the end of every academic year and the results of the survey analysis will be reviewed by the committee.

i. Objectives

- a. To understand the gaps and deficiencies that has a bearing on the institutional effectiveness with a focus on optimizing faculty satisfaction.
- b. To provide conducive professional work environment for faculty and staff members.
- c. To understand the satisfaction level of faculty and staff regarding SUC policies.

ii. Process Flow

Step 1

The Committee administers the online survey among the faculty and staff members.

Step 2

IR Office analyzes and forwards the results of the survey to the committee.

Step 3

Committee prepares the review report and forwards to IR office for EC review.

iii. Dissemination Of Data For Decision Making

The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.



8.7 FACULTY AND STAFF SEARCH COMMITTEE

The SUC is committed to offer equal opportunities of employment at all levels without discrimination on the basis of race, gender, religion or national origin. Faculty Search committee will ensure the recruitment of competent faculty personnel. It exercises proper procedures and controls in the manpower recruitment and ensures compliance with UAE laws. Faculty/Staff search is initiated based on the requirements. These vacancies can arise due to the resignation, termination, retirement, promotion, and due to the launching of new program/s.

i. Objectives

- a. To plan for faculty resources requirement for the academic year.
- b. To identify and recruit suitable candidate for the academic support services position.

ii. Process Flow

Step 1

Dean will review the faculty member requirement and academic support services staff requirement from Department heads.

Step 2

The HR- Head will discuss the requirement with the Dean and will start the search process through contacting recruitment agencies, online recruitment sites, posting on SUC website and also post the advertisement in the leading national and international newspapers.

Step 3

The Head of Human Resource department scrutinizes the resumes and short list the candidates and conduct preliminary round of interview.

Step 4

The short listed candidate for academic position is sent for panel interview which constitutes of Dean, EC members, experts from area of specialization and the short listed candidate for academic support services position will be sent to concern department heads for interview.

Step 5

Panel recommends the suitable candidate for the appointment of academic position and Head of Departments forwards their comments to the Dean final recommendation.

Step 6

Human Resources Department issues a formal offer letter to the candidate approved by Dean.



Step 7

Search committee will review the performance report of the newly recruited faculty member based on student's interim faculty feedback and peer review. For the newly staff member recruited for academic support services, the search committee reviews the reports from concerned Head of Department.

Step 8

Based on the approval from the Search committee the Head of Human Resources issues a formal confirmation letter approved by Dean.

Step 9

Search committee will prepare the yearend report and forward it to IR office for EC review.

iii. Dissemination Of Data For Decision Making

The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next

8.8 FACULTY AND STAFF DEVELOPEMENT PROGRAM COMMITTEE

Growing organizations need to be learning organizations and evolve to fulfill the mission and vision for which they are established. Learning is a process of identifying areas of problems that emerge in the course of operations and also equipping the employees to face emerging challenges. The key stakeholders of an educational institution that is faculty and staff members must be developed to achieve the organizational mission and vision during its growth phase in SUC.

i. Objectives

- a. To improve teaching methodologies and efficiency in work.
- b. To provide platform for professional development.
- c. To enable faculty and staff compatible to cultural environment and Information technology tools.
- d. To promote inter disciplinary interactions and deliberations for evolving research areas.

ii. Process Flow

Step 1

Faculty and Staff Development Program (FDP and SDP) Committee identifies the FDP and SDP programs based on Training Need Analysis conducted on regular basis.

Step 2

Resource persons are identified from internal and external sources based on the field of training and available expertise. SDP and FDP programs are conducted in coordination with Human Resources Department.

Step 3



Online Feedbacks (**ANNEXURE-IRO-010**) are collected from the participants.

Step 4

IR Office will forward feedback result analysis to the FDP and SDP Committee.

Step 5

FDP and SDP Committee prepare the review report and forward it IR office for EC review.

iii. Dissemination Of Data For Decision Making

The committee will forward the consolidated report at the end of every academic year to IR office for EC for annual review and necessary action. It also provides guidelines for next academic year.

8.9 SALARY AND BENEFITS REVIEW COMMITTEE

Salary and Benefits review committee comprised of COEC, EC members and HHR. Its main role is to assess the general economic conditions related to inflation and consumer prices, market conditions, competitor's salary structures, performance of SUC and the Strategic Plan so as to determine the revisions in the salary and benefit Structure for the new academic year

i. Objectives

- a. To review the salary and benefit structures of employees at various level
- b. To recommend changes for BOG to take decisions

ii. Process Flow

Step 1

Committee collects the information on the inflation and consumer prices indices, market conditions, competitor's salary structures, and performance of SUC

Step 2

Committee reviews the information related to Salary and Benefits and recommends necessary changes in the salary and benefits structures for BOG Decision making

iii. Dissemination Of Data For Decision Making

The committee will forward the consolidated report at the end of every academic year to IR office for EC for annual review and necessary action. It also provides guidelines for next academic year.

9. SPORTS DEPARTMENT

9.1 SPORTS COMMITTEE

The Sports Committee thrives to promote the social, mental and physical development of every student. Sports Committee has a basic function of training teams and conducting Intra-



mural and Inter University/College sports activities which are conducted every academic year. The Committee designs athletic programs which contribute towards the social, mental and physical development of all the students.

i. Objectives

- a. To promote good health and physical fitness.
- b. To develop sportsmanship, team spirit, friendship, brotherhood and leadership qualities through games and sports.
- c. To educate in utilizing leisure time fruitfully.
- d. To train SUC teams for Inter University level participation.

ii. Process Flow

Step 1

Sports committee prepares the sports calendar before the start of every academic year.

Step 2

Sports activities are conducted as per the schedule and students, faculty members and staff member's feedback will be taken after each activity.

Step 3

IR Office forwards the feedback analysis report to the sports committee.

Step 4

Sports committee prepares the review report with recommendations and forwards it to IR office for EC review.

iii. Dissemination Of Data For Decision Making

The sports committee prepares the yearly reports and forwards it to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

9.2 HEALTH AND SAFETY COMMITTEE

The Health and Safety Committee works towards promoting good health and fitness of all members of Faculty, Staff and Students of SUC and ensures the fire and safety standards are maintained as per the regulatory requirements. The Committee creates awareness by regularly communicating Health tips to Faculty, Staff and Students through emails, notice board and portal services. The Committee encourages the faculty, staff and students to utilize the resources available in the sports department to maintain their fitness level. The committee conducts risk assessments and takes appropriate action on findings. It also ensures fire safety systems are in place and all necessary fire safety equipment are regularly maintained

i. Objective

- a. To promote good health and physical fitness among SUC community



- b. To provide facilities enabling Faculty, Staff and Students to maintain their fitness levels
- c. To provide safe working environment for faculty ,staff and students
- d. To provide training to faculty, staff and student groups
- e. To report any fire and safety incidence and its related issues

ii. Process Flow

Step 1

Health Committee prepares the calendar for activities towards creating awareness about Health and Fitness, periodic maintenance, inspection of fire and safety equipment and training for faculty and staff

Step 2

Health awareness and Fire and Safety activities are conducted as per the schedule

Step 3

Feedback is taken at the end of the academic year to assess the effectiveness of the health awareness activities and facilities provided from SUC community. IR Office forwards the feedback analysis report to the committee's review.

Step 4

Committee prepares the review report with recommendations and forwards it to IR office for EC review.

iii. Dissemination Of Data For Decision Making

The Health and Safety Committee prepares the yearly reports and forwards it to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

9.3 STUDENT ACCOMMODATION COMMITTEE

SUC provides fully furnished hostel facilities for both male & female students on single and twin sharing bases. Accommodation preference is given to foreign students who are on SUC Visa. Student accommodation committee ensures the accommodation facilities provided to the students are safe and conducive for the learning environment. Hostel Students Feedback (ANNEXURE-IRO-ON-116) provides an opportunity to assess the student's perception about the hostel facilities provided to students. It helps SUC to improve the services provided at the Hostel facility. Hostel student's feedback is conducted during the fall and spring semester.

i. Objectives

- a. To improve the facilities and services offered to the Hostel Students in both internal and external hostel

ii. Process Flow

Step 1



Committee orients the hostel inmates about the policy and procedures of the Hostel

Step 2

Committee monitors the functioning of the hostels and handles any inmates related issues and maintains log records of visits, incidence reports

Step 3

Online hostel students feedback is administered to the hostel inmates during the fall and spring semester

Step 4

The surveyed data is forwarded to the IRO office for analysis.

Step 5

IR office forwards the analysis to Student Accommodation Committee for review and necessary action

iii. Dissemination Of Data For Decision Making

The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

10. FINANCE DEPARTMENT

10.1 FINANCIAL AUDIT REPORT

Financial Statements are a structured representation of the financial position (Balance Sheet) and financial performance (Income Statement) of SUC. The report includes quantitative and qualitative data relating to the performance of SUC. Financial statements provide an overview of SUC's financial condition in both short and long term. All the relevant financial information of SUC is presented in a structured manner under the four basic financial statements:

- v. **Balance Sheet**
Also referred to as statement of financial position which reports on SUC's assets, liabilities, and ownership equity at a given point of time
- vi. **Income Statement**
Also referred to as Profit and Loss statement (or a "P&L"), reports on SUC's income, expenses, and profits over a period of time.
- vii. **Statement Of Retained Earnings**
Explains the changes in SUC's retained earnings over the reporting period.
- viii. **Statement Of Cash Flows**
Reports on SUC's cash flow activities, particularly its operating, financing and investing portfolios



iii. **Objectives**

- a. To generate financial audited reports useful for taking rational financial decisions.
- b. To provide reliable indication of SUC's financial position and operating results.
- c. To report income and expenses statements for appropriate financial control.
- d. Financial reporting also provides information about SUC's resources, obligations & liquidity, solvency, and funds flows.

iv. **Process Flow**

Step 1

Finance department records and generates financial statements periodically.

Step 2

Finance department conducts internal audit review of various departments annually.

Step 3

Based on the internal auditing summary report is prepared.

Step 4

Coordinates the external audit process

Step 5

Submits the audited statements to SUC management containing comparative analysis and comments on variances for future planning

Step 6

Head finance forwards audited statements to IR office for records and presentation to BOG.

v. **Dissemination Of Data For Decision Making**

The IR Office consolidates the yearly reports and forwards to management & BOG for annual review and necessary action. It also provides guidelines for next academic year.

10.2 STUDENT DEBIT AND CREDIT AUDIT

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

i. **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

ii. Process Flow

Step 1

Administration communicates the final list of students registered in different batches as on predetermined date of every month

Step 2

Administration department to submit a physical copy of report of students and the amount debited against each student

Step 3

Administration and Finance department to have meeting to verify the consistency of data

Step 4

On approval from finance department, the data is transferred to Focus Software

Step 5

To cross check the imported data with the physical report and both administration & finance to jointly agree

Step 6

Committee submits the debit and credit audit report

iii. Dissemination Of Data For Decision Making

The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

10.3 RISK MANAGEMENT COMMITTEE

Risk management Committee performs the internal and external audit identify, evaluate and control risk so as to ensure that risks reduced or avoided. SUC has policies on Data Backup, Data Security and Teach-Out Plan to mitigate associated risks. To minimize the risks committee follows clear guidelines to assess the future risks arising out of possible situations.

iii. Objectives

- a. To monitor significant risks to reduce the likelihood of unwelcome surprises.
- b. To Report minor and major incidents of risks through internal and external audit systems



- c. To Anticipate and respond to changing social environmental and legislative requirements and compliance of legal standards
- d. To Insure SUC's movable and immovable assets against fire, theft, natural calamities and a probable loss of key personnel.
- e. To review the effectiveness of the system of internal control and report to the Management.

iv. **Process Flow**

Step 1

Committee identifies and monitors the internal and external factors responsible for risk

Step 2

Committee develops mitigation plan to minimize risk

Step 3

Committee reports the impact of risk on business on annual basis

v. **Dissemination Of Data For Decision Making**

The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

10.4 FACILITY RESOURCES COMMITTEE

Facility Resources Committee recommends approves and procures appropriate resources required for creating conducive learning environment and smooth operations in SUC. The committee fulfills the requirements of each functional department by assessing their requirements based on the requisitions submitted by the departments.

iii. **Objectives**

- a. To improve the services offered by the academic and academic support departments.
- b. To assess the requisition for adequate resource requirement for the departmental functions.
- c. To procure required resources.

iv. **Process Flow**

Step 1

FRC floats the resources requirement form at the end of the academic year for planning the requirements of next academic year.

Step 2

FRC receives the proposal from each department and reviews for adequacy.

Step 3



FRC evaluate the request and forwards its recommendation to finance.

Step 5

Finance department after due approvals initiates the process of procurement.

Step 6

Convenes yearly FRC meeting auditing for comparative closing

Step 7

Head finance on the recommendation of FRC prepares the final report along with the resources adequacy report and forward to IR office.

Step 8

Report submitted by the committee is forwarded by IR office to EC for review.

v. Dissemination Of Data For Decision Making

The IR Office consolidates the yearly FRC reports and forwards to EC for annual review and necessary action. It also provides guidelines for next academic year.

10.5 BUDGET REVIEW COMMITTEE

The budget process is initiated by reviewing the guidelines of Strategic Plan and reviewing the previous year's income and expenditures to identify the status and gaps. The market conditions are evaluated through the information received from marketing department and CPD departments on the expected enrollments. The finance department initiates the procedures of preparing the current year budget by inviting inputs from each department based on their requirements and compiles the institutional budget for short term and long term requirements to seek final approval from BOG.

iii. Objectives

- a. To ensure financial stability
- b. To prepare the annual budget

iv. Process Flow

Step 1

Strategic plan guidelines for the current year are reviewed before the start of the forthcoming academic year.

Step 2

Finance department reviews the previous year's income and expenditure and identify gaps if any.

Step 3

Finance department evaluates the market condition through the information from Marketing and Administration department regarding expected enrollments for the forthcoming academic year.



Step 4

Finance department receives the information from administration department regarding the retention and progression of students.

Step 5

The finance department initiates the procedures of preparing the current year budget by inviting inputs from each department based on their requirements

Step 6

Finance department compiles the institutional budget for short term and long term requirements to seek final approval from BOG. The approved departmental budgets are disseminated to the concerned departments

Step 7

Budget Review committee reviews the budget at the short term (monthly and quarterly) and as well as long term basis (comparison with strategic plan) to analyze the variance

v. Dissemination Of Data For Decision Making

Budget review committee consolidates the yearend report and forwards it to BOG review. It also provides guidelines for next academic year.

11. PUBLICATION

11.1 SKYLINE BUSINESS JOURNAL

Skyline Business Journal is an annual publication of SUC. SBJ invites original research articles / management case studies / book reviews from academicians and practitioners on management, business, tourism, information systems, marketing, finance and organizational management. The research work published in SBJ serves as a medium to keep the academicians informed of the current trends and issues in the business arena. These inputs help faculty members to orient the students for updating their knowledge and applications.

i. Objectives

- a. To provide a platform for researchers to publish their research work in areas of business management.
- b. To provide an opportunity for academic exposure and networking at the regional and global level.
- c. To share the knowledge gained from scholarly activities amongst the industry and academia.

ii. Process Flow

Step 1



Editorial board of SBJ calls for research papers through various channels.

Step 2

Papers submitted for publications are allocated to experts for blind review.

Step 3

Comments received from reviewers are intimated to authors for acceptance, modification or rejection (**ANNEXURE-ACD-001**).

Step 4

After final acceptance of the research papers the editorial board meets to decide the sequence and sends the same for proof reading and formatting.

Step 5

The final draft is sent for publication and distribution.

Step 6

Report is generated by SBJ committee and submitted to IR for EC review.

iii. Dissemination Of Data For Decision Making

The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

11.2 NEWSLINE COMMITTEE

Newsline is an internally published magazine to provide a platform for the student's community to display their inherent talents. Published annually the magazine helps to exhibit various co-curricular and extracurricular activities during the academic year. The News line committee meets periodically to plan, organize and publish the articles and news collected from faculty and students during academic year. The purpose of News line is to give an opportunity to students to showcase achievements, talents, opinions on cultural, ethnic events. News line is an annual internal publication of SUC.

i. Objectives

- a. To disseminate information related to faculty and student's achievements, opinion and any other cultural or ethnic activities during the academic year.
- b. To highlight the students artistic and literary talents.
- c. To encourage students to participate co-curricular and extracurricular activities.

ii. Process Flow

Step 1

Newsline Committee is responsible for inviting the candidatures of students interested to be part of News line Magazine. Proper designations such as Student Editor, designer, surveys etc. would be set in place.



Step 2

Once finalized the students' team will report to the concerned faculty team for further research and compilation of activities, news and other related items.

Step 3

Formal and informal meetings among the students and faculty members will be arranged to finalize the format and contents of the magazine.

Step 4

The dummy format prepared will be forwarded to the printer.

Step 5

The Newline Magazine is published in final platform.

Step 6

Distributed to the SUC stakeholders to provide update on SUC yearly activities

Step 7

News line committee Chairperson convenes the year end meeting to prepare consolidated report and submit to IR Office.

12. GENERAL COMMITTEES

12.1 ENROLLMENT ANALYSIS COMMITTEE

The Enrollment analysis committee carries out different types of analysis on the collected data which includes callers, visitors, enrollment patterns, advertising schedules, impact feedback, fees structures, fee waivers and scholarships, individual target achievement and yearly planning and execution of activities. Enrollment analysis provides an in-depth knowledge of target segments covered in the enrollments and provides a basis for future action plans.

i. Objective

- a. To identify the effectiveness of marketing strategies
- b. To aid in setting targets for the future intakes
- c. To identify factors influencing the target segments

ii. Process Flow

Step 1

The enrollment committee identifies the enrollment statistics components and sources of collecting the same.

Step 2



The enrollment office will forward the collected data to IR office.

Step 3

IR office carries out the enrollment analysis based on the enrollment statistics and forwards its report to enrollment committee.

Step 4

Enrollment Committee prepares the review report with recommendations to IR office for EC review.

iii. Dissemination Of Data For Decision Making

The committee will forward a consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

12.2 MEDIA AND COMMUNICATION COMMITTEE

Media and communication committee is responsible for developing content for print and digital media such as catalog, marketing brochures and websites. The committee is also responsible for enhancing the marketing efforts through print and digital media. The committee ensures that the print and electronic publications provide complete, clear, consistent, and accurate information about SUC and all the publications are internally consistent and approved by appropriate authorities or committees.

i. Objectives

- a. To enhance online marketing efforts, website update and optimizing E-marketing sources for brand building
- b. To ensure media contents are published on time with accuracy

ii. Process Flow

Step 1

Review the previous documents and make amendments as per the requirement or develop new document meant for public disclosure.

Step 2

Content verification to be undertaken by respective departments and approval to be obtained EC

Step 3

Document to be forwarded for publication in the respective media and follow up for any correction

iii. Dissemination Of Data For Decision Making



The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

12.3 CORPORATE RELATION COMMITTEE

The purpose of corporate relations committee is to develop and maintain relations with the experts from industry so that their experiences can be shared with the academia community of SUC to enrich the conduct of the courses and expose the student to the best practices in the industry through field visits and guest lecture. The committee also identifies opportunities of internship and placements for its students. This tool helps in understanding industry requirements and helps in improving the preparedness of our graduate for suitable employment.

i. Objectives

- a. To identify organizations that can add value to SUC and to build corporate relationship
- b. To identify organizations for resource personnel for guest lectures, field visits, internships and placements opportunities
- c. To invite industry experts for program review process
- d. To coordinate with Teaching Effectiveness Committee in conducting Professional Skills Development Programs
- e. To promote consultancy and joint projects with the identified organizations
- f. To develop an industry – academia forum and organize panel discussions annually.

ii. Process Flow

Step 1

Committee identifies the organizations which have value addition to SUC and generates adequate database.

Step 2

Committee solicits contacts from SUC community including faculty members to identify opportunities of collaboration of mutual interest with the organizations.

Step 3

SUC plans and initiates activities to build a long term relationship with the organizations with or without commercial interest.

Step 4

Committee negotiates and signs memorandum of understanding with the organizations.

Step 5

Committee explores for resource personnel, field visits, internships and placements opportunities.



Step 6

The committee arranges for internship and job placement of students.

Step 7

Committee conducts PSDP programs for Freshman, Sophomore, Senior and Junior Level in coordination with Teaching Effectiveness Committee. Feedback is conducted to measure satisfaction level (**ANNEXURE-IRO-013**).

Step 8

Committee prepares the review report forwards it to IR office for EC Review.

iii. Dissemination Of Data For Decision Making

The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.



12.4 PLACEMENT RATE AND EMPLOYMENT RATE (UNDERGRADUATE(BBA &BSIT AND GRADUATE(MBA))

Employment rate refers to the number of Undergraduates (BBA/BS IT) /Graduates (MBA) of SUC who are employed in the industry or who are operating their own business. Employment data is collected (**Annexure-CRO-001**) to calculate the employment rate of graduated students of current batch. This rate will enable SUC to establish the employability of its Undergraduates (BBA/BS IT) /Graduates (MBA). It also helps us to understand the demand of SUC graduates in employment market with respect to the specialization and the level of placement. This detailed analysis enables SUC to take appropriate decisions in increasing the employability of the future graduates.

i. Objectives

- a. To measure the employability of the current SUC graduates.
- b. To provide inputs to academic committee for reviewing courses and teaching pedagogy.
- c. To analyze the market value by specialization and range, of the SUC's Undergraduates (BBA/BS IT) /Graduates (MBA)

ii. Process Flow

Step 1

SSD contacts the graduated students after six months to know their status.

Step 2

SSD collects feedback and forwards data to IR office for analysis.

Step 3

IR office classifies status into employed, self-employed, pursuing higher education, seeking employment and others.

Step 4

IR office forwards the analysis report to the committee.

Step 5

Committee reviews the analysis report and forwards its report to EC review.

iii. Dissemination Of Data For Decision Making

The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

12.5 EMPLOYER SURVEY

Employer's feedback provides an opportunity to assess the student's academic standing in the virtual working environment. It helps SUC to understand and update its curriculum and



teaching methodology for improving the overall academic delivery to meet the requirement of the industry. The Employer survey (**ANNEXURE-CRO-002**) is conducted by the Corporate Relations Department in the organization where SUC Undergraduates (BBA/BS IT) /Graduates (MBA) are employed. The employer feedback is conducted periodically after the completion of at least six months after employment.

i. Objectives

- a. To evaluate SUC graduates' employability.
- b. To find out the employer's view about the role of SUC in preparing its graduates to meet their needs.
- c. To analyze the performance and application of knowledge, skills and values of SUC graduate in the work environment.
- d. To understand and bridge the gaps between the industry & SUC curriculum.

ii. Process Flow

Step1

The Corporate Relations Department identifies and approaches the employers for the employer survey with Help of SSD.

Step2

The surveyed data received by the Corporate Relations Department is forwarded to the IRO office for analysis.

Step3

The employer survey Committee meets to discuss the analysis sent by the IRO and identifies the strengths and areas of improvement.

Step4

The committee prepares the report in the standard format about the level of objectives targeted & achieved as well as recommendations and suggestions for the approval and implementation in the next academic year and send it to EC review through IR office.

iii. Dissemination of Data For Decision Making

The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

12.6 ALUMNI COMMITTEE

SUC being one of the oldest institutions in UAE has a large number of graduated students who are its goodwill emissaries. SUC Alumni is an important forum which helps in building the public image and creating trust in the society. Its inputs are used for updating program in its structure, design and content and assists in internship & placement. The alumni committee coordinates alumni relations and conducts periodic surveys (**ANNEXURE-SSD-018**).



i. Objectives

- a. To strengthen ties with Alumni.
- b. To encourage alumni to actively contribute in academic and nonacademic activities.
- c. To guide and assist alumni in their placements.
- d. To associate alumni in the community service activities.

ii. Process Flow

Step 1

SSD makes a formal presentation to the graduating students about the importance of contributing to SUC.

Step 2

Students register online with the alumni association.

Step 3

Alumni committee plans and conducts the Alumni meet.

Step 4

Alumni committee in coordination with the SSD arranges annual election to elect the office bearers for the current academic year.

Step 5

SSD & Alumni committee conducts the annual feedback survey during the alumni meet.

Step 6

The newly formed committee plan and issues annual activity calendar

Step 7

Alumni committee generates semester wise and yearly reports for records and review.

Step 8

Report submitted by the committee is forwarded to IR Office.

iii. Dissemination of Data For Decision Making

The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

12.7 ARTICULATION COMMITTEE

Skyline University College has established articulation agreements with various Colleges/Universities to facilitate the students to get transferred for further studies. Articulation agreement is signed with institutions to collaborate through exchange of



students and faculty, articulation agreements, research, training, and exchange of expertise in the field of higher education.

i. Objectives

- a. To sign articulation agreement and/or MOU with Business schools
- b. To exchange areas of expertise in the field of higher education
- c. To facilitate student and faculty exchange

ii. Process Flow

Step 1

The semester-wise planning of the articulation activities is carried out by the corporate relations office. Corporate relations office researches the web to identify business schools from specific countries offering similar programs or courses. Only institution recognized by the regulatory bodies in its home country will be 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.

Step 2

An email with the proposal of articulation or MOU is sent to all the shortlisted institutions. On receiving a positive response from the institution, further documents are requested to ensure all the requirements of MOE with regards to the partnership agreements are met. 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 developed by the Corporate Relations Office and sent for the Dean's review. Upon approval, this MOU draft is sent to the respective institution for establishing partnership with them.

Step 3

After entering into articulation agreement, SUC shall apply to MOE for the seeking approval of implementing the articulation agreement.

Step 4

In case the agreements have a validity period, the Corporate Relations Office makes a note of the end date of the agreement and follows-up with the partner institution for renewal of the agreement almost two weeks before the end date. The renewals are done after consultation with the Dean or COEC's Office.

i. Dissemination Of Data For Decision Making

The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.

12.8 EVENTS COMMITTEE

Events committees play a vital role in organizing extra & co curricular activities at the university and inter - university level during an academic year in line with the mission of



SUC for development of the overall personality of the students. The events organized provide a platform for students to apply their managing skills in organizing and conducting the events under the guidance of faculty and staff.

i. Objectives

- | | | |
|----|---|-----------------------|
| a. | extra & co curricular events at SUC. | To plan year round |
| b. | skills and team spirit among students. | To develop organizing |
| c. | opportunity for display of student talents. | To provide an |

ii. Process Flow

Step 1

SSD carries out orientation presentation explaining the functions of the events committee and initiates the process of forming the clubs and the committees.

Step 2

SSD announces the names of the clubs & committee members and assigns respective roles and responsibilities.

Step 3

Events committee plans, budgets and publishes the yearly events calendar.

Step 4

The committee organizes events as per the calendar and encourages participation.

Step 5

Committee conducts the event wise feedback survey (ANNEXURE-IRO-028).

Step 6

Committee generates event wise reports for records and forwards it to Dean's review

Step 7

Report submitted by the committee is forwarded to IR Office.

iii. Dissemination Of Data For Decision Making

The committee forwards its consolidated report at the end of every academic year to IR office for EC annual review and necessary action. It also provides guidelines for next academic year.



LIBRARY DEPARTMENT



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SECTION A

I. INTRODUCTION

The SUC Library caters to all the Faculty, Staff and Students of SUC to pursue higher studies and research in accomplishing their degrees as well as the local community. The Library provides conducive learning environment in teaching and research programs of SUC by acquiring and making available all learning resources. The sole objective is to serve the right information to the right user at the right time.

SUC Library strives to enhance the personal growth of students and contribute to the development and sustainability of students, faculty and other members through free access to ideas, information, educational and scientific research, cultural experiences and educational opportunities.

II. DEPARTMENT GOALS

- A. To plan, develop, procure and maintain adequate library resources for smooth operation as per SUC's strategic plan
- B. To provide a learning environment conducive to academic needs along with regular updating of learning resources
- C. To orient the students, faculty and staff with regards to the usage of library resources
- D. To disseminate required, relevant and updated information to enhance the Research Support to Faculty, Student & Staff
- E. To provide users with prompt offline and online services to meet the users satisfaction

III. STRUCTURE OF LIBRARY DEPARTMENT

The Library Department of SUC is managed by the Head-Librarian under the guidance of Library Resource Development Committee (LRDC) Chair. LRDC Chair and Head-Librarian will initiate the functions such as to plan, design, develop, procure & maintain adequate library resources for smooth operation as per SUC's strategic plan The Library also involves in number of activities such as user training and updating the information requirements of SUC, Organizing Book Fairs and Library Collection Development meetings. It provides online and offline information and disseminates to the respective departments.



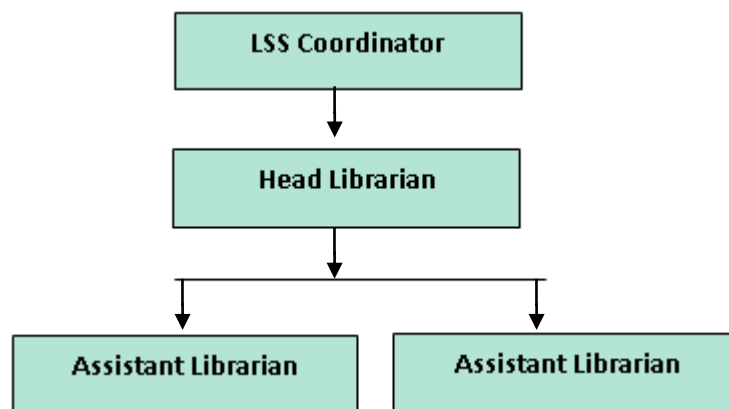
A. LIBRARY RESOURCES DEVELOPMENT COMMITTEE (LRDC)

LRDC is the guiding force for the Library Department to execute its functions and fulfilling the SUC strategic plan. Head Librarian organizes quarterly meeting with the members of the LRDC listed below. The committee meeting is held to discuss various issues related to collection development, subscription of periodicals, E-resources, Information services, weed out library materials, Feedback analysis of Faculty, Staff, Students or any other improvements to cater to the higher learning environment. LRDC meeting is generally held three times in an academic year and decision taken are implemented by Library Department.

Library Resources Development Committee consists of the following members:

- (a) Dean
- (b) Head of Academics
- (c) Registrar
- (d) LSS Coordinator
- (e) Head-Librarian
- (f) Nominated Faculty members (School of Business (BBA, MBA) , School of IT (BSIT) -maximum of three
- (g) Head of Finance

B. LIBRARY ORGANIZATION CHART





IV. ROLE OF LSS COORDINATOR

- Plan and review the strategic plan
- Review the requirements and collection development (Books, E-books, Journals, and Magazines & Online Resources).
- Organizing the LRDC Meeting and Review the suggestions, recommendations and Implementation status.
- Coordinate with IT department for IT integrated library services.

V. STRATEGIC PLAN

Skyline University College Strategic Plan is a road map for planning the short and long range resources and facilities requirement of library to achieve excellence in academic standards to enhance the University College's academic standing for the benefit of faculty, students and society.



SECTION B

I. FACILITIES & SERVICES PROVIDED

A. LIBRARY SERVICES

Library is providing the following services to the users:

- i) Online Public Access Catalogue (OPAC)
- ii) Internet/CD ROM Search Assistance
- iii) E-Resources
- iv) Information Services
- v) Research Support Information Service (RSIS)
- vi) Reference/Referral Service
- vii) News clipping Service
- viii) Current Awareness Service (CAS)
- ix) Selective Dissemination of Information (SDI)
- x) Query Based Service (QBS)
- xi) Table of Content
- xii) New Arrivals Information Service
- xiii) Book Review of the Month
- xiv) Internship

i. ONLINE PUBLIC ACCESS CATALOGUE

Patrons can access the Online Public Access Catalogue (OPAC) of KOHA through the Portal Service by entering their Students ID number and password provided by the Sline University College.

ii. INTERNET / CD ROM SEARCH ASSISTANCE

This service is available in the Electronic Library Area. Patrons can get the CD ROM search assistance on request basis.

iii. ONLINE RESOURCES

A proper orientation will be given to all the Undergraduate and Graduate students about the Online Databases. Moreover, it will be given during the sessions which will be conducted by the Faculty members inside the library premises. The Library is equipped with 23 Computer terminals with internet access. Students can access online databases subscribed by the library here. This database gives access to more than 16000 E-books & 5000 e-journals.



iv. INFORMATION SERVICES

Library provides all kinds of information services such as Current Awareness Service (CAS), Selective Dissemination of Information Services (SDI), Query Based Information Service (QBS), New Arrivals of the week, Research Support Information Service (RSIS), Table of Contents (TOC), Book Review of the Month, Good Reading Quotes etc.,

v. NEWSPAPER CLIPPING SERVICE

The Library also subscribes to several newspapers and has a special service of newspaper clipping in which important news related to the subject areas is clipped and recorded for future reference. This is done by the Library staff with the help of faculty from different subject field on daily basis. (**List of newspaper is given in the appendix**)

vi. INTER LIBRARY LOAN

SUC has an agreement of inter library loan facility with the University of Dubai (UOD). The services of UOD can be availed both by the students and the faculty for the purpose of references, borrow books and also use the online resources. The members of SUC who wish to avail this facility shall make a formal request to the Head Librarian of SUC with specific requests of the required material. The Head Librarian of SUC makes necessary arrangements and makes the material available to facilitate the faculty or student within two working days. The details of the website (<http://www.ud.ac.ae/library>) will be displayed on the library notice board for the references. SUC library also extends facility to enable students and faculty to visit the Sharjah University Library & Sharjah Public Library by showing their SUC Identity card.

vii. RESEARCH ZONE WITH DISCUSSION ROOMS & CONFERENCE ROOM

There are six rooms in the Research zone for discussions along with a one conference room inside SUC's library which can be used by the faculty or staff members for discussions or conducting meetings. The conference room can also be used by the students for their project work and presentations.

The rules and regulations are as follows:

- a. The rooms for students have to be reserved in advance. The group which wants to use the rooms for discussion should give their names and the time for use at least one day before the requirement.
- b. These rooms are meant for self-study and group discussions.
- c. If the group wants to use the presentation room for discussion they need a written permission from the faculty members.
- d. The faculty members can use the rooms at their leisure.



viii. TRAINING & ORIENTATION

Orientation is given at the beginning of the every semester to the Faculty Members, Students about the Library Resources, Policy & Procedures, Library Facilities and Library Services. A special training is provided to the Graduate (MBA) students about the usage of EBooks through Vital Source Bookshelf.

ix. INTERNSHIP

SUC library will provide the internship opportunity to the students on part time basis.

B. LIBRARY FACILITIES

Library provides the following facilities to the users:

- Reference Section
- Rental Section
- Periodical Section
- New Arrivals Section
- Discussion Room
- Conference Room
- Silent Zone
- Learning Zone
- Research Zone
- Teaching Zone

i. Reference Section

Reference titles are available in various subjects based on the curriculum core text books and it will be updated every year through participating, organizing Book Fairs, Online Book Request & LCD Meetings etc.,

ii. Rental Section

Rental Books will be given to the Students at the beginning of the every semester, and it can be returned end of the semester. Titles will be updated based on the recommendation of program review committee.

iii. Periodical Section

Physical Journals & Magazines are displayed and the back volumes can be borrowed by SUC Members. All periodicals will be entered in the kardex register.

iv. New Arrivals Section

All newly arrived materials will be displayed in this section after system processing.

v. Discussion Room

Students can use this facility for their group discussion, Debates and Quiz Practice.



vi. Conference Room

Students can use this facility for the preparation of Assignments, Dissertations etc.,

vii. Silent Zone

This zone is created to fulfill the requirements of the Students who want to study in very silent environment.

viii. Learning Zone

Learning zone is available in the Main Library Hall with 23 computers.

ix. Research Zone

This zone consists of Research based publications and is specifically used by Faculty members.

x. Teaching Zone

Faculty members can bring the Students and conduct the session with help of reference and Online Resources (EBSCO, ProQuest, Ebrary etc.)

C. LIBRARY TIMINGS

The Library is open with all facilities and services for the students from 9.00 A.M to 10.00 P.M on all workings days and also on Fridays from 9:00 am to 6:00 pm Saturdays from 9.00 A.M to 7.00 P.M. Library will remain closed on public & Government holidays.

II. DEPARTMENT SPECIFIC POLICY & PROCEDURE

A. ACQUISITION PROCEDURES

i. ORDERS

- Book Requisition by faculty members may be applied through the portal. The Library Staff Checks the request and searches the OPAC to verify that the library does not hold the title already. If the Library already holds the title, it will be informed to the faculty concerned and his/her request will be eliminated.
- If not the Library Staff searches each 'title in print' to verify the accuracy of the information and the availability of the title in the market. Each order form must include the Title, Author, ISBN number, Edition/year, publisher information and price etc.
- The order forms will be processed by the HOL in consultation with LSS Coordinator and sent to Dean for final approval.
- The approved requisition is then processed to obtain quotations from vendors, the vendors are shortlisted and orders placed



ii. RECEIVING AND INVOICING

- The received items are verified for accuracy of shipment. The order card is matched with the item, and a processing slip listing the date received and the price of the item is placed in a pocket with the order card to be given to the Librarian. A tattle tape is inserted in the item if needed. The item is then received and invoiced in KOHA Software.
- The Acquisitions assistant notes the date received the budget account and the amount to be paid on the invoice and then prepares a Cheque request for the Finance Department. A copy of all documentation is retained for library records.
- The Cheque requests are then given to the Librarian to be entered into the budget spreadsheet.

B. COLLECTION & DEVELOPMENT

i. OBJECTIVES

The primary goal of the Library is to support objectives of SUC.

The objectives of collection development are:

- To support the SUC curriculum
- To strengthen the collection
- To provide services for the research and information needs of the SUC community.

ii. SELECTION RESPONSIBILITY

The process of selection, acquisition and organization of library resources is a cooperative venture between the LRDC Committee which comprises of faculty members of different subject areas, Dean, HOA & the Head-Librarian. The requisition of books also may come from the Program Review Committee and the course reports that may require adding, removing, acquiring new reference books, case studies, databases, simulation games, etc. The acquisition process is initiated after the submission of requests by the faculty. The requests are discussed by HOL in the LRDC Committee and finally approved by Dean.

C. COLLECTION DEVELOPMENT ACTIVITIES

i. LIBRARY RESOURCE DEVELOPMENT COMMITTEE (LRDC)

SUC organizes three meetings in a year on semester basis. During the meeting, Members discuss the areas of improvement in the collection development. Members suggest for the library development and HOL will initiate the given



suggestions and discuss with LSS coordinator and get the approval from the Dean.

ii. 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. HOL creates the plan and check list for the events and allocate the responsibility to the library staff

D. LIBRARY RESOURCE PLANNING REVIEW

Library resources will be maintained as per the Resource Adequacy Feedback (RAF) and the as per the Strategic Plan of SUC

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 of lending
- V. Reputation of author and publisher
- VI. Availability of online learning resources relevant to the books
- VII. Availability and price
- VIII. Approval by Dean

i. Other guidelines for selection:

- (a) Textbooks are purchased when they have inherent value to the collection as a reference work or authoritative source.
- (b) Changes of core textbooks will be procured only after due process of approval by EC upon recommendation by Dean
- (c) Multiple copies of titles are purchased only when it is appropriate and recommended by Chair-LRDC.
- (d) Paperback editions of books are purchased if available.
- (e) Materials are selected in a wide range of formats such as hardbound and paperbound print, a variety of electronic formats, audio-visual, etc. When multiple formats are available, the Library avoids duplication in most cases. Decisions on choice of format are based on ease of use, the need for simultaneous users, preservation, storage and price.



- (f) Consideration to replace lost or damaged materials is based on availability, significance to the collection and relevancy to the current use.

F. RENTAL BOOKS, REFERENCE & E - BOOKS PROCUREMENT PROCEDURE:

The Rental Books in print form for Undergraduate programs & E - Books for Graduate program will be purchased on the recommendation of the Program Review Committee. The number of copies procured based on the student's strengths in every semester. The rental books will be used for minimum of four cycles and then it will be changed as per the recommendation received by the Program Review committee subject to the availability of prescribed edition in the market. Reference books will be procured based on the recommendation of RAF, LRDC, LCD, Book Fair & SUC strategic plan

G. E-BOOKS

Students of Graduate Program (MBA) will be given only E-book codes of their subjects. Students will redeem the codes in Vital Source 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.

I. JOURNALS & 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 25 computer terminals especially for electronic resources access and has been named as E-library area. The effectiveness ease of use and multi user access procedure guides the selection, acquisition and maintenance of electronic resources. Electronic resources are provided to support the instructional program and research needs of the SUC community.

The selection of electronic resources is the responsibility of the 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

K. 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.

L. 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.

M. 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.

N. 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.

O. 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.

P. CATALOGING

The Library collections including print and non-prints are cataloged electronically through the Library Management software using the **Dewey Decimal classification (DDC) system 23rd edition** and subjects heading are given through **Library of Congress Subject Headings(LCSHs) 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 bibliographic standards. The bibliographic records are available in the **Anglo American Cataloguing Rules II (AACR II)** format and are also available in mnemonics format. All the details are maintained in the **Accession Register**.

i. DEWEY DECIMAL CLASSIFICATION (DDC) SCHEME EXPLAINED

- o 000 Computer Science, Information & General Works
- o 100 Philosophy & Psychology



- 200 Religion
- 300 Social Sciences
- 400 Language
- 500 Science
- 600 Technology
- 700 Arts & Recreation
- 800 Literature
- 900 History & Geography

This scheme follows a deatotomy hierarchical structure and further each class is divided into 10 subdivisions.

ii. OPAC (ONLINE PUBLIC ACCESS CATALOGUE)

The Library collection is managed through the KOHA online Catalog system known as OPAC or Online public access Catalog. The Library is able to manage its acquisitions, cataloging, circulation and public access using this system. After library materials are cataloged electronically using the online public Access Catalog (OPAC) database, the bibliographic records are exported to website for use by the library users.

The OPAC includes local information for our Library such as barcode number, collection, bibliographical details, call number, copy/volume number, holding library and format type.

iii. CATALOGING PROCEDURES: RENTAL AND REFERENCE BOOKS

- (1) All rental and reference books have a barcode with protector tape pasted on the back cover.
- (2) The Librarian logs on to Library Management Software and enters the bibliographic records of the book. A tag is added to the record, which includes barcode number, collection, and call number, volume number, holding library, and price and format type. Barcode labels are printed and pasted for reference books with the accession numbers provided to each book. Whereas for rental collections, the accession number is preceded with RB and pasted. All these entries are automatically added to the record in the OPAC and it is automated through KOHA software.
- (3) Before shelving the books in order, tagging and recording in OPAC are essential.

iv. CATALOGUING PROCEDURES: SERIALS

The Serials/Journals details like volume, issue and year are entered in an accession register called "KARDEX" and the same are maintained in the Library.

v. 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.

Q. CIRCULATION

Library Use

The Library is open to the faculty members, staff, students, alumni and outside stakeholders who are engaged in research activities.

i. GENERAL RULES OF THE LIBRARY

- 1) Silence should be maintained in the Library.
- 2) Spitting, smoking and other offensive or objectionable practices are strictly prohibited.
- 3) Cell phones should be switched off or kept in the silent mode with in Library premises.
- 4) Student ID Cards should be shown at entrance & also on demand whenever there is a Check.
- 5) Student ID cards/borrower cards are not transferable. Books are issued against borrower cards only on production of their own Student ID card.
- 6) On completion of course No dues Certificate will be issued only on submitting all the materials borrowed from the library.
- 7) Overdue charges will be collected if book is not returned by due date.
- 8) If book is lost borrower is responsible to replace the book or pay latest market price. If title is out of print price will be charged as per Library norms.
- 9) No eatables are allowed in the Library.
- 10) Violations of Library rules can lead to hefty fines / debarred from Library.
- 11) Playing games, downloading games, software, music /video files is strictly prohibited in the electronic library area.
- 12) Library computers are meant for library search only and students are allowed to work on their assignments also.

ii. BORROWING PRIVILEGES

Borrowing privileges are available to SUC faculty, staff and currently enrolled students, as well as alumni and outside members who can avail membership for their research purposes. The SUC provides identity cards to each student which is also used as a membership cards or library cards for issuance/return of books and other materials. The ID card is scanned with barcode technology and the books are issued with the help of Library management software. For the faculty members, staff and others, membership cards are developed through the Library database management software and the same is maintained records.

iii. 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 by submitting 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.

iv. **BORROWER CONFIDENTIALITY**

The SUC Library protects the confidentiality of each member. The Library staff shall not disclose any personal or circulation record information regarding any If a book is urgently needed, the staff will make arrangements for making the book available within a reasonable timeframe.

v. **CIRCULATION TERMS**

The number of books to be issued and loan period is classified into 4 broad categories. They are as follows:

- (a) Undergraduate program (BBA & BSIT)
- (b) Graduate program (MBA)
- (c) Faculty and Staff
- (d) Others include CPD students, Alumni and outside members
 - a. Collection of core text books from library is the responsibility of the borrower and no refund of utilization fee will be applicable.

a. **Membership Fees**

The Library fees for SUC student is included in the annual fees as per the institution policies. All library borrowings will come into force after a member pays applicable security deposit which will be refunded at the time of withdrawal of membership or withdrawal of the course after deducting any dues pending against the library.

The alumni and outside members will have to pay applicable annual membership with a security deposit of AED 500/= and it has to be renewed each year.

b. **Membership Forms**

Alumni Membership forms are available in the portal and print copies in the library as well.

c. **Rules for Circulation of Print Materials for students**

| Category | Membership Type | Maximum No. of Text Books | Materials / Duration | No. of Reference Books | Loan Duration |
|----------|-----------------|---------------------------|----------------------|------------------------|---------------|
| | | | | | |



ESTABLISHED 1990

| | | (Per Semester) | | | |
|--------------------|---------------------------|----------------|------------------------|----------|----------|
| School of Business | 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 | 4 or 5 | (Print Books) | 2 | 7 |
| | BBA Program (Week-end) | 5 | Semester (Print Books) | 2 | 7 days |
| | Repeat Course | 1 | Semester | N/A | N/A |
| School of IT | BSIT | 5 | Semester (Print Books) | 2 | 7 days |
| | Repeat Course | 1 | Semester | N/A | N/A |
| | BSIT | 4 or 5 | (Print Books) | 2 | 7 |
| CCL | CPD | Kits | Sale | 2 | 7 days |
| | CTH | 3 | Semester | 2 | 7 days |
| ELC | TOEFL | 1 | Semester | N/A | N/A |
| | IELTS | 2 | Sale | N/A | N/A |



| | | | | | |
|-------|-----------------|------------------|------|-----|--------|
| | PET | 1 | Sale | N/A | N/A |
| | City & Guilds | 2 (1 Book + 1CD) | Sale | N/A | N/A |
| OTHER | Alumni & others | N/A | N/A | 2 | 7 days |

d. **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.

e. **Rules for Circulation of E-books:**

The Students of Graduate Program (MBA) can receive the eBook codes from the library for every semester. Students need to personally visit the library and collect the codes. Once the codes are issued to the students then it is their responsibility to maintain the confidentiality of the codes and avoid sharing them with anyone or exchange with other students. In case of inability to access due to sharing of the codes with others, the responsibility will rest on the student bearing the code number. The additional codes shall not be given at any cost.

f. **Vital Source 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 can use any Email ID of their choice as user name and create the Password (check the minimum password requirements). Users can log in to the website, www.https://support.vitalsource.com/hc/en-us . Students can redeem the provided codes by the library staff for the E-textbooks by entering their User Name and Password. Titles will be appeared once the codes are redeemed.

g. **Renewals**

Users may renew any materials borrowed from the Library provided that no other borrower has made a request for the item. Two renewals will be allowed for any issued reference materials for the period of 7 days. On-campus students must present the book and a current identification card at the Circulation Desk. Requests for renewals by telephone will be accepted only in case of emergencies or mitigation circumstances.

h. **Late Fines**

The Library charges a fine of AED 1/ per day per book as overdue for all the library books from the students.

i. **Penalty for Damages/Lost**



The cases of penalty for any damage or loss of any item will be referred to Head-Librarian for action. In case of the dispute not resolved at this stage will be referred to DAC.

j. **TOEFL deposit refund policy**

TOEFL books should be returned within 3 months from the date of borrowing failing to do so; the deposit is non-refundable.

k. **Check in policy:**

All core text books should be returned as soon as they finish their final exams and the reference books should be returned as per the due date given. It is the sole responsibility of the borrower to obtain the “**No Due Certificate**” from the library immediately and retain the copy with them. Any claims will not be entertained without submitting the No Due Certificate issue by the library.

l. **Forfeit/Debit policy**

The library books should be returned on or before the deadline, failing to do so the total cost of the books will be Forfeited or Debited in their account. The Forfeited/Debited amount is irreversible.

m. **Books lost fine refund policy**

If the books are lost by the Students, they have to either pay the cost of the books or debit the amount in their account. This amount is reversible if the books found are returned after the payment within the semester.

vi. **CIRCULATION POLICY FOR FACULTY & STAFF**

The eligibility for full time faculty, part-time faculty and staff members to borrow from Library begins from receiving the intimation about the new member from Human resource department. The faculty members can avail library books by observing the following circulation policy.

a. **Rules for Circulation of Print Materials**

The categories of members and their privileges are as follows:

| Category of Faculty & Staff | Max. no. of books | Loan Duration |
|-----------------------------|---|--|
| Full time faculty | 10 | 120 days for core text (15 days for reference books) |
| Part-time faculty | 4 for each course allocated (2 core text & 2 reference books) | 120 days for core text (15 days for reference books) |
| Staff | 4 | 15 days for all books |

***Note:** All reference print materials including reference books, current issues of periodicals, bound volumes of periodicals, reports, manuals etc. will be issued for*



fifteen days only. The faculty will have to return the materials before due date in case of demand by any other member of the Library.

All core text and reference materials borrowed by the faculty have to be returned to the library at the end of each academic year.

b. Rules for Circulation of Non-Print Materials (NPMs)

Non- print materials (NPMs) in the collections of Library include items such as DVDs/CDs/Videos/CDs/ Video Cassettes, Audio Cassettes, Slides etc.

All audio-visual materials will be issued to the faculty for the classroom demonstration only through the computing department who would display the material as per faculty requirement and then return to the Library. Items can be retained for a maximum of seven days only.

c. Renewals of audio / video

Issued documents and other items are renewable, provided there is no demand for the material by other members. Two renewals are allowed for any issued material.

d. Penalty for Damages/Lost

The cases of penalty for any damage or loss of any item will be referred to the Head-Librarian for action. The actions range from hefty fines to debarring from Library for a semester.

vii. **NON-CIRCULATING MATERIALS**

Reference books like dictionaries, encyclopedias, atlas, maps etc., are not circulated by the Library.

viii. **CLEARANCE FORM**

SUC Library will issue the clearance certificate to any faculty member only after he/she returns the borrowed materials from the Library to all those who leave the organization after returning, replacing or paying for all outstanding print and non-print materials that they have not returned to the Library.

R. CONSERVATION, PRESERVATION AND RESTORATION

Library materials are expensive to purchase, to process, and to house. SUC Library acknowledges the necessity of preserving all holdings. The Librarians will consult with the LRDC to determine what action should be taken with damaged books or other damaged materials. The Librarian will help to determine an emergency plan and oversee the initiation of action should an emergency arise.



i. GENERAL PRINCIPLES

- a. Care and handling of library materials will be stressed to library employees and library users.
- b. Temperature and humidity controls will be sought for library materials.
- c. Book repair will be provided for materials damaged through rough use, heavy use, or accident.
- d. Binding will be used to preserve periodicals and other materials as needed.

ii. REPLACEMENT OF LOST, DAMAGED, MISSING AND TORN LIBRARY MATERIALS

a. Books

The Librarians are responsible for making decisions regarding the replacement of lost, damaged, missing or worn library materials. The librarian will determine whether to replace a specific book or purchase a comparable book guided by the following considerations:

- 1. Does the material being replaced meet general library collection policy?
- 2. Does the frequency of use justify replacement?
- 3. Is the item used for class reserve reading or is it on a faculty recommended reading list?
- 4. Is the item listed in Books for SUC Libraries or other recommended book lists?

b. Periodicals

Library staff will identify lost, damaged and missing serials and will take steps to replace these materials. Decisions to replace annual, biennial and irregular serials will be handled according to the policy for monographs described above with the Acquisition Librarian having the responsibility to order replacements.

The following serial items will not be replaced when lost or damaged:

- (a) Newspapers and newsletters
- (b) Titles that are not held permanently
- (c) Titles that are not indexed

Since back issues may be expensive, the decision to replace will be guided by the following considerations:

- (a) Does the material being replaced meet general Library collection policy?
- (b) Does the frequency of use justify replacement?
- (c) Should microforms be purchased rather than replacing paper issue(s)?
- (d) Is the periodical readily available elsewhere, including full-text sources available to Johnston Memorial Library users?



- (e) Does the information in the particular title have lasting value?
- (f) Is the lost or damaged piece more than five years old?

S. WEEDING POLICY

1) **Discard Plan**

SUC library will analysis the existing collections based on the year of publication and physical condition of the print books. The HOL prepares the analysis report and it will be verified by the LSS Coordinator. The outdated materials will be removed from the stock after the approval of LRDC members.

2) **Reference books:**

The Library holdings are evaluated to identify inappropriate or outdated materials. This process is accomplished through a cooperative effort between the Library staff and the academic faculty. Faculty members who are in the LRDC have the responsibility of weeding outdated or inaccurate materials in their area of expertise. The HOL instruct the Library staff and they are responsible for removing multiple copies, multiple editions, outdated materials and worn or damaged materials.

3) **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.

i. BASIC CRITERIA

The main criterion for discarding books from reference collection is their lack of use. The following factors are also important and are considered by LRDC Committee:

- (a) Obsolete and/or inaccurate material
- (b) Subject no longer of current interest
- (c) Poor physical condition
- (d) Old edition is no longer appropriate within current environmental context
- (e) Whether the title to be discarded is part of multi-volume set or series

ii. FREQUENCY OF DISCARD

- (a) 2% of stock annually
- (b) Dissertations after 3 years of submission
- (c) As an ongoing collection management tool for each collection area

iii. RETENTION

- (a) Seminal works and selected copies of dissertations (approved by the Faculty)
- (b) Local study material

iv. DISPOSAL OF WITHDRAWN STOCK

- (a) Last copies of material in good physical condition are offered to members of the Library



- (b) Withdrawn books shall be handed over to any needy universities or institutions or organizations or recycling agencies
 - (c) Other material may be offered for sale at the Library's discard through exhibition
 - (d) Material in poor physical condition is disposed
- v. CONSIDERATIONS FOR PERIODICALS

- 1) Incomplete and short runs of a title may be withdrawn particularly when the title is not received currently.
- 2) 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".
- 3) 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.
- 4) Duplicate issues of journals and magazines are discarded when a volume has been bound.

T. PERFORMANCE MEASUREMENT OF LIBRARY

The Library conducts feedbacks at the end of each academic year regarding utilization, infrastructure and other issues. The feedback report is effective in measurement of the various issues and requirement related to the library. The report of the feedback is evaluated by the LRDC committee and makes it suggestions and recommendations depending upon the findings of feedback.

U. RESOURCE UTILIZATION BY FACULTY AND STUDENTS

The Library Performance measured by the utilization of library resources of both Print and Online Resources by the faculty, staff & students. The reports will be displayed at the end of each semester to the Academic Support Service Meetings and will be discussed in the LRDC meetings also. The corrective measures will be suggested by the members.

III. BUDGETING

The HOL will discuss with Head of Finance and provide all the details to prepare the library budget. It is the responsibility of the LRDC committee with due approval of Finance Department to allocate the budget for library collections as per the strategic plan of SUC. The funds available for online databases which include online journals and audio-visual materials, E-books, and other reference materials are divided equally among different



subject areas of study. The budget is finalized each year in the month of July/ August for the next academic year.

IV. ORIENTATION TO FACULTY & STAFF

A. ORIENTATION PUBLIC INFORMATION AND DISCLOSURE

An orientation will be given to all the new students at the beginning of the semester. All the new Faculty & staff members will be given an orientation as per the schedule arranged by the HRD. The orientation will include General information of the Library, rules and regulations, library infrastructure, circulation procedure, services offered, usage of E resources and Vital Source E-books etc.

B. ORIENTATION TO STUDENTS

Administration department will advise the date and time for the orientation. The orientation will include General information of the Library, rules and regulations, library infrastructure, circulation procedure, services offered, usage of E resources etc. A special orientation and training will be given to Graduate Program (MBA) students on usage of E-books on Vital Source platform.

C. DISPLAY INFORMATION ON PLASMA/NOTICE BOARD

The Library staff will display new arrivals on the Plasma TV at a regular interval for the benefit of the user community. The notice boards will be regularly updated with current information relevant to subjects taught in SUC as well as General information.

D. LEAFLET INFORMATION

SUC library leaflet is available in the Library with all the relevant and important information about the Library. The purpose of the leaflet is to give an idea about SUC library to the visitors as guests. Moreover, **User Guide** is available to explain all about the usage of online databases.

E. REGULAR UPDATES TO FACULTY AND STUDENTS THROUGH MAILS

Library will regularly update the Faculty, staff & Students with the updated Resources of the Library through E-mails. Beside the resources list the library will also update its patrons with events and activities of the Library, Book reviews, Good reading quotes etc.



V. SEMESTER PLANNING & CLOSING PRESENTATION

Closing updates and planning for the next Semester is presented at the end of every semester, which includes the details about the completion status of the activities planned, before the commencement of the semester, areas of improvement and activities planned for the next upcoming semester.

VI. SEMESTER & ANNUAL AUDIT

The reports of the Library department are audited by QA Office at the end of every semester which comprises of status of Pre & Operational Checklist, Library resources list, Subscription of Online Databases, Books Issuance of Print books, E-books, Tabs Issuance, Books Return status of previous semester, Stock details of degree programs, Short courses materials etc. An internal audit is conducted by the Library at the time of the annual closing. Annual audit will be conducted at the end of the academic year.

VII. FACTFILE

Fact file consists of the collection status of Reference Books (Print Books/E-books), Rental Books, Journals & Magazines (Print/Online), Library Management Software etc. Fact file will be circulated at the beginning of every semester.

VIII. CALENDARS

Calendar describes activities planned for the whole academic year such as LRDC Meeting, LCD Meeting, Organizing & Participating Book Fair, and Library award, Orientation to the Faculty, Staff and Students.

IX. CHECK LIST

Library develops the checklist of Pre-semester & Operational activities for the Fall, Spring & Summer Semesters. The department reviews the status of activities included in the Pre-semester checklist, updates it at least one week prior to the start of the semester and submits it to the Dean.

X. WEBSITE, PORTAL & FAQ

SUC Website contains a page for the Library department which displays information about the General Rules of the Library, Library Resources, Facilities, WebOpac, and Online Databases, Links for Free E-databases, EBooks, Online Book Requisition Form, Dissertations List etc. The library events and information updates will be displayed in Website and Social Media Websites.

XI. NOTICE BOARDS

Specific sections have been allocated to Library for displaying information related to CAS, SDI, Library News, Library Timings, Skyline News, and New Arrivals List. This information will be updated on a regular basis.



XII. SUBMISSION TO CHEDS

Information related to various library services and facilities is furnished to CHEDS which is part of the Ministry of Higher Education as per the submission timelines circulated.

XIII. IE TOOLS

Library is responsible for the carrying out the activities of the Library Resource Development Committee and submitting reports to IR Office as per the calendar provided at the start of the Academic Year.

XIV. FEEDBACK

The resources, services and facilities of Library are evaluated through the Resource Adequacy Feedback (RAF) administered to students, faculty and staff. IR Office forwards the Feedback analysis report to the Library for taking corrective measures for enhancing the resources, facilities and services provided by the Library.

| MOE STANDARDS | | EXISTING POLICY | |
|------------------------|--|--|--|
| STANDARD 6 | Learning Resources: Library | FACILITIES & SERVICES PROVIDED | |
| STIPULATION IA | Learning Resources: Library | FACILITIES & SERVICES PROVIDED | |
| | a. Library Policy, Procedures and Regulations. These policies address library resource planning, access, electronic resources, training, and collection development. | LIBRARY RESOURCE PLANNING REVIEW | LIBRARY RESOURCE PLANNING REVIEW |
| | | Access, | ONLINE PUBLIC ACCESS CATALOGUE |
| | | Electronic Resources | ELECTRONIC RESOURCES |
| | | Training, | TRAINING & ORIENTATION |
| Collection Development | LIBRARY COLLECTION | | |



| | | | |
|--|--|--|------------------------------|
| | | | <u>DEVELOPMENT (LCD)</u> |
|--|--|--|------------------------------|



MAINTENANCE & SECURITY DEPARTMENT



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STRUCTURE OF MAINTENANCE & SECURITY DEPARTMENT



WHOM TO CONTACT LIST

| SL.NO. | QUERY ABOUT | CONTACT PERSON |
|--------|---|--|
| 1 | Overall Department In-Charge | Mr. Raveendra Karicheri |
| 2 | Printing and photocopying | Mr. Gulsher |
| 3 | All maintenance related issue (Electricity, Plumbing & AC Services) | Mr. Praveen |
| 4 | Security related issues | Mr. Lucky Aliyu, Mr. Oliver & Mr. Ismail |
| 5 | Servicing of Fire alarm system | Mr. Praveen |



| | | |
|----|---|-----------------------|
| 6 | Issuance of Stationary Items | Mr. Ravi / Mr. Sugesh |
| 7 | Building Cleaning Related | Mr. Ravi / Mr. Sugesh |
| 8 | Hostel Maintenance & Cleaning | Mr. Abdul Mutalib |
| 9 | Play Ground Facilities | Mr. Praveen |
| 10 | Pest Control Related | Mr. Ravi |
| 11 | Work planning and management of Office boys | Mr. Ravi |

I. INTRODUCTION

The Maintenance & Security Department is managed by the Head of Finance with the technical support of the Registrar & HASS, Maintenance Officer, Support Staff, and Hostel Staff. The department is responsible for the maintenance of the university premises, ensuring a safe and secure environment for all students, faculty, and staff members. The department also coordinates with external service providers in maintaining activities such as servicing of the fire alarms, pest control, campus lighting and emergency services. The department also works to extend the facilities of University assets with preventive and corrective maintenance. The department plays an important role in



promoting and maintaining the building premises, equipment's and safety and security systems for a safe and healthy working environment.

The Maintenance department also manages the allocation of duties to office boys and security in the premises including the hostel. Department also needs to engage in entering into contracts with External Service Providers and maintain proper systems in asset management.

II. GOALS

- A. To support facility development as per strategic plan
- B. To maintain the facilities of main building and hostel
- C. To plan and procure resources effectively
- D. To manage the university store efficiently
- E. To monitor the fire and safety plan of the University
- F. To support Finance department in carrying out various audits
- G. To plan and allocate support staff requirements
- H. To ensure security of staff, faculty members and students within SUC premises
- I. To plan and allocate budget for various maintenance activities

III. STRATEGIC PLAN

The Maintenance department provides inputs for the 5 year Facilities Management development plan and is also guided by the plan to manage their activities. The maintenance department supervises the Facilities Management staff and gives the direction required to coordinate resources to achieve maintenance requirements of SUC. The department reports to the Finance Department which in turns reports to the Dean of SUC. The Department of Maintenance Management is responsible for planning and performing maintenance and cleaning services of buildings and grounds, security services and planning and to assist in enhancing and delivering the services it provides.

IV. FACILITIES

SUC campus aims to create a positive and vibrant learning climate by fostering a dynamic and lively interaction with the diverse students emanating from various other accredited educational institutions and universities that are located in the United Arab Emirates.



The land area with the campus of SUC consists of approximately 40 acres of land. The forty acre site is located in the education hub in the south east in the University City gives an added advantage to the institution. The SUC moved to this new location in August 2006, with an overall area of 166346.99 m² (Length: 353.82m; Width: 483.82m) and total build up area of 6843.69m² X 2 = 13687.38m². The following table shows the optimum utilization of the land area:

A. UNIVERSITY BUILDING FACILITY

| Facility | Capacity | Area Covered (m ²) |
|--|------------------------|--------------------------------|
| Total Land Area | 483.82 X 345.13 | 166,980.80 |
| Classrooms | 30 | 1,952.34 |
| Computing Centers | 3 | 250.84 |
| Library Center (With Reading Facility, discussion rooms & conference room with audio visual) | 1 | 545.90 |
| Discussion Rooms | 6 | 13.50 |
| Rental Book Store | 1 | 23.78 |
| Meeting Room | 2 | 82.26 |
| Printing Center | 1 | 5.20 |
| Medical Room | 1 | 7.25 |
| Innovation Room | 1 | 55.73 |
| Common Room | 1 | 360.00 |
| Multi-Purpose Hall | 1 | 259.38 |
| Gym facility (With changing room) | 1 | 192.12 |
| Full-Time Faculty Rooms | 31 | 1,110.32 |
| Adjunct Faculty Rooms | 2 | 66.33 |
| Server Room (IDF) | 2 | 37.04 |
| Mosque & Ablution | 1+1 | 207.73 |
| Administrative Rooms | 23 | 1090.32 |
| Canteen | 1 | 269.51 |



ESTABLISHED 1990

| | | |
|--------------|---|--------|
| Wash Room | 9 | 140.10 |
| Storage Area | 5 | 248.52 |

Description of Facilities - Boys Hostel

| Facility | Capacity | Area Covered (m ²) |
|---------------|----------|--------------------------------|
| Rooms | 22 | 452.62 |
| Common Room | 1 | 34.19 |
| Kitchen | 1 | 35.3 |
| Mosque | 1 | 24 |
| Store | 1 | 7.8 |
| Staff Room | 2 | 24.16 |
| Security Room | 1 | 7.8 |
| BS-IT Room | 4 | 43.38 |

B. INTERNAL - HOSTEL FACILITY

| Facility | Capacity | Area Covered (m ²) |
|---------------|-----------|--------------------------------|
| Built-up Area | 598.5 x 2 | 1197.0 |
| Rooms | 21 | 431.07 |
| Common Room | 1 | 34.19 |
| Kitchen | 1 | 35.3 |
| Mosque | 1 | 21.55 |
| Store | 1 | 7.80 |
| Staff Room | 1 | 12.08 |



C. MAINTENANCE OF ALL FACILITIES

The Maintenance department is responsible for the safety, security, maintenance and cleanliness of the university building and the hostel building. Maintenance department ensures that the campus environment is clean, safe and secure throughout the year. The Maintenance department is responsible for the continuous up keeping and maintenance of the building facilities such as classrooms, library, computer labs, printing and photocopying center, Multi-purpose hall, multi-gym, playgrounds, basketball & volleyball courts, health center, hostel, etc. so as to provide safe and clean environment for the users.

V. 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 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.

a. **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.

b. **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.

1. **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:

- Fire Extinguisher
- AC
- Pest Control
- Cleaning Company

VI. **PROCUREMENT**

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. The purchasing will be done by the Purchasing Committee composed of:



- vii. Head – Finance
- viii. Head – Concerned Department

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

- a. Complete a Requisition form by specifying the items desired with the estimated cost.
- b. Select a vendor, based on vendor selection process
- c. Selected vendor should be reliable and capable of meeting the requirements with facility of after Sales Service wherever required.
- d. Get approval of the Requisition

ii. Review of Requisition

- a. Level of stock available
- b. List of vendors and requests for quotation
- c. Compare the quotation for quality and price as per previous purchase
- d. Appropriate quotation along with requisition is approved against the budget
- e. Necessary approvals and preparation of purchase order

D. PROCESSING OF PURCHASE ORDER

After the approval of requisition a Purchase Order is completed. 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 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. 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. OUTSIDE FURNITURE ALLOCATION POLICY

Any additional furniture requirement to be approved by HR. No outside furniture allowed in SUC premises employee should take the appropriate approval from HR Department.

H. STORE STOCK MANAGEMENT:

The store inventory is maintained by the maintenance department. All the requirements are procured by the finance department and the consignments are received by the maintenance department and once recorded in the inventory it is stored in the space provided for each item. The consumables and other requirements are issued as per requirement and on a daily basis its closing stock is updated so as to keep the records in order.

I. OPENING STOCK MANAGEMENT:

submit report showing the opening and closing socks on weekly, monthly and semester wise.

i. Inventory Management:

The inventory in the store is mostly of products that have shelf life, it is the responsibility of the maintenance department to ensure that any point of time buffer stocks are maintained and shortages are not experienced by the users.

ii. Asset Management:

Assets such as maintenance equipment, cleaning machines, repair tools and instruments are to be maintained in good order and all the required repairs and maintenance should be carried out on regular basis.

- a. Maintain a proper Bar-coding



- b. Regular Auditing as per calendar
- c. Regular reporting as per reporting calendar

VII. INTERNAL REQUISITIONS FOR MATERIAL

Requisition for consuming the material by various departments below given procedure is required to be followed:

- A. Formal requisition form to be filled up / online requisition form
- B. Maintenance department to issue the material requested
- C. To enter the stock position in the system
- D. For assets, the Maintenance department carries out the auditing as per the calendar
- E. For consumables it is shown as consumed and it is reflected in the stock position
- F. A minimum stock position must be maintained and ordering for new procurement must be placed once the stocks reach to minimum stock level

VIII. FILE MANAGEMENT

Maintenance Department has the responsibility to collect all the records and files from the departments and faculty offices at the end of Academic Year. These files shall be stored in cartons with specific details of the nature of files, the faculty or department name and the academic year. The cartons then should be shifted to the store room and a proper list of stacking should be maintained so as to easily retrieve the files when required.

All the hard copies may be discarded after two years upon maintaining the discarded list. Before discarding any files the concerned department approval must be sought. However, the departments are required to maintain the soft copies.

IX. SECURITY

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:



A. 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

B. 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.
- 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.

X. SAFETY AND SECURITY

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 immovable.

A. FIRE PREVENTION MEASURES

- i. 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.

- ii. 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

- i. To bring awareness about dos and don'ts in the event of fire through notices.
- ii. Encourage occupants to actively participate in fire prevention awareness programs.
- iii. Regularly observe all exits to keep them clear of obstructions at all times.
- iv. Report any tampering with the fire alarm, smoke.
- v. Inspection of offices for overloaded circuits, frayed or damaged electrical cords, improperly used extension cords, improperly used appliances.
- vi. Forbid the use of open flame devices for any purpose in the SUC.
- vii. Respect the "No Smoking Policy" in all SUC facilities.

a. 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.

b. 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.

c. 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

d. 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.

[

XI. WORK ALLOCATION TO OFFICE BOYS & SECURITY

The Maintenance department is responsible for carrying out regular activities in the college premises and facilitates events by providing necessary equipment's and assisting arrangements for the events.

- A.** Regular allocation of office boys and security to assist in smooth conduct of the day to day operations.
- B.** Allocation of office boys and security for internal and external events as planned or otherwise.
- C.** For external events the office boys and security who are engaged shall be remunerated by the external organizers.

XII. STOCK AUDITING

Auditing of inventories is carried out twice in a year so as to ascertain the utilization, availability and the status of inventories. This helps in planning, budgeting, the stock purchasing and allocating resources for the smooth functioning of SUC activities.



XIII. CALENDARS

The Calendars of the Maintenance department are prepared during the planning for each academic year. The department prepares the following calendars:

- A. SUC Maintenance Calendar
- B. Hostel Maintenance Calendar
- C. Annual Maintenance Calendar
- D. Pest Control Calendar
- E. Fire & Safety Calendar
- F. Power House Maintenance Calendar

XIV. PRE-SEMESTER CHECKLIST & OPERATIONAL CHECKLIST

Maintenance develops the Pre-semester & Operational checklist of activities for the Fall, Spring & Summer Semesters. The department reviews the status of activities included in the Pre-semester checklist, updates it at least one week prior to the start of the semester and submits it to the HASS & Registrar.

XV. DEPARTMENT ANNUAL BUDGET

Based on the auditing and the requirements for the academic year are evaluated and the projected cost related to that are incorporated in the departmental annual budget.

XVI. FEEDBACK FOR RESOURCE ADEQUACY - FACILITY

The feedback with regards to the physical facilities, its up keeping and maintenance is collected on a yearly basis and the areas of improvement are considered while planning for providing the required facilities and its required maintenance for the next plan period.

XVII. REPORTING FORMAT

The department submits reports on weekly, monthly, semester and yearly basis to Registrar & HASS and any issues that needs to be addressed other than the planned activities are reported to Dean for necessary approvals and implementation.



| MOE STANDARDS | | EXISTING POLICY |
|---------------|---------------------------------------|--------------------------------------|
| STANDARD 7 | Physical Resources | |
| 7.1 | Physical Environment: Development. | IV. FACILITIES |
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SPORTS DEPARTMENT



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| H. | HOSTEL ACTIVITIES / B' DAY CELEBRATION CALENDAR | 1172 |
| I. | HOSTEL MEETING/ORIENTATION CALENDAR | 1172 |
| J. | ENTRY FORM..... | 1172 |
| K. | FIRE & SAFETY MAINTENANCE FORM | 1172 |



WHOM TO CONTACT LIST

| SL.NO. | QUERY ABOUT | CONTACT PERSON |
|--------|-----------------------------------|--|
| 1 | Overall Department In-Charge | Mr. Sanjay Benjamin |
| 2 | Sports activity/coaching sessions | Ms. Maria Susan Jose / Student Trainee |
| 3 | Gym | Ms. Maria Susan Jose / Student Trainee |
| 4 | Sports Committee | Mr. Sanjay Benjamin / Ms. Maria / Student Trainee |
| 5 | Inter-University events | Mr. Sanjay Benjamin |
| 6 | Health Services | Mr. Sanjay Benjamin |
| 7 | Hostel Affairs | Mr. Sanjay Benjamin / Ms. Maria |
| 8 | Community Service | Mr. Sanjay Benjamin |



I. INTRODUCTION

The Sports Department of SUC strives to promote the social, mental and physical development of every student. Sport is an integral part of SUC's total educational process aimed at developing overall personality of individuals for healthy mind and body.

The Sports Department plans, organizes and conducts Intra-mural and Inter University/College sports activities on an annual basis to develop the spirit of competition, coordination and cooperation among the youth. The Sports department of SUC has the responsibility of health and safety of SUC community, manage students' hostels and engage students in community service activities.

Sports department develops and manages Sports academy in which academies for few important sports are operated to promote the culture of Sports in UAE.

II. GOALS AND OBJECTIVES

1. To organize and conduct year round Sports activities to develop sportsmanship, team spirit and leadership qualities as well as provide scholarship support to the students
2. To promote physical fitness of SUC community
3. To ensure the health and safety of SUC community
4. To maintain and manage the sports facilities
5. To maintain and manage the internal and external hostel facilities of SUC
6. To prepare short term and long term plans

III. STRUCTURE OF SPORTS DEPARTMENT

The Sports Department of SUC is managed by the Head of Sports Department, who reports to HASS. The Head of the department is involved in the functions such as planning, organizing and conducting internal and external sports activities with the help of sports committee represented by faculty, staff and students. Sports Department engages expert coaches to guide the teams in case of necessity.

The Department also involves more number of students by forming clubs for each of the games like, Football, Basketball, Table Tennis, Volleyball, Cricket, etc. to encourage students to participate and organize.



The Sports Department also manages the following academies;

1. Football Academy
2. Basketball Academy
3. Cricket Academy
4. Hockey Academy

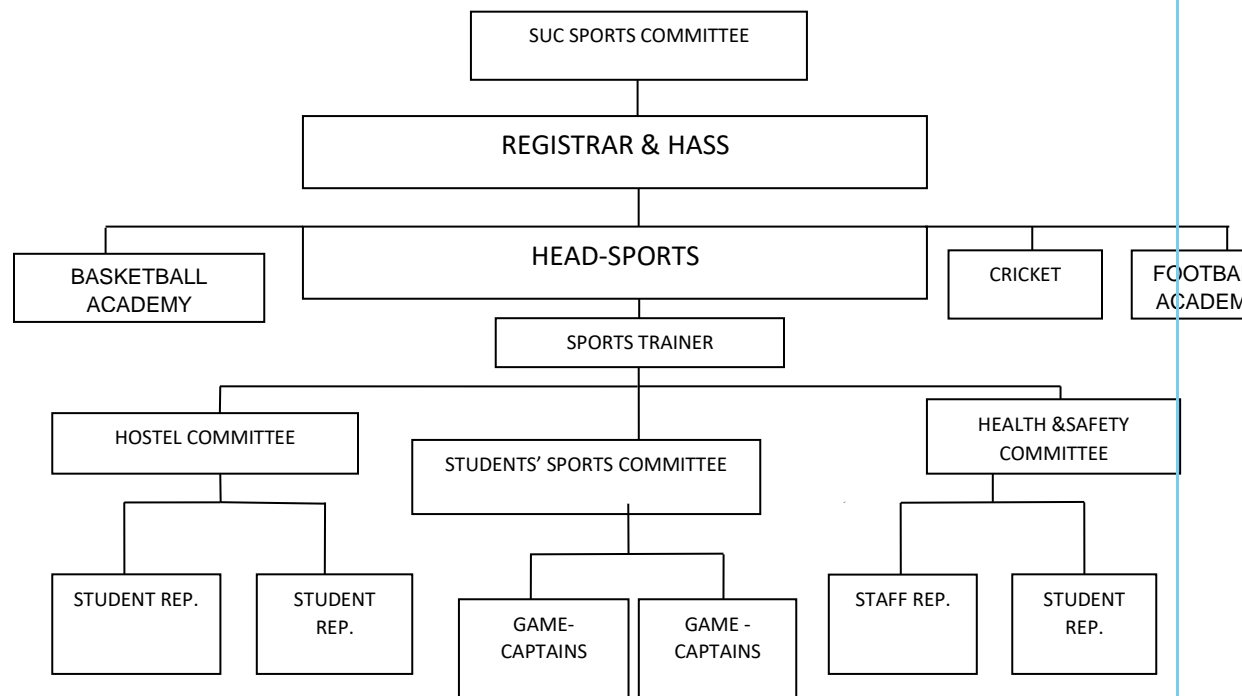
A. ORGANIZATIONAL CHART OF SPORTS COMMITTEE

B. 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 in coordination with Corporate Affairs and Marketing Departments, for sports scholarships and awards
- v. Assist in organizing the Internal and External Sports Events
- vi. Create Healthy and Friendly atmosphere in SUC campus.
- vii. To develop leadership qualities through games and sports
- viii. To conduct talent hunt for Sports persons
- ix. Plan & visit the schools to attract outstanding students under sports scholarship.
A link between the teachers and SUC to be developed.



Sports Committee consist 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

C. SPORTS CLUBS

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.

Selection of Members: The Sports Department in coordination with Corporate Affairs and Events, 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.



IV. FACILITIES AND SERVICES PROVIDED

- A. Provides coaching to the students in various games such as Soccer, Basketball, Volleyball, Table Tennis, Badminton, Cricket and Swimming.
- B. Organizes various Inter-University and Inter-School sports events.
- C. Conduct activities for the corporates, govt. organizations.
- D. Selects and trains teams to participate in various inter-university and intramural events.
- E. Provides the health services which include first aid and medicines for minor illness.
- F. Organizing Internal Sports Activities for staff and students.
- G. Recruiting expert Coaches for various games.
- H. Managing the ground booking and revenue generation.
- I. Sports equipment maintenance.
- J. Conducting Community Service Class and organizing visits to social organizations, for the freshman students.
- K. Identifying sports persons from schools and college and recommending for Sports Scholarships.
- L. Organizing Health and Safety awareness sessions.
- M. Organizing First-Aid and Safety Training sessions.
- N. Conducting Mock drills for Fire & Safety awareness.
- O. Maintenance of Fire & Safety equipment on a regular basis.
- P. Managing the affairs of students' internal and external hostel facilities.
- Q. Inspecting hostel at regular intervals to ensure smooth functioning of the hostel.
- R. Support in organizing Hostel Students' picnic.
- S. Submit regular reports; Checklist, Event reports, Fortnightly, Monthly, Semester, Year End, Planning; to Dean and COEC.

V. STRATEGIC PLAN

The Sports Department develops annual plan based on the Strategic Plan. The annual plan is focused on meeting the goals and objectives of the plan period and also to develop required sports facilities to meet the growing needs of Sports activities at SUC.

VI. SPORTS POLICY AND PROCEDURE

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, faculty and staff 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 and **1PM to 6PM** on Saturdays, 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 and 1PM to 6PM on Saturdays.

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.
- 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): This is a pioneer event of Skyline and is conducted for last 18 years. Students from various universities actively participated in this event over the years.
 - b. Inter-University Sports Festival (Male students & Female students): After we increased our sports infrastructure Skyline introduced this festival annually. Football, Basketball, Table Tennis, Throwball, Volleyball etc. are the games conducted in this festival.
- ii. Skyline Inter-School Sports Festival (Male students & Female students): Skyline Inter-School Sports Festival is an event organized for the schools in UAE to promote sports and games and to give a platform for talented students to perform at inter-school level. This also to spot outstanding sports persons and to support them with Sports Scholarships for pursuing higher education.
- iii. Faculty and Staff Sports Festival: To provide an opportunity for staff and faculty to get physically and mentally relaxed and participate in sports events to have fun filled sports & team building activities.
- iv. Corporate Cricket Tournament: This is a platform for the corporate companies in UAE to participate in some sort of sports activity. This is also an opportunity for the Corporates to interact each other and to have fun.
- v. Diplomat/Govt. Tournament: To bring various consulates or government offices under one umbrella for developing friendship and comradre among the expatriate diplomat community and government officials.



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 Undergraduate programs in School of IT & School of Business, Graduate programs from School of Business 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 students from different majors of the Undergraduate programs from both Schools, students from different emphasis of Graduate program from Business Schools and also the short course students from Centre for Continuous learning.
- 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.
- 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 | Orange |
| BSIT | White |
| 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 |

- 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 disciplinary 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. 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. RESPONSIBILITIES OF THE COACH



- i. To train Skyline team to develop skills, tactics and to equip the students to play at inter-university level.
- ii. To conduct selection trials to form the team
- iii. Conduct intramural matches
- iv. Support the Sports Department during major Skyline Sports Events
- v. To manage the team when participating in external tournaments
- vi. To maintain the discipline of players during training and matches
- vii. Report to the Head-Sports, about the progress of the team
- viii. Recommend outstanding players for Sports Scholarships

M. 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.

N. 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.

O. 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 sporting 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 students from the School of Business as well students from the School of IT. 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, which will be reviewed every semester).



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:

- a. Dean
- b. HASS
- c. The chair of the Sports Committee
- d. Chair of Sports Scholarship Committee
- e. Head of Sports
- f. 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:

- a. The student must duly apply for sports scholarship.
- b. 2.5 CGPA
- c. Minimum 70% attendance in all classes
- d. The student should not have any disciplinary proceedings against himself / herself.
- e. Performance of the student in a particular game. A report from the coach will be taken.
- f. Attendance during the training sessions
- g. Support given to the Sports Department
- h. The student should not be recipient of any other scholarship offered by SUC

Apart from the above, the following supporting documents should also be furnished:

8. Sports Department (Head-Sport's and Coach's Report)
9. Transcript Clearance
10. Fee Clearance



11. DAC Clearance
12. List of Achievements
13. 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.

P. MOU'S

i. MOUS WITH CLUBS

MOU's are signed with external agencies for collaboration in Health, Fire & Safety and Sports Scholarship related matters with Clinics/Hospitals, Fire Safety Agencies, Schools etc. These MOU's will be renewed annually.

ii. MOUS WITH SCHOOLS FOR SPORTS SCHOLARSHIP

MOU's are signed with schools for scholarships for the outstanding sports persons. The students who meet the academic and scholarship criteria from these schools will be given fee concession at the time of admission. The same will be reviewed in a semester and annual basis.

VII. HEALTH AND SAFETY POLICY



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.

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 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:

13. Implement measures to prevent accidents and injuries
14. Conduct risk assessments and take appropriate action on findings
15. Provide and maintain safe environment and equipment
16. Ensure safe systems and methods of work
17. Provide arrangements for safe handling, transportation and storage of articles and substances
18. Provide information, instruction, training and supervision as appropriate



19. Provide and maintain a safe working environment for employees and students, ensuring adequate facilities and welfare arrangements are in place
20. Provide personal protective equipment in line with risk assessments and safe systems of work
21. Ensure adequate emergency arrangements are in place
22. Ensure consultation and communication on health and safety matters is undertaken timely
23. Provide sufficient funds and resources to meet all stated objectives and to meet legal compliance requirements for health and safety
24. Conduct regular inspections and audits of Departments, Services, and Sections to ensure compliance with health and safety requirements.

This Policy is readily available to all Faculty members, staff and students, through various media formats such as notice boards, induction, training and the SUC intranet site.

The Policy is 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)

EVALUATION OF HEALTH AND SAFETY

- a. Health and safety Policy is displayed in the Sports notice board and in the students & staff portals
- b. Emergency evacuation plan is displayed for the attention of staff & students
- c. Fire Exits, Fire Extinguishers, Fire Hose reels, Assembly points etc. are displayed
- d. These policies are adhered and orientations are given to staff & students at the start of each semester
- e. Fire & Safety training is conducted for staff & students
- f. Periodical audits are conducted as per calendar, to ensure that the health & safety standards are maintained
- g. Any gaps identified in the audit will be rectified immediately
- h. An external agency is also contracted for auditing and maintaining the fire & safety equipment



VIII. HOSTEL POLICY

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

- xx. Internal Hostel (Boys)
- xxi. External Hostel (Girls)
- xxii. Internet
- xxiii. Recreation facilities
- xxiv. Transport during weekends
- xxv. Kitchen
- xxvi. Laundry

C. SERVICES

- 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**

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.
- 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

A caution deposit of AED-1000/- has to be remitted in the finance department at the time of admission. This amount is refunded to the students from the finance department at the time of checkout with the approval of the 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

- i. All the students admitted to the hostel should stay in the hostel preferably for the duration of the course.
- ii. The student is also required to pay hostel room fee for the Academic year in which the student has joined the hostel.
- iii. In case if the student wants to stay with the local guardian he/ she has to provide an undertaking by the parent, ID copies and tenancy contract of the local guardian along with the request to the administration. This must be submitted to the administration before the end of the academic year.
- iv. A student can leave the hostel and stay with his/her local guardian only at the end of the academic year. Students are not allowed to leave the hostel in between the academic year.



H. ARRANGEMENT AT THE TIME OF VACATION

All hostel students (Male & Female students) may vacate their rooms before proceeding on summer vacation. A separate cloak room is made available to keep their belongings while proceeding on vacation. Personal belongings should be placed inside locked suitcases, trunks/boxes and should bear complete details. The items kept inside the room are to be entered in the note book kept by the in-charge of the cloak room.

Students who have kept their belongings in the cloak room should positively report on or one day before the reopening day and move to their respective rooms. Students who come late are not entertained for any loss of property and are penalized.

I. ADMISSION TO HOSTEL

- i. Students seeking admission in hostel must fill the hostel application form at the time of admission in the SUC. *Refer Annexure for Hostel application form*
- ii. Application for admission to the furnished apartment must be submitted to the Finance Department.
- 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 are informed of all necessary information, rules & regulations and safety in the hostel. A detailed hostel policy will be handed over to each student at the time of check-in. Hostel staff, who are available 24/7 will support all the new students to settle comfortably.

K. WELCOME KIT

All the new students 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.

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 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.

P. DAMAGES AND RECOVERY

Mishandling of dining hall furniture, room furniture, any property or fittings of the hostel is strictly forbidden. The cost of damages will be recovered in the following manner:

- i. All the property assets & equipment must be carefully handled. Any accidental or intentional damages done to the assets will be recovered. In case of intentional damages along with recovery the student will be expelled from the hostel and will not be readmitted.
- ii. If any individual or group is identified to have caused the damage, the cost of the damage will be recovered from him/her/group.



- iii. If assets in any of the hostel rooms are found to be damaged and the person(s) is / are not identified then the cost will be recovered from the room-mates collectively.
- iv. If a damage is done outside the rooms i.e., in common places like corridors, bathrooms, recreation halls, mess etc., and the person(s) is/ are not identified, then the cost will be recovered, floor wise or block wise or on the whole, as the case may be. Repetition of damage to the hostel property results in expulsion from the hostel.

Q. USE OF INTERNET AND TELEPHONE

Students 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. If the student does not follow the checkout procedure, and compensate any damage in the room, he/she will be charged accordingly by the University.

Step 1: Student has to fill up the hostel clearance form

Step 2: Necessary clearances from hostel security and Head of Sports has to be obtained

Refer Annexure for Hostel Application Form (Form A1, A2, B1, B2)

S. SAFETY AT HOSTEL

- i. Health and safety Policy is displayed in the Sports notice board and in the students & staff portals
- ii. Emergency evacuation plan is displayed in the Hostel building at designated areas for the attention of hostel students and staff



- iii. Fire Exits, Fire Extinguishers, Fire Hose reels, Assembly points etc. are displayed as per requirement
- iv. All safety policies are adhered and orientations are given to Hostel students at the time of admission to Hostel
- v. Fire & Safety training is conducted for staff & students
- vi. Periodical audits are conducted as per calendar, to ensure that the health & safety standards are maintained in the hostel
- vii. Any gaps identified in the audit will be rectified immediately
- viii. An external agency is also contracted for auditing and maintaining the fire & safety equipment

IX. SKYLINE SPORTS ACADEMYS

A. INTRODUCTION

The Basketball/Football/Cricket/Hockey Academies are formed to promote the game at the grass root level among the young talents of the school students in UAE. In a broader perspective it also aims at the physical fitness aspects of the people around and to encourage people play these games to maintain physical fitness. The Sports Department felt the need to start these academy's, considering the increasing demand from enthusiasts and strong enquiries from outside had prompted SUC to develop facilities as per the international standards. The modus operandi for the operation of the academy is outlined herewith to have a better understanding and smooth operation.

B. FACILITIES

- i. Basketball / Cricket / Football / Hockey courts as per standards
- ii. Covered court
- iii. Seating facilities

C. SERVICES OFFERED

- i. Professional coach's service
- ii. Tournament participation for candidates
- iii. The coaching will be given for various age groups

D. RULES AND REGULATIONS

- i. The schedule of training sessions to be followed very strictly.
- ii. At most discipline to be maintained during the training sessions and while the student(s) is in the SUC campus or during tournaments/matches.



- iii. No fighting or disorderly behaviour is permitted
- iv. The fee to be paid before 5th of every month to the SUC Finance department.
- v. Any intentional damage caused to the equipment, facilities and structures of the Academy, the student will have to replace it or compensate the damage as per actuals.
- vi. Eatables are not allowed in the inside sports arena.
- vii. No chewing gum or spitting inside court.
- viii. Good sportsmanship is expected always in the playing area.
- 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. Violation of any of the above rules may result in suspension from using the sports facilities.

E. OPERATIONS

- i. Head-Sports will run/manage all the Academy's
- ii. He will provide coaching sessions to school students during weekends
- iii. All maintenance will be supervised and necessary action will be initiated by the Sports Dept.
- iv. Marketing will be done using the resources of SUC.
- v. SUC will be given prior information before any event/tournament.
- vi. SUC logo will be branded on all the playing kits and in all the press conferences.
- vii. Students from SUC will be given FOC coaching classes if any student wishes to take individual classes.
- viii. Students from SUC will be given opportunities to play in major tournaments and against touring teams.
- ix. The court will be made available to SUC team/staff/students and events as per the schedule prepared in the beginning of each academic year or any ad hoc requirement.
- x. All academy students will be given ID card for identification purposes.
- xi. All payments from the students/teams/sponsors will be collected by SUC
- xii. Summer Camp for school / university students to be conducted for a period of 30 days during the month of June / July
- xiii. All maintenance will be reported by the Head-Sports and the necessary action will be initiated as per SUC policy
- xiv. Head-Sports will plan and suggest further development plans for seating, cooler facility, restrooms, storage space etc.
- xv. Timings for the academy will be as follows:



| DAY | FROM | TO |
|---------------------------|----------|-----------|
| FRIDAY | 0700 HRS | 0830 HRS |
| SATURDAY | 0700 HRS | 0830 HRS |
| TUESDAY/THURSDAY (TBF) | 1900 HRS | 20000 HRS |

F. GROUND MANAGEMENT POLICY

- iv. All maintenance and developments will be managed by SUC. The Sports Department will look after the complete management of the ground and academy's.
- v. All the Academy's will be run and supervised by the Head-Sports
- vi. All revenue will be deposited in SUC finance department
- vii. Reconciliation of all income and expenses will be done on a monthly basis. This has to be done before 10th of every month.
- viii. Coaches' salaries if any, to be paid before 7th of every preceding month.

G. MARKETING PLANS

- i. Advertisement through schools using our relations
- ii. Prepare flyers/pamphlets and distribute
- iii. Tie up with associations
- iv. Advertisement through social media
- v. Develop contacts through social media

H. REVENUE GENERATION PLANS

- i. Registration fee from students who are joining the academy (To be discussed)
- ii. Monthly fee from students (To be discussed)
- iii. Conducting tournaments for corporates (Entry fee to be charged)
- iv. Sponsorship for tournaments
- v. The income will be shared between SUC & Mr Sanjay Benjamin on 60:40 Sharing ratios after the salaries and all other expenses.
- vi. Rental Income from Basketball court:

| DESCRIPTION | RATE | | | |
|-------------|---------|---------|---------|---------|
| | WEEKDAY | WEEKDAY | WEEKEND | WEEKEND |



| | DAYTIME | NIGHT | DAYTIME | NIGHT |
|--------|-----------|-----------|-----------|-----------|
| HOURLY | AED 100/- | AED 150/- | AED 150/- | AED 200/- |

I. FEE STRUCTURE

i. Registration fees

Registration fees will be charged a non-refundable amount of AED 150/- at the time of registration

Uniform fees of AED 100/- will be charged at the time of registration.

ii. Monthly fees: AED 400/- p.m. for 8 sessions.

J. FORMS

i. Application form (Annexure

ii. Parents undertaking form (Along with the application form)

K. REPORTS

i. Booking Sheet

ii. Ground/Revenue Management Sheet

X. BUDGETING

Budgeting is done in consultation with the Head-Finance Department for all the operations of the Sports Department. This includes Sports, Hostel, Health and Safety budgets. At the start of the year Head-finance approves the budget and activities, facility developments, events, operations etc. are carried out based on this.

XI. ORIENTATIONS

Orientation sessions are conducted for staff and students separately at the start of each semester. This is a guideline of complete functioning of the Sports Department.



XII. SEMESTER PLANNING AND CLOSING PRESENTATION

Semester planning and closing presentation is submitted for review to the Dean's office and then to COEC. This will also be presented to the staff at the start of the semester.

XIII. SEMESTER AND ANNUAL AUDITS

Semester and annual audits are conducted by the finance department and the QA office. Finance department conducts the audit of the stock and assets of the department while QA office checks the documentation required to be maintained in the department.

XIV. FACT FILE

Fact files are maintained by the department including the audits of the following information.

- i. Audits of Sports Events
- ii. Audit of Sports stocks
- iii. Audit of Fire & Safety
- iv. Audit of the Hostel

XV. CALENDARS

Calendars are prepared during the planning for each academic year. Calendars of all the activities are submitted to COEC's and Dean's offices and the same is finalized after matching with the other departments' activities.

XVI. CHECKLISTS

Prepare checklists before the start of each semester to make sure that all operations are done without lag. Event check lists are prepared one month before each event and send it to Dean's office for approval and information.

XVII. WEBSITE- PORTAL- FAQ

Website, portal etc. are updated periodically before each semester and events. Sports and Hostel FAQs are also uploaded on the website for students, staff and general public.



XVIII. NOTICE BOARDS

Sports Department has a dedicated Sports notice board. This is regularly updated with necessary information about the events and other operations by the Sports Department.

XIX. IE TOOLS

A. Sports Committee

The Sports Committee thrives to promote the social, mental and physical development of every student. Sports Committee has a basic function of training teams and conducting Intra-mural and Inter University/College sports activities which are conducted every academic year. The Committee designs athletic programs which contribute towards the social, mental and physical development of all the students.

B. Students' Accommodation Committee

SUC provides fully furnished hostel facilities for both male & female students on single and twin sharing bases. Accommodation preference is given to foreign students who are on SUC Visa. Student accommodation committee ensures the accommodation facilities provided to the students are safe and conducive for the learning environment. Hostel Students Feedback provides an opportunity to assess the student's perception about the hostel facilities provided to students. It helps SUC to improve the services provided at the Hostel facility. Hostel student's feedback is conducted during the fall and spring semester.

C. Health Committee

The Health Committee works towards promoting good health and fitness of all members of Faculty, Staff and Students of SUC. The Health Committee creates awareness by regularly communicating Health tips to Faculty, Staff and Students through emails, notice board and portal services. The Health Committee encourages the faculty, staff and students to utilize the resources available in the sports department to maintain their fitness level.

D. Fire and Safety Committee

The Fire and Safety Committee ensures the fire and safety standards are maintained as per the regulatory requirements. It conducts risk assessments and takes appropriate action on findings. It also ensures fire safety systems are in place and all necessary fire safety equipment are regularly maintained.

XX. FEEDBACKS

Feedbacks are conducted during each event organized by the Sports Department. Students and staff feedback is also obtained periodically for the purpose of analysis and to take necessary corrective measures if required



XXI. REPORTS

Sports Department submits reports as per schedule to the Dean's office. The following reports are submitted;

- A. Weekly Hostel Report
- B. Weekly Ground Management Report
- C. Monthly Report
- D. Semester Report
- E. Year-end Closing Report
- F. Event Reports including checklist updates as per schedule
- G. Fire & Safety Audit Report
- H. IE Committee Report (Submitted to IR Office)

XXII. ANNEXURES

- A. SPORTS CALENDAR
- B. WEEKLY ACTIVITY CALENDAR
- C. HOSTEL VISITS CALENDAR
- D. SAFETY AUDIT CALENDAR
- E. SPORTS SCHOLARSHIP APPLICATION FORM
- F. HOSTEL APPLICATION FORM
- G. HOSTEL CLEARANCE FORM
- H. HOSTEL ACTIVITIES / B' DAY CELEBRATION CALENDAR
- I. HOSTEL MEETING/ORIENTATION CALENDAR
- J. ENTRY FORM
- K. FIRE & SAFETY MAINTENANCE FORM



| MOE STANDARDS | | EXISTING POLICY |
|-----------------|--|--|
| STANDARD 5 | Residence Halls | HOSTEL POLICY |
| STIPULATION 1 A | i. Residential Life Policy. This includes safety and security matters. | SAFETY AT HOSTEL |
| | p. Health Services Policy. | SERVICES |
| | b. Health and Safety Policy. | HEALTH AND SAFETY POLICY |



STUDENT SERVICE DEPARTMENT



ESTABLISHED 1990

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INTRODUCTION

Student Services Department (SSD) develops, coordinates and provides comprehensive support services for the continual growth and development of the students. It coordinates with Academic and Academic Support Services departments of SUC to assist and provide all information and document requirements of the students as and when necessary. It facilitates in shaping the student to be a responsible professional through counseling, ensuring smooth academic progress of students in the programs.

SSD also supports and promotes student centered environment by encouraging student-faculty interaction at regular intervals to solve various academic and career development issues. Students are encouraged to participate in various extra-curricular, co-curricular, student club/committee activities for their overall development through the SSD orientations carried out at regular intervals.

DEPARTMENTAL GOALS

The goals of the Student Services Department are as follows:

- A. To provide effective continuous orientations to new and continuing students.
- B. To counsel students for progression in academics & academic support services.
- C. To provide effective academic advisory and mentorship.
- D. To plan and manage Scholarship activities.
- E. To coordinate and address issues of Class Representatives, hostel and international students.
- F. To coordinate with international offices to maintain communications with guardians of international students
- G. To process all student requests within stipulated time.
- H. To address all student grievances

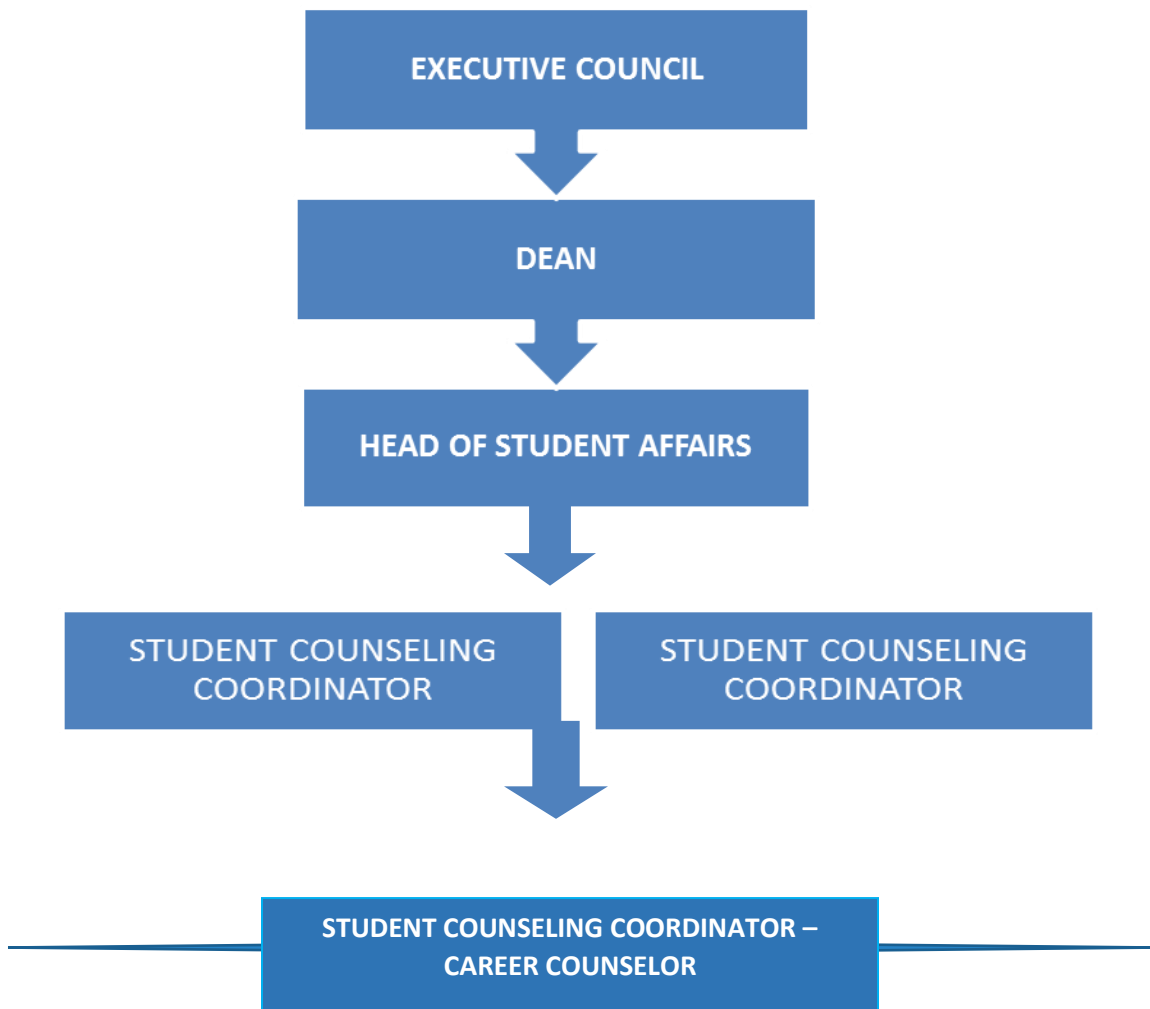
STRUCTURE OF STUDENT SERVICE DEPARTMENT

The student service department of SUC is managed by the Head of Student Affairs. The HSA is involved in the functions such as to plan and develop activities that help in maintaining free flow of communication between students, faculty members and staff of various departments for smooth operation as per SUC's strategic plan. The department also involves in number of feedback activities to get first hand information from the students



regarding the functioning of SUC's academic and academic support services departments. The department also orients students on filling up online feedbacks.

STUDENT SERVICE DEPARTMENT'S ORGANIZING CHART





POLICY AND PROCEDURE

ORIENTATION TO NEW STUDENTS

Orientation to the new students from the School of Business & School of IT is given jointly by the Dean, Head of Student Affairs and the Head of Academics from respective Schools. Administration is responsible for coordinating this activity as per the schedule.

This orientation covers various aspects of their academic tenure and familiarizes them with the different institutional activities.

Orientation by Dean:

Institution: Dean welcomes the new students and provides them complete information on vision, mission and purposes of the institution, the various academic standards which they need to abide by, role of Quality Assurance and requirements of QF Emirates to be met by the Institution.

Departments and their services: Students are introduced with different departments and updated on various services provided by them and also how they can avail a specific service of a department.

Academic culture: Students are made aware about the expected academic culture, rigor and participation in academic activities for lifelong learning. Networking through LinkedIn and other professional membership need for soft skills and compatibility with the industry.

Awards and scholarships: Dean also motivates the students to strive for academic excellence by informing them about the different awards and scholarships given by the institution.

Feedback: Students are informed to provide timely feedback on various academic and academic support services provided by the institution which would help the Institution in enhancing the quality of services being provided.

Student Grievance redressal: The Dean informs the students about the procedure for redressal in case they would like to report any grievance.



Orientation by Head of Student Affairs includes the following:

Administrative Services

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.

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.

SSD SERVICES

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. SSD ensures that all advising and mentoring activities are conducted as per schedule. The department follows up with advisors /mentors and get their feedback about the academic standing of the students.

Various online requests & time for response: Students are also informed how they can make various online requests and also the time that will required for responding to these requests.

Complaint and suggestion

Students are also informed how they can make various complaint forms and suggestion forms and also the time that will required for responding to these requests.

Cancellation: The procedure to cancel the registration is explained to the students

Temporary Cancellation: In case of a prolonged absence of about three weeks, students are placed on temporary cancellation.

Re-activation: Student placed in temporary cancellation have to pay the registration fee for reactivation of their admission.

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

New student's scholarships: orient students with scholarship to adhere to all the deadline to submit all necessary documents or the scholarship will be cancelled

Scholarship: HSA 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.

Visa/Embassy Letter: Students are informed that they can apply for VISA/embassy letter before 24 hours in the portal.

Manage class representatives: supervise the election for CR's Academic and Non Academic, prepare a schedule for meetings and send MOM for different authorities and departments to get their feedback.

Hostel and international student: conduct different orientations as per the schedule, form international student council, have regular meetings with international students, coordinate with sports department to manage events and disciplines for hostel students. Properly counsel the international students about their academic standing.

Examination Orientation

The HSA 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.

Flow

Step 1 Calendar for the orientations is prepared by Admin.

Step 2 Orientation presentations are prepared by Head of Student Affairs and Head of Administration and verified and approved by Head of Quality Assurance and Dean.

Step 3 All materials will be uploaded in Students portal

Step 4 The admission kit will be explained in details to new students

Orientation by the Head of Academics – (School of Business / School of IT)

Please refer policy manual for Head of Academics of School of Business / School of IT for details.

ORIENTATION TO CONTINUING STUDENTS

The continuing students are oriented on progression and career development

Orientation is also provided specifically to the Junior accelerated and Senior Students of the Undergraduate Program from School of Business & School of IT. This orientation is comprised of the following:

Orientation by HSA



Academic Services

The HSA provides orientation to the 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

Various online requests & time for response
Addition/Dropping of course
Cancellation
Temporary Cancellation
Re-activation
Postponement
Scholarship [applying for the scholarship & required documents]

Flow

Step 1 Calendar for the orientations is prepared by Admin
Step 2 Level wise Orientations are prepared by Head of Student Affairs and Head of Administration
Step 3 All orientations will be uploaded in Students portal

General flow of Orientation session for New and Continuing students

Orientations are conducted twice a year for new students, one in Fall and another in Spring.

For continuing student's orientations are conducted once a year, in Fall

For continuing students, the HSA provides orientation while for the new students the orientations are conducted jointly by the Dean, HSA and Head of Academics.

For new students the orientations are given on the first day of the academic year.

DISCIPLINARY POLICY

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

- (1) Any misbehavior or misconduct, which may distort the image of the SUC.
- (2) Misconduct in classroom, computer lab, or library.
- (3) Any insult to faculty or staff members.
- (4) Any damage to SUC property.
- (5) Any misconduct during exams.
- (6) Moving around as couples.
- (7) Dress code
- (8) Fighting.
- (9) 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:

- (1) Chairman of DAC Committee
- (2) One faculty member teaching the student who has been called for hearing
- (3) Dean
- (4) Registrar & HASS
- (5) Head of Student Affairs
- (6) The Advisor of the student
- (7) Class Representative
- (8) 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

Verbal warning - Admin

Written warning - Admin (Maximum 2 written warnings)

Depriving the student of some privileges - Admin (1 to 2 weeks)

Preventing the student from attending SUC - Temporary Admin (Suspension not exceeding 7 working days)

Suspending the student for more than 7 working days - DAC*

Permanent expulsion from SUC - DAC*

Canceling registration the academic degree given to the student

SUC Management can cancel the degree in case of any falsification or deceit information or records is discovered after the completion of degree

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

****Disciplinary Action Committee***

STUDENT ACTIVITIES POLICY

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.



Formation of Committees and Clubs

Formation of student activity committees and clubs is initiated by the Corporate Affairs Office (CAO) by giving a presentation about the various committees and clubs, their formation, roles, responsibilities and functions. The CAO invites interested students to register online through their portal for membership of various committees and clubs based on their areas of interest, after receiving the nominations CAO conducts an election to constitute a formal body of elected members to execute the functions of the committee. The committees and clubs have an executive body comprising of head, core members and chaired by faculty or staff members only to provide guidance and assistance when required. The chairs of the committees and clubs are nominated by the Dean. The duration of the committee is one academic year.

Functions of Committees and Clubs

- (a) To plan a yearly calendar of activities and inform the student community.
- (b) To prepare the budgets and get approvals
- (c) To coordinate for necessary infrastructural support to conduct activities
- (d) To conduct the planned activities
- (e) To review and provide feedback
- (f) To recommend appreciation for outstanding performance of the team members
- (g) To conduct pre and post activity meetings

Process Flow

- (a) Students are informed about the importance of committees, clubs, membership, roles and responsibilities
- (b) Members are enrolled in various committees
- (c) Heads are elected
- (d) Activities and budgets are planned
- (e) Activities are reviewed and feedbacks provided
- (f) Activities are conducted
- (g) Reports are recorded and Disseminated to Dean



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 |
|---|---|---|---|--|
| Head of Corporate Affairs Office & Events Executive | Head of Corporate Affairs Office & Events Executive | Head of Corporate Affairs Office & Events Executive & Chair of Committee and club | EC | One academic year except CR which is semester wise |

STUDENT PUBLICATION POLICY

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.

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.

Functions of the committee

To encourage and mobilize students to write original articles, composing poetry and news items for internal and external publications

To Plan and design the structure of the internal publications



- To collect, edit and publish internal publications
- To maintain originality and ethical practices in publications
- To generate funds for the internal publications
- To review and provide feedback about the quality of the publications

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.

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 |



STUDENT RIGHTS AND RESPONSIBILITIES POLICY

STUDENT RIGHTS

- (1) Students have the right to freedom of expression in the classroom. It is the responsibility of the faculty member to ensure that each student in the classroom is provided an atmosphere which is conducive to freedom of expression by encouraging discussion and permitting exception to the views he/ she has presented.
- (2) Students have the right of expression in the classroom and the responsibility to learn from the course of study according to the standards of performance established by the faculty. Student behavior in the classroom should contribute to the learning process.
- (3) 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.
- (4) Students of SUC who believe they have been subjected to any form of discrimination or have been denied access to services, have the right to file their grievance with the Student Services Department
- (5) Students have the right to appeal against marks or grades awarded which they are not satisfied.
- (6) Students have the right to participate in extra-curricular and co-curricular activities depending on their skills and capabilities

STUDENT RESPONSIBILITIES

The student shall be responsible for conducting themselves as follows

- (a) Students shall conduct themselves with reasonable consideration for all other persons within the SUC.
- (b) Students shall not indulge in any behavior likely to bring the SUC to disrepute.
- (c) Students shall comply with any reasonable instruction issued by any member of staff of the SUC.
- (d) No student will tender false or deliberately misleading information.
- (e) Male and female students are not allowed to move together or sit together in class rooms.
- (f) A student shall not use, or incite others to use physical violence while in the SUC premises.
- (g) A student shall not damage, threaten to damage or incite others to damage any equipment or property of the SUC while on premises.
- (h) Students shall comply with the fee policy of the SUC.
- (i) Students shall comply with all regulations pertaining to the use of library and other SUC facilities.



- (j) No student shall create excessive noise, write on walls, make rude remarks, and use abusive or unreasonable behavior in the SUC premises. Violators will be suitably punished.
- (k) Malicious or willful damage to SUC property or the property of any student or member of staff will lead to severe disciplinary action.
- (l) Students are supposed to switch-off pagers and mobile phones in the classrooms and handover to the security before entering for examinations.
- (m) Students should adhere to the class timings as per the rules & regulations in force.
- (n) Smoking is prohibited in SUC as per the UAE Law. Any violation will lead to fines.
- (o) Chewing of tobacco or any other form of betel etc is prohibited. Anyone found to be violating this will be penalized.
- (p) Writing & drawing on desks is strictly prohibited. Any violation will lead to fines.
- (q) Eatables & drinks are allowed outside the SUC building or in the cafeteria only.
- (r) Students using bus should strictly comply with the rules and regulations of transport.
- (s) Students shall not litter or throw rubbish. A littering fine as per fees applicable is imposed on violations.
- (t) Students shall not remove, deface or damage the premises, equipment or property belonging to the SUC.
- (u) Students will be required to make good, in whole to the satisfaction of the Management of the SUC, any damage caused to the SUC property.
- (v) The SUC accepts no responsibility to any private property being lost or damaged in the SUC premises.
- (w) Students bringing vehicles shall observe car-parking regulations in force as well as the speed within the college boundaries.
- (x) Students are not allowed to bring their friends / outsiders (except parents) to the SUC. In case of emergency they may contact the Administration & Examination Department for approval.
- (y) Student must carry their SUC Identity Card when they are inside the campus.
- (z) Playing cards in any form in the SUC campus is strictly prohibited



ACADEMIC INTEGRITY POLICY

Procedures And Disciplinary Actions For Plagiarism And Other Academic Offences

The following are the academic offenses recognized by the SUC that could have been committed at any level of the undergraduate and graduate program including all academic activities including assessments, midterm and final examination.

Plagiarism

- i. Paraphrasing materials or ideas of others without identifying the sources.
- ii. Using sources of information (published or unpublished) without identifying the source.
- iii. Directly quoting the words of others without using quotation marks or indented format to identify them.
- iv. Detection of such plagiarism based on plagiarism software is also included.

Presenting False Credentials

Is an act of submitting misleading certificates / documents / information like presenting false medical excuses; change of identity; presenting falsified certificates.

Cheating

- (i) Using material not permitted by the faculty during exams, including stored information on electronic devices.
- (ii) Copying answers from another student on exams or assignments.
- (iii) Altering graded exams or assignments and submitting them for re-grading.
- (iv) Submitting the same paper for two classes.
- (v) Altering exam answers and requesting that an exam be re-graded.
- (vi) Cooperating with or helping another student.
- (vii) Fabricating information such as data for a computer lab exam.
- (viii) Other forms of dishonest behavior, such as having another person take an exam in your place.

Facilitating Academic Dishonesty

- (a) Allowing another student to copy an assignment or problem set that is supposed to be done individually.
- (b) Allowing another student to copy answers during an exam.
- (c) Taking an exam or completing an assignment for another student.

Collusion

- (a) The work that has been done with others is submitted and passed off as solely the work of one person.
- (b) Working with others without permission from your faculty to produce work which is then presented as your own independent work.



Fabrication of Data

The falsification of data, information, or citations in any formal academic exercise. 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.

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.

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.

Inquiry Case of Suspected Academic Offenses (As Defined Above)

- (a) 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.
- (b) The allegation is fully explained and the student is allowed to have his/her say to defend himself / herself and explain the situation.
- (c) The investigating team will submit its recommendation along with the minutes of investigation interview to the office of Dean & Registrar & HASS.
- (d) The Dean in consultation with Registrar & HASS & Head – Admin will advise appropriate action, based on recommendation of the investigating team. The decision of the Dean cannot be challenged or reviewed
- (e) Unfair means students will not be included in the toppers or Dean's list.
- (f) Report will be placed in the student file and it will be communicated to faculty, advisor and Head of academics

The Following Are The Courses Of Action That May Be Recommended Based On The Severity Of Offense:



- (a) 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.
- (b) 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.
- (c) In case of third offense, student will be awarded 'F' Grade in all the courses and the student will have to repeat the semester.
- (d) 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.
- (e) Student will not be re-admitted and no appeal will be accepted.
- (f) Record is placed in the student file.

APPEAL AGAINST MARKS / GRADES AWARDS POLICY

Grounds Of Appeal

The student may appeal ONLY against the marks/grade awarded in a course under the following circumstances.

Procedure is not in accordance with the current approved regulations.

Material and significant administrative error has taken place.

Unfair discrimination

Inconsistency of the decision

Disagreement with marks or a grade cannot itself constitute ground for appeal.

It is important for students to understand the status of numerical marks/grades assigned to pieces of work. Assessors make their judgments on individual student performance within the assessment regulations of a program which outline the objectives of study and standard to be obtained. Assessment is a matter of judgment. Academic judgments of this type cannot in themselves be questioned or over turned.

Time Duration of Appeal

An appeal must be logged with the Administration department within five working days of communication of a result. The appeal addressed to the Registrar & HASS must be in appeal form highlighting the grounds on which the appeal is being made. Documentary evidence if available must be enclosed to support the appellant's case.

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:

Dean

Registrar & HASS

Head of Academics

Head - Admin & Exam Department



Advisor
Faculty Concerned
Recording Secretary

At least three members are required to be present to constitute forum for a board. The student will be allowed to present his case. The board will communicate through the chair the decision of the appeal board in writing to the student. Decisions of the appeal board cannot be challenged or subjected to review.

APPEAL IN MITIGATING CIRCUMSTANCES

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.

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.

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.

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

Accident

In case of death of Immediate Family Member

Hospitalization of self

Religious (Only for Hajj)

Note: Student is required to use mitigating circumstance form available in the portal to file their appeal for consideration of mitigating circumstances along with necessary documentation.

STUDENT COUNSELING POLICY

Introduction

Student Counseling Policy is aimed at comforting the students in the first month of joining the SUC by orientating them on various Academic and Academic Support Service aspects of SUC. The counseling continues throughout the tenure of the students in SUC on various dimensions of academic related issues, performance issues, career issues and graduation requirement. Student Counseling also helps students to take maximum benefit of facilities and services



rendered by SUC as a student and as an Alumnus. The Academic Counseling at the Undergraduate level is carried out by the Academic Advisor, similarly Academic Counseling at the Graduate level is carried out by Academic Mentor.

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.

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

Counseling for Academic Support Service issues

Academic Support Service Counseling by SSD is aimed at informing the students about the sources and procedures of resolving student's issues relating to the academic support services. In case of Academic and academic support service issues are overlapping with each other the Advisors/Mentor will be consulted for resolving the issues.

Orientation

A detailed orientation is carried out in the first week as per the SUC policy. It also makes students aware of the availability of various learning resources, IT, sports facilities and other student development activities. The counseling also aims at the student's awareness about various policies, procedures and the hierarchy of the authorities they can approach to smoothly resolve their issues.



The counseling continues at the sophomore, junior and senior levels. Counseling at sophomore level is aimed at orienting students about acceleration program, changes in fee payment structure, GPA requirements and the process of enrolling for the accelerated program. The counseling at senior level is aimed at meeting graduation requirements, career counseling including placement and pursuing higher studies, alumni relations, internship, dissertation, capstone course and the academic awards.

Confidentiality

All matters related to students’ Counseling information are sensitive therefore all efforts will be taken to maintain confidentiality of the matters and the privacy of the student is maintained and protected. Information would be revealed only to concerned authorities involved in decision making in relation to that matter. In case of any external agency like Police, Court, Ministry Officials require this information may be provided on request and due consideration.

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 | HSA | SSD | Advisor/Mentor | Academic advising committee chair (HSA) |

COUNSELING PROCESS

Flow

- Step 1** Checklist of different counseling’s will be prepared by Admin
- Step 2** Calendar is prepared by Admin taking care of the progress of the semester
- Step 3** Data is accessible online or can be obtained from Administration when required
- Step 4** All forms and letters should be signed by students and uploaded in their portal

The counseling process at Skyline University College includes addressing the student needs for academic and career development. SUC ensures to maintain



confidentiality of the interactions with students and helps them resolve or cope with problems and developmental concerns.

Counseling to New Students

Provisional Admission Counseling

If students fail to provide all the admission related documents within the first two weeks of admission at Skyline then he/she is granted Provisional admission until they submit the complete documents as per the admission policy. Such students are counseled by Administration in order to encourage them to submit all the necessary documents and secure a confirmed seat for the course.

Counsel the new students about the importance of submitting all necessary documents for their scholarship as per what they have signed in the underwriting letter, inform them that if the documents or admission requirements are not met; their scholarship will be cancelled.

(Refer Provisional Admission letter)

TOC Counseling

SSD counsels students who joined SUC as Transfer of Credit from other university. These students are counseled on one to one basis regarding the academic requirement, the SAP policy, graduation requirement and the learning resource facility. A complete graduation plan is also given to them based on the subjects approved by the Dean after considering the TOC courses awarded from the previous university. The department counsels the student on the progress of courses at each level along with the prerequisite information. Later on, every year the academic progress of the student is monitored by Administration.

(Refer TOC application form)

Counseling to Continuing Students

Provisional Admission Counseling

If students fail to provide all the admission related documents within the first two weeks of admission at Skyline then he/she is granted Provisional admission until they submit the complete documents as per the admission policy. Such students are counseled by SSD in order to encourage them to submit all the necessary documents and secure a confirmed seat for the course.

(Refer Provisional Admission letter)



TOC Counseling

SSD counsels students who joined SUC as Transfer of Credit from other university. These students are counseled on one to one base regarding the academic requirement, the SAP policy, graduation requirement and the learning resource facility. A complete graduation plan is also given to them based on the subjects approved by the Dean after considering the TOC courses awarded from the previous university. The department counsels the student on the progress of courses at each level along with the prerequisite information. Later on, every year the academic progress of the student is monitored by Administration .

(TOC application form)

SAP Counseling

SAP counseling is carried out to those students who have low satisfactory academic progress levels as per the qualitative and quantitative standards required under the SAP policy.

Satisfactory Academic Progress (SAP) is measured by way of qualitative progress (grade-point average) and quantitative progress (hours earned) as per the SAP policy. SAP is monitored during the Spring semester for all students with low CGPA.

SSD receives the list of students not meeting the SAP requirements from administration department at the end of each semester. Each student is called individually by the Student Counseling Coordinator and the impending situation is explained. Necessary improvement measures are pointed out to the student in order to increase his/her GPA.

Graduation counseling

Students are provided with graduation counseling around two semesters prior the graduation date.

Students are counseled for graduation on the following points-

Number of credits completed

Number of remaining subject in order to graduate.

Review of CGPA, GPA of Capstone course, GPA of Major course and any repeating courses or failure course.

PSDP is compulsory for students in their fourth year.



Note: If the student does not meet the above criteria then Administration counsels student further.

Refer Exit interview form

Withdrawal & repeating course counseling

During the first week of the semester only a student can withdraw the course without payment. It will not reflect in the transcript but if the students wishes to withdraw the course after one week of the commencement, then he/she will be charged for the course as per the policy and it will be reflected in the transcript as 'W' (Withdrawn) and the students will have to repeat the course next semester if it is offered.

Administration will review the graduation plan of the withdrawn/failed student on receiving the list from administration. This process is carried out each semester to help students reduce the financial and academic burden. SSD counsels the students who have failed or a student wanting to increase his/her CGPA to repeat the course. Students are allowed to repeat the course only twice during the program.

Accelerated counseling

Student may opt for accelerated program as per the policy of SUC. To take up an accelerated Program, students should maintain a GPA of 2.5 or above in the first three semesters with 45 credit hours. Accelerated program helps them in finishing a four year course in three years' time.

All the Freshman students are provided information on the accelerated Program at the time of their Admission. The Admission Kits issued by Administration also contains complete details of the accelerated Program.

After completion of two semesters, the SSD and advisor/mentor will once again call the students and inform them about the eligibility requirements for accelerated Program. On completion of three semester eligible students are informed to register for the accelerated Program. Students are counseled for taking the accelerated program after understanding the preparedness and capability of bearing the increase in financial obligation associated with accelerated Program.

Accelerated program form



Low attendance counseling

Student with less than 50% attendance by the end 3rd week of are called to the SSD to discuss the reasons for their low attendance and the consequences for not maintaining the required attendance. They are made aware of the importance of regularity in attending classes and coordinate with advisor/mentors and class teachers to further counsel the student so as to cope up with the academic requirements. They will also be informed of not being allowed to attend the final examination and the cost and time implication in completing the course.

Low CGPA student counseling

The SSD receives the list of students having a low GPA from the Administration. The Students Services Department will call these students and counsel them to improve their GPA and if required a meeting is arranged with advisor/mentor and concerned faculty for additional counseling.

Students are also made aware of the fact that if they do not reach the benchmarks set for the course for that particular year then student will go through probation, final warning and suspension or is advised to repeat the entire course.

Exam Absentees Counseling

List of students who miss the mid-term or final exams is forwarded by the Administration department to SSD at the end of the examination session on day to day basis. SSD calls these students and tries to understand and evaluate the reasons which caused them to remain absent during the exam.

In case a serious issue is prevelant, students are encouraged to fill the mitigation form and the process is explained.

Mitigation Counseling

SSD contacts the students who miss an examination and is called for mitigation counseling. The student is asked to submit necessary documents proving his/her reason to have missed the exam. The documents are forwarded to the adhoc Mitigation committee who decides the possibility of retaking the exam. The student is also made aware of the possibility of rejecting the mitigation appeal by the



committee if the circumstances and the evidences of the proof not convincing.

Mitigation is applicable in case of

Accident

Death of immediate family

Hospitalization

Religious reason (Haj)

(Mitigating Circumstances Form)

RESIT COUNSELING

If the student fails in the Final examination, the student Counseling Coordinator calls and motivates the student to appear for a resit exam and explains the consequences in failing to do so.

(Resit application form from Admin Manual)

Financial Outstanding Counseling

Finance department forwards to SSD a list of students with a financial outstanding before the start of the mid-term exam. SSD then counsels the students to pay their outstanding fees before the mid term examination.

Students with outstanding fees of two months and above are encouraged to pay monthly fees in installments and the same applies for the final exam as well.

Students are encouraged and advised to discuss any financial issues with SSD so that necessary steps and measures can be taken. SSD makes such students aware of the various scholarship opportunities available at SUC to help them through their academic year. In order to support them further, their resumes are forwarded to the Corporate Affairs Office to help them secure part time or full time jobs.

Postponement & Reactivation Counseling

SUC policy allows a Student to postpone his/her studies by one semester once in an academic year.

Postponements are allowed in the following cases-

Death in the family

Financial problems

Work pressure

Travelling out of country

Hospitalized



Students intending to postpone a semester have to approach the SSD who will handover them the postponement application form, ask them to meet their advisor/mentors and assist them in completing the application form.

The SSD will also followup with the students who have postponed a semester at the end of the semester and encourage to reactivate his program. They are given the reactivation form which is forwarded to Finance for the new fee structure applicable and then to the Administration department for the new graduation plan.

Refer Postponement Form & Reactivation Form

Cancelation & Exit Interview Counseling

When a student approaches the SSD for admission cancelation he/she is thoroughly counseled and the reasons behind cancelation is understood. Once he signs the cancelation form, SSD forwards the same to various other departments like Finance, Administration, Library and HR. Upon successful clearance from all the departments the students' admission is considered to be cancelled.

Exit interview is carried out where the student is asked to answer a questionnaire. The student is given full confidence of confidentiality of the information he/she supplies. The purpose of the exit interview is for departmental improvement.

Refer STUDENT CANCELLATION FORM & Exit interview form

Visa Student Counseling

Students who have opted for university VISA are counseled by the SSD to complete the course within the stipulated time. Students on university VISA are continuously counseled throughout their academic period for low GPA, low attendance and date of graduation and VISA renewal.

The Human Resource Department sends the list of Visa students whose visa renewal is due to the Administration . The Administration issues a letter detailing out information on the Visa charges, documents and provide the application form to be filled up for completeing the renewal process. All the required documents along with the duly filled application form is forwarded by Administration to the finance department and later on to the HR department. A list of graduating Visa students is sent by the Administration department to



the SSD, who will send them a letter informing about the cancellation of their visa post completion of their graduation.

Hostel Student Counseling

The Student Counseling Coordinator visits the Hostel students at least thrice a year wherein they are encouraged to speak freely about the various issues they face. Purpose of the meeting is to relax the students and give them a homely feel. The suggestion and/or issues discussed by the students are noted down by the SSD, who then follows up on the requests made and issues described. The SSD is supported by Sports department for the counseling of hostel students.

SSD COORDINATION WITH INTERNATIONAL OFFICES

SSD coordinates with the international offices to maintain communications with guardians of international students for updating on academic progression, attendance, fee outstanding, disciplinary issues, hostel related issues, undertaking forms from guardians in case of disciplinary issues or financial outstanding as may be deemed necessary.

PROCESS FLOW

Marketing representatives will send a mail immediately to Dr Osama and Ms.

Tsetsei whenever a student is enrolled ; the mail should include the **contact details of the parents .**

Marketing Admin, PRO , Hostel and finance should coordinate with SSD when a student is coming to UAE.

When the student reach UAE ; he should be introduced to the counselor /SSD /Dr Osama .

The counselor / Dr Osama will contact the parents to inform them that their son/daughter is settled and in safe hands .

During the first three weeks ; the students should be in touch with SSD.

SSD will contact the parents one week before MT to inform them about the performance of their son/ daughter .

MT results and academic progression will be shared with parents after the MT results declaration .

One week before finals; parents will be contacted.

CAREER COUNSELING

INTRODUCTION

The purpose of Career Counseling is to counsel the students who are seeking internship and placements. The orientations are carried out to facilitate students and give them tips on the internship and placements. As per policy, students are facilitated with internship opportunities only once. Similarly, placement facilities are provided to students wherever opportunities are available.



PURPOSE OF CAREER COUNSELING

To provide career counseling and outreach to students, alumni and faculty.

To provide career development and job search counseling to University students and alumni in both individual and group settings, decided and undecided students

To develop a general knowledge and understanding of the related professions represented by Skyline programs in the Colleges and School and maintain familiarity with the education, training and career opportunities and expectations

To conduct regular outreach efforts including workshops and presentations to classes, student clubs and organizations

To develop strong relationships with chairs, department heads and faculty in the Colleges and School; target key faculty for employer recruitment opportunities

To develop and maintain an advertising strategy specifically designed to attract more students to the on-campus recruiting schedule and on-line career services

To disseminate employment and internship opportunities to appropriate faculty, organizations, and students

To participate in employer development activities including employer visitations, advisory boards and on-campus recruiting, and the development of job and internship leads

To identify online resources for a variety of career issues, academic majors and career fields

To facilitate planning and coordination of career outreach and programs such as job fairs, career programs, and employer panels

To enhance awareness and visibility of the Career Development.

To encourage faculty to maintain equitable opportunities for students by posting jobs and internships sent directly to department from the Career Gear database

To provide consultation and organization assistance to departments in their development of major specific career related events

To maintain ongoing professional development via involvement with relevant professional associations



To collaborate on the development and enhancement of Career Development of SSD portal and coordinate with Computing for Career Gear software; integrate technology into daily operations, programs and presentations.

To provide career assessment and interpretation to undecided students through services offered by the Peer Career Program (training is provided)

To organize and plan seminars and workshops on career planning or career development.

To evaluate students' background, education, and training, to help them develop realistic goals

To guide students through making decisions about their careers, such as choosing a new profession and the type of degree to pursue

To help students in job search skills, interviewing and networking

To assist students in locating and applying for jobs, by teaching them strategies to find openings and how to write a résumé

To advise students on how to resolve problems in the workplace, such as conflicts with bosses or coworkers

COORDINATION WITH OTHER UNITS

The Career counselor shall carry out the activities in coordination with other departments as follows:

Corporate Affairs department

CAD and the career counselor will work together on setting up workshops and fairs to enhance employability and increase industry involvement of SUC students.

Events Coordinator

Events and the career counselor will work on the makeup of events centering around student's involvement in the fairs and the organization of out of campus career promoting activities.

Teaching effectiveness committee (TEC)

The career counselor will coordinate with the members of the teaching effectiveness committee in order to suggest the needed Professional Skills Developments PSDP's to students, the career counselor will also support the TEC in designing the schedule and conduct such skills developments to students

Internship, workshop & training



The CDP of SUC's internship will be explained to the Career counselor by Admin. He/she will handle the process of resume building and verification, collaborate with Corporate affairs on readiness of students for interviews and post-employment.

Workshops and training are to be carried out on a semester-by-semester basis. Career counselor will be in charge of the materials and presentation of career related topics/issues to educate, improve and sharpen the skills of students as regards their employability.

SSD COORDINATION WITH INTERNATIONAL OFFICES

SSD coordinates with the international offices to maintain communications with guardians of international students for updating on academic progression, attendance, fee outstanding, disciplinary issues, hostel related issues, undertaking forms from guardians in case of disciplinary issues or financial outstanding as may be deemed necessary.

CARE PACKAGE

INTRODUCTION

SUC Care Package is a creation of the SSD to cater for New International students (Bridging programme) and Academically weak SUC students (Student Tutorials). It is a package to support and give assistance to students in the different capacities. The team in charge of each package serve to guide students in each category to an efficient orientation/induction into the culture at play in the University and the host community as well as improving their Academic standing/quality of students respectively.

These packages will run concurrently and will be closely monitored for outcomes that have been predicted; which is to build well-adjusted and academically sound students.

OBJECTIVES

BRIDGING PROGRAMME

Integration of new students to SUC culture & UAE culture.

Ensuring proper and wholesome orientation of International students.

Introducing students to various contact persons and departments handling their academic and social development.

Creating a platform for feedback and correspondence between student and the University.



STUDENT TUTORIALS

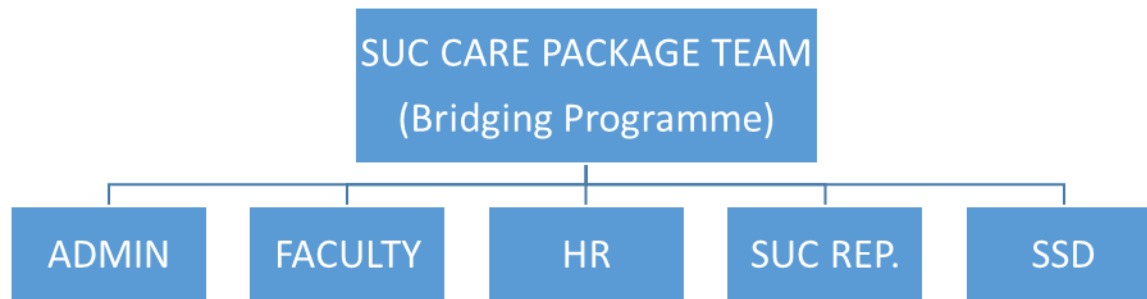
- Improve the academic standing of SUC students
- Give opportunity for more flexible and relatable learning environment.
- Provide students with extra academic support
- Give students the opportunity to experience, explore their leadership potentials and get financial compensation.

DETAILS OF SUC BRIDGING PROGRAMME

It is a programme developed for new International joinees for integration, induction and orientation. Programme will be initiated at the first week of enrolment (after all enrolment is cleared) and will run with foundation courses or freshmen courses according to the enrolment status of the student.

TEAM/COMMITTEE

- SSD** -orientation, activity coordination with EVENTS
- ADMIN** -calendar of programme, faculty allocation
- HR** - coordination of excursions
- FACULTY**- handling courses
- SUC representatives**- Older international students



PROGRAM CONTENTS

WELCOME PACKAGE

Students will be welcomed by welcome team (HASS, HSA, ADMIN, SSD & MARKETING) and ushered in for registration and given a welcome kit collection alongside other new joinees. After the general welcoming and orientation, International students will be given a special itinerary for the Bridging Programme.

INTRODUCTION TO UAE CULTURE

This course will be handled by designated faculty and they will be in charge of giving an introduction to the culture, customs, traditions and history of UAE. The course will entail vivid explanations of the laws of the community



and the significance of abiding by laid down laws. Trips to one or two historical landmarks will be organized and students will be encouraged to give a feedback of their observations. (refer to CPD attached for content of course)

INTRODUCTION TO SUC CULTURE

This will be a blend of orientation to the academic and social aspects of schooling in SUC. Older students will have a mix with new students in a social settings sharing experiences and information about the happening/events & activities that can be enjoyed in the University. Events department will plan the introduction party for freshmen and induct new students to the campus life officially.

AN EVENING WITH THE CAO/CAREER COUNSELOR

Students will be introduced to the Corporate Affairs personnel as well as the Career Counselor who will inform students of their (CAO/career counselor) role in preparing them (students) for future career choices, job hunts, cv preparations and professional skills to develop for the corporate world.

HIGH TEA WITH CORE HEAD OF DEPARTMENTS

Students will be introduced to the Dean, HSA, HASS, HOA, Heads of Admin, Marketing, Sports, Corporate Affairs and Finance in a light and relaxed environment where their various portfolios will be explained to students. This will be an opportunity for students to seek advice and ask questions to the various heads about the journey ahead of them.

EXCURSION & SOCIAL OUTINGS

Students will be taken for excursions to historical sites that showcase UAE culture accompanied by representatives of Faculty and Staff (SSD/Event). Leisure outings will also be organized to make students familiar with their environment (tour bus trip) and to create an opportunity for bonding amongst themselves.

TIME OUT WITH THE ACADEMIC TEAM

This will be a casual meeting with special focus on the Heads of Administration and Student Services. They will be highlighting the various steps to be taken by students from enrolment to graduation. Highlighting the various departments involved in the academic journey of students- Library department, IT department, Sports department & Student Services Department. This will be a light meeting to explore and interact on the journey ahead.

SSD & EVENT INDUCTION/INTERACTION

Various social activities (sports, get-together & fresher's bash) will be organized by the Events personnel as well as SUC students mix. These activities will induct International students into the student life and socials of



the University. It will also be an avenue for various University clubs to pitch their activities and register new students. SSD will also help facilitate some of the activities and induction process.

DETAILS OF SUC STUDENT TUTORIALS

This programme is tailored to assist SUC students at all levels and Degrees on SAP status and Repeating Courses Status. The programme will be run by a committee of Faculty, Admin & SSD. The modality of the package entails fellow students tutoring other students in core courses that are challenging. The main duty of the Student Tutor is to disseminate course content in a more flexible and understandable form to student; considering learning from a student's view point.

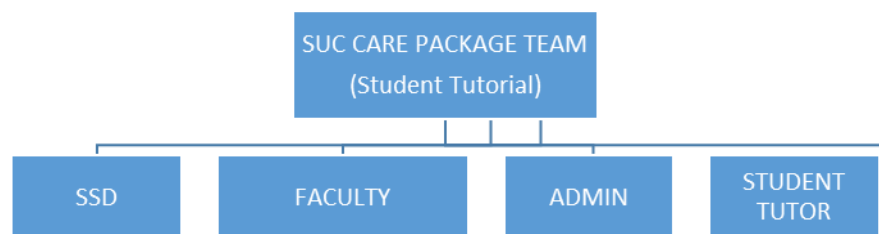
TEAM/COMMITTEE

SSD - feedback, monitoring/supervising attendance of both tutors & tutored

ADMIN -calendar of programme, faculty allocation, tutors rostering & course structure

FACULTY- handling courses/mentoring student tutor

STUDENT TUTOR- academically sound students from all levels & degrees



APPOINTMENT OF TUTORS & CONTRACT

Student tutors are to be chosen from academically sound students with acceptable CGPA.

Registration of such students will be done after their names have been forwarded by their Class Representatives.

Such registration will undergo further investigation and verification by the SUC Care Committee. Student tutors will be appointed after all assessment and interview has been done by committee members. HR will draw up contracts that entail what is expected of tutors as regards- attendance, input, tutorial hours and the compensation package. The contract signifies the student tutors' commitment to the package and the



responsibility to given sound/quality support to students allocated to him.

ORIENTATION OF TUTORS BY MENTORS & SSD

Student tutors will undergo an orientation to understand their responsibility and task at tutoring other students to a better understanding and increased academic performance. Academic advisors will serve as mentors to tutors guiding/supervising their delivery and coaching tutors on how best to cover the course content.

SCHEDULING OF CLASSES & ALLOCATION OF TUTORS

The scheduling of classes and allocation of courses to tutors will be done by Faculty & Admin. This will be done for a balance in work load; and allocation according to academic strength and understanding of student tutors. Courses to be taking will also accommodate popular demanded courses. The rostering of tutors will be done by the Admin as well as attendance collation of both tutor and tutored.

CONTROL & TRACKING PERFORMANCE OF BOTH TUTOR & TUTORED

The control and tracking of both student tutors and the tutored will be done by both SSD and Admin. SSD will ensure all tutors are efficiently performing up to standard and will receive regular feedbacks from both tutors and tutored on the impact of the package and the progress made.

FEEDBACK

Various feedback will be employed in the package-

Student tutor- on the response of student, class participation and contribution.

Student tutored- on teaching effectiveness of tutors, effectiveness of the package.

Academic advisor- assessment of tutor's performance and the level of understanding of the tutored.

SSD- on the overall performance of the package.



FOLLOW UP SESSIONS

This will entail the various meetings to be held to keep track of and monitor the whole SUC Care Packages (Bridging programme & Student tutorial). The various committees are to meet at stipulated times; bi-weekly or monthly as the case may be. All committee members will give feedback and take decisions together on the progress of the package.

POLICY & PROCEDURES FOR STUDENT TUTORIALS

FACULTY IN-CHARGE OF COURSES

There will be assigned faculty to each course to be handled by student tutors. These tutors will also be linked with the faculty heading the course for which they have been chosen to take. This is for guidance and quality control of the delivery of each course.

TEAM OF STUDENT TUTORS

Tutors will be registered through their class representatives and will undergo screening before allocated to courses. These tutors will undergo training and orientation with the faculty in charge. Student tutors will also be registered on the University's portal. Tutors are to focus on the following in the tutorials: -

Revision

Solving problems

Solving assignments

STUDENTS FOR THE TUTORIALS

This will include all SAP & Repeating students of all levels and degrees. They will be registered in the system with their academic status and courses to be repeated. They will be offered the various technical courses and attendance for the same will be required.

PAYMENT PACKAGE OF TUTORS

Student tutors will be offered a minimum amount dictated by the HR and Finance. A contract will be signed for the same and failure to comply will lead to the termination of such offer. However, one of the main criteria is for tutors to have minimum number of students attending.

SCHEDULING OF TUTORIALS

This will be prepared by the Administration and HR; which will include: - timing, duration and rostering of tutors. Scheduling will be done at the beginning of each semester to cater to the availability of tutors and courses for the semester. However, the proposed timing includes; Morning students- 1:15pm- 2:30pm and evening students- 5:30pm-7:00pm. The proposed start



date is 2 weeks before the main exams (Mid Terms and Finals)- 3 days in a week.

PUBLICITY & ONLINE PRESENCE OF TUTORS

Student tutors will make themselves known to students by conducting class-to-class as well as online campaigns; highlighting the courses they will be handling. Tutors will also engage in running a blog that will showcase their works.

CERTIFICATIONS TO BE GIVEN

All student tutors will be awarded certificates for their stewardship.

POLICY & PROCEDURES FOR BRIDGING PROGRAMME

FACULTY IN-CHARGE OF COURSES

The faculty in charge of the courses are to be full time and persons with the ability to create a relaxed and warm delivery of the courses. They are to majorly guide International students in the right perception of the culture of both the UAE and Skyline University.

SCOPE OF THE COURSES AND ACTIVITIES

The courses to be offered in this programme are: - UAE Culture & SUC Culture. These courses are to be strictly handled by the faculty assigned to this programme. Along with the courses will be other extra-curricular activities such as excursions to places of historical and cultural interests, social mix with other students & friendly matches.

REGISTRATION/ORIENTATION OF ELIGIBLE STUDENTS

This programme is designed strictly for International students and they will be automatically registered into the programme after their enrolment for the semester. All orientations for International students irrespective of the departments involved, are to be casual and in a relaxed atmosphere.

WELCOME PACK

All registered International students will receive a welcome pack arranged by the Marketing team and this will include: - a SUC branded notebook, pen, bag & mug.

FACULTY AND DEPARTMENTS INVOLVED

The following departments will be involved in the induction and correspondence on International students' matters: - Administration, SSD, Events, Marketing, Library, Sports & Academics. They will be present at various points in the students' journey and will need to adequately communicate to students, their role and how they can assist them.



SCHEDULING OF THE PROGRAMME/ COURSE DELIVERY

The scheduling of this programme will be fixed by the Admin and courses will run in the morning and evening. Classes will start after late joiners' orientation and will run for one full month. A schedule will be handed to all students registered for the programme.

CERTIFICATIONS TO BE GIVEN

All students who register and finish attending the courses in this programme will qualify to receive a certificate at the end of the programme. Certificates will be coordinated by the Admin department.

ADVISORY / MENTORING SESSION

INTRODUCTION

SUC has an effective academic advising scheme that has helped the academic performance of students in the past. The objective of academic advising is to help students achieve a higher degree of academic performance through the processes of planning and development of their study, growth, and a career that would lead to a prosperous future, while they are studying in SUC. A faculty member of SUC, who has the closest expertise relevant to the student's major field of study, is assigned to the group of students as 'Advisor'. Every student is assigned to an Advisor at the time of admission. The advisor provides the student with information about courses, accessing University facilities and academic support units, and guidance on how to perform better in their courses and programs of study.

The following are the goals of the Academic Advising:

- (a) Monitoring the progress of the students continuously.
- (b) Implementing and communicating information about academic policies, procedures and graduation requirements.
- (c) Assisting students in clarifying their academic goals and objectives.
- (d) Providing individual and/or group advising opportunities to assist students in achieving academic success.
- (e) Making referrals and directing students to appropriate academic support units and resources.
- (f) Demonstrating a high level of professionalism and consistently maintaining confidentiality in advising/ counseling matters.
- (g) 5% of attendance is reserved to the academic meeting with the advisor

Student's Rights

Students will have the right of timely access to an assigned advisor, the right to receive pertinent and accurate information as needed for academic and career planning and the right to make their own decisions.



Student's Responsibilities

- a. The following are the responsibilities of the students to make the scheme work effectively for their optimum benefit:
- b. Make an effort to get to know their advisor.
- c. Maintain an academic advising and career-planning file.
- d. Know the degree requirements and other relevant academic policies and procedures.
- e. Complete academic requirements in a timely manner.
- f. Initiate timely career and academic inquiries and discussions with advisor.
- g. Make regular progress in appointments and also meet advisor for assistance when questions or problems arise.
- h. Prepare a list of questions or concerns prior to meeting with the advisor.
- i. Be considerate to the advisor's schedule of advising appointments and arrive promptly.
- j. Take responsibility of their decisions.
- k. Provide regular feedback of Academic Advising scheme and the advisor.

Student Feedback

60% attendance is required for the feedback.

Flow

Step 1 Allocating Advisors by the Advisory committee

Step 2 Admin will allocate the advisees to different advisors and mentors.

Step 3 IT and Admin will make sure that the name of the advisor is reflected in the students' portal

Step 4 IT will ensure that the Advisory list for each advisor is uploaded in the advisor's advisory system

Step 5 The chair will send the details of different advisory meet

Step 6 SSD will ensure that All Advisors are keeping their advisory hours on their notice boards of their offices

Step 7 The chair will send the advisors all points he wants them to raise during the first/second Advisory meet and ask them to send their feedback

Step 8 Advisors will present the progress of their advisory to the Chair during MT exam week

Step 9 Final report and presentation will be submitted by advisors to the chair

Step 10 Taking the feedback from the IRO office



Step 11 The feedbacks are discussed with Advisors / mentors during their annual evaluation meeting

New Students

Each undergraduate student is assigned a faculty who will act as their advisor and guide them regularly for their academic and career progression. Similarly, each graduate student is assigned a faculty member who acts as their mentor and guides them for their academic and career progression. These advisors or mentors provide proper orientation to all their advisees and the primary purpose of this orientation is to familiarize with them and inform them who their advisors / mentors are. During this session, they are also notified about their duties and responsibilities as advisee, importance of academic progression and academic quality assurance. All advisees have to update their personal details with the advisors / mentors to enable the ease of communication between the two and timely provision of advising services to them.

The advisors or mentors inform their respective advisees on the various academic services like provision of CDP including assessment tools, study material, grade improvement policies. Students are also informed on the usage of portal services for checking attendance, assessment marks, grades and for various other requests, making online requests and interacting with faculty to understand their progress in the course. Students are told that any issues faced by them on the above academic matters should be immediately addressed to the concerned advisors who will help in resolving them at the earliest.

At the same time they are made aware of the requirements of various academic support services units which include document submission to different department for completing the admission formalities, collection of rental books and timely return, payment of fees on schedule & late payment fees , Checking of statement of account, de-activation process adopted by various department, locker usage and timely return of key, use of sports facilities and participation in Co-curricular & Extra-curricular activities.

Students are informed about the procedure for appealing in case of any grievance with regards to grades, late submission, attendance, re-quizzes and portal activation.

Continuing Students

The advisors / mentors provided an orientation to the TOC students who start their Programs at the intermediate stage similar to the new Students. (Refer section II-A above). They are also oriented on the study material, Course delivery



package, assessment and usage of portal services to access their attendance information, assessment marks, and grades and also to make various online requests. TOC students are encouraged to interact with the faculty for course progress by using their official id.

The information on the alumni club and its activities is provided to the **junior accelerated** and **senior students**.

The advisors focus on re-enforcing academic services / issues faced by the continuing students related to CDP & Assessments, Grade Improvement, Online request, etc. They provide information on the requirements for Internship/Internship Project/Dissertation.

The advisors / mentors also focus on re-enforcing academic support services / issues faced by continuing students with regards to submission of relevant documents required by various departments. The advisors / mentors orient them on the requirements of accelerated program, graduation, Internship/Internship Project, Dissertation, Scholarship, Rewardship.

The advisors / mentors remind them about the collection of rental books and returning on time, timely payment of fees & late payment fees, checking of statement of account, de-activation process by various department, usage of locker and returning key on time, use of sports services and participation in Co-curricular & Extra-curricular activities.

Students are informed about the grievance and appeal procedures related to grades, late submission, attendance and re-quizzes and portal activation.

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 and if found, the student will be asked to leave the SUC.

ALUMNI REGISTRATIONS

Student Services Department registers the Alumni students at the time of filling the graduation form and also provides this facility through online registration. Further it coordinates with the Corporate Affairs Office and Events Committee to keep them updated about the events organized for the benefit of Alumni. **(Refer Alumni policy manual for more details)**

SCHOLARSHIP

SSD conducts meeting to recommend the eligible candidates for scholarship under various criteria. The various scholarship options provided by the University are need based scholarships, merit based scholarships, etc. SSD orients the students on the



document required to apply for these scholarships.

SSD encourages the students to be active in the campus by mean of giving them rewardship points. The students interested in receiving this rewardship and those who enjoy extra-curricular activities receive booklets to note down the hours they spent towards extra-curricular activities. At the end of the academic year the booklets are returned and the top 10 students with the highest score receive rewardship scholarship.

Process Flow

Step 1 The dates to receive and finalize the scholarship should be announced to all students through their portal and calendars

Step 2 Advisors have to notify the students about the dates and T&C for these scholarships

Step 3 coordinate with Sports department in evaluating the sports scholarship applications as per the sports policy.

Step 4 Scholarship committee meets as per the calendar and finalizes candidates for scholarship. Upon receiving approved list; Admin. will prepare letters to be issued to students.

CLASS REPRESENTATIVES

SSD conducts the election of Class representatives from each class. SSD meets the Class Representatives twice in every semester and receive their feedback related to issues faced by students with different academic and academic support service units. SSD disseminates the feedback to different units and assists in resolving any issues. Head of Student Affairs will prepare the minutes of the meeting with response to their suggestions or requirements from different departments and send it back to CRs.

Process Flow

Step 1 planning of schedule for different activities

Step 2 election of CR's (one academic and one nonacademic)

Step 3 conduct meetings as per scheduled.

Step 4 prepare MOM and send them to different departments to get the feedback.

Step 5 get back to CR's and provide them with answers to all their comments and queries.

HOSTEL (INTERNAL AND EXTERNAL HOSTELS) & INTERNATIONAL

Head of Sports meets the Hostel students regularly and reports any major disciplinary issues related to hostel and international students to Head of Student Affairs. HSA meets the Hostel student in case of any major issues reported by Head of Sports. In addition, HSA meets the Hostel and International Students along with the Head of Sports twice in every semester on the scheduled dates and interact with them to find out any issues faced by them. Head of Student Affairs in coordination with Administration regularly counsel the international students on their visa status, passport submission status, outstanding fee and academic progression.



COORDINATION WITH INTERNATIONAL OFFICES

SSD coordinates with the international offices to maintain communications with guardians of international students for updating on academic progression, attendance, fee outstanding, disciplinary issues, hostel related issues, undertaking forms from guardians in case of disciplinary issues or financial outstanding as may be deemed necessary.

STUDENT REQUESTS

Any student request which comes through the due process will be segregated by the Student Services Department and the request is sent to the respective departments to fulfill the student request within the policy frame work of SUC will be responded to the students within 48 hours. Issues relating to external agencies the response time varies based on the time taken by the outside agency.

Leave Application

Student who wants to avail leave during the ongoing semester should fill the leave request form available with student portal. All leave applied must be approved by the Registrar & HASS.

Step 1: Apply leave application through the student portal

Step 2: submit the supporting document [proof] to Administration & Examination Department

Step 3: the document will forward to registrar for the approval

Step 4: The status of the application will be communicated to the student, faculty and advisor

Step 5: Application copy with approval status will be placed in the student file

Change of Class Timing

Students willing to shift their classes from Morning to Evening or Weekdays to Weekend or vice-versa should fill up the request form available with the SSD citing reasons along with the evidence. Such request will be approved only according to the availability of the seat. The change of class shift will be entertained only during the first two weeks from the commencement of the semester and will be at solely subject to the availability or judgment of the Head - Admin & Exam Department.

Step 1: Apply change of class timings through the student portal

Step 2: Submit the supporting document [proof] to SSD

Step 3: the document will be forwarded to Head of Administration for the approval

Step 4: Approved application will be forwarded to registration officer for shifting of class timing.



Step 5: The status of the application will be communicated to the student, faculty and advisor

Step 6: Application copy with approval status will be placed in the student file

Change of Major

Students may apply to change their major by filling the form available in student portal (refer change of major form) along with the applicable fee. The form must be submitted to SSD for necessary processing. Change of Major is permissible only till the fourth semester subject to availability of seat in the respective major and after paying the applicable fee. The change of major is not granted as a right but will be submitted to the Head of Academics and Dean for approval

It is advised that the change of major should be done at the freshman level. Only under mitigating circumstances, the case can be considered in the sophomore year of the study.

Step 1: Apply for the change of major through the student portal

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 Head of Academics for his approval

Step 4: Upon approval, applicable fees will be debited to the student account and deadline for payment is informed

Step 5: In case of a TOC student, the same procedure as above will be applicable for any change in major; in addition student will have to reapply for TOC for the new major.

Step 6: Student pays the amount debited to his account

Step 7: Approved application will be forwarded to registration officer for changing the major.

Step 8: The status of the application will be communicated to the student, faculty and advisor

Step 9: A new ID card, revised graduation plan and fee schedule is issued to the transferred student

Step 10: Application copy with approval status will be placed in the student file

Withdrawal of Course

Withdrawal of a course/s can be done within the first week of commencement of a semester with a maximum number of two courses. The withdrawn course/s will not be reflected in the student's transcript for that semester. However, if the student withdraws any course/s after the first week, the withdrawal of the course/s will be reflected in his/



her transcript as a “W” and a repeating course fee of that particular academic year will be applicable whenever the student takes that course/s.

Note: The withdrawal of course is not applicable for students under accelerated Program, SUC Visa / Visa Letter / Embassy Letter.

- Step 1:** Apply withdrawal application through the student portal
- 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 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 course/s withdrawal
- 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 withdraws
- Step 9:** Application copy with approval status will be placed in the student file

Addition of A Course

Addition of a course is allowed only to those students who are not progressing as per the Graduation plan given to them initially. However, a student cannot exceed maximum load of 18 credits per semester. If a student opts for additional course/s, along with the regular course will have to apply for the same within two weeks of the commencement of the semester. An additional charge will be applicable to the student as per the policy.

- Step 1:** Apply for addition of course/s through the student portal within first two weeks of commencement
- 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 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 adding course/s
- 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 applying for addition of course/s
- Step 9: Application copy with approval status will be placed in the student file

Postponement

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.

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 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.



Cancellation

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 for approving the cancellation

Step 5: Upon approval, the form is sent to various departments as follows for getting no dues clearance:

Marketing & Registration Department for their comments.

Finance department for checking whether the student's account is cleared.

Library to check for any pending books to be returned.

Computing department will de-activate the portal and email address.

Human Resource Department for the verification of the student visa status.

Administration & Examination 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 & Examination 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

Cancellation procedure for Visa students:

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:

Emirates ID (Original)



Passport
Ticket Copy
Visa Cancellation Letter from Immigration

Cancellation procedure for Visa letter and Embassy Letter students:

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:

Visa Cancellation Letter from Immigration

Reactivation

The students who are in the category of Postponement, Temporary Cancellation, 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 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.

Requests for letters / transcripts

Besides the above, students also request for the following letters / transcript from the University:

Bona-fide student letter (In English or Arabic)
Letter mentioning dates of examination
Copy of course definitive document (CDD) for course/s attended
Transcripts
Reference Letters
Course Equivalency Letters
Certificate Equivalency Letters
No Objection Letters (Opening a bank account, applying for driving license, applying for visa)
Letters for Government Departments
Letters of Introduction for Internship / Dissertation



Sponsor Request Letters 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. |

ADDRESSING STUDENT 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



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:

- Procedures used to review and resolve complaints or grievances should be fair and conclusion drawn after hearing each point of view.
- Confidentiality will be respected, unless the use of the information is authorized by law.
- Complaints or grievances will be handled in a timely manner with achievable deadlines specified for each stage in the evaluation process.
- The decision will be communicated to Students coordinator who in-turn communicates to the student.

All concerned parties to the complaint or grievance is regularly informed on the progress of the matter.

Procedure

- Step 1:** To fill the compliant suggestion form in the administration department regarding the issues giving the facts of the issue and the nature of the grievance
- Step 2:** Attempts made by the student to resolve the issue to the concerned faculty/staff and the response.
- Step 3:** The administration gathers information about the issue from the concerned parties.
- Step 4:** The administration arranges a meeting between the aggrieved parties; if it is resolved the matter is recorded and closed.
- Step 5:** If it is not resolved in the first meeting then administration request the HSA to call DAC meeting and presents the case, afterwards the DAC conducts the enquiry and suggest the solution, if it is resolved the matter is recorded and closed.
- Step 6:** if it is not resolved the matter will be referred to EC committee by the HSA, the decision of the EC committee will be final and binding for resolving the issue.
- Step 7:** Still the matter is not resolved the student may be allowed to take necessary steps to resolve within the SUC framework or UAE legal framework.



BUDGET

Student Services Department develops a proposed annual budget of the department and discusses with the Head of Finance Department. The Head of Finance presents the departmental budget to EC and upon review by EC, the approved budget is handover to Head of Student Affairs Office.

SERVICES PROVIDED TO STUDENTS

Identity Cards

Students are issued with a SUC Identity card according to their admission status (Provisional / Confirmed). Students need to carry their Identity cards all the time while being in the SUC Campus. Identity cards will be checked randomly.

Admission Kit

Once the student's admission is confirmed, he/she is provided an Admission Kit including a 'Letter of Admission' & 'Invoice'. Students need to pay their SUC fees according to the Invoice issued.

Letters [Arabic / English]

Recommendation letter, Bonafide certificates Letters, Transcript, Provisional letter, Degree, Duplicate Certificate/transcript, Internship letter, Dissertation letter, Repeating course letter, conditional admission letter, No Objection letter, Accounts Statement for sponsors, Scholarship letter, DAC letter, Rewardship letter, Topper letter, appreciation letter, Deans List letter

Portal ID

Every student is issued a portal ID and password through which they can access their class attendance, assessments and the results online. The academic profile, Academic Advisor and the events of the SUC can also be accessed through the portal.

Lockers

Lockers are where the students can keep their respective belongings and the keys will be issued to the students through the Student Services department. Students leaving the SUC due to cancellation, transfer to other institution or graduation are requested to return the key to the Student Services Department.

Lost and Found

Lost and found items will be kept in Student Services Department; Students are encouraged to report of any missing items as soon as possible. Any lost and found items are notified by the Students Services Department by displaying on the notice board in the lost and found section.



RFID

Students having their own transport are issued with an RFID card to avail the facility of parking the car inside the SUC campus at designated areas for students. Students should park their car on their designated area without blocking other cars. Students are urged to drive slowly and cautiously when entering and leaving the premises.

SMS Services

The Student Services department provides SMS services to inform the students of all updates on a regular basis and also for any emergency needs that might arise.

Online Services

Students can avail the online services for their various requests.

Common Room

Common room is meant for students for extra-curricular activities such as indoor games, conducting rehearsals for any upcoming events and birthday celebrations.

Help Desk

Help desk is maintained at the first day of the semester to assist new intake students with regards to the campus whereabouts.

DISPLAY INFORMATION ON PLASMA/NOTICE BOARD

The Student Services displays information related to CR meetings, advisory list and important circulars on the Notice board as per calendar for updating the students on important events and activities.

PLANNING OF DEPARTMENTAL OPERATIONS

SSD plans their activities for the complete academic year in advance. The planning for next academic year is generally initiated towards the end of Spring semester of the current academic year. Planning includes review and update of all documents required for the smooth conduct of operations of the department.

Following are some of the documents reviewed, updated and filed for completion of planning:

1. Goals, Objectives, Purpose, Academic Goals, Departmental Goals, Individual Goals, KPIs & Benchmarking
2. Policy & Procedures Manual
3. Forms, Process Flows & Authority Level



4. Strategic Plan
5. IE Tools
6. Feedback
7. Fact Files
8. Job Description
9. Pre-Semester Checklist
10. Operational Checklist
11. Calendars & Checklists
12. Handbooks, Manuals and Departmental Leaflets
13. Letters & MoU's for All Aspects
14. Orientation (Ppt Outline) For Faculty, Staff, Student & General Public
15. Inter-Departmental Requirements
16. Semester Closing & Opening Presentation
17. Semester Audits
18. Reporting Format
19. Notice Board updates
20. Social Media updates
21. Whom to Contact List
22. Website content
23. FAQS
24. Portal content
25. ERP plan and status
26. Calendar Management System
27. Document Management System
28. Department Budget
29. General Requirements of HOD & Department

SEMESTER PLANNING & CLOSING PRESENTATION

The Head of Student Affairs presents the closing status and planning of activities for the next Semester at the end of every semester during the Academic Support Services Meeting to all the Academic Support Services Staff. This presentation includes the details about the status of completion of the activities planned before the commencement of the semester and activities planned for the next upcoming semester.

FACT FILE

SSD maintains the Fact file for every semester and it comprises of summaries of the following components:

Events Report – Feedback and budget analysis
Student Members in clubs and committees



Advisors / Mentors list
Semester-wise counseling report
Fact file is submitted at the end of every semester along with the semester report.

CALENDARS

SSD develops the following calendars for planning of all its activities:

- A. SSD Calendar
- B. CR Meeting Calendar
- C. Hostel & International Students Calendar
- D. Scholarship and Rewardships Review Calendar
- E. Counseling Calendar
- F. Advising and Advising Review Calendar
- G. Review of Portal Updates
- H. Review of Invoice/ Letter

The calendars for next academic year are developed during the Spring semester of current Academic year.

CHECKLIST

SSD develops the checklist of Pre-semester & Operational activities for the Fall, Spring & Summer Semesters. The Pre-semester and Operational checklist for next semester is prepared at the middle of current semester. The department reviews the status of activities to be completed as per the Pre-semester checklist, updates it at least one week prior to the start of semester and submits it to the Dean for review. The status of operational checklist is updated and submitted regularly to EC on a fortnightly basis.

WEBSITE, PORTAL & FAQs

Information about the department is displayed on the SUC Website which contains the introduction, goals, services provided and important policies of the department. The website also contains all frequently asked questions about the department. The department also has been provided a section on the portal which displays all the important calendars of this department. The contents for Website, portal and FAQs is reviewed at the end of every semester for any updates required before the start of next semester.

IE TOOLS

SSD is being allocated the responsibility of Institutional effectiveness tools related to Class Representative, Counseling, advisory and Suggestion & Complaints under the



chairmanship of Head Student Affairs. The department carries out all the activities and submits the relevant reports to IR & QA Office as per the submission deadlines provided in the IE Calendar. The IE reports are reviewed by EC and recommendations or suggestions are being provided for each IE tool. The QA Office disseminates the recommendations or suggestions from EC to the Student Services Department for implementation and reviews the status of implementation as per timeline provided.

FEEDBACK

Students provide their feedback about the Student Services department which is obtained through the CR feedback, Advisory feedback and Academic Support Services Feedback conducted by the IR & QA Office as per Feedback calendar. The IR & QA Office develops the Feedback analysis report and sends it to Dean. The Dean reviews the feedback report, identifies gaps and recommends corrective action which is forwarded to the department for their necessary implementation. The department updates the status of implementation of the recommendations to IR & QA Office as and when requested.

DEPARTMENTAL AUDITS AND REPORTS

The QA Office conducts an audit of semester and annual reports of SSD as per the audit format after the end of every semester, identifies any gaps and submits an audit report to COEC. Upon review by COEC, the recommendations are forwarded to the department for necessary action.

ANNEXURE

FORMS
MANUAL, HANDBOOKS & LEAFLETS
LETTERS

| | MOE STANDARDS | EXISTING POLICY |
|---------------|---|---|
| STANDARD 5 | Student Services. | <u>SERVICES PROVIDED TO STUDENTS</u> |
| | Advising Services. | <u>ADVISORY / MENTORING SESSION</u> |
| | Student Activities and Publications | <u>STUDENT ACTIVITIES POLICY</u> <u>STUDENT PUBLICATION POLICY</u> |
| | Student Behavior and Academic Integrity. | <u>ACADEMIC INTEGRITY POLICY</u> |
| | Grievances | <u>ADDRESSING STUDENT GRIEVANCE</u> |
| STIPULATION | k. Student Disciplinary Policy. This policy is accompanied by regulations | <u>DISCIPLINARY POLICY</u> |



| | | |
|----|--|--|
| IA | and full operational procedures. | |
| | l. Student Activities Policy. | <u>STUDENT ACTIVITIES POLICY</u> |
| | m. Student Publications Policy. | <u>STUDENT PUBLICATION POLICY</u> |
| | n. Student Rights and Responsibilities Policy. | <u>STUDENT RIGHTS AND RESPONSIBILITIES POLICY</u> |
| | o. Student Counseling Policy. | <u>STUDENT COUNSELING POLICY</u> |
| | q. Academic Advising Policy. | <u>ADVISORY / MENTORING SESSION</u> |
| | s. Student Appeals Policy and Procedures. | <u>APPEAL AGAINST MARKS / GRADES AWARDS POLICY</u> |
| | t. Student Grievance Policy and Procedures. | <u>ADDRESSING STUDENT GRIEVANCE</u> |



MARKETING & CREATIVE COMMUNICATION DEPARTMENT



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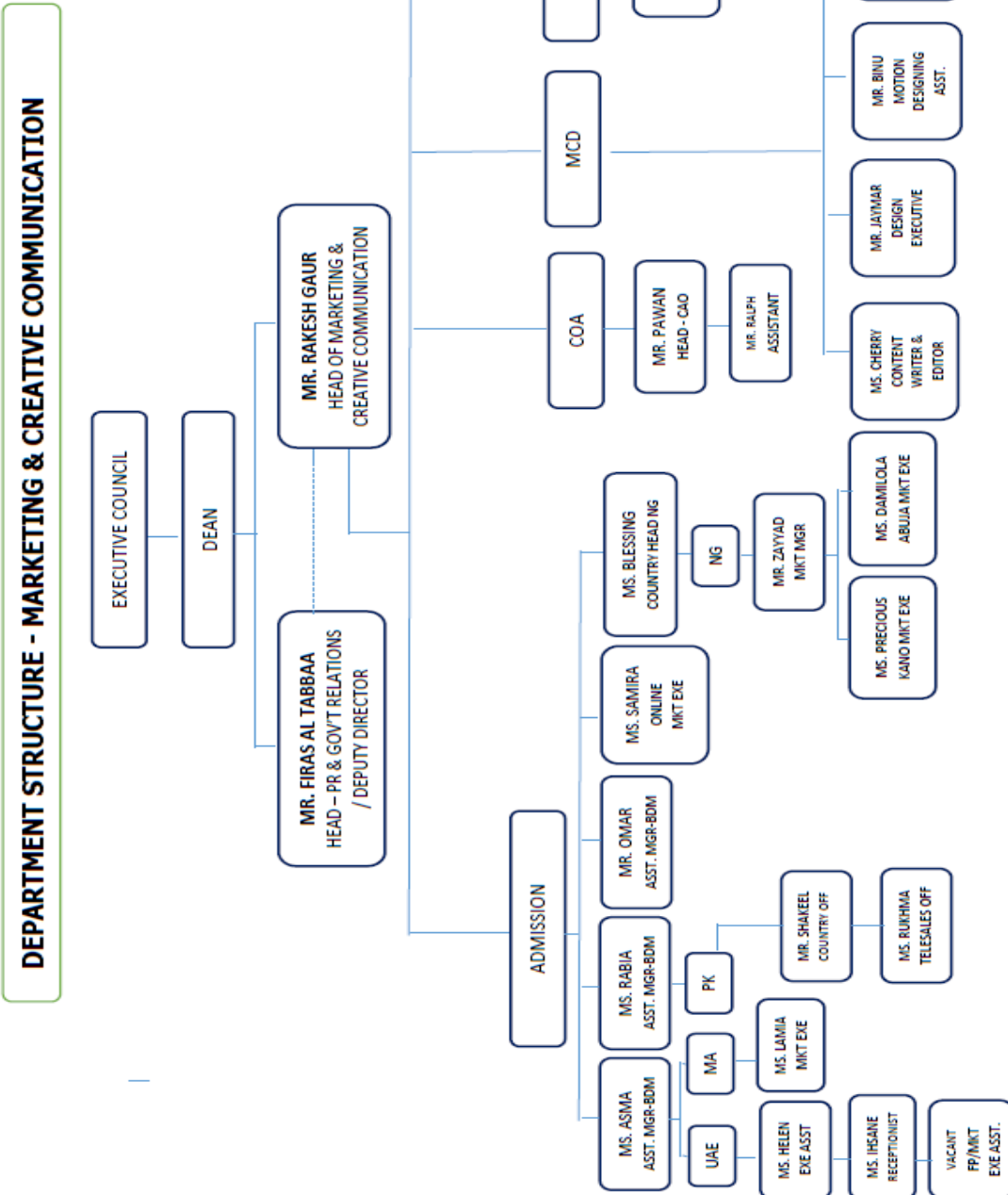


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DEPARTMENT STRUCTURE

MARKETING & CREATIVE COMMUNICATION DEPARTMENT







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 | Planning of the Marketing Department | Mr. Rakesh Gaur |
| 3 | Marketing activities & Planning - Advertisement plan, billboards, design and bookings for local and International markets & Travels | Ms. Rabia Bilal Ms. Asma Ms. Blessing Under supervision of Mr. Rakesh Gaur |
| 4 | Fee structure | Mr. Rakesh Gaur in coordination with Mr. Elvin |
| 5 | Planning visits for Corporate, Banks and Business Councils in coordination with Corp. Affairs Department. | Mr. Pawan under supervision of Mr. Rakesh Gaur |
| 6 | Planning visits for PR with Government organizations | Mr. Firas Al Tabbaa |
| 7 | Planning visits & networking with Non Arab cultural clubs, associations and schools for workshops | Mr. Pawan under supervision of Mr. Rakesh Gaur |
| 8 | Planning visits plan & networking with Arab cultural clubs associations and schools for workshops | Mr. Omar in coordination of Mr. Firas Al Tabbaa under supervision of Mr. Rakesh Gaur |
| 9 | Planning visits to Non-Arab schools for workshops & campus visits | Mr. Pawan under supervision of Mr. Rakesh Gaur |
| 10 | Planning for Online & Social Media (budget, media buying, SEO & SMO, Designs) | Ms. Samira in coordination with Media Comm. Dept. under supervision of Mr. Rakesh |



| | | |
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| 11 | Planning for GCC to meet agents, MOE, SUC listing, (Qatar ,Bahrain & Kuwait) | Mr. Firas Al Tabbaa |
| 12 | Planning for CIS to meet agents, MOE, SUC listing, exhibitions (Tajikistan, Kazakhstan) | Mr. Rakesh Gaur |
| 13 | Planning for Nigeria to meet agents, MOE, SUC listing, Scholarship Boards, exhibitions from African countries (Kenya & Ghana) | Ms. Blessing in coordination with Nigeria Team under supervision of Mr. Rakesh Gaur |
| 14 | Planning for Pakistan to meet agents, MOE, SUC listing, exhibitions | Ms. Rabia Bilal in coordination with Pakistan Team under supervision of Mr. Rakesh Gaur |
| 15 | Planning for Morocco to meet agents, MOE, SUC listing, exhibitions (develop new market - Algeria) | Ms. Asma Dridi Naaman in coordination with Morocco Team under supervision of Mr. Rakesh Gaur |
| 16 | Orientation of country heads on all marketing operations including change in policy procedure | Mr. Rakesh Gaur |
| 17 | Orientation and implementation of marketing plan local and international | Ms. Blessing Ms. Asma Ms. Rabia In coordination of international offices team members under supervision of Mr. Rakesh Gaur |
| 18 | Implementation of online & social media plan & chat | Ms. Samira in coordination with Media Comm. Dept. under supervision of Mr. Rakesh |
| 19 | Implementation of visit plan for Corporate, Banks and Business Councils in coordination with Corp. Affairs Department. | Mr. Pawan under supervision of Mr. Rakesh Gaur |
| 20 | Implementation of visit plan for PR with Government organizations | Mr. Firas Al Tabbaa |
| 21 | Implementation of visit plan with Non-Arab cultural clubs, associations and schools for workshops | Mr. Pawan under supervision of Mr. Rakesh |



| | | |
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| | | Gaur |
| 22 | Implementation of visit plan with Arab cultural clubs associations and schools for workshops | Mr. Omar in coordination of Mr. Firas Al Tabbaa under supervision of Mr. Rakesh Gaur |
| 23 | Implementation of visit plan to Non-Arab schools for workshops & campus visits | Mr. Pawan under supervision of Mr. Rakesh Gaur |
| 24 | 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 |
| 25 | Registration and ERP updates | Ms. Asma Dridi Naaman Computing |
| 26 | New Intake registration audit including placement test | Ms. Asma Dridi Naaman |
| 27 | Students counseling & admission management locally and internationally - call, visitor, enrollment management and coordination with other department | Marketing Officers |
| 28 | Follow-up management | Marketing Officers |
| 29 | School of Business (BBA & MBA) and School of IT (BSIT) conversion and Postponement & Cancellation follow up | Ms. Asma |
| 30 | Responding & follow up on online enquiries - Arab & International (except Pakistan, Nigeria & Morocco) | Ms. Samira |
| 31 | Responding & follow up on online enquiries - Non Arab (UAE) | Ms. Rabia |
| 32 | Responding & follow up on online enquiries - Pakistan | Ms. Rukhma under supervision of Ms. Rabia |
| 33 | Responding & follow up on online enquiries - Nigeria | Ms. Precious (Kano Office) Ms. Damilola (Abuja Office) Under supervision of Ms. Blessing |
| 34 | Responding & follow up on online enquiries - Morocco | Ms. Lamia (Morocco Staff) under supervision of Ms. Asma |



| | | |
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| 35 | School of Business (BBA & MBA) and School of IT (BSIT) - KIT collection | Marketing officers |
| 36 | New student follow-up till the class start | Ms. Asma Dridi Naaman |
| 37 | Registration audit until closing of each intake. School of Business (BBA & MBA) and School of IT (BSIT) query | Ms. Asma |
| 38 | Management of all marketing collateral including promotional materials | Ms. Asma/Ms. Helen under the supervision of Mr. Rakesh Gaur |
| 39 | Database management | Ms. Asma Dridi Naaman |
| 40 | Local exhibition management & coordination | Mr. Omar Ms. Asma |
| 41 | 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 |
| 42 | 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. Ihssane Ghouzzaf Ms. Helen |
| 43 | 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. Ihssane Ghouzzaf Ms. Helen |
| 44 | Updating of all files Periodic planning, closing presentations & monitoring of | Ms. Helen |



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|----|---|--|
| | marketing activity calendar | |
| 45 | 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 |
| 46 | 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 |
| 47 | Review of achievement of activities vs. plans | AAC – Chair & Vice Chair Mr. Firas Al Tabbaa Mr. Rakesh Gaur |
| 48 | MOU review management | Mr. Firas Al Tabbaa & Mr. Rakesh Gaur |
| 49 | Scholarship review management | Mr. Rakesh Gaur |
| 50 | Overall encouragement of department | Mr. Rakesh Gaur |



SECTION 1

INSTITUTIONAL



SECTION 1A



INTRODUCTION

The Marketing & Creative Communication Department, pursuing the vision and mission of SUC, is responsible to enroll prospective students to the School of Business & the School of IT 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 & Creative Communication Department is responsible in creating awareness and opportunities available at SUC for all 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 & Creative Communication Department in coordination with Media & Communication Department and Corporate Affairs Office 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 department oversees the online and press media updates done by Media and Communication department. It also supervises the Corporate linkage activities undertaken by Corporate Affairs Office as part of brand building activities.

The Marketing and PR & Admission Department admits school graduates & matured students as per the guidelines of Ministry of Education, 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.

LICENSURE & ACCREDITATION

Skyline University College was established in 1990 under the umbrella of Civil Aviation Authority of Sharjah. After the formation of Commission for Academic Accreditation (CAA) in the year 2000, SUC was licensed on 27th June 2000 by the Ministry of Education of the United Arab Emirates.

| School | Program | Initial Accreditation | Recent re-accreditation |
|--------------------|--|-----------------------|-------------------------|
| School of Business | Bachelor of Business Administration in Travel & Tourism Management | Sep-2005 | Sep-2017 |



| | | | |
|---|--|----------|----------|
| | Bachelor of Business Administration in International Business | Sep-2005 | Sep-2017 |
| | Bachelor of Business Administration in Information Systems | Sep-2005 | Sep-2017 |
| | Bachelor of Business Administration in Marketing & Retail Management | Sep-2014 | Sep-2017 |
| | Bachelor of Business Administration in Finance | Sep-2011 | Sep-2017 |
| | Bachelor of Business Administration in Public Administration | Sep-2014 | Sep-2017 |
| | Master of Business Administration with Emphasis on Finance | Jan-2008 | Sep-2013 |
| | Master of Business Administration with Emphasis on Marketing | Jan-2008 | Sep-2013 |
| | Master of Business Administration with Emphasis on Human Resource Management | Sep-2011 | Sep-2013 |
| | Master of Business Administration with Emphasis on Strategic Management & Leadership | Sep-2013 | Sep-2013 |
| | Master of Business Administration with Emphasis on E-Governance | Sep-2014 | Sep-2013 |
| School of Information Technology | Bachelor of Science in Information Technology - Enterprise Computing | Oct-2017 | |



VISION & MISSION

VISION

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

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 global environment. In pursuing this mission SUC focuses on innovative and creative approaches in all areas of education, research, consultancy & community services and empowering SUC employees as core members of the learning community facilitating their growth and development.

SUC GOALS AND OBJECTIVES

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

INSTITUTIONAL OBJECTIVES

- (i) Committed to serve with dedication in the field of higher education, and prepare students to contribute to the betterment of the society.
- (ii) To offer quality education to a diverse student body globally, irrespective of race, color, gender, religion, physical disabilities and age.
- (iii) To expand its higher education programs as per the needs of dynamic global environment
- (iv) 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
- (vi) To continue to pursue ethical conduct and high order of integrity in all spheres of institutional functions



STUDENT GOAL: To equip students with knowledge, skills and competencies capable of building lifelong career and creatively contribute to the betterment of business and society

STUDENT OBJECTIVES

- (i) To orient students with knowledge through under graduate and post graduate programs thereby grooming them for suitable career opportunities globally.
- (ii) To equip students with creative and entrepreneurial skills suitable for life long career building
- (iii) To integrate general education at the under graduate level programs
- (iv) To enhance higher order skills in problem solving, leadership, analysis and decision making among post graduate program students
- (v) To develop complete personality of the student through quality education and extra-curricular activities that will enable them to serve society optimally

EMPLOYEE GOAL: To engage competent employees and ensure their welfare and facilitate development

EMPLOYEE OBJECTIVES

- (i) To provide facilities that enhance long term SUC employee welfare, satisfaction and growth
- (ii) To facilitate conducive research and consultancy environment for faculty to pursue scholarly activities
- (iii) To conduct various faculty and staff development programs in order to prepare them 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.

- (1) To continue to work for a positive image and disseminate information through various communication channels about SUC.
- (2) To counsel prospective students for choosing the right programs at SUC as per policy procedure, guidelines and MOE Standards.
- (3) To plan and develop marketing strategies in accordance with SUC strategic plan.
- (4) To explore new market segment locally & internationally.



To evaluate & analyze the local & International employment market trends & the industry requirements for programs review and new program development.

WHY SKYLINE

INSTITUTIONAL

- (a) 27 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 Education (MOE), 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
- (h) In-house ERP to manage Effective operations and quick decision making

ACADEMIC EXCELLENCE

- (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 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 which develops professional skills and abilities essential for the career progression
- (c) Toastmasters club which helps in strengthening communicative and leadership skills
- (d) Student Care package which caters to New International students through a bridging programme and academically weak SUC students through Student Tutorials



- (e) Counseling is provided to help student progress in academic career.
- (f) Corporate affairs department administers student's placement and Industry networking opportunities like Internship and placement opportunities
- (g) Academic tours to various foreign countries
- (h) Entrepreneurship center to promote entrepreneurial skill among students
- (i) Well-equipped Innovation lab to foster creativity
- (j) Opportunities for lifelong learning anywhere in the world with the articulation agreements
- (k) Year round thematic community service activities
- (l) Year round co-curricular and extra-curricular activities for overall personality development
- (m) Portal services are user friendly for students to access course related information, e-learning resources, online request system and Online fee payment facilities
- (n) Students have access 365 x 24 x7 through SUC Mobile APP

INFRASTRUCTURE

Purpose built Campus equipped with all facilities

SPORTS FACILITIES

- (a) Cricket Ground
- (b) Multi Gym
- (c) Football ground
- (d) Basketball court
- (e) Student Common Room

LEARNING SUPPORT SERVICES

- (1) E-books and learning resources as study resources for MBA students
- (2) Well-equipped IT infrastructure in the campus including classrooms and labs to support the technology integration into the academics Innovation lab to foster creativity
- (3) Availability of interactive In-class facilities and online learning support services in classrooms
- (4) Library facilities equipped with rich physical and online resources
- (5) Skyline Entrepreneurship and Innovation Center

STRATEGIC PLAN

The Marketing Department follows the directions provided by the strategic plan for planning the annual operations of the department in order to achieve the overall targets as defined in the plan.

The Strategic plan period 2017-22 includes the marketing plan which focuses on three major areas namely brand building, expansion of international market and media planning more specifically digital media. The plan has been created with the experience gained in the last few years of the previous plan period where the trust provided to social media platforms have proven to be quite effective.



SECTION 1B



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:

- (1) **Information through observation:** General exposure to information, with no specified purposes.
- (2) **Information through pre-determined purpose:** Directed exposure –involving active search to more or less clearly identified area or type of information.
- (3) **Informal search:** Relatively limited and unstructured efforts are made to obtain specified information or information for a specific purpose.
- (4) **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:

- (1) Name of the institute/university college
- (2) Location – address including website & email
- (3) Type of degree and courses – duration, cost for each, class timing
- (4) Eligibility criteria
- (5) Entrance exam details
- (6) Number of teaching hours, nationality of faculty
- (7) Total number of students, class strength, nationality of students
- (8) Option of subjects for each program
- (9) Market share in UAE
- (10) Infrastructure
- (11) Ministry approval
- (12) Fee structure, terms of payment
- (13) Extra payments, visa formalities, Sports, Library, books etc.



- (14) Placement cell
- (15) Transport facility
- (16) Type of events organized
- (17) Transfer of credits
- (18) Staff facilities – Accommodation, Insurance, Medical etc.
- (19) Staff timing
- (20) Promotional strategies
- (21) Marketing budget
- (22) Other information
- (23) Emerging competitors

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.



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:

To continue to work for a positive image and disseminate information through various communication channels about SUC.

- (i) To develop plans for building brand image in local and international markets; preparing media plans and maintaining relationship with media
- (ii) To enhance online marketing efforts, website update and optimizing E-marketing sources for brand building
- (iii) To conduct workshops and participate in exhibitions, locally & internationally.
- (iv) To assist Corporate Affairs Office and Events Coordinator for brand building activities
- (v) To support academic initiatives - Conference &, Symposiums
- (vi) To conduct local and international workshops, MDPs and bootcamps in coordination with academics

To counsel prospective students for choosing the right programs at SUC as per policy procedure, guidelines and MOE Standards.

To counsel & enroll students as per SUC admission policy & target allocation as stated:

To maintain enrollment balance between majors or emphasis as per seat allocation

To plan and develop marketing strategies in accordance with SUC strategic plan.

To formulate, implement and review marketing strategies in accordance with the strategic plan

To focus and develop market plans for schools and colleges locally for School of Business (BBA, MBA) & School of IT (BSIT) (regular and weekend)

To focus and develop market plans for government, semi government and Corporate in UAE for School of Business (BBA, MBA) & School of IT (BSIT) (regular and weekend)

To focus and develop market plans for schools and colleges internationally for enrollment in School of Business (BBA, MBA) & School of IT (BSIT) (regular and weekend).

To review marketing activities and propose new marketing plan based on gaps identified

To explore new market segment locally & internationally.



- To explore schools and universities locally and internationally, online marketing and appoint agents for School of Business (BBA, MBA) & School of IT (BSIT) (Regular and weekend):
- To explore government, semi government and Corporates in UAE for School of Business (BBA, MBA) & School of IT (BSIT) programs (regular and weekends)
- To evaluate & analyze the local & International employment market trends & the industry requirements for programs review and new program development
 - To gather market intelligence; for evaluating, analyzing and identifying industry requirements for employment opportunities locally & internationally
 - To share the information & feedback with Academia in regards to the changes in the current programs and also new programs to be offered
 - To analyze and report market information

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.

RESPONSIBILITIES IN PREPARING MARKETING PLAN

| Activity | Responsible for Preparing | Responsible for Implementation | Approvin g Authority | Approving Authority for Amendments | Frequency of Review |
|-------------------|--|--------------------------------|------------------------|------------------------------------|-------------------------|
| Marketin g Plan | Head of Marketing & Creative Communication Dept. / DY Dir. | Marketing Department | AAC Chair & Vice Chair | AAC Chair & Vice Chair | Intake Wise and Monthly |
| Marketin g Budget | Head of Marketing & Creative Communication | Marketing Department | AAC Chair & | AAC Chair & Vice Chair | Fortnightly |



| | | | | | |
|--|-----------------|--|------------|--|--|
| | Dept. / DY Dir. | | Vice Chair | | |
|--|-----------------|--|------------|--|--|

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:

- Radio & TV
- Newspapers
- Billboards
- Local Magazine/Directories
- Local & International Exhibitions
- Workshops
- Gift Items
- Printing & Designing
- Sponsorships of events
- Participation in School activities
- PR Activities
- MOU/Scholarship Proposal with various entities
- Agents/Agencies
- E-Marketing (Facebook, Google & Yahoo, Other Portal)
- International Marketing (China, Pakistan, CIS Countries [Kazakhstan, Kyrgyzstan & Tajikistan], Africa [Nigeria, Ghana, Kenya & Morocco & Algeria], Middle East & GCC (Qatar, Bahrain, Kuwait)

The budget is prepared and reviewed by the Marketing Department and presented to Dean for seeking further approval from COEC. Once the budget is reviewed and approved, the same is put into action.

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.

Newspaper/Magazine Advertisements

Steps to select the newspaper/magazine:



- Selecting the target market: Arab / Non-Arab / matured students / weekend / gender / corporate
- Selecting the message content
- Selecting the media – focus should be on greater reach
- Selecting the type of advertisement – announcement or an advertorial or press release
- Selecting the placement of ads – particular page / section on newspaper based on gaze movement of the reader
- Selecting the timing based on intakes
- Selecting the size of advertisement
- Entering into formal contract with the service provider
- Releasing and monitoring the advertisement
- Evaluating the effectiveness of the advertisement

Outdoor Media / Billboards

- Selection of location
- Selection of duration
- Selection of message/content
- Evaluating the effectiveness and monitoring the implementation as per dates

Radio advertisements are carried out in Arab/Non-Arab media. Importance is given to spots or sponsored programs.

Steps to select the radio:

- Selecting the media: Arab / Non-Arab
- Selecting the message content
- Selecting the type of advertisement: announcement in radio
- Selecting the slot/program on radio
- Selecting the timing based on intakes
- Entering into formal contract with the service provider
- Releasing and monitoring the advertisement
- Evaluating the effectiveness of the advertisement

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:

- Target market – Arab or Non-Arab
- Curriculum – Country specific (British, Indian, Arab, American, Pakistan)
- Number of students in the school
- Tenure of the school as applicable
- 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

- Career counseling presentations at school
- Meet principal / student counselors to discuss course offerings
- Workshops for students, school principals and counselors at the school premises
- Career fairs hosted by schools
- Sponsorships for various events at schools
- Scholarships proposals
- Evaluating the effectiveness of the activities conducted in the school premises

In the SUC campus

- Career counseling during the school student's visit to SUC
- Workshops for students, school principals and counselors at SUC
- SUC Campus tour for the prospective students
- Sports events for school students
- Cultural events for school students
- Co-Curricular activities & Quiz competitions
- Evaluating the effectiveness of the activities conducted in the SUC Campus

Exhibitions/Seminars

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:

- Popularity rating of the exhibition/seminar in the country
- Number of years the exhibition has been organized
- Analysis on feedback received from callers/visitors and enrollments
- The footfall analysis done from exhibitions held in the past
- Feedbacks received from students attending the event

Knowledge 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:

- From school visits
- From Corporate visits
- From data collected from workshops
- From databases purchased from outside
- Data collected from any events held in the university

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.

SCHOOL OF BUSINESS:

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 also offer sports scholarships for students who have shown excellent ability in sports prior to joining SUC up to 50%, and 25% scholarship to SUC student willing to join MBA (Ref. MOU/Scholarship Fund Allocation Policies).

SCHOOL OF IT:

The basis to choose schools is as follows:

- Target market – Arab or Non-Arab
- Curriculum – Country specific (British, Indian, Arab, American, Pakistan)
- Number of students in the school
- Tenure of the school in the UAE
- Analysis done while enrolling students

Scholarships are also based on the student's participation in extracurricular activities and principals/counselors recommendation as well.

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.

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.

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 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.

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.

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.

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.

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.

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. 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.

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.

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.

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 Jordan). An agreement is signed between the university and the agent to formalize the relationship. These agents can serve the following purpose:

- Understand the market scenario (through advertisements and other media) in their countries

- Understand the scope of marketing a UAE based degree in their countries

- Understand the visa regulations in their countries

- Understand the education pattern in their country. The agent should be aware of the legal requirements of the country.

Listing with the Ministry Of 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.

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:

- Advertisements are placed in newspaper of the host country
- Advertisements in radio
- Billboards
- Distribution of fliers
- 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:

- Listing with Ministry of Education
- Advertisements
- PR activities
- Tie ups with agents and language institutes
- Government and schools MOUs
- Visit plan

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.

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.



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.

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.

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.

REVIEW OF DEPARTMENTAL OPERATIONS

The Marketing department carries out various brand building activities in coordination with the following offices:

Corporate Affairs Office & Events Dept.:

Introduction (COA)

The Corporate Affairs Office is responsible for building long term relationships with corporate establishments for the purpose of integrating the academics and industry for mutual benefit including placements and internships, Guest Lecture & Technical Visits, Scholarships for company employees, participation in MDPs and Conferences etc. It enters into agreements [MoUs] with the companies to explore possibilities of collaboration in the fields of enriching the curriculum, providing industrial inputs to the students, training for industry professionals, participating in panel discussions and community development. It also engages in identifying the industrial training needs and knowledge, skills & competencies expected from the students ready for employment market.

Reviews

Marketing department oversees the following activities of Corporate Affairs Office



Departmental planning and closing
Departmental reports
MOU's signed with Corporate
Review of Enrollments achieved from each MOU's
Corporate Visits
Internship and placement activities
Articulation

Introduction (Events)

An event is an enthusiastic gathering of students, professionals, academicians or entertainers as per the nature of the specific event. It is conducted to keep the youth young and the old and new tied in a special bond of friendship and understanding.

Skyline borders on the belief that cultural integration and unity in a diverse atmosphere like in the UAE can be achieved through student interaction and participation in various events. The Administration at Skyline strongly backs the opinion and encourages students to participate in various events in order to make them comfortable in the new surrounding and help in the transition from school to university level.

Reviews

Marketing department oversees the following activities:
Planning & Execution of external events (for students)
Implementation of Events Calendar

Centre for Professional Development:

Introduction

The Center for Professional Development (CPD) caters to the needs of the people for their professional development and by training in the fields of aviation, airfreight, information technology, marketing, management, events, travel, tourism, and others.

CPD enables the participants to gain / enhance knowledge and specific skills required by them for professional growth. The department focuses on providing scheduled training at different levels in different areas of the industry.

Reviews

Marketing department oversees the following activities of Centre for Professional Development
Departmental planning and closing



Departmental reports
Department Budget
Short course Enrollment Targets
New Program launch
Advertisement of short courses on print and online media
Corporate Visits
School Workshops

Media & Communication department :

Introduction

Media and Communication Department (MCD) at Skyline University College (SUC) handles media related activities and transmits constant communication to relevant audiences. The Department is committed to strengthening the university's image and increasing brand awareness nationally, regionally, and internationally. It primarily plays a key role in disseminating and communicating the university's message to both internal and external audience. The overall functions of the department is divided into three categories: Content Management, Designing, and SMO/SEO.

Reviews

Marketing department oversees the following activities of Media and Communication department
Designing of Newspaper Advertisement, Brochures, Leaflets, Internal Posters, Exhibition stand design, Newline, Departmental updates (Internal & external events) and Online artwork
Meetings with Press and external media representatives (Channels)
Press Releases
Content Development (Website & Online)

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:

SUC Website



Websites hits through Google analytics - location, keyword, page, content, user frequency, demographic, age, interest, etc.

Online queries

Online chats

Online registrations

Survey from prospective students

Social networking sites (Facebook, Twitter, LinkedIn, Google+, Instagram etc.) - Outsourced

Social media rating

Selecting the message content

Placement of advertisement

Selecting the keywords

Effectiveness of the advertisement

Ensuring event calendar is updated and sent every 3 months.

Content & Press releasing to be coordinated through Media & Communication dept.

Competitions to be conducted

Videos to be uploaded

Monitoring of Effectiveness of E-Marketing

Website rating websites such as Alexa.com

Selecting the message content

Selecting the key words

Email Marketing

Email database of target segments

Selecting the message content

Timing of the message based on intake

Effectiveness of the email marketing

Exhibition and school visits database collected

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.

CIS, China, Africa, Pakistan

The above criteria will also be used for analyzing international markets.



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 be forwarded to SUC.

STUDENT ADMISSION COUNSELING SERVICES

On an enquiry about admission in SUC, the Marketing & Admission Departments counsel 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:

Pre admission services
During admission services
Post registration services

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:

- Interact with the prospective students and understand their areas of interest, strengths and weaknesses
- Explains the standing of the SUC and the importance of its accreditation by MOE 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.
- Inform students about part-time placement/internship opportunities.



Helps the prospect to choose suitable area of major to be pursued through the aptitude test

Explains the admission requirements and fee structure

Informs about documents to be submitted

Explains the facilities available in SUC

Verifies the documents to check the eligibility

Verifies the eligibility for transfer of credits, if applicable

Informing students regarding visa regulations

Inform student seeking SUC visa about the hostel facilities

Explains the refund policy

Information about Toastmasters Club

DURING ADMISSION SERVICES

Helps in filling up of application forms

Orients about the English / Math placement tests, conducts interview and provides model papers

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.

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.

Issues the hall tickets for the placement test and informs the date and time of the test

Helps students to complete the process of fee payment

Informs about the placement test results and organizes retest, if applicable

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.

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.

Inform student regarding courses approved for transfer of credits and graduation plan



POST REGISTRATION SERVICES

After a candidate fulfils the admission requirement the admission department verifies the validity of documents and formally registers into the program

Guides the enrolled students about the academic and academic support services through the orientation program

Guide the student and provide details of the main program, MQP & Maths.

Inform students about the commencement date of classes and use of portal services

Inform students about collection of the admission kit

Receive the students on the first day of classes and guide them to the orientation program

To help student get acquainted with facilities and services available at SUC a campus tour is organized by the marketing department.

PLACEMENT TESTS CONDUCTED AT SUC

CITY & GUILDS IESOL TEST

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.

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.

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.

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.

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.

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.

Test Format & Study material: The test format is clearly explained to them with the help of City & Guilds test Action Planner for CBT.

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.

FINAL TEST: The students appear for the final exam at SUC on the stipulated date. They receive their scores with in fifteen days.

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.

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:

- To reappear for the City & Guilds test
- To repeat the City & Guilds Preparatory Program

TOEFL TEST



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. Undergraduate 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.

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 |

Section-1 (Listening Comprehension): This section measures the ability to understand English as it is spoken in North America as given below:

- 3-4 mini talks, 60-90 seconds long with 3-5 questions each
- 2-3 extended conversations, 60-90 seconds long with 3 to 5 questions each
- 30-40 dialogues, 5-15 seconds long with 1 question each

Section-2 (Structure and Written Expression): This section measures the ability to recognize language that is appropriate for standard written English as given below:

- (1-15) 15 multiple choice questions based on the structure of the sentence
- (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

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:

- 5 passages from academic texts, 250-350 words each, with 10 questions per passage
- Most of the questions are multiple choices
- Make every effort to complete each section; Data indicate that most candidates get higher scores if they attempt all the questions



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 Undergraduate program and 550 for Graduate program of SUC.

The IBT TOEFL is a standardized test of English. To do well on this test, the examinees should therefore work in these areas.

They must work to improve their knowledge of the English language skills that are covered on the paper version of the TOEFL test.

They must understand the test taking strategies that are appropriate for the paper version of the TOEFL test.

They must take practice tests with a focus on applying their knowledge of the appropriate language skills and test taking strategies.

IMPORTANT INSTRUCTIONS

The students must report to the SUC on time. No one will be admitted to the examination room after the test has begun.

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.

Watch alarms, including those with flashing lights or alarm sounds, are not permitted.

The students must not take books, dictionaries, bags, recording and photographic devices, or note papers of any kind into the testing room.

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.

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.

The students have to answer the test questions in areas identified in section 1, section 2 and section 3 on the answer sheet.

The students are solely responsible for marking answers properly on the answer sheet.

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.

They have to completely fill the circle with a heavy, dark mark.

IDENTIFICATION

Students must provide their original, valid and signed passport in addition to their other I.D.

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.



No other forms of identification will be accepted.

STATIONERY REQUIRED

The students must carry 2 sharpened, medium-soft (#2 or HB), black lead pencils.

The students should not use a pen, a pencil with colored lead, or a liquid lead pencil to mark your answers.

The students must carry a good quality of eraser.

Pencils and erasers will not be supplied by the SUC.

CHEATING & UNACCEPTABLE BEHAVIOR: SUC has the full right to cancel the paper of anyone who:

Takes a test book or answer sheet from the testing room

Attempts to take the test for someone else

Gives or receives assistance during the test

Fails to follow instructions given by the Invigilator

Makes any marks or underlines words in the test book or makes notes in the test book or on the answer sheet

Takes dictionaries, other books, notes or other devices into the testing room

Creates a disturbance or behaves inappropriately

Copies test questions or answers

Malpractices in any other way

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.

TEST FORMAT & STUDY MATERIAL

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.

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.

FINAL TEST

The students appear for the final exam at SUC on the stipulated date. They receive their scores within three working days.

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.

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:

- To reappear for the TOEFL exam
- To undertake City & Guilds training Program if they qualify for it based on their TOEFL scores
- To undertake Cambridge English: Preliminary (PET) if they do not qualify for the City & Guilds training Program

IELTS TEST

IELTS TESTING VENUE AT SUC

Prospective students of SUC or general candidates appearing for IELTS Exam can register at SUC either in person or through online. The registration office operates in liaison with IELTS -IDP. It organizes IELTS tests (both Academic and General Training) at regular intervals at SUC. It functions twice a week- Mondays and Wednesdays, 10 am to 1:30 pm.

IELTS EXAM REGISTRATION REQUIREMENTS

- 2 passport photographs
- 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

IELTS TEST DETAILS

The Academic module of IELTS consists of four components.

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.

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.

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.

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.

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.

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.

TEST FORMAT & STUDY MATERIAL



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.

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.

FINAL TEST

The students appear for the final exam at SUC on the stipulated date. They receive their scores with in fifteen days.

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.

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 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:

- To reappear for the IELTS exam
- To undergo City & Guilds Training Program if they qualify for it based on their IELTS scores
- To undertake Cambridge English: Preliminary (PET) if they do not qualify for the City & Guilds training Program

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 Undergraduate program.

Following are the exceptions for taking the SUC Mathematical Ability Test:

- Students with a minimum SAT score of 500
- Student holding diploma or transfer of credit from an accredited institution by MOE and having a grade "C" or above in a Mathematics related course.
- Students with a minimum EmSAT Math score of 1100



INFORMATION ABOUT OTHER MOE APPROVED PLACEMENT TESTS FOR ADMISSION TO UNDERGRADUATE / GRADUATE PROGRAM

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

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.

EmSAT ACHIEVE ENGLISH

(Emirates Standardized Test) **One of the admission Requirements for the entry into the universities of UAE**

EmSAT English Achieve is a college entry and placement test designed to assess the extent to which a student has the necessary language skills to actively learn in an English-medium college or university, or engage in technical training where the medium of instruction is English.

Test Format -Computer based exam

Total time : 2hrs

Section 1: Grammar

Section 2 : Vocabulary

Section 3: Cloze Reading

Section 4 : Extended Reading

Section 5: Writing



PREPARATORY COURSES CONDUCTED AT SUC

ENGLISH PREPARATORY COURSES

CITY & GUILDS - IESOL EXAM PREPARATORY COURSE

This course prepares the students to face the exam with confidence and to score B1-Achiever Level for admission to Undergraduate Program and B2-Communicator Level for admission to Graduate Program. (Entry 3 B1 passed for Undergraduate; Level 1 B2 Passed for Graduate in CBT of IESOL)

PROSPECTIVE UNDERGRADUATE STUDENTS:

Students, will get into 45-hour City & Guilds IESOL Program as per scores obtained in one of the MOE approved tests given in table -3. They may attend this program during May intake, September intake or January intake. The students are required to score B1 on this test to be eligible to get into Undergraduate program.

PROSPECTIVE GRADUATE STUDENTS:

Students, will get into 45-hour City & Guilds IESOL Program as per scores obtained in one of the MOE approved tests given in table -4. They may attend this program during May intake, September intake or January intake. The students are required to score B2 on this test to be eligible to get into Graduate program. However, if the Students scored between 530 and 549 in TOEFL (ITP) or equivalent scores of approved tests will undergo a preparatory course in City and Guilds. They must achieve a semester average score of B (GPA 3.0 - 4.0) in the credit courses taken to continue the Graduate program.

ADMISSION FOLLOWED BY ORIENTATION:

City & Guild Preparatory course student takers are given a thorough orientation about the course books, internal tests, test format, practice test, mock exam and the final exam pattern.

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 along with feedback sessions



FINAL TEST

The students appear for the final exam at SUC on the stipulated date.

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.

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:

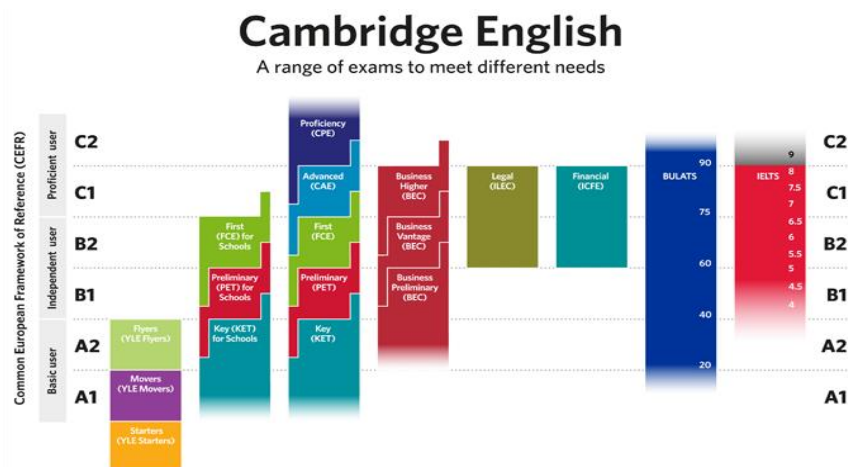
To reappear for the City & Guilds exam

To repeat the City & Guilds Preparatory Program

CAMBRIDGE ENGLISH: PRELIMINARY (PET) IN COMBINATION WITH IESOL PREPARATORY COURSE

CAMBRIDGE ENGLISH: PRELIMINARY (PET): SUC offers **Cambridge English: Preliminary (PET) in Combination with IESOL** Preparatory course to the students who score below 425 in TOEFL or equivalent scores of approved tests.

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 Framework of Reference for Languages) scales. This Certificate is very useful if they plan to continue their English studies. At



the end of the PET program, if the students get a score between 120 and 170, they get a Cambridge certificate. The scores between 102 and 119 on the Cambridge English Scale do not receive a result, CEFR level or certificate. Cambridge English Scale scores below 102 are not reported for the Preliminary English Test. Such students will get only a participation certificate from SUC. Students can write the Cambridge English: Preliminary (PET) test at Skyline. Eton Institute, Dubai, conducts the exam at Skyline.

IESOL PREPARATORY COURSE: After the completion of the PET program, students move to IESOL preparatory course. At the end of this course, they write the IESOL

Prospective Undergraduate students who score B1 pass get the eligibility to move to Degree program. Prospective Graduate students who score B2 pass get the eligibility to move to Graduate. Those who do not succeed will either repeat the course or take up a guidance class for City & Guilds exam and appear for the exam.

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.

ADMISSION FOLLOWED BY ORIENTATION:

Student undergoing this course are given a thorough orientation about the course books, internal tests, test format, practice test, mock exam and the final exam pattern.

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 along with feedback sessions.

FINAL TEST

The students appear for the final exam at SUC on the stipulated date.

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.

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:

- To reappear for the IESOL exam
- To repeat the IESOL Preparatory Program



PROGRESSION FROM PET TO IESOL AND FROM IESOL TO MAIN PROGRAM:

The PET students will proceed to IESOL after passing the PET exam and from IESOL the students will proceed to Main program after obtaining the required scores in the IESOL exam. Some students who perform extra ordinarily well in PET may be allowed to write IESOL exam without undergoing IESOL program. During this program, the students are not entitled to take up any course from BBA.

PROGRESSION FROM PET TO IESOL AND FROM IESOL TO DEGREE PROGRAM:

The PET students will proceed to IESOL after passing the PET exam and from IESOL the students will proceed to degree program after obtaining the required scores in the IESOL exam. Some students who perform extra ordinarily well in PET may be allowed to write IESOL exam without undergoing IESOL program. During this program, the students are not entitled to take up any course from the Main program.

The following materials will be issued to students based on the entrance examination result:

Admission Letters & Invoice

Once the student's admission is confirmed, he/she is issued a 'Letter of Admission' &

'Invoice'. Students need to pay their SUC fees according to the Invoice issued.

Note: It is the student's responsibility to report any discrepancies in invoice to the Admin Dept. within a maximum time frame of one month after the receipt of invoice.

Identity Cards

Students are issued with a SUC Identity card according to their admission status (Provisional / Confirmed). Students need to carry their Identity cards all the time while being in the SUC Campus. Identity cards will be checked randomly.

Portal ID

Every student is issued a portal ID and password through which they can access their class attendance, assessments and the results online. The academic profile, academic advisor and the events of the SUC can also be accessed through the portal.

ACADEMIC & GENERAL TRAINING IELTS PREPARATORY COURSE:

The Academic IELTS preparatory course (as per the need of the students or the general public) is designed for students whose proficiency levels are inadequate to be accepted for



admission into the Undergraduate or Graduate Programs of SUC. The qualifying score for admission is 6.0 out of 9.0 bands for Graduate Program and 5.0 out of 9 for Undergraduate.

General Training IELTS preparatory course is designed for those who are going to English speaking countries for secondary education, work experience or training programs. It is also a requirement for migration to Australia, Canada, New Zealand and the UK. The test focuses on basic survival skills in broad social and workplace contexts.

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.

ADMISSION FOLLOWED BY ORIENTATION:

Student undergoing this course are given a thorough orientation about the course books, internal tests, test format, practice test, mock exam and the final exam pattern.

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 along with feedback sessions.

FINAL TEST

The students appear for the final exam at SUC on the stipulated date.

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.

COUNSELING

After a thorough analysis of the results, the students are well counseled with the next course of action. 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:



To reappear for the IELTS exam
To repeat the IELTS Preparatory Program

MATHEMATICS CRASH COURSE (APPLICABLE ONLY FOR PROSPECTIVE UNDERGRADUATE STUDENTS)

Prospective Undergraduate Students who do not have a minimum SAT score of 500 or minimum EmSAT Math Score of 1100 or a Diploma with minimum C grade in Maths are required to appear for the Mathematical ability test conducted at SUC and score a minimum 60%. If they don't score the qualifying marks in the Mathematical ability test, they will have to undergo a Math crash course of 15 sessions. The students registered for Maths Crash Course can register for Undergraduate program but cannot take up any Math related courses at the Undergraduate level till the successful completion of this crash course. They shall not be progressed to next level of the Undergraduate program till they qualify in the Mathematics Crash course.



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

BEFORE ARRIVAL

- To send the International student handbook
- Inform student to make travel booking
- 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.
- 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.
- To inform the student to carry all SUC correspondence (letter of admission or transfer evaluation) and items of identification (valid passport and visa copy).
- To inform the student to look for the SUC Representative at the airport

AFTER ARRIVAL

- To complete the admission process
- To conduct a campus tour
- 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.



SECTION 1C





INSTITUTIONAL RELATIONS POLICY

PUBLIC RELATIONS IN GOVERNMENT

SUC representatives visit Government offices in order to develop link with government departments so as to extend the corporate social responsibility activities to these organization and at the same time to solicit their assistance in planning, organizing conference, seminars, workshops, panel discussions for the mutual benefits of business and academia. SUC also offers bouquet of Management Development Programs to the government sectors and also conducts customized workshops or short courses as per their requirements. This activity also aims at entering into MOU's providing opportunities for higher learning & skills development to the employees of government & corporate organization.

RELATION WITH EMBASSY/CONSULATE

SUC representatives meets the Ambassador, Counsel General, & Education counselor at embassies and consulates in order to apply for listing of SUC 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.

CORPORATE RELATIONS WITH CORPORATES, BANKS & BUSINESS COUNCILS

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.

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.



SIGNING OF 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.

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

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.

RELATION WITH COMMUNITY CLUBS

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.

RELATIONS WITH MEDIA

SUC maintains cordial relations with the local media for communicating its academic services and contributions made to the community services for the benefit of the larger community in the region. Skyline actively engages with press, TV and radio and various other media to communicate with the community. Press releases of events and major



activities of the university are released to the Newspapers, magazine, and PR sites. All press releases must be substantial and follow the publication rules of the country.

ARTICULATION AGREEMENTS WITH EDUCATIONAL INSTITUTIONS

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 MOE listed.

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.

REFUND POLICY

REFUND POLICY –UNDERGRADUATE PROGRAMS OF BOTH SCHOOLS (BBA & BSIT)

Non- Visa Student Degree Main Program

Application & Registration fee – AED 1,000/- Non-refundable / Non transferable
First Installment Fee – AED 5,000/-



AED 5,000/- refundable before the commencement of the program the student has enrolled.

No refund is applicable after the commencement of the program even if the student has not attended the class or is yet to give TOEFL exam or result is still awaited.

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]

Postponement fee for the existing/current students is AED 2,000/-.

Student registering after the commencement date of the intake, in such cases there will be no refund applicable under any circumstances

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.

If a student fails the TOEFL/IELTS exam after commencement of the class and wishes to discontinue, no refund will be applicable.

Tuition Fee

The tuition fee will be calculated till the date of official cancellation by the student or their guardian.

Scholarship/Fee Waiver/Recommendation

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.

Hostel

Once hostel is booked and the student wishes to cancel, the student is liable to pay for the complete one year.

Transportation

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.

MAIN PROGRAM & FOUNDATION PROGRAM [AIPC]

Application & Registration fee –AED 1,000/ - (Non-refundable / Nontransferable)

First Installment Fee – AED 5,000/- [Applicable towards the Degree Program]

PASS: If a student successfully passes the AIPC Program and wishes to join the degree program the first installment fee will be transferred.

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



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.

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.

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.

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.

Tuition Fee

The tuition fee will be calculated till the date of official cancellation by the student or their guardian.

VISA STUDENTS - LOCAL / VISA-EMBASSY LETTER CASE FROM SUC

DEGREE MAIN PROGRAM

Local Visa Case

Application & Registration fee – AED 1,000/ - Nonrefundable / Non transferable

First Installment Fee – AED 5,000/- Nonrefundable / Non transferable

Visa Fee – AED 6,000/- Nonrefundable / Non transferable

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.

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 & 1stCheque Payment) will be refunded

If the student cancels the degree program after the visa is applied there will be no refund of visa fee as well as the Application & Registration fees & First Installment fees.

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.

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.

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

If a student cancels before the commencement of the degree program the fee paid towards tuition (installments) will be refunded. However no refund is applicable for the First Installment fee.

If a student cancels after the commencement of the degree program, any advanced installment paid will be non-refundable.

Visa-Embassy Letter Case

Application & Registration fee – AED 1,000/ - Nonrefundable / Non transferable

First Installment Fee – AED 5,000/- Nonrefundable / Non transferable

If the student is granted a visa based on the letter issued by SUC, no refund of fees paid till First Semester is applicable.

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

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.

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

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.

Once visa letter issued by SUC has been used, postponement to the next intake will not be allowed.

If the student does not attend any class for 3 consecutive weeks from the commencement of the class, SUC has the right to cancel/ revoke the letter issued with the concerned authority.

If a student cancels AFTER the commencement of the degree program, any advanced installment paid will be non-refundable.

Scholarship/Fee Waiver

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



Hostel

Once hostel is booked and the student wishes to cancel, the student is liable to pay for the complete one academic year.

Transportation

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.

FOUNDATION PROGRAM [AIPC]

Application & Registration fee - AED 1,000/- (Nonrefundable / Nontransferable)

First Installment Fee - AED 5,000/- [applicable towards the Degree Program]

PASS: If a student successfully passes the AIPC Program and wishes to join the degree program the first installment fee will be transferred.

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

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.

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.

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.

FAIL: If a student fails the IELTS exam and wishes to discontinue, no refund applicable.

First Cheque Payment: AIPC Program + Math Crash Course

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.

VISA STUDENTS - INTERNATIONAL

Degree Main Program

First Installment Fee

BBA-USD 3,655/- Non-refundable / Non-transferable



Visa Fee – USD 1,645/- Non-refundable / Non-transferable

If a visa is rejected by the Immigration and Naturalization authorities, the University will retain the first installment fee and refund the remaining fees.

If a student is rejected on health grounds by the Immigration and Naturalization Authorities; in such cases, the first installment fee & visa fee will be non-refundable. The hostel fees will be calculated until the last day of his/her stay. Rest of the fees (Passport Guarantee & 1stCheque Payment) will be refunded

If the student cancels the degree program after the visa is applied there will be no refund of visa fee as well as the First Installment fees.

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.

Tuition Fee

If a student cancels before the commencement of the degree program the fee paid towards tuition (installments) will not be refunded. If a student cancels after the commencement of the degree program, any advanced installment paid will be non-refundable.

The first installment fee can be transferred to one subsequent intake only 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.

Once the student has come & attended the class, no postponement will be allowed.

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).

Scholarship/Fee Waiver

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.

Hostel

Once hostel is booked and the student wishes to cancel, student is liable to pay for the complete academic year.

Transportation

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.

FOUNDATION PROGRAM [AIPC]



PASS: If a student successfully passes the AIPC Program and wishes to join the degree program the first installment fee will be transferred.

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 3,655/- will not be refunded.

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.

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.

FAIL: If a student fails the IELTS/TOEFL exam and wishes to discontinue, no refund applicable.

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.

REFUND POLICY—GRADUATE PROGRAM – SCHOOL OF BUSINESS

Non- Visa Student Degree Main Program

Application & Registration fee – AED 1,000/- Non-refundable / Non transferable

First Installment Fee – AED 5,000/-

AED 5,000/- refundable before the commencement of the program the student has enrolled.

No refund is applicable after the commencement of the program even if the student has not attended the class or is yet to give TOEFL exam or result is still awaited.

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]

Postponement fee for the existing / current students is AED 2,000.-

Student registering after the commencement date of the intake, in such cases there will be no refund applicable under any circumstances



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. If a student fails the TOEFL/IELTS exam after commencement of the class and wishes to discontinue, no refund will be applicable.

Tuition Fee

The tuition fee will be calculated till the date of official cancellation by the student or their guardian.

Scholarship/Fee Waiver/Recommendation

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.

Hostel

Once hostel is booked and the student wishes to cancel, the student is liable to pay for the complete one year.

Transportation

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.

MAIN PROGRAM & FOUNDATION PROGRAM [AIPC]

Application & Registration fee -AED 1,000/ - (Non-refundable / Nontransferable)
First Installment Fee - AED 5,000/- [Applicable towards the Degree Program]

PASS: If a student successfully passes the AIPC Program and wishes to join the degree program the first installment fee will be transferred.

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

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.



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.

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.

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.

Tuition Fee

The tuition fee will be calculated till the date of official cancellation by the student or their guardian

VISA STUDENTS - LOCAL / VISA-EMBASSY LETTER CASE FROM SUC

DEGREE MAIN PROGRAM

Local Visa Case

Application & Registration fee - AED 1,000/ - Non refundable / Non transferable

First Installment Fee - AED 5,000/- Non refundable / Non transferable

Visa Fee - AED 6,000/- Non refundable / Non transferable

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.

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 & 1stCheque Payment) will be refunded

If the student cancels the degree program after the visa is applied there will be no refund of visa fee as well as the Application & Registration fees & First Installment fees.

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.

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.

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



If a student cancels before the commencement of the degree program the fee paid towards tuition (installments) will be refunded. However no refund is applicable for the First Installment fee.

If a student cancels after the commencement of the degree program, any advanced installment paid will be non-refundable.

Visa-Embassy Letter Case

Application & Registration fee – AED 1,000/ - Non refundable / Non transferable

First Installment Fee – AED 5,000/- Non refundable / Non transferable

If the student is granted a visa based on the letter issued by SUC, no refund of fees paid till First Semester is applicable.

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

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.

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

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.

Once visa letter issued by SUC has been used, postponement to the next intake will not be allowed.

If the student does not attend any class for 3 consecutive weeks from the commencement of the class, SUC has the right to cancel/revoke the letter issued with the concerned authority.

If a student cancels AFTER the commencement of the degree program, any advanced installment paid will be non-refundable.

Scholarship/Fee Waiver

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

Hostel

Once hostel is booked and the student wishes to cancel, the student is liable to pay for the complete one academic year.

Transportation



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.

FOUNDATION PROGRAM [AIPC]

Application & Registration fee - AED 1,000/ - (Non refundable / Non transferable)

First Installment Fee - AED 5,000/- [applicable towards the Degree Program]

PASS: If a student successfully passes the AIPC Program and wishes to join the degree program the first installment fee will be transferred.

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

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.

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.

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.

FAIL: If a student fails the IELTS exam and wishes to discontinue, no refund applicable.

First Cheque Payment: AIPC Program

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.

VISA STUDENTS - INTERNATIONAL

Degree Main Program

First Installment Fee

MBA-USD 5,206/- Non refundable / Non transferable

Visa Fee - USD 1,645/- Non-refundable / Non-transferable

If a visa is rejected by the Immigration and Naturalization authorities, the University will retain the first installment fee and refund the remaining fees.



If a student is rejected on health grounds by the Immigration and Naturalization Authorities; in such cases, the first installment fee & visa fee will be non-refundable. The hostel fees will be calculated until the last day of his/her stay. Rest of the fees (Passport Guarantee & 1stCheque Payment) will be refunded. If the student cancels the degree program after the visa is applied there will be no refund of visa fee as well as the First Installment fees. 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.

Tuition Fee

If a student cancels before the commencement of the degree program the fee paid towards tuition (installments) will not be refunded. If a student cancels after the commencement of the degree program, any advanced installment paid will be non-refundable. The first installment fee can be transferred to one subsequent intake only 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. Once the student has come & attended the class, no postponement will be allowed. 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).

Scholarship/Fee Waiver

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.

Hostel

Once hostel is booked and the student wishes to cancel, student is liable to pay for the complete academic year.

Transportation

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.

FOUNDATION PROGRAM [AIPC]



PASS: If a student successfully passes the AIPC Program and wishes to join the degree program the first installment fee will be transferred.

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 5,206/- will not be refunded.

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.

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.

FAIL: If a student fails the IELTS/TOEFL exam and wishes to discontinue, no refund applicable.

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)

Application & Registration fee – AED 1,000/- (Non refundable / Non transferable)

First Installment Fee – AED 5,000/- [Applicable towards the Degree Program]

PASS: If a student successfully passes the MQP Program and wishes to join the degree program the first installment fee will be transferred

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

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.

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.

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.

FAIL: If a student fails the MQP Program and wishes to discontinue no refund applicable.

MQP MBA REFUND POLICY (IN USD)

First Installment Fee – USD 5,206/- [Applicable towards the Degree Program]



PASS: If a student successfully passes the MQP Program and wishes to join the degree program the first installment fee will be transferred

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 5,206/- cannot be refunded

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.

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.

FAIL: If a student fails the MQP Program and wishes to repeat the course, the first installment fee of USD 5,206/- will be transferred to the degree program. New fee structure will apply.

FAIL: If a student fails the MQP Program and wishes to discontinue, no refund applicable.



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:

- Government Bodies
- Schools – Local & International
- Local & International Agents
- Corporate/Banks
- Embassy/Consulate
- Associations/Clubs/Church

The MOUs might also include other areas of cooperation / mutual benefits such as but not limited to:

- Management Development Programs
- Counseling Services And Workshops
- Language Programs
- Corporate Relations
- Internship
- Research and Consultancy

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% (not more than 3 per MOU) 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 | 4 | 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 | 2 | 2 | 9 | 9 | 14 | 14 |
| 5 | GOV'T (SPECIAL CASES) | 2,000,000.00 | 4 | 4 | 18 | 18 | 28 | 28 |



| DISTRIBUTION | | | | | | | | |
|--------------------------|------------------|-----|--------------|---------------|---------------------|------------------|---------------|---------------------|
| SECTOR | SCHOLARSHIP FUND | % | AMOUNT (AED) | # OF STUDENTS | AMOUNT (AED) | AMOUNT (AED) | # OF STUDENTS | AMOUNT (AED) |
| BBA | | | | | | | | |
| SCHOOL INTERNATIONAL | 250,000.00 | 50% | 61,500.00 | 0 | 0.00 | NA | NA | NA |
| | | 25% | 30,750.00 | 4 | 123,000.00 | | | |
| | | 15% | 18,450.00 | 7 | 129,150.00 | | | |
| TOTAL AMOUNT | | | | | 252,150.00 | | | |
| SCHOOL | 650,000.00 | 50% | 61,500.00 | 4 | 246,000.00 | NA | NA | NA |
| | | 25% | 30,750.00 | 6 | 184,500.00 | | | |
| | | 15% | 18,450.00 | 11 | 202,950.00 | | | |
| TOTAL AMOUNT | | | | | 633,450.00 | | | |
| BBA | | | | | | | | |
| GOV'T, CONSULATE & CORP. | 500,000.00 | 50% | 61,500.00 | 2 | 123,000.00 | 32,400.00 | 2 | 64,800.00 |
| | | 25% | 30,750.00 | 3 | 92,250.00 | 16,200.00 | 3 | 48,600.00 |
| | | 15% | 18,450.00 | 6 | 110,700.00 | 9,720.00 | 6 | 58,320.00 |
| SUB-TOTAL | | | | | 325,950.00 | SUB-TOTAL | | 171,720.00 |
| TOTAL AMOUNT | | | | | | | | 497,670.00 |
| BBA | | | | | | | | |
| GOV'T. & CORP. | 1,000,000.00 | 50% | 61,500.00 | 2 | 123,000.00 | 32,400.00 | 2 | 64,800.00 |
| | | 25% | 30,750.00 | 9 | 276,750.00 | 16,200.00 | 9 | 145,800.00 |
| | | 15% | 18,450.00 | 14 | 258,300.00 | 9,720.00 | 14 | 136,080.00 |
| SUB-TOTAL | | | | | 658,050.00 | SUB-TOTAL | | 346,680.00 |
| TOTAL AMOUNT | | | | | | | | 1,004,730.00 |
| BBA | | | | | | | | |
| GOV'T. (SPECIAL CASES) | 2,000,000.00 | 50% | 61,500.00 | 4 | 246,000.00 | 32,400.00 | 4 | 129,600.00 |
| | | 25% | 30,750.00 | 18 | 553,500.00 | 16,200.00 | 18 | 291,600.00 |
| | | 15% | 18,450.00 | 28 | 516,600.00 | 9,720.00 | 28 | 272,160.00 |
| SUB-TOTAL | | | | | 1,316,100.00 | SUB-TOTAL | | 693,360.00 |
| TOTAL AMOUNT | | | | | | | | 2,009,460.00 |
| TOTAL AMOUNT | | | | | | | | 2,388,000.00 |
| GRAND TOTAL | | | | | | | | 6,788,910.00 |

Note:

No scholarship will be carried forward to the next intake if unutilized.

50% scholarship is only on merit basis.

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% | 3.50 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:

- Copy of Transcript (High School for Undergraduate programs(BBA & BSIT) & Degree for Graduate Programs (MBA))
- Recommendation letter from the organization
- Proof of Identity - passport copy or UAE National ID

The general guidelines governing scholarship are as follows:

- 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.
- No encashment or transfer of scholarships is permissible.
- Students seeking admission with transfer of credits in the BBA or MBA program will receive maximum 15% fee waiver only.
- 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 student with scholarship must represent SUC and only SUC in competition.
- The student needs to consistently keep a satisfactory level of academic standing and other criteria which are:
 - Documented (letter / recommendation) proof of competition category must be submitted on the time of admission.
 - The student should not have any disciplinary proceedings against himself / herself.
 - Performance of the student in particular game. A report from the coach will be preferred.
 - Certificate (individual / team) won shall also be submitted.

HOSTEL POLICY

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.

FACILITIES

- Internal Hostel (Boys)
- External Hostel (Girls)
- Internet
- Recreation facilities
- Transport during weekends
- Kitchen
- Laundry

SERVICES

- Internet (For the Internal Hostel only)**
- Grocery items are available (For the Internal Hostel only)**
- Picnics, Get together, Birth Day Parties etc.**
- Chef's service is available**
- Health/Medical support for students in emergencies**

HOSTEL FEE & PAYMENT

The payment schedules for new and existing students will be announced by the Finance Department every year. Hostel fee applicable for the current financial year is **AED 21,000/-**. The hostel fee shall not include mess charges.

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.



CAUTION DEPOSIT & REFUND

A caution deposit of AED-1000/- has to be remitted in the finance department at the time of admission. This amount is refunded to the students from the finance department at the time of checkout with the approval of the warden.

For more details, please refer the detailed hostel policy in **Sports Policy & Procedure Manual**

STUDENT TRANSPORT POLICY

SUC has written agreement with M/S Swiftline Transport where it is agreed that they will provide transportation 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 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.

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.

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.

The rates for the transport for AY 2016 - 2017 is as follows:

| TRANSPORT RATES AY 2017 - 2018 | | |
|--------------------------------|------------------|-------|
| 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 |

STUDENT VOLUNTEER PAYMENT POLICY

The Marketing Department recruits student volunteers to do specific time related job outside the campus where the rewards will be as follows:



| AREAS | DURATION | AMOUNT |
|--|----------|-----------|
| DUBAI, SHARJAH, AJMAN, UAQ | 4 HOURS | AED 100/- |
| ABU DHABI, ALAIN, FUJAIRAH, KHORFAKKAN | 4 HOURS | AED 150/- |
| DUBAI, SHARJAH, AJMAN, UAQ | 8 HOURS | AED 200/- |
| ABU DHABI, ALAIN, FUJAIRAH, KHORFAKKAN | 8 HOURS | AED 300/- |

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.

Remuneration sheet will be prepared on the basis of the list provided and approval sought from Head - Marketing Dept as to the completion of the job undertaken by the trainees.

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/- |
| AJMAN (TO AND FRO) | AED 75/- |
| DUBAI (TO AND FRO) | AED 100/- |

STAFF ALLOWANCES - LOCAL AND INT'L TRAVEL POLICY

POLICY ON ALLOWANCES DURING INTERNATIONAL TRIPS

This policy documents the staff's allowances during the overseas travel.

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.

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.

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.

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.

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:

The option for purchase of local SIM cards
Recharge cards, in case of having local SIM cards
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 reimbursements. Since the usage cannot be quantified, the marketing staff needs to be judicious in their spending.

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:

Detail list of long distance travel that are to be done in that country

Travel to be done by Air

Other modes of transportation

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

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.

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.

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 COUNTRIES] |
|------------------------|--------------|-----|-----|--------|----------------|-------|-----------------------|--------|----------------|----------------|---------------|---------------------------------|
| [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 |
| 3 | 12 TO 13 | 175 | 250 | 250 | 250 | 300 | 250 | 300 | 300 | 350 | 450 | 300 |

NOTE:

Accommodation will be provided by SUC

Air travel, if applicable will be provided by the university as per the policy of SUC

Above rates are inclusive of meals, cost of transportation within and outside UAE / conveyance to and fro from airports / communication costs.

Extra luggage carried by the staff for university purpose will be arranged by SUC or reimbursed on actual by producing supporting.

PROCEDURE:

E:

Duly filled & approved travel leave form from HRD.

Complete budget and plan for the visit to be submitted to finance department after approval of COEC.

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 | 300 |
| | [subject to 10 visits] | |
| 2 | MARKETING ACTIVITIES WITHIN DUBAI | 350 |
| | [subject to 5visits] | |
| 3 | MARKETING ACTIVITIES IN OTHER EMIRATES | 250 |

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.

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.

Per Diem allowances covers fuel , car cost, meal expenses and Salik

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 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:

Specify the programs the agents agree to recruit students.

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.

Responsibility of SUC and the Agent

Define the domain where the agent will operate from, unless and otherwise ratified by SUC.

Mention the financial arrangements

Marketing and Promotional activities arranged

Assist SUC in establishing overseas marketing office

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:

SUC will charge students, according to the applicable Program fee structure (subject to change) of that particular intake

All Students will pay directly to SUC prior to commencement of the program.

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 2,500 |

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 |
| 3 | 1,921 - 3,015 | USD 140 - 275 |
| 4 | 3,016 - 4,110 | USD 275 - 340 |



| | | |
|--------------------------------------|------------------|---------|
| 5 | 4,111 and above | USD 410 |
| For Student TOC (Per Student) | | |
| | From 1 and above | USD 750 |

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:

Specify the programs the SR agree to recruit students.

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.

Responsibility of SUC and the SR

Define the domain where the SR will operate from, unless and otherwise ratified by SUC.

Mention the financial arrangements

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:

SUC will charge students, according to the applicable Program fee structure (subject to change) of that particular intake.

All Students will pay directly to SUC prior to commencement of the program.

The SR may work on the below mentioned student incentive structure for the forthcoming academic year.

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 - 5 students | AED 750 per student |



| | |
|------------------------|----------------------|
| 6 – 10 students | AED 1000 per student |
| 11-20 students | AED 1500 per student |
| 21 and above | AED 2000 per student |

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.

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

- Consolidated Marketing Activity Report (Includes Individual Summary of Follow-ups)
- Daily Calls Report
- Daily Visitors Report
- Daily Enrollments Report
- Daily Online Enquiries Report
- Daily Individual CV Follow-up Report of individual Marketing Officer
- Daily Follow-ups Summary Report
- Daily Completion Report

PART II

- Advertisement Schedule
- MOU & Scholarship
- Marketing Budget and Expense Management (LOCAL & INT'L)

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.

PART I

Marketing Weekly Report

- Index
- Week-Wise Operational Checklist
- Current Week Activities
- Next Week Activities
- Pending Activities
- Weekly Summary Of Callers, Visitors & Enrollments
- On-Going Activities
- Weekly Individual Summary Of Follow-Ups
- Weekly Registration Statistics Report
- Weekly Enrollment Summary Details
- Weekly Enrollment Seat Allocation
- Weekly Summary Advertisement Schedule
- Weekly Summary Of Online Enquiries
- Weekly E-Marketing Updates
- Callers/Visitors/Enrollments Monthly Comparison
- Local & International Exhibitions & Visits
- Weekly CMS / Ems Update
- Weekly Database Update
- Marketing Activity (Visits Report)
- University/Career Fair/Sponsored Events
- Campus Visits / School Presentation
- Individual Enrollment Targets & Achievements
- Student Representative Agreement
- Local And International Agents
- Weekly Completion Report

PART II

- Batch Wise/Semester Intake (BBA)**
- Batch Wise Intake/Semester (BBA-WEEKEND)**
- Batch Wise Intake/Semester (MBA)**
- Batch Wise Intake/Semester (MBA-WEEKEND)**



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.

Marketing Monthly Report

- Brief Overview Of The Monthly Operations
- Status Of The Automated Process
- Status Of The Policy & Procedures And Work Flow Of The Dept
- Inter Departmental Issues & Concerns:
- Staff Related Issues & Concerns:
- Cost Cutting Measures Undertaken:
- Monthly Statistics
- IE Tools Review And Submission

Marketing Monthly Report

- Index
- Monthly Summary Of Enrollment Details
- Monthly Operational Checklist Activities - EMS-CMS Update
- Monthly Summary Of Callers, Visitors & Enrollments
- Monthly Summary Of Online Enquiries
- Monthly Operational Checklist Activities - Monthly Individual Follow-Ups
- Monthly Summary Of Advertisement Schedule
- Monthly Summary Of Marketing Activities
- Monthly Summary Of E-Marketing
- Database Update
- Local & International Exhibition
- Follow-Up Action Update
- University/Career Fair & Sponsored Event



Enrollment Statistics Intake wise

BBA
BBA Weekend
MBA
MBA Weekend

SEMESTER END AND CLOSING OF BATCH REPORT

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.

After Semester – At the end of the semester, the Marketing and Registration Department verifies whether the forecasted figures have been achieved or not.

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:

Majors
Gender
Location of residence of students
Nationality of students
School of study
Year of passing High School/Bachelors
School wise
Program wise
TOC wise
Postponements, Rejections and Cancellations
Marketing Budget vs Actual spent
Cost per student
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.



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:

- Consolidated Reports of Callers
- Visitors
- Enrollment Patterns
- Adverting Schedules
- Impact Feedback
- Fees Structures
- Fee Waivers and Scholarships
- Individual Target Achievement
- Yearly Planning and Execution of Activities
- TOC Update
- TOEFL / IELTS / Math entrance exam confirmation status

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.

DIRECT MARKETING APPROACHES

- Presentations to school final year students
- Participating in educational exhibitions
- Conducting seminars on latest developments - regionally and globally
- Organizing special events by SUC students to promote charity & awareness
- Sponsoring cultural events, organized by different communities, to breakdown regional, cultural and religious barriers

INDIRECT MARKETING APPROACHES

- Print media
- Internet/E-mail marketing
- Mailing shots
- Faxes
- Radio & TV

Reporting the market intelligence information mentioned above. Refer to section V.



SECTION 2

BUSINESS SCHOOL



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 MOE, UAE and the number of seats approved by the Executive Council as per the strategic plan.

BBA PROGRAM DETAILS

OVERVIEW

Skyline University College conducts an undergraduate program leading to the award of Bachelor of Business Administration degree in Finance, Information Systems, International Business, Marketing and Retail Management, Public Administration and Travel and Tourism Management 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.

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, transportation, telecommunications, and other technical areas, including protection of intellectual property rights.

UAE is 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.

BBA GOALS

- To improve skills in effective business communication, problem solving, decision making, computer and numerical capabilities.
- To equip students with advanced business acumen that helps them understand the key business functions and the links between them.
- To stimulate higher order thinking skills among students; required to specialize in their respective areas of study.
- To develop competitive skills and competencies of students through meaningful industry interaction, thereby improving their employability.
- 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.

BBA OBJECTIVES

- Students will be able to:
 - Demonstrate an understanding of various concepts of business management
 - Explain relationship between business, culture, values & ethics and services to community
 - Demonstrate application of skills in communication, mathematics and computers to meet business requirements.
 - Demonstrate capacity for critical enquiry, logical thinking, and use analytical skills to solve business and management problems.
 - Apply acquired knowledge in business environment.
 - Synthesize theory and practice within the sphere of their respective areas of majors for effective decision making.

BBA CURRICULUM REQUIREMENTS

The curriculum provides the student with General Education, core study in Business Administration (business program requirements) and a major (Major requirements).



All students pursuing a Bachelor Administration (BBA) Program must complete the following requirements:

| | No. of Credits | No. of Courses |
|---------------------------|-----------------------|-----------------------|
| General Education | 36 | 13 |
| Business Education | 57 | 19 |
| Dissertation | 3 | 1 |
| Internship | 3 | 1 |
| Major | 21 | 7 |
| Total Requirements | 120 | 41 |

***Note: General Study is a 2 credit course and Community Service is a 1 credit course.**

Note:

The 4 year – 8 semester degree program can be accelerated by taking summer semesters.

Morning classes – 9:15 AM to 12:45 PM, Evening class – 06:50 – 10:10 PM

Weekend classes available on Fridays & Saturdays – 10:00 am – 6:00 pm

Credits hours refer to one lecture hour per week last fifteen weeks

Each academic year consists of two semesters and each semester consists of 15 weeks

A summer semester is offered to students who meet the necessary eligibility criteria.

BACHELOR OF BUSINESS ADMINISTRATION PROGRAMS:

- BBA in Travel & Tourism Management
- BBA in Information System
- BBA in International Business
- BBA in Marketing & Retail Management
- BBA in Finance
- 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 provided to the students encompassing science, computing, humanities, and culture inculcates a sensitive and scientific temper in the young professionals.

GOALS

To improve communication skills in English language.

To develop evaluation skills by using quantitative procedures for logical thinking in business environment.

To develop an understanding of cultural diversity, social responsibility and ethical values.

To develop a scientific temper among students by introducing them to the basic concepts of natural sciences.

To enable students to use Information Systems tools in business applications.

To develop well-rounded personalities in students enabling them to pursue excellence in career.

OBJECTIVES

Student will be able to:

Demonstrate an understanding of the basic scientific principles for application in decision-making

Comprehend and Explain human civilization, culture, ethical values, and religion, with a view to understanding of the global community.

Develop skills in business communication

Demonstrate skills of information technology in effective data processing and analyzing



Develop skills in problem solving through the application of both critical thinking techniques and mathematical & statistical tools

GENERAL EDUCATION COURSES

| Code | Course | Credits |
|--|-------------------------------------|-----------|
| CIS1001 | COMPUTER SKILLS-I | 3 |
| CIS2102 | COMPUTER SKILLS-II | 3 |
| ENG1001 | ENGLISH COMPOSITION | 3 |
| ENG1102 | BUSINESS COMMUNICATION | 3 |
| ENG2103 | ADVANCED ENGLISH COMPOSITION | 3 |
| GEN1001 | GENERAL STUDY SKILLS | 2 |
| GEN1002 | COMMUNITY SERVICES & SPORTS | 1 |
| HUM1001 | ISLAMIC CULTURE | 3 |
| HUM1002 | CRITICAL THINKING & PROBLEM SOLVING | 3 |
| HUM2003 | INTRODUCTION TO HUMANITIES | 3 |
| MAT1001 | BUSINESS MATHEMATICS | 3 |
| MAT1102 | BUSINESS STATISTICS | 3 |
| SCI2001 | GENERAL SCIENCE | 3 |
| 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.

GOALS

- To develop business competencies among students to meet the challenges of business environment.
- To develop conceptual clarity of business management processes in the functional areas.
- To develop business decision making skills through business analytics
- To develop research skills in understanding business trends and practices.
- To inculcate values and ethical behavior necessary for conducting business.

OBJECTIVES

Student will be able to:

- Gain knowledge of economics, finance, management, marketing, business systems and innovative business practices
- Demonstrate understanding of multicultural & ethical issues in business and management practice
- Develop skills in business management and research techniques
- Analyze micro and macro business environments for effective decision making and formulating business strategies
- Relate best practices in industry through professional interaction

CORE COURSES



| CODE | COURSE | CREDITS |
|---------|-------------------------------|---------|
| ACC1001 | PRINCIPLES OF ACCOUNTING-I | 3 |
| ACC2102 | PRINCIPLES OF ACCOUNTING-II | 3 |
| BUS3101 | QUANTITATIVE TECHNIQUES FOR | 3 |
| BUS3103 | BUSINESS RESEARCH METHODS | 3 |
| BUS3104 | ENTREPRENEURSHIP(P) | 3 |
| BUS4006 | BUSINESS ETHICS | 3 |
| BUS4107 | INTERNATIONAL BUSINESS | 3 |
| ECO2001 | MICRO ECONOMICS | 3 |
| ECO2102 | MACRO ECONOMICS | 3 |
| FIN2101 | PRINCIPLES OF FINANCE | 3 |
| MIS4101 | MANAGEMENT INFORMATION SYSTEM | 3 |
| LAW2001 | BUSINESS LAW | 3 |
| MKT2201 | PRINCIPLES OF MARKETING | 3 |
| MGM1001 | PERSPECTIVES OF MANAGEMENT | 3 |
| MGM4105 | OPERATIONS MANAGEMENT | 3 |

CAPSTONE COURSES

| CODE | COURSE | CREDIT |
|---------|----------------------------|--------|
| MGM410 | STRATEGIC MANAGEMENT (C,S) | 3 |
| IND4102 | | 3 |
| / | | |

ELECTIVES - CHOOSE ANY FOUR

| CODE | COURSE | CREDIT |
|---|--------------------------------------|-----------|
| BUS3102 | INNOVATION (E,P) | 3 |
| BUS3005 | CROSS CULTURAL COMMUNICATION | 3 |
| MGM310 | ORGANIZATIONAL BEHAVIOR(E) | 3 |
| MGM310 3 | MANAGEMENT OF HUMAN RESOURCES (E) | 3 |
| MGM310 | CUSTOMER RELATIONS MANAGEMENT | 3 |
| MKT3202 | E- MARKETING (E) | 3 |
| Total credits required in Business Education | | 63 |



TRAVEL AND TOURISM MANAGEMENT

INTRODUCTION

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.

BBA in Travel and Tourism management produces skilled manpower which meets the exponential growth in the air-transport, accommodation, tour operation, MICE and retail sectors in the region & world - wide.

GOALS

- To develop conceptual knowledge of tourism impacts for an appreciation of sustainable development.
- To develop an overall understanding of the dynamics of tourism sector.
- To develop understanding of travel and tourism marketing, planning and policy perspectives at national and international levels.

OBJECTIVES

Students will be able to:

- Demonstrate an understanding of the concepts of tourism systems and its impacts on economy, culture and environment for tourism development
- Integrate Information Communication Technology in travel, tourism & hospitality for effective operations and management.
- Apply skills of management for managing various components of tourism industry



Plan and organize events, travel and tour operations

Evaluate the implications of policy and planning pertaining to tourism destination management.

CORE COURSES

| CODE | COURSE | CREDIT |
|--------|----------------------------------|--------|
| TAT301 | FOUNDATIONS OF TOURISM | 3 |
| TAT301 | AIR TRAVEL OPERATIONS & | 3 |
| TAT301 | TRAVEL AGENCY OPERATIONS & TOURS | 3 |
| TAT401 | EVENT MANAGEMENT | 3 |
| TAT411 | IMPACTS OF TOURISM | 3 |

CAPSTONE COURSES

| CODE | COURSE | CREDIT |
|--------|---------------------------------------|--------|
| TAT411 | TOURISM POLICY PLANNING & DEVELOPMENT | 3 |

ELECTIVES - CHOOSE ANY ONE

| CODE | COURSE | CREDIT |
|---|---------------------------|-----------|
| TAT421 | E - TOURISM (E) | 3 |
| TAT411 | MANAGEMENT OF HOSPITALITY | 3 |
| TAT411 | MANAGEMENT OF TOURISM | 3 |
| Total credits required in Travel and Tourism | | 21 |

INFORMATION SYSTEMS

INTRODUCTION



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 degree 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.

GOALS

- To develop understanding of Information Systems in major business functions and processes.
- To develop understanding of uses and designs of Information systems in an organization
- To develop business decision making skills by applying various Information Systems methods
- To develop understanding of ethical use of Information Systems.

OBJECTIVES

Students will be able to:

- Demonstrate an understanding of information systems, functions, processes, project management and emerging trends
- Apply cloud computing models to manage application & databases in organizations.
- Analyze the system requirements for IS adoption in organizations
- Evaluate impacts of internet security in local and cloud context.

CORE COURSES

| CODE | COURSE | CREDIT |
|-------------|-----------------------------|---------------|
| CIS3110 | DATABASE MANAGEMENT SYSTEMS | 3 |
| CIS3111 | INFORMATION SYSTEM SECURITY | 3 |
| CIS3112 | E-COMMERCE | 3 |
| CIS4013 | INFORMATION SYSTEMS PROJECT | 3 |



| | | |
|---------|--------------------------|---|
| CIS4114 | CLOUD ENTERPRISE SYSTEMS | 3 |
|---------|--------------------------|---|

CAPSTONE COURSES

| CODE | COURSE | CREDITS |
|---------|--------------------------------|---------|
| CIS4216 | BUSINESS PROCESS MODELING(C,S) | 3 |

ELECTIVES - CHOOSE ANY ONE

| CODE | COURSE | CREDITS |
|--|------------------------------------|-----------|
| CIS4115 | INFORMATION SYSTEM AUDIT & CONTROL | 3 |
| CIS4017 | KNOWLEDGE MANAGEMENT TECHNOLOGY | 3 |
| CIS4118 | BUSINESS INTELLIGENCE (E,P) | 3 |
| Total credits required in Information Systems | | 21 |

INTERNATIONAL BUSINESS

INTRODUCTION

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. . BBA in International Business provides the details of operations and management of international business in its various dimensions & contexts and equips the students to execute their responsibilities. BBA in International Business gives students an opportunity to focus and understand how business is conducted on a global scale, and how it is different from a domestic enterprise.

GOALS



- To develop an understanding of international business operations.
- To enable students understand the role of direct foreign investments, international monetary agencies and international trade organizations.
- To provide awareness of the best practices in international business decision making of the functional areas of management including business projects.
- To develop an understanding of issues in international business strategies and multicultural influences.

OBJECTIVES

Students will be able to:

Demonstrate an understanding of operations of international trade organizations.

Use techniques of logistics & supply chain management

Demonstrate skills in managing clients and customer relationships globally

Apply functions, tools and techniques of international business operations & marketing

Apply knowledge and skills in the areas of project planning, scheduling, budgeting and controlling

Evaluate policies and formulate appropriate strategies for international business organizations

CORE COURSES

| CODE | COURSE | CREDIT |
|-------------|--|--------|
| IBS3110 | ECONOMICS OF INTERNATIONAL | 3 |
| IBS3011 | EXPORT & IMPORT MANAGEMENT | 3 |
| IBS3112 | COMPARATIVE GLOBAL MANAGEMENT | 3 |
| IBS4113 | INTERNATIONAL FINANCE | 3 |
| MKT401 3 | LOGISTICS AND SUPPLY CHAIN MANAGEMENT | 3 |

CAPSTONE COURSES

| CODE | COURSE | CREDITS |
|---------|-------------------------------|---------|
| MKT4119 | INTERNATIONAL MARKETING (C,S) | 3 |

ELECTIVES - CHOOSE ANY ONE



| CODE | COURSE | CREDITS |
|---|---------------------------------|-----------|
| IBS4114 | BUSINESS PROJECT MANAGEMENT (E) | 3 |
| IBS4015 | INTERNATIONAL BANKING (E) | 3 |
| MKT4120 | SERVICES MARKETING (E,P) | 3 |
| Total credits required in International Business | | 21 |

MARKETING AND RETAIL MANAGEMENT

INTRODUCTION

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 retail trading, investment & retail banking, logistics & supply chain management and marketing of various other services and products. It is among the countries witnessing fastest growth of retailing in terms of new stores opening and job creation. All these sectors require qualified and trained manpower in the relevant fields of Marketing and Retail Management.

BBA in Marketing and retail management is intended to prepare students to comprehend basic marketing & retail management concepts and operations. As this program progress, it aims at making students understand various facets of marketing and retail management in the ever-changing business environment. This program infuses pragmatism into the theory and empowers students to apply the concepts in work context. It also prepares students to pursue higher academic pursuits in the field of marketing and retail management.

GOALS

To develop an understanding of various dimensions of marketing and retail management concepts to analyze market situations.

To develop skills to communicate with target markets.



To develop understanding of marketing and retail management processes and operations in distribution and supply chain management
To develop analytical thinking, evaluating and solving marketing and retail management problems.

OBJECTIVES

Students will be able to:

- Demonstrate an understanding of concepts, principles and theories of marketing and retail management functions
- Demonstrate the use of skills, tools and techniques for problem solving in marketing and retail management operations
- Apply marketing and retail management concepts and techniques to analyze market trends
- Plan, analyze, implement and evaluate the marketing and retail management programs under various situations of businesses.
- Evaluate policies and formulate appropriate marketing and retail management strategies for business organizations.

CORE COURSES

| CODE | COURSE | CREDIT |
|--------|----------------------------|--------|
| MKT311 | CONSUMER BEHAVIOR | 3 |
| MKT311 | MARKETING COMMUNICATION | 3 |
| MKT311 | RETAIL MANAGEMENT | 3 |
| MKT401 | LOGISTICS AND SUPPLY CHAIN | 3 |
| MKT411 | STORE OPERATIONS | 3 |

CAPSTONE COURSES

| CODE | COURSE | CREDIT |
|---------|----------------------------------|--------|
| MKT4116 | RETAIL MERCHANDIZING AND PRICING | 3 |

ELECTIVES - CHOOSE ANY ONE

| CODE | COURSE | CREDITS |
|---------|---|---------|
| MKT4115 | MALL MANAGEMENT (E,P) | 3 |
| MKT4117 | VISUAL MERCHANDIZING AND STORE DESIGN (E) | 3 |
| MKT4118 | SALES MANAGEMENT (E) | 3 |



| | |
|--|-----------|
| Total credits required in Marketing & Retail Management | 21 |
|--|-----------|

FINANCE

INTRODUCTION

The Bachelor of Business Administration program 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.

GOALS

- To develop understanding of accounting function and process of ethical financial decision making.
- To develop understanding of the function and role of financial markets & financial institutions.
- To develop understanding of corporate finance and portfolio investments
- To develop understanding of Islamic finance.

OBJECTIVES



Students will be able to:

Demonstrate an understanding of the structure and functioning of financial system including Islamic Finance.

Comprehend and Explain the importance of ethics in discharging accounting and finance functions

Demonstrate skills of preparing, presenting and analyzing financial statements

Demonstrate the use of technology in the areas of accounting

Analyze financial management issues with respect to the organizational perspective.

Evaluate investment decisions, capital structure and working capital management

CORE COURSES

| CODE | COURSE | CREDIT |
|---------|------------------------------|--------|
| FIN3110 | FINANCIAL MARKETS & | 3 |
| FIN3111 | FINANCIAL STATEMENT ANALYSIS | 3 |
| FIN3112 | CORPORATE FINANCE | 3 |
| FIN4113 | RISK MANAGEMENT | 3 |
| FIN4114 | FUNDAMENTALS OF INVESTMENTS | 3 |

CAPSTONE COURSES

| CODE | COURSE | CREDIT |
|---------|-----------------------------------|--------|
| FIN4216 | APPLIED PROJECTS IN FINANCE (C,S) | 3 |

ELECTIVE - CHOOSE ANY ONE

| CODE | COURSE | CREDI |
|--|-------------------------------|-----------|
| FIN4115 | ISLAMIC FINANCE (E) | 3 |
| FIN4117 | ACCOUNTING INFORMATION SYSTEM | 3 |
| FIN4118 | DERIVATIVES (E) | 3 |
| Total credits required in Finance | | 21 |



PUBLIC ADMINISTRATION

INTRODUCTION

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 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. BBA in Public Administration focuses on training manpower for effective administration, urban management, formulating policy and implementation, managing environment and public sector activities. This program focuses on developing manpower for disaster management and E-Governance

GOALS

- To develop an understanding of various principles of public administration planning and implementation of policies.
- To develop an understanding of the approaches on E-Governance and Disaster management
- To examine new approaches for managing sustainability of environment and the economy
- To develop an understanding of implications in planning and policy development in public organizations



OBJECTIVES

Students will be able to:

- Demonstrate an understanding of principles and theories of public administration
- Examine the impacts of Environment for managing economic sustainability
- Analyze various models of E-Governance
- Assess international relations for appropriate foreign policy directions
- Evaluate policies and formulate appropriate strategies for planning and managing public organizations

CORE COURSES

| CODE | COURSE | CR |
|-------------|---|----|
| PAD311 0 | PRINCIPLES AND PRACTICES OF PUBLIC ADMINISTRATION | 3 |
| PAD311 | ECONOMICS OF SUSTAINABILITY | 3 |
| PAD311 | COMPARATIVE PUBLIC | 3 |
| PAD411 | E- GOVERNANCE | 3 |
| PAD411 4 | INTERNATIONAL RELATIONS AND FOREIGN POLICY (P) | 3 |

CAPSTONE COURSES

| CODE | COURSE | CREDI |
|--------|------------------------------|-------|
| PAD421 | PUBLIC POLICY FORMATION(C,S) | 3 |

ELECTIVE - CHOOSE ANY ONE

| CODE | COURSE | CREDI |
|--------|-----------------------------|-------|
| PAD411 | PUBLIC SECTOR MARKETING (E) | 3 |
| PAD411 | DISASTER MANAGEMENT (E) | 3 |
| PAD411 | ENVIRONMENT MANAGEMENT (E) | 3 |



| | |
|--|-----------|
| Total credits required in Public Administration | 21 |
|--|-----------|



NEW ADMISSIONS ENTRY REQUIREMENT

All admissions in SUC are guided by Ministerial Decrees # 200/yr 2004 and 133/yr 2005; MOE / CAA /The Standards for Licensure & Accreditation-2011.

An applicant seeking admission for BBA program is required to fulfill the following conditions:

High School Grade

Prospective student should have 60% marks in the secondary school of UAE or its equivalent as per the International Grade Conversions published by World Education Services Inc. (www.wes.org) and www.classbase.com. Student having any equivalent qualification from an institution in UAE must get the documents attested by the Ministry of Education and Youth. For qualifications obtained from abroad, attestation is required from the relevant authorities of that country.

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.

Same subject taken at 2 or more levels can be counted as two different Subjects. Subjects taken out of School in the 12th Year shall be accepted provided they are attested by The British Council.

Combination with UAE-SS Grade12; OR Combination with American Diploma in Grade 12 is NOT permitted.

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 MOE guidelines with anyone of the category mentioned below

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.



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)

IB Career: IB Career is considered as Vocational (Technical School)
Normally require higher number of points (26-28)

Other SS Qualifications (inside UAE):

Students from the Iranian, Indian, Pakistani, Philippine, French or German high school curriculum require 12 years of schooling and attestation from MOE/ KHDA/ ADEC.

Secondary School Qualifications Obtained Outside UAE:

Must meet the requirements for admission into university in the country of origin
With Min 11 years of schooling
Attestation: Education Authority (Home Country) ; Ministry of Foreign Affairs (Home Country) ; UAE Embassy+ Evidence of completion of Secondary School Stage

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 MOE. It is not applied for High School Certificate holders of other systems of education.

On passing the Foundation Program, the student's Certificate will be recognized and attested by the MOE. 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 meets the admission requirements set for specific programs at that institution.

English Language Proficiency Test (TOEFL/IELTS/PEARSON-Academic, Cambridge English: Advanced Test/ City & Guilds-IESOL)



Prospective BBA student is required to fulfill any one of the following requirements for admission to BBA program as given below (Refer Table 1)

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)

A minimum score of 5.0 on International English Language Testing System (IELTS - Academic)

A minimum score of 36-46 in the Pearson Test of English.

A minimum score of 41-46 in Cambridge English: Advanced Test of English Language.

A minimum score of B1 in City & Guilds IESOL / SESOL Test.

A minimum score of 1100 in EmSAT Achieve English (Emirates Standardized Test)

Table -1 BBA Score Range

| S. No | IELTS [ACADEMIC] | TOEFL - ITP | TOEFL - IBT | TOEFL - CBT | PTE-ACADEMIC | CAE | City & Guilds IESOL | EmSAT Achieve English | |
|-------|------------------|-------------|-------------|-------------|--------------|---------|---------------------|-----------------------|---|
| 1 | >=5 | >=500 | >=61 | >=173 | >=36 | 41 - 46 | B1 | >=1100 | Direct Entry into BBA |
| | - | 475-499 | - | - | - | - | - | | Retake TOEFL without preparatory course |
| 2 | 4 - 4.5 | 425 - 474 | 39 - 60 | 117 - 170 | 29 - 35 | 32 - 40 | A2 | 825 - 1075 | CITY & GUILDS - 45 SESSIONS |
| 3 | 3 - 3.5 | Below 425 | 21 - 38 | 67 - 110 | 24 - 28 | - | Below A2 | Below 800 | COMBINATION OF CAMBRIDGE |



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.

Appeal for Dean's consideration.

Dean's Approval.

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 MOE. It is not applied for High School Certificate holders of other systems of education.

The Foundation Program should cover the following courses:

English
Mathematics
Computer science
Arabic

IN CASE OF INCOMPLETE DOCUMENT SUBMISSION

PROVISIONAL ADMISSION PROCEDURE (UAE HIGH SCHOOL BOARD)

Fill up the Application form for Admission in SUC

Submit Admission entry requirement documents

Pay the application & registration fee and first installment fee along with the submission of application as applicable (Local / Visa / Visa Letter / Embassy Letter)

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

Fill up undertaking forms for incomplete submission of any of the required documents

The student will be allowed on provisional admission for a period of one semester.

The pending documents as per registration checklist must be submitted by the student before enrolling into the second semester.

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; after fulfilling the following requirement / conditions:

Transfer of credit is granted under the following conditions:

They must pass the English and Mathematics proficiency requirement.

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.

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.

The credit hours completed must be equivalent or higher to the corresponding courses offered at SUC.

The students must have passed the course with a minimum of 'C' grade or equivalent.

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.

No transfer can be awarded for Capstone and protected courses of SUC.

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.

A student is placed in the Senior Level status only after completing all the balance courses till the junior level.

In case student changes the major area of study the student will have to re-apply for TOC. Prohibit accepting credit twice for substantially the same course taken at two different institutions.

The grades of transferred courses will not be included while calculating the student's Grade Point Average (GPA).

The processing fees of TOC is non-refundable and is charged (as per applicable fee structure).

Transfer admission students will not be included in the toppers list.

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 Education (MOE) circular no.1 (amended) dated 11th March 2006).

The 12th standard Certificate should not be less than 50%.



His/her diploma should be accredited and attested by MOE or its equivalence certificate for those who graduate outside UAE.

To check the validity of the certificate issued by HCT and make sure that it is authentic.

CGPA should be 2.0 and above.

The student should get "C" grade and above in the following subjects:

English

Math

Computer

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.

Once the TOC is granted, it will be informed to student along with the graduation plan for review & consent with signature.

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.

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.

This TOC process once approved is applicable only for the mentioned intake.

TOC will not be granted to provisionally enrolled student for the courses which are in offer in the 1st semester.

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.

Fee waiver for the TOC courses granted will be applicable only on completion of the program, otherwise, the full amount must be paid.

Procedure to apply for TOC

Fill up the Application form for Admission along with TOC application form in SUC

Submit the following TOC Admission entry requirement documents:

The official transcript from accredited institutions

Detailed syllabi(Credit Value, Level, detailed course content, learning outcomes/objective and indicative learning resources)

An official letter from the previous institution

All documents mentioned in the admission requirements



Processing fee of AED 300/- (non-refundable) must be paid for evaluation
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
Pay the application and registration fee along with the submission of application as applicable (Local / Visa / Visa Letter / Embassy Letter)
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

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:

Accredited by the MOE, UAE

Accredited by the Central or Regional accreditation bodies in the United States of America

Accredited by the UGC Grants Commission of India

Accredited by the HEC Grants Commission of Pakistan

Approved by the Quality Assurance Agency in Education, U.K.

Accredited/recognized by the Ministry of Education for all other countries from where the student is seeking admission.

Once TOC is approved by the Dean, the student is informed about the total number of courses exempted and that AED 1500/- per course will be deducted from the total fee.

ADMISSION TO PHYSICALLY CHALLENGED STUDENTS

Applicants with special needs are also admitted in SUC after a due process of understanding the learning abilities and the approaches of teaching to them is clearly understood. SUC facilitates the special needs student by allocating extra time to help them learn without sacrificing the syllabus and the rigor required in it.

Upon meeting the admission requirements, the candidates shall be interviewed by the concerned teaching faculty members under the guidance of a committee which shall be formed as and when required and the outcomes of the interview are recorded and



communicated to the candidate and the Dean for necessary actions. The interview shall be focused on:

- To understand the nature of shortcomings
- To understand the learning abilities, assessment modes, additional time required for completion
- To understand the learning abilities through computer
- To understand their skill levels in assessing

ADMISSION DOCUMENTS AND OTHER REQUIREMENTS

Candidates seeking admission in SUC are required to submit the following documents as applicable in the respective category:

LOCAL CANDIDATES WITH OWN VISA

- National Security Services clearance certificate for UAE Nationals effective from 2014.
- 2 Passport size colored photographs (not Polaroid) along with a digital copy
- Passport Copy with minimum six months validity
- UAE National ID
- Attested copy of High School Certificate along with marks sheet (as applicable).
 - UAE 12th standard High School certificate students should submit the attested copy by the school and Ministry of Education, UAE
 - 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
 - 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
- 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 Education (MOE).
- Prospective students must bring their own electronic devices (laptop or ipad or tablets) for e-books to be downloaded.
- The applicable fees must be paid at the time of admission.
- 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.

LOCAL CANDIDATES SEEKING SUC VISA/VISA LETTER/EMBASSY LETTER



National Security Services clearance certificate for UAE Nationals effective from 2014.

2 Passport size colored photographs (not Polaroid) with white background along with a digital copy

Passport Copy with minimum eight months validity.

UAE National ID

Attested copy of High School Certificate along with marks sheet (as applicable).

UAE 12th standard High School certificate students should submit the attested copy by the school and Ministry of Education, UAE

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

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

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 Ministry of Education (MOE).

Prospective students must bring their own electronic devices (laptop or ipad or tablets) for e-books to be downloaded.

The applicable fees must be paid at the time of admission

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.

VISA STUDENTS (OVERSEAS)

2 Passport size colored photographs (not Polaroid) with white background along with a digital copy

Passport Copy with minimum eight months validity.

Police clearance certificate

Medical certificate from any registered hospital, if applicable.

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).

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 Education (MOE).



Prospective students must bring their own electronic devices (laptop or ipad or tablets) for e-books to be downloaded.

The applicable fees must be paid at the time of admission

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 along with hostel form.

ADDITIONAL REQUIREMENTS FOR STUDENTS WITH TRANSFER ADMISSION

In addition to the above documents as applicable in the category the candidate is required to submit the following documents:

Attested Official Transcript

Full Course Syllabus [Credit Value, Level, Detailed course content, learning outcomes/objectives & Indicative learning resources.

Letter from College/University certifying that the student attended there.

Transfer of Credit (TOC) fee of AED 300/- once paid, is non-refundable.

Once a student changes his/her emphasis, TOC process will be treated as new, thus, additional TOC fee and change of emphasis fee will be applicable as per published fees structure.

MBA DEGREE PROGRAMS

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.

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, 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 is pursuing 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.

MBA GOALS

- Develop managerial skills in problem solving and decision making
- Instill leadership skills and professional attitude
- Develop ethical orientation to conduct business in a socially responsible manner
- Develop acumen towards formulating, implementing and evaluating business strategies

MBA OBJECTIVES

- Students will be able to
- Explain theories, tools and techniques of business management and their applications.
- Develop leadership skills and competencies for managing organizations
- Research, evaluate, analyze and formulate business strategies
- Evaluate ethical business practices and its implications on business.
- Integrate knowledge and business practices to consistently solve complex issues

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:

Total credits required for graduation – 36
provided that the student meets the CGPA requirements
The program will run in the evening time 6:50pm-10:15pm, three days a week
Weekend classes run between 9 AM - 3.30 PM on Friday and Saturday

MASTER IN BUSINESS ADMINISTRATION WITH EMPHASIS ON:

- Finance
- Marketing
- Human Resource Management
- Strategic Management & Leadership
- 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.



GOALS

- Develop an understanding about the basic concepts and constructs of modern management theories and its applications
- Instill analytical thinking that enhances problem solving and decision making.
- Develop understanding of successful management techniques and practices

OBJECTIVES

Student will be able to

- Integrate knowledge in the fields of managerial economics, finance & accounting, human resource management, marketing management & business management systems for managing business operations
- Assess ethical values and practices for conducting business
- Analyze business problems and take strategic decisions
- Evaluate business scenarios with help of appropriate tools and techniques

CORE COURSES

| CODE | COURSE | CREDITS |
|---------|---|---------|
| ACC6001 | MANAGERIAL ACCOUNTING | 3 |
| CIS6001 | CORPORATE INFORMATION STRATEGY AND MANAGEMENT | 3 |
| ECO6001 | MANAGERIAL ECONOMICS | 3 |
| MGM6001 | HUMAN RESOURCE MANAGEMENT | 3 |
| MKT6001 | MARKETING MANAGEMENT | 3 |

PROTECTED CORE COURSES

| CODE | COURSE | CREDITS |
|---------|---|---------|
| BUS6001 | QUANTITATIVE METHODS FOR BUSINESS DECISION MAKING | 3 |
| BUS6002 | INTERNATIONAL BUSINESS | 3 |
| FIN6001 | FINANCIAL MANAGEMENT | 3 |

* Protected courses that are to be taken at Skyline University College and no TOC can be accepted for these courses



CAPSTONE COURSE

| CODE | COURSE | CREDITS |
|---------|--------------------------|---------|
| MGM7102 | STRATEGIC MANAGEMENT (C) | 3 |



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 abreast with the various changes and challenges operating in international business scenarios.

GOALS

- Develop theoretical & practical knowledge and skills in finance
- Equip students with decision making and analytical skills
- Develop an understanding of the operations and structures of various financial systems
- Develop ethically oriented financial professionals

OBJECTIVES

Students will be able to:

- Explain theoretical framework of corporate and financial institutions
- Demonstrate an understanding of ethical practices and its implications in regional and global financial Institutions
- Apply the principles, tools and research techniques for making financial decisions
- Analyze and estimate risk and return for investment decisions
- Evaluate government regulations and its effect on corporate and financial institutions

Electives – Choose Any Three

| CODE | COURSE | CREDIT | GENERAL COURSE | PREREQUISITE |
|--|--------------------------|----------|----------------------|------------------|
| FIN7210 | CORPORATE | 3 | ELECTIVE & | ACC6001, |
| FIN7211 | INTERNATIONAL | 3 | ELECTIVE & | ACC6001, |
| FIN7212 | INVESTMENT AND PORTFOLIO | 3 | ELECTIVE & PROTECTED | ACC6001, FIN6001 |
| FIN7223 | MANAGEMENT OF BANKS & | 3 | ELECTIVE & PROTECTED | ACC6001, FIN6001 |
| Total Credit Required In Emphasis | | 9 | | |



* Student needs to complete any three courses out of the four courses of the Emphasis areas.



EMPHASIS ON MARKETING

INTRODUCTION

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.

GOALS

- Equip students with skills, knowledge and understanding of roles of marketing professional in the competitive business environment.
- Develop understanding of techniques in analyzing marketing processes
- Expose students to best practices in marketing operations
- Develop ethical and strategic marketing orientation in students

OBJECTIVES

Students will be able to:

- Comprehend** competitive marketing strategies and approaches
- Analyze** consumer, business & government markets and effectively manage logistics and supply chain process
- Develop** marketing plans appropriate to target markets and geographic market segments
- Evaluate** cultural perspectives and their impacts on marketing activities

Electives – Choose Any Three

| CODE | COURSE | CREDITS | GENERAL COURSE | PREREQUISITE |
|---|--------------------------|----------|----------------------|-------------------|
| MKT7210 | CONSUMER | 3 | ELECTIVE & | BUS6001, MKT6001 |
| MKT7211 | SUPPLY CHAIN MANAGEMENT | 3 | ELECTIVE & PROTECTED | BUS6001, MKT6001 |
| MKT7312 | INTERNATIONAL MARKETING | 3 | ELECTIVE & PROTECTED | BUS6001, MKT6001. |
| MKT7313 | MARKETING COMMUNICATIONS | 3 | ELECTIVE & PROTECTED | BUS6001, MKT6001. |
| Total Credit Required In Emphasis on Marketing | | 9 | | |

* Student needs to complete any three courses out of the four courses of the Emphasis areas.



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.

MBA with HR emphasis 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.

GOALS

- Develop knowledge and skills in Human Resource Management processes, tools, systems and techniques
- Develop skills in planning Human Resource activities within the organization
- 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.
- Expose students to new trends in Human Resource Information Technology

OBJECTIVES

Students will be able to:

- Describe current processes and practices in Human Resource Management
- Critically evaluate legal issues in Human Resource Management.
- Design systems, tools & techniques of human capital management.
- 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 |
| HRM7111 | LEGAL ASPECTS OF HUMAN RESOURCES | 3 | ELECTIVE & PROTECTED | MGM6001 |
| HRM7112 | MANAGING DIVERSITY | 3 | ELECTIVE & PROTECTED | MGM6001 |
| HRM7113 | STRATEGIC HUMAN CAPITAL | 3 | ELECTIVE & PROTECTED | MGM6001 |
| Total Credits Required In Emphasis On Human Resource Management | | 9 | | |

* Student needs to complete any three courses out of the four courses of the Emphasis areas.

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.

GOALS

- Develop understanding of the concepts and theories of strategic management and leadership
- Develop an understanding of leadership strategies related to innovation and creativity in organizations
- Expose students to leadership strategies and experiences in leading and managing change
- Equip students with knowledge, concepts and techniques related to strategic risk management

OBJECTIVES



Students will be able to:

- Compare and contrast roles in strategic management and leadership
- Develop strategies of creating culture of innovation in an organization to solve complex issues
- Critically analyze risk and formulate effective organizational Strategies
- Demonstrate ability to plan and lead change in organization

Electives – Choose Any Three

| CODE | COURSE | CREDITS | GENERAL COURSE | 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 | 3 | ELECTIVE & PROTECTED | NONE |
| Total Credits Required in Emphasis on Strategic Management and Leadership | | 9 | | |

* Student needs to complete any three courses out of the four courses of the Emphasis areas.

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.

GOALS

- Develop an understanding of theories and practices of E-Governance
- Develop an understanding of cultural, ethical, legal & security issues relating to E-Governance
- Develop skills to identify, plan, implement and review the E-Governance initiatives for smart governance

OBJECTIVES

Students will be able to:

- Demonstrate an understanding of theories and practices of E- Governance Initiatives
- Assess the user requirements in the context of technological, cultural, ethical and legal perspectives
- Analyze the strategies for planning and implementing E- Governance projects
- Evaluate strategies for optimal utilization of E-Governance initiatives

Electives – Choose Any Three

| CODE | COURSE | CREDITS | GENERAL COURSE | PREREQUISITE |
|---|---|----------|------------------------|--------------|
| EGV7110 | E- GOVERNANCE THEORY AND PRACTICE | 3 | ELECTIVE AND PROTECTED | CIS6001 |
| EGV7111 | EMERGING TECHNOLOGIES FOR SMART GOVERNANCE | 3 | ELECTIVE AND PROTECTED | CIS6001 |
| EGV7112 | E- GOVERNANCE PROJECT MANAGEMENT | 3 | ELECTIVE AND | CIS6001 |
| EGV7113 | SECURITY, ETHICAL AND LEGAL ISSUES OF E- GOVERNANCE | 3 | ELECTIVE AND PROTECTED | CIS6001 |
| Total Credits Required in Emphasis on E-governance | | 9 | | |

* Student needs to complete any three courses out of the four courses of the Emphasis areas.



NEW ADMISSION ENTRY REQUIREMENTS

All admissions in SUC are guided by Ministerial Decrees # 200/yr 2004 and 133/yr 2005; MOE / CAA /The Standards for Licensure & Accreditation-2011.

An applicant seeking admission for MBA program is required to fulfill the following conditions:

Bachelor Degree Grade

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

A Bachelor's degree in other than business discipline will be accepted but the applicant is required to undergo a MBA Qualifying program (MQP)

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

English Language Proficiency Test (TOEFL/IELTS/PEARSON-Academic, Cambridge English: Advanced Test/ City & Guilds-IESOL)

Prospective MBA student is required to fulfill any one of the following requirements for admission as given below (Refer Table 2)

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)

A minimum score of 6.0 on International English Language Testing System (IELTS - Academic)

A minimum score of 50-57 in the Pearson Test of English.

A minimum score of 52-57 in Cambridge English: Advanced Test of English Language.

A minimum score of B2 in City & Guilds IESOL / SESOL Test.

A minimum score of 1400 in EmSAT Achieve English (Emirates Standardized Test)

Table -2 MBA Score Range



| IELTS [ACADEMIC] | TOEFL - ITP | TOEFL - IBT | TOEFL - CBT | PTE-ACADEMIC | CAE | City & Guilds IESOL | EmSAT Achieve English | Entry to program/preparatory courses |
|------------------|-------------|-------------|-------------|--------------|---------|---------------------|-----------------------|---|
| >=6 | >=550 | >=79 | >=213 | >=50 | 52 - 57 | B2 | >=1400 | Direct Entry to MBA Program |
| | 530-549 | | | | | | | Preparatory course in City and Guilds Plus can enroll for 6 credits in the first semester at MBA level and score a minimum of 3.0 grade on scale of 4.0 |
| 4 - 5.5 | 425 - 529 | 39 - 60 | 117 - 170 | 29 - 35 | 32 - 40 | B1 | 825 - 1375 | CITY & GUILDS - 45 SESSIONS |
| 3-3.5 | Below 425 | 21 - 38 | 67 - 110 | 24 - 28 | - | A2 | Below 800 | COMBINATION OF CAMBRIDGE PRELIMINARY : PET + 75 HRS IELTS |

Students, who have scored between 3 and 3.5 in IELTS or below 425 in TOEFL or equivalent scores of approved tests mentioned in Table-2 will undergo Cambridge Preliminary PET course in combination with IELTS Preparatory course for one semester. This is a non-credit course.

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.*



4. Institutional TOEFL score can be transferred from any other Ministry of Education approved universities in UAE or at various AMIDEAST approved testing venues across MOE-licensed institutions in the UAE.

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 MOE. 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:

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 Education (MOE), such as IELTS score of (6.0), Pearson Test of English Academic Score of 50, Cambridge English: Advanced score of 162 or City & guilds IESOL Score of B2 may 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

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 MOE 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

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: Annexure 35

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.

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

Meets the English competency requirements as per SUC policy.

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.

If either provision is not met the student will be dismissed.

MATURED ENTRY ADMISSION

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):

Business Graduates

Must have 5 years of work experience after completion of Undergraduate degree.

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

Meets the English competency requirements as per SUC policy

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 he fails in the interview then the candidate is recommended by the committee to:

Challenge Exam

MQP

Non Business Graduates

Must have 5 years of work experience after completion of baccalaureate degree.



- Meets the English competency requirements as per SUC policy.
- Must complete the MQP requirement as per SUC policy mentioned in Section b Case 2.
- 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 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.

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:

Documents Required

- The official transcript from accredited institutions
- Detailed syllabi(Credit Value, Level, detailed course content, learning outcomes/objective and indicative learning resources)
- An official letter from the previous institution



All documents mentioned in the admission requirements
Processing fee of AED 400/- (non-refundable) must be paid for evaluation
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:

They must pass the English proficiency requirement.
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.
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.
The credit hours completed must be equivalent or higher to the corresponding courses offered at SUC.
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'.
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.
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.
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.
Students of SUC may be permitted to pursue courses outside only in extreme circumstances with prior approval from Administration and Dean.
Prohibit accepting credit twice for substantially the same course taken at two different institutions.
The grade points of transferred courses will not be included while calculating the student's Grade Point Average (GPA).
TOC processing fee is non-refundable (as per applicable fee structure)

Procedure to apply for TOC

Fill up the Application form for Admission along with TOC application form in SUC
Submit the following TOC Admission entry requirement documents:

The official transcript from accredited institutions



Detailed syllabi (Credit Value, Level, detailed course content, learning outcomes/objective and indicative learning resources)

An official letter from the previous institution

All documents mentioned in the admission requirements

Processing fee of AED 300/- (non-refundable) must be paid for evaluation

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

Pay the application and registration fee along with the submission of application as applicable (Local / Visa / Visa Letter / Embassy Letter)

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

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:

Accredited by the MOE, UAE

Accredited by the Central or Regional accreditation bodies in the United States of America

Accredited by the UGC Grants Commission of India

Accredited by the HEC Grants Commission of Pakistan

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 is informed about the total number of courses exempted and that AED 1500/- per course will be deducted from the total fee.

ADMISSION TO PHYSICALLY CHALLENGED STUDENTS

Please refer details given in BBA section



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.

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

TOC will be granted to courses with a grade C at the Undergraduate level with CGPA above 2.5

Fill up the MQP TOC application form in SUC

Submit the following TOC Admission entry requirement documents:

The official transcript from accredited institutions

Detailed syllabi(Credit Value, Level, detailed course content, learning outcomes/objective and indicative learning resources)

Processing fee of AED 400/- (non-refundable) must be paid for evaluation



CHALLENGE EXAM

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.

NON- BUSINESS MANAGEMENT BACKGROUND WITH MQP:

Student with non-business background who has completed MQP Program from an approved institution by MOE will have to take a challenge exam at SUC.

Non-Business graduates with MQP from approved institutions by MOE will have to undergo a challenge exam at SUC

The guidelines for Business & Non-Business Challenge exam are as follows:

Needs to have a 'B' grade to successfully clear the challenge exam and join the MBA program without undergoing MQP.

Prospective student can take maximum of 2 challenge exams in the same day.

A handbook for each course of challenge exam will be provided to the student.

Student is required to pay AED 650 per subject.

No Second Attempt will be given.

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.

If the Student fails to clear challenge exam, he has to undergo MQP and MQP fees will apply.

ADMISSION DOCUMENTS AND OTHER REQUIREMENTS

Candidates seeking admission in SUC are required to submit the following documents as applicable in the respective category:

LOCAL CANDIDATES WITH OWN VISA

National Security Services clearance certificate for UAE Nationals effective from 2014.
2 Passport size colored photographs (not Polaroid) along with a digital copy



Passport Copy with minimum six months validity

UAE National ID

Attested copy of Bachelor's Degree Certificate (3 years and above) along with marks sheet (as applicable)

For students from UAE Universities, certificate should be attested by the university and Ministry of Education, UAE.

Students from foreign Universities operating in UAE and approved by the Ministry of Education, UAE, and their certificates should be attested by the University & Ministry of Education, UAE.

Students from overseas universities, certificate should be attested by the University, Ministry of Education, Ministry of Foreign Affairs and UAE Foreign Embassy from country of origin.

All foreign certificates must have an equivalency certificate from the Ministry of Education, UAE, at the time of admission or latest by before the completion of the semester.

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 or Cambridge English Advanced Test score of 52 or City & Guilds IESOL Test score of B1-B2 or the equivalent score on another standardized test approved by the Ministry of Education (MOE).

The applicable fees must be paid at the time of admission

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.

LOCAL CANDIDATES SEEKING SUC VISA/VISA LETTER/EMBASSY LETTER

National Security Services clearance certificate for UAE Nationals effective from 2014.

2 Passport size colored photographs (not Polaroid) along with a digital copy

Passport copy with minimum eight months validity.

Attested copy of Bachelor's Degree Certificate (3 years and above) along with marks sheet i.e.

Students from UAE Universities, certificate should be attested by the university and Ministry of Education, UAE.



Students from foreign universities operating in UAE and approved by the Ministry of Education-UAE, certificate should be attested by the University & private Department in Ministry of Education – UAE.

Students from overseas universities, certificate should be attested by the university, Ministry of Education, Ministry of Foreign Affairs and UAE Foreign Embassy from country of origin.

All foreign certificates must have an equivalency certificate from the Ministry of Education, UAE, at the time of admission or latest by before the completion of the semester.

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 Education (MOE).

The applicable fees must be paid at the time of admission

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.

Student personal details form with the country of residence telephone number is to be duly filled up at the time of admission.

VISA STUDENTS (OVERSEAS)

2 Passport size colored photographs (not Polaroid) along with a digital copy
Passport Copy with minimum eight months validity.

Police clearance certificate, if applicable

Medical certificate from any registered hospital, if applicable

Attested copy of Bachelor's Degree Certificate (3 years and above) along with marks sheet i.e.

Students from UAE Universities, certificate should be attested by the university and Ministry of Education, UAE.

Students from foreign Universities operating in UAE and approved by the Ministry of Education, UAE, and certificate should be attested by the University & Ministry of Education, UAE.

Students from overseas Universities, certificate should be attested by the University, Ministry of Education, Ministry of Foreign Affairs and UAE Foreign Embassy from country of origin.

All foreign certificates must have an equivalency certificate from the Ministry of Education, UAE, at the time of admission or latest by before the completion of the semester.



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 Education (MOE).

The applicable fees must be paid at the time of admission

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.

Student personal details form with the country of residence telephone number is to be duly filled up at the time of admission.

ADDITIONAL REQUIREMENTS FOR STUDENTS WITH TRANSFER ADMISSION

In addition to the above documents as applicable in the category the candidate is required to submit the following documents:

Attested Official Transcript

Full Course Syllabus [Credit Value, Level, Detailed course content, learning outcomes/objectives & Indicative learning resources.

Letter from College/University certifying that the student attended there.

Transfer of Credit (TOC) fee of AED 300/- once paid, is non-refundable.

Once a student changes his/her emphasis, TOC process will be treated as new, thus, additional TOC fee and change of emphasis fee will be applicable as per published fees structure.

SCHOLARSHIP/FEE WAIVER POLICY

Prospective Students: Students who intend to join SUC for a full time undergraduate or graduate 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 160,000/-



**SCHOLARSHIP / FEE WAIVER - BBA - 2017-
2018**

LOCAL

1. MERIT BASED

| QUALIFICATION | PERCENTAGE | BBA FEES | FEE WAIVER | NET FEES |
|----------------------------|-------------------|--------------------------------------|-------------------|-----------------|
| UAE / ARAB BOARD | | | | |
| 90% and above | 50% | 160,000 | 61,500 | 98,500 |
| 80% - 89% | 25% | 160,000 | 30,750 | 129,250 |
| 70% - 79% | 15% | 160,000 | 18,450 | 141,550 |
| INDIAN BOARD | | | | |
| 90% and above | 50% | 160,000 | 61,500 | 98,500 |
| 80% - 89% | 25% | 160,000 | 30,750 | 129,250 |
| 70% - 79% | 15% | 160,000 | 18,450 | 141,550 |
| PAKISTAN BOARD | | | | |
| 90% and above | 50% | 160,000 | 61,500 | 98,500 |
| 80% - 89% | 25% | 160,000 | 30,750 | 129,250 |
| 70% - 79% | 15% | 160,000 | 18,450 | 141,550 |
| IGCSE CURRICULUM | | | | |
| 90% and above | 50% | 160,000 | 61,500 | 98,500 |
| 80% - 89% | 25% | 160,000 | 30,750 | 129,250 |
| 70% - 79% | 15% | 160,000 | 18,450 | 141,550 |
| AMERICAN CURRICULUM | | | | |
| A++ | 50% | 160,000 | 61,500 | 98,500 |
| Grade A | 25% | 160,000 | 30,750 | 129,250 |
| Grade B | 15% | 160,000 | 18,450 | 141,550 |
| REQUIREMENTS | | 1. High School Marks Sheet | | |
| | | 2. Recommendation letter from | | |



| | |
|--|------------|
| | the school |
|--|------------|

| 2. OUTSTANDING EFFORTS IN EXTRA CURRICULAR ACTIVITIES | | | |
|--|--|-------------------|-----------------|
| PERCENTAGE | BBA FEES | FEE WAIVER | NET FEES |
| 8.33% | 160,000 | 10,250 | 149,750 |
| REQUIREMENTS | 1. Original Certificate of Recognition for Exemplary Achievement | | |

| 3. SIBLING | | | |
|---------------------|---|-------------------|-----------------|
| PERCENTAGE | BBA FEES | FEE WAIVER | NET FEES |
| 15.00% | 160,000 | 18,450 | 141,550 |
| REQUIREMENTS | 1. Passport copies of the students proving the relationship (Only applicable to direct relations only) 2. Any other document to prove the relationship | | |

| 4. INDUSTRY | | | |
|---------------------|----------------------------------|-------------------|-----------------|
| PERCENTAGE | BBA FEES | FEE WAIVER | NET FEES |
| 4.20% | 160,000 | 5,165 | 154,835 |
| REQUIREMENTS | 1. Labor Card or Employment Card | | |

| 5. GOVERNMENT / BANK | | | |
|-----------------------------|------------------------------|-------------------|-----------------|
| PERCENTAGE | BBA FEES | FEE WAIVER | NET FEES |
| UAE LOCAL APPLICANT - 10% | 160,000 | 12,300 | 147,700 |
| EXPATRIATE APPLICANT - 8% | 160,000 | 9,840 | 150,160 |
| REQUIREMENTS | 1. Scholarship Sanction Form | | |



| | | | |
|---|--|-------------------------|-----------------------|
| | 2. Letter of Recommendation from the Government / Bank | | |
| | 3. Certificate of Employment | | |
| | 4. Copy of Transcript (High School) | | |
| | 5. Signed Undertaking (Form #: MKTG-029) | | |
| | 6. Proof of Identity (UAE ID, Passport Copy & Valid Visa) | | |
| 7. MOU AGREEMENT - [CONSULATE / EMBASSY / CLUB / CHURCH / CORPORATE/ GOVT / BANK / ASSOCIATIONS/SCHOOLS]& SPORTS | | | |
| PERCENTAGE | BBA FEES | FEE WAIVER | NET FEES |
| 15% | 160,000 | 18,450 | 141,550 |
| 25% | 160,000 | 30,750 | 129,250 |
| 50% | 160,000 | 61,500 | 98,500 |
| REQUIREMENTS | 1. Scholarship Sanction Form | | |
| | 2. Letter of Recommendation from the School / Government / Bank / Consulate / Private / Club | | |
| | 3. Certificate of Employment (Applicable for working students) | | |
| | 4. Copy of Transcript (High School) | | |
| | 5. Signed Undertaking (Form #: MKTG-029) | | |
| | 6. Proof of Identity (UAE ID, Passport Copy & Valid Visa) | | |
| INTERNATIONAL | | | |
| 1. MOU AGREEMENT [SCHOOLS /SCHOLARSHIP BOARDS / AGENTS] | | | |
| PERCENTAGE | BBA FEES - USD | FEE WAIVER - USD | NET FEES - USD |
| 15% | 43,840 | 5,055 | 38,785 |
| 25% | 43,840 | 8,425 | 35,415 |



| | |
|---------------------|--|
| REQUIREMENTS | 1. Scholarship Sanction Form |
| | 2. Letter of Recommendation from the School / Scholarship Board / Agents |
| | 4. Copy of Transcript (High School) |
| | 5. Signed Undertaking (Form #: MKTG-029) |
| | 6. Proof of Identity (Passport Copy) |
| | |

**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

MBA

The fee waiver considered for students joining MBA program will be as follows:

MBA Fees- AED 95,000/-

| SCHOLARSHIP / FEE WAIVER - MBA - 2017-2018 | | | |
|--|----------|---|----------|
| LOCAL | | | |
| 1. SUC UG STUDENT | | | |
| PERCENTAGE | MBA FEES | FEE WAIVER | NET FEES |
| 15.00% | 95,000 | 9,720 | 85,280 |
| REQUIREMENTS | | 1. Attested Bachelor Degree Certificate | |
| | | | |
| 2. SIBLING | | | |
| PERCENTAGE | MBA FEES | FEE WAIVER | NET FEES |
| 15.00% | 95,000 | 9,720 | 85,280 |



| | | | |
|---|-----------------|--|-----------------|
| REQUIREMENTS | | 1. Passport copies of the students proving the relationship (Only applicable to direct relations only) | |
| | | 2. Any other document to prove the relationship. | |
| 3. INDUSTRY | | | |
| PERCENTAGE | MBA FEES | FEE WAIVER | NET FEES |
| 7.94% | 95,000 | 5,145 | 89,855 |
| REQUIREMENTS | | 1. Labor Card or Employment Card | |
| 4. GOVERNMENT / BANK | | | |
| PERCENTAGE | MBA FEES | FEE WAIVER | NET FEES |
| UAE LOCAL APPLICANT - 10% | 95,000 | 6,480 | 88,520 |
| EXPATRIATE APPLICANT - 7.94% | 95,000 | 5,145 | 89,855 |
| REQUIREMENTS | | 1. Scholarship Sanction Form | |
| | | 2. Letter of Recommendation from the Government / Bank | |
| | | 3. Certificate of Employment | |
| | | 4. Copy of Transcript (Bachelors Degree) | |
| | | 5. Signed Undertaking (Form #: MKTG-030) | |
| | | 6. Proof of Identity (UAE ID, Passport Copy & Valid Visa) | |
| 5. MOU AGREEMENT [CONSULATE / EMBASSY / CLUB / CHURCH / CORPORATE/ GOVT / BANK / ASSOCIATIONS] | | | |
| PERCENTAGE | MBA FEES | FEE WAIVER | NET FEES |
| 15% | 95,000 | 9,720 | 85,280 |
| 25% | 95,000 | 16,200 | 78,800 |



| | | | |
|---|------------------------------|---|-----------------------|
| 50% | 95,000 | 32,400 | 62,600 |
| REQUIREMENTS | | 1. Scholarship Sanction Form | |
| | | 2. Letter of Recommendation from the Government / Bank / Consulate / Private / Club | |
| | | 3. Certificate of Employment (Applicable for working students) | |
| | | 4. Copy of Transcript (Bachelors Degree) | |
| | | 5. Signed Undertaking (Form #: MKTG-030) | |
| | | 6. Proof of Identity (UAE ID, Passport Copy & Valid Visa) | |
| 6. MERIT BASED | | | |
| PERCENTAGE | MBA FEES | FEE WAIVER | NET FEES |
| 10.00% | 95,000 | 6,480 | 88,520 |
| REQUIREMENTS | | 1. CGPA OF 3.5 & Above | |
| 7. NEED BASED | | | |
| PERCENTAGE | MBA FEES | FEE WAIVER | NET FEES |
| 6.35% | 95,000 | 4,115 | 90,885 |
| 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% | 26,030 | 2,663 | 23,367 |
| 25% | 26,030 | 4,438 | 21,592 |
| REQUIREMENTS | 1. Scholarship Sanction Form | | |



| |
|--|
| 2. Letter of Recommendation from the School / Scholarship Board / Agents |
| 4. Copy of Transcript (High School) |
| 5. Signed Undertaking (Form #: MKTG-029) |
| 6. Proof of Identity (Passport Copy) |

**Subject to Approval*

Note: Adjustment of the fee waiver amount will be during the last two semsters



SECTION 3 IT SCHOOL



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 MOE, UAE and the number of seats approved by the Executive Council as per the strategic plan.

BSIT DEGREE PROGRAM

PROGRAM OVERVIEW

Skyline University College undergraduate program leading to the award of Bachelor of Science degree is equipped to meet the needs of dynamic information technology environments. The program focuses on providing graduates with competencies and skills required to design, build, test and apply information technology solutions for organizations.

PROGRAM RATIONALE

Around the globe, organizations are increasingly becoming more connected, both internally and with other stakeholders like suppliers, customers and government authorities. Information Technology is playing a critical part for achieving excellence; develop product and service mix, enhancing decision making, and achieving sustainable competitive advantage in the organization at the global level.

At the national level, UAE's 2021 Vision aims at developing knowledge based and highly productive economy through innovation and research in science & technology. The UAE is investing heavily in adopting and implementing Information and Communication Technology (ICT) in its government and private sectors. As per the UAE government initiatives like smart governance, m-governance, open innovation, open data infrastructure, drives ICT sector growth in UAE. The increase in both scale



and sophistication of the UAE ICT sector has drawn many international IT organizations to locate their office and development center in UAE.

This requires trained man power to meet the requirement of business organizations for implementing IT initiatives at the global and national level.

BSIT OBJECTIVES

At the end of the program student will be able to:

Demonstrate communication, mathematical, critical enquiry, logical thinking, and analytical skills in designing appropriate information system and problem solving

Demonstrate an understanding of various concepts of Information technology and its applications.

Evaluate security and ethical issues in the context of information technology.

Demonstrate the ability to work in teams and lead information technology projects.

Demonstrate the ability to evaluate and develop solutions for complex and unstructured IT problems

BSIT CURRICULUM

BSIT CURRICULUM REQUIREMENTS

The curriculum provides the student with General Education, core study in information technology and a major field of study (major requirements).

All students pursuing a Bachelor of Science in Information Technology (BSIT) Program must complete the following requirements:

| | No. of Credits | No. of Courses |
|------------------------------|----------------|----------------|
| General Education | 36 | 13 |
| Core Courses | 60 | 20 |
| Internship | 3 | 1 |
| Major (Enterprise computing) | 21 | 7 |



| | | |
|---------------------------|------------|-----------|
| Total Requirements | 120 | 41 |
|---------------------------|------------|-----------|

***Note: General Study Skill is a 2 credit course and Community Service is a 1 credit course.**

GENERAL EDUCATION

INTRODUCTION

The general education program at the BSIT 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 provided to the students encompassing science, computing, humanities, and culture inculcates a sensitive and scientific temper in the young professionals.

OBJECTIVES

Student will be able to:

- Demonstrate an understanding of the basic scientific principles for application in decision-making
- Comprehend and Explain human civilization, culture, ethical values, and religion, with a view to understanding of the global community.
- Develop skills in business communication
- Demonstrate skills of information technology in effective data processing and analyzing
- Develop skills in problem solving through the application of both critical thinking techniques and mathematical & statistical tools

GENERAL EDUCATION COURSES

| COURSE CODE | COURSE NAME | CREDIT | PREREQUISITE |
|-------------|--|--------|--------------|
| CIS1001 | Introduction to Information Technology | 3 | None |



ESTABLISHED 1990

| | | | |
|----------|-------------------------------------|----|------------------------------|
| ENG1001 | English Composition | 3 | None |
| GEN1001 | General Study Skills | 2 | None |
| GEN1002 | Community Services & Sports | 1 | None |
| MAT1001 | Mathematics - I | 3 | None |
| HUM1001 | Introduction to Humanities | 3 | None |
| ENG1102 | Business Communication | 3 | ENG 1001 English Composition |
| HUM1002 | Critical Thinking & Problem Solving | 3 | None |
| HUM1003 | Islamic Culture | 3 | None |
| MAT1102 | Mathematics - II | 3 | MAT1001 - Mathematics-I |
| ECO 2001 | Economics | 3 | None |
| SCI2001 | General Science | 3 | None |
| ENG 2103 | Advanced English Composition | 3 | ENG 1001 English Composition |
| TOTAL | | 36 | |



CORE COURSES

INTRODUCTION

The Core courses aim at providing conceptual background to the students in information technology. Program contents have been designed to expose students to the functions of programming, networking, security and ethical aspects of information technology towards developing an attitude for conducting and leading information technology projects effectively and innovatively.

GOALS

- To develop an understanding of information technology concepts
- To develop information technology competencies among students to meet the challenges of organizational and societal environment.
- To inculcate values and ethical behavior necessary in developing information technology solutions
- To Leverage information technology to realize strategic goals and opportunities in organizations

OBJECTIVES

Student will be able to:

- Demonstrate an understanding of computer architecture, programming, software engineering and software project management
- Use analytical and logical skills in designing information technology projects
- Analyze the ethical and security issues in the development of information technology solutions
- Synthesize information technology theory and practices to realize strategic goals
- Evaluate processes associated with software development, testing and implementation



CORE COURSES

| COURSE CODE | COURSE NAME | CREDIT | PREREQUISITE |
|-------------|---|--------|--|
| BIT1101 | Digital Logic | 3 | MAT 1001 - Mathematics-I |
| BIT2102 | Principles of Programming Language | 3 | CIS 1001 - Introduction to Information Technology |
| BIT2103 | Computer Organization | 3 | BIT1101 - Digital Logic |
| BIT2104 | Web Design and Development | 3 | BIT2102- Principles of Programming Language |
| BIT2105 | Data Structures and Algorithm Analysis | 3 | BIT2102 - Principles of Programming Language |
| BIT2106 | Database Management Systems | 3 | CIS 1001 - Introduction to Information Technology |
| BIT2107 | Human-Computer Interaction | 3 | CIS 1001 - Introduction to Information Technology |
| BIT2108 | Computer Architecture | 3 | BIT2103 - Computer Organization |
| BUS3102 | Innovation(P) | 3 | HUM1002 - Critical Thinking & Problem Solving |
| BIT3209 | Operating Systems | 3 | BIT2105 - Data Structures and Algorithm Analysis, BIT2108- Computer Architecture |
| BIT3111 | Computer Networks | 3 | BIT2108 - Computer Architecture |
| BIT3112 | Information Technology Project Management | 3 | CIS 1001 - Introduction to Information Technology |
| BIT3113 | Mobile Application Development | 3 | BIT3209 - Operating Systems |



| | | | |
|---------|--------------------------------------|----|--|
| BIT4117 | Information Technology and Ethics | 3 | CIS 1001 - Introduction to Information Technology |
| BIT4118 | Big Data Analytics | 3 | MAT1102 - Mathematics - II |
| BIT4219 | Computing Project(P) | 3 | BIT2102 - Principles of Programming Language, ITE3110 - Software Engineering |
| BIT4220 | Information System Audit and Control | 3 | ITE4113-Business Process Modeling, ITE3110-Software Engineering |
| Total | | 51 | |

CAPSTONE COURSES

| COURSE CODE | COURSE NAME | CREDIT | PREREQUISITE |
|-------------|---|--------|--|
| BIT4121 | Strategic Information System Management (C) | 3 | BIT4117- Information Technology and Ethics |
| IND 4101 | Internship (C,S) | 3 | Senior Status |
| TOTAL | | 6 | |

ELECTIVE COURSES (ANY TWO)

| COURSE CODE | COURSE NAME | CREDIT | PREREQUISITE |
|-------------|--------------------------------------|--------|---------------------------------------|
| BIT3110 | Distributed Database Systems (E) | 3 | BIT2106 - Database Management Systems |
| BIT3114 | Data Warehousing and Data Mining (E) | 3 | BIT2106 - Database Management Systems |



| | | | |
|---------|-----------------------|---|---|
| BIT3115 | E-Commerce(E) | 3 | CIS 1001 - Introduction to Information Technology |
| BIT3116 | Internet of Things(E) | 3 | BIT3111 - Computer Networks |
| TOTAL | | 6 | |

S – Senior Level, C – Capstone, E – Elective

E, P – Elective & Protected and P – Protected



ENTERPRISE COMPUTING

INTRODUCTION

Enterprise wide information technology known as enterprise systems forms the backbone of the organizations in today's highly dynamic global economic environment. To design better enterprise systems such as Enterprise Resource Planning Systems (ERP), Supply Chain Management Systems (SCM) and Customer Relations Management Systems (CRM), information technology professionals require a good understanding and competencies in enterprise computing. The program will provide students with knowhow to develop reliable, scalable and secure enterprise systems. Students will be equipped to handle complex issues and challenges associated with the enterprise computing. The major prepares the student to analyze enterprise information needs, and recommend appropriate solutions for effective implementation.

OBJECTIVES

At the end of the program, student will be able to

- Demonstrate an understanding of enterprise systems functions and processes
- Apply emerging information technologies for the benefit of organization
- Analyze unfamiliar business processes for implementing organization wide information technology solutions
- Synthesize the enterprise computing theory and practice to realize organizational goals
- Evaluate various enterprise systems and its impact on organization

ENTERPRISE COMPUTING MAJOR

CORE COURSES

| COURSE CODE | COURSE NAME | CREDIT | PREREQUISITE |
|-------------|---------------------------|--------|--|
| ITE3110 | Software Engineering | 3 | BIT2102-Principles of Programming Language |
| ITE3111 | E-Supply Chain Management | 3 | MAT1102 - Mathematics - II |



| | | | |
|---------|---|---|---------------------------------------|
| ITE3112 | IT Infrastructure and Emerging Technologies | 3 | BIT3111 - Computer Networks |
| ITE4113 | Business Process Modeling | 3 | BIT2106 - Database Management Systems |
| ITE4114 | Enterprise Information System Security | 3 | BIT3111 - Computer Networks |

CAPSTONE COURSE

| COURSE CODE | COURSE NAME | CREDIT | PREREQUISITE |
|-------------|------------------------|--------|---|
| ITE4316 | Enterprise Systems (C) | 3 | ITE3110-Software Engineering, ITE3112 IT infrastructure and Emerging Technologies, ITE4113 - Business Process Modelling |

ELECTIVE - CHOOSE ANY ONE

| COURSE CODE | COURSE NAME | CREDIT | PREREQUISITE |
|-------------|--------------------------------------|--------|--|
| ITE4015 | Knowledge Management Technology(E,P) | 3 | None |
| ITE4117 | High Performance Computing (E) | 3 | BIT3111 - Computer Networks |
| ITE4118 | Cloud Computing (E) | 3 | ITE3112- IT Infrastructure and Emerging Technologies |

S – Senior Level, C – Capstone, E – Elective

E, P – Elective & Protected and P – Protected



SCHOLARSHIP/FEE WAIVER

Prospective Students: Students who intend to join SUC for a full time undergraduate or graduate 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 BSIT program will be as follows:

| SCHOLARSHIP / FEE WAIVER - BSIT - 2017-2018 | | | | |
|---|------------|--|------------|----------|
| LOCAL | | | | |
| 1. MERIT BASED | | | | |
| QUALIFICATION | PERCENTAGE | BSIT FEES | FEE WAIVER | NET FEES |
| UAE / ARAB BOARD | | | | |
| 80% - 89% | 25% | 156,000 | 30,000 | 126,000 |
| INDIAN BOARD | | | | |
| 80% - 89% | 25% | 156,000 | 30,000 | 126,000 |
| PAKISTAN BOARD | | | | |
| 80% - 89% | 25% | 156,000 | 30,000 | 126,000 |
| IGCSE CURRICULUM | | | | |
| 80% - 89% | 25% | 156,000 | 30,000 | 126,000 |
| AMERICAN CURRICULUM | | | | |
| Grade A | 25% | 156,000 | 30,000 | 126,000 |
| REQUIREMENTS | | 1. High School Marks Sheet | | |
| | | 2. Recommendation letter from the school | | |
| 2. OUTSTANDING EFFORTS IN EXTRA CURRICULAR ACTIVITIES | | | | |
| PERCENTAGE | BSIT FEES | | FEE WAIVER | NET FEES |



| | | | |
|-----------------------------|--|-------------------|-----------------|
| 8.33% | 156,000 | 10,000 | 146,000 |
| REQUIREMENTS | 1. Original Certificate of Recognition for Exemplary Achievement | | |
| | | | |
| 3. SIBLING | | | |
| PERCENTAGE | BSIT FEES | FEE WAIVER | NET FEES |
| 15.00% | 156,000 | 18,000 | 138,000 |
| REQUIREMENTS | 1. Passport copies of the students proving the relationship (Only applicable to direct relations only) | | |
| | 2. Any other document to prove the relationship | | |
| | | | |
| 4. INDUSTRY | | | |
| PERCENTAGE | BSIT FEES | FEE WAIVER | NET FEES |
| 4.20% | 156,000 | 5,000 | 151,000 |
| REQUIREMENTS | 1. Labor Card or Employment Card | | |
| | | | |
| 5. GOVERNMENT / BANK | | | |
| PERCENTAGE | BSIT FEES | FEE WAIVER | NET FEES |
| UAE LOCAL APPLICANT - 10% | 156,000 | 12,000 | 144,000 |
| EXPATRIATE APPLICANT - 8% | 156,000 | 9,600 | 146,400 |
| REQUIREMENTS | 1. Scholarship Sanction Form | | |
| | 2. Letter of Recommendation from the Government / Bank | | |
| | 3. Certificate of Employment | | |
| | 4. Copy of Transcript (High School) | | |
| | 5. Signed Undertaking (Form #: MKTG-029) | | |



| | | | |
|--|--|-------------------------|-----------------------|
| | 6. Proof of Identity (UAE ID, Passport Copy & Valid Visa) | | |
| | | | |
| 6. MOU AGREEMENT - [CONSULATE / EMBASSY / CLUB / CHURCH / CORPORATE / GOVT / BANK / ASSOCIATIONS/SCHOOLS]& SPORTS | | | |
| PERCENTAGE | BSIT 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 |
| REQUIREMENTS | 1. Scholarship Sanction Form | | |
| | 2. Letter of Recommendation from the School / Government / Bank / Consulate / Private / Club | | |
| | 3. Certificate of Employment (Applicable for working students) | | |
| | 4. Copy of Transcript (High School) | | |
| | 5. Signed Undertaking (Form #: MKTG-029) | | |
| | 6. Proof of Identity (UAE ID, Passport Copy & Valid Visa) | | |
| INTERNATIONAL | | | |
| 1. MOU AGREEMENT [SCHOOLS / SCHOLARSHIP BOARDS / AGENTS] | | | |
| PERCENTAGE | BSIT FEES - USD | FEE WAIVER - USD | NET FEES - USD |
| 15% | 42,740 | 4,930 | 37,810 |
| 25% | 42,740 | 8,220 | 34,520 |
| REQUIREMENTS | 1. Scholarship Sanction Form | | |
| | 2. Letter of Recommendation from the School / Scholarship Board / Agents | | |
| | 4. Copy of Transcript (High School) | | |
| | 5. Signed Undertaking (Form #: MKTG-029) | | |
| | 6. Proof of Identity (Passport Copy) | | |



**Subject to Approval*

NOTE:

Documentation Required:

Merit Based

Letter from School Principal
Proof of Completion or Transcript

GENERAL TERMS & CONDITIONS:

Student is eligible only for one type of fee waiver

Adjustment of the fee waiver amount will be during the last two semesters

If the student 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



ANNEXURES (TO BE UPDATED)

BBA FEE SUMMARY

BBA-FEE WAIVER DISTRIBUTION

FINANCIAL RULES & REGULATIONS

ADDITIONAL SERVICES FEES - COMPARISON

BBA FEE STRUCTURE

BBA LOCAL FEE STRUCTURE 2017 - 2018 (MAY-SEP)

BBA LOCAL FEE STRUCTURE 2017 - 2018 (JAN)

BBA VISA LOCAL FEE STRUCTURE 2017 - 2018

BBA VISA USD FEE STRUCTURE 2017 - 2018

BBA FOUNDATION FEE STRUCTURE 2017 - 2018 (AED)-BASIC

BBA FOUNDATION FEE STRUCTURE 2017 - 2018 (AED)-ADVANCE

BBA FOUNDATION FEE STRUCTURE 2017 - 2018 (AED)-ADVANCE + 1 BBA COURSE

BBA FOUNDATION FEE STRUCTURE 2017 - 2018 (AED)-ADVANCE + 2 BBA COURSE

BBA FOUNDATION FEE STRUCTURE 2017 - 2018 (USD)-BASIC

BBA FOUNDATION FEE STRUCTURE 2017 - 2018 (USD)-ADVANCE

BBA FOUNDATION FEE STRUCTURE 2017 - 2018 (USD)-ADVANCE + 1 BBA COURSE

BBA FOUNDATION FEE STRUCTURE 2017 - 2018 (USD)-ADVANCE + 2 BBA COURSE

4.2% FEE WAIVER

BBA LOCAL FEE STRUCTURE 2017 - 2018 (MAY-SEP)

BBA LOCAL FEE STRUCTURE 2017 - 2018 (JAN)

BBA VISA LOCAL FEE STRUCTURE 2017 - 2018 (MAY-SEP)

BBA VISA LOCAL FEE STRUCTURE 2017 - 2018 (JAN)

BBA VISA USD FEE STRUCTURE 2017 - 2018 (MAY-SEP)

BBA VISA USD FEE STRUCTURE 2017 - 2018 (JAN)

6.25% FEE WAIVER

BBA LOCAL FEE STRUCTURE 2017 - 2018 (MAY-SEP)

BBA LOCAL FEE STRUCTURE 2017 - 2018 (JAN)

BBA VISA LOCAL FEE STRUCTURE 2017 - 2018 (MAY-SEP)

BBA VISA LOCAL FEE STRUCTURE 2017 - 2018 (JAN)

BBA VISA USD FEE STRUCTURE 2017 - 2018 (MAY-SEP)



BBA VISA USD FEE STRUCTURE 2017 - 2018 (JAN)

8.33% FEE WAIVER

BBA LOCAL FEE STRUCTURE 2017 - 2018 (MAY-SEP)

BBA LOCAL FEE STRUCTURE 2017 - 2018 (JAN)

BBA VISA LOCAL FEE STRUCTURE 2017 - 2018 (MAY-SEP)

BBA VISA LOCAL FEE STRUCTURE 2017 - 2018 (JAN)

BBA VISA USD FEE STRUCTURE 2017 - 2018 (MAY-SEP)

BBA VISA USD FEE STRUCTURE 2017 - 2018 (JAN)

10% FEE WAIVER

BBA LOCAL FEE STRUCTURE 2017 - 2018 (MAY-SEP)

BBA LOCAL FEE STRUCTURE 2017 - 2018 (JAN)

BBA VISA LOCAL FEE STRUCTURE 2017 - 2018 (MAY-SEP)

BBA VISA LOCAL FEE STRUCTURE 2017 - 2018 (JAN)

BBA VISA USD FEE STRUCTURE 2017 - 2018 (MAY-SEP)

BBA VISA USD FEE STRUCTURE 2017 - 2018 (JAN)

15% FEE WIVER

BBA LOCAL FEE STRUCTURE 2017 - 2018 (MAY-SEP)(3RD&4THYEAR)

BBA LOCAL FEE STRUCTURE 2017 - 2018 (JAN)(3RD&4THYEAR)

BBA LOCAL FEE STRUCTURE 2017 - 2018 (MAY-SEP)(OVER 4 YRS)

BBA LOCAL FEE STRUCTURE 2017 - 2018 (JAN)(OVER 4 YRS)

BBA VISA LOCAL FEE STRUCTURE 2017 - 2018 (MAY-SEP)

BBA VISA LOCAL FEE STRUCTURE 2017 - 2018 (JAN)

BBA VISA USD FEE STRUCTURE 2017 - 2018 (MAY-SEP)

BBA VISA USD FEE STRUCTURE 2017 - 2018 (JAN)

25% FEE WAIVER

BBA LOCAL FEE STRUCTURE 2017 - 2018 (MAY-SEP)(3RD&4THYEAR)

BBA LOCAL FEE STRUCTURE 2017 - 2018 (JAN)(3RD&4THYEAR)

BBA LOCAL FEE STRUCTURE 2017 - 2018 (MAY-SEP)(OVER 4 YRS)

BBA LOCAL FEE STRUCTURE 2017 - 2018 (JAN)(OVER 4 YRS)

BBA VISA LOCAL FEE STRUCTURE 2017 - 2018 (MAY-SEP)

BBA VISA LOCAL FEE STRUCTURE 2017 - 2018 (JAN)

BBA VISA USD FEE STRUCTURE 2017 - 2018 (MAY-SEP)

BBA VISA USD FEE STRUCTURE 2017 - 2018 (JAN)

50% FEE WAIVER

BBA LOCAL FEE STRUCTURE 2017 - 2018 (MAY-SEP)(3RD&4THYEAR)

BBA LOCAL FEE STRUCTURE 2017 - 2018 (JAN)(3RD&4THYEAR)

BBA LOCAL FEE STRUCTURE 2017 - 2018 (MAY-SEP)(OVER 4 YRS)

BBA LOCAL FEE STRUCTURE 2017 - 2018 (JAN)(OVER 4 YRS)

BBA VISA LOCAL FEE STRUCTURE 2017 - 2018 (MAY-SEP)

BBA VISA LOCAL FEE STRUCTURE 2017 - 2018 (JAN)

BBA VISA USD FEE STRUCTURE 2017 - 2018 (MAY-SEP)

BBA VISA USD FEE STRUCTURE 2017 - 2018 (JAN)

BBA Refund Policies

BBA REFUND POLICY (LOCAL)



BBA REFUND POLICY (VISA-LOCAL)
BBA REFUND POLICY (VISA-INTL)

MBA FEE SUMMARY

BBA-FEE WAIVER DISTRIBUTION

FINANCIAL RULES & REGULATIONS

ADDITIONAL SERVICES FEES - COMPARISON

MBA FEE STRUCTURE

MBA LOCAL FEE STRUCTURE 2017 - 2018(MAY-SEP)

MBA LOCAL FEE STRUCTURE 2017 - 2018(JAN)

MBA LOCAL FEE STRUCTURE 2017 - 2018(MAY-SEP)-QUARTER

MBA LOCAL FEE STRUCTURE 2017 - 2018(JAN)-QUARTER

MBA VISA LOCAL FEE STRUCTURE 2017 - 2018(MAY-SEP)

MBA VISA LOCAL FEE STRUCTURE 2017 - 2018(JAN)

MBA VISA USD FEE STRUCTURE 2017 - 2018(MAY-SEP)

MBA VISA USD FEE STRUCTURE 2017 - 2018(JAN)

MBA FOUNDATION FEE STRUCTURE 2017 - 2018 (AED) -ADV

MBA FOUNDATION FEE STRUCTURE 2017 - 2018 (AED) -ADV + 1 BBA
COURSE

MBA FOUNDATION FEE STRUCTURE 2017 - 2018 (AED) -ADV + 2 BBA
COURSE

MBA FOUNDATION FEE STRUCTURE 2017 - 2018 (AED) -BASIC

MBA FOUNDATION FEE STRUCTURE 2017 - 2018 (USD) -ADV

MBA FOUNDATION FEE STRUCTURE 2017 - 2018 (USD) -ADV + 1 BBA
COURSE

MBA FOUNDATION FEE STRUCTURE 2017 - 2018 (USD) -ADV + 2 BBA
COURSE

MBA FOUNDATION FEE STRUCTURE 2017 - 2018 (USD) -BASIC

6.35 FEE WAIVER

MBA LOCAL FEE STRUCTURE 2017 - 2018(MAY-SEP)

MBA LOCAL FEE STRUCTURE 2017 - 2018(JAN)

MBA LOCAL FEE STRUCTURE 2017 - 2018(MAY-SEP)-QUARTER

MBA LOCAL FEE STRUCTURE 2017 - 2018(JAN)-QUARTER

MBA VISA LOCAL FEE STRUCTURE 2017 - 2018(MAY-SEP)

MBA VISA LOCAL FEE STRUCTURE 2017 - 2018(JAN)

MBA VISA USD FEE STRUCTURE 2017 - 2018(MAY-SEP)

MBA VISA USD FEE STRUCTURE 2017 - 2018(JAN)

7.94% FEE WAIVER

MBA LOCAL FEE STRUCTURE 2017 - 2018(MAY-SEP)

MBA LOCAL FEE STRUCTURE 2017 - 2018(JAN)

MBA LOCAL FEE STRUCTURE 2017 - 2018(MAY-SEP)-QUARTER



MBA LOCAL FEE STRUCTURE 2017 - 2018(JAN)-QUARTER
MBA VISA LOCAL FEE STRUCTURE 2017 - 2018(MAY-SEP)
MBA VISA LOCAL FEE STRUCTURE 2017 - 2018(JAN)
MBA VISA USD FEE STRUCTURE 2017 - 2018(MAY-SEP)
MBA VISA USD FEE STRUCTURE 2017 - 2018(JAN)

9.21% FEE WAIVER

MBA LOCAL FEE STRUCTURE 2017 - 2018(MAY-SEP)
MBA LOCAL FEE STRUCTURE 2017 - 2018(JAN)
MBA LOCAL FEE STRUCTURE 2017 - 2018(MAY-SEP)-QUARTER
MBA LOCAL FEE STRUCTURE 2017 - 2018(JAN)-QUARTER
MBA VISA LOCAL FEE STRUCTURE 2017 - 2018(MAY-SEP)
MBA VISA LOCAL FEE STRUCTURE 2017 - 2018(JAN)
MBA VISA USD FEE STRUCTURE 2017 - 2018(MAY-SEP)
MBA VISA USD FEE STRUCTURE 2017 - 2018(JAN)

10% FEE WAIVER

MBA LOCAL FEE STRUCTURE 2017 - 2018(MAY-SEP)
MBA LOCAL FEE STRUCTURE 2017 - 2018(JAN)
MBA LOCAL FEE STRUCTURE 2017 - 2018(MAY-SEP)-QUARTER
MBA LOCAL FEE STRUCTURE 2017 - 2018(JAN)-QUARTER
MBA VISA LOCAL FEE STRUCTURE 2017 - 2018(MAY-SEP)
MBA VISA LOCAL FEE STRUCTURE 2017 - 2018(JAN)
MBA VISA USD FEE STRUCTURE 2017 - 2018(MAY-SEP)
MBA VISA USD FEE STRUCTURE 2017 - 2018(JAN)

15% FEE WAIVER

MBA LOCAL FEE STRUCTURE 2017 - 2018(MAY-SEP)
MBA LOCAL FEE STRUCTURE 2017 - 2018(JAN)
MBA LOCAL FEE STRUCTURE 2017 - 2018(MAY-SEP)-QUARTER
MBA LOCAL FEE STRUCTURE 2017 - 2018(JAN)-QUARTER
MBA VISA LOCAL FEE STRUCTURE 2017 - 2018(MAY-SEP)-OVER 4SEM
MBA VISA LOCAL FEE STRUCTURE 2017 - 2018(JAN)-OVER 4SEM
MBA VISA LOCAL FEE STRUCTURE 2017 - 2018(MAY-SEP)
MBA VISA LOCAL FEE STRUCTURE 2017 - 2018(JAN)
MBA VISA USD FEE STRUCTURE 2017 - 2018(MAY-SEP)
MBA VISA USD FEE STRUCTURE 2017 - 2018(JAN)

25% FEE WAIVER

MBA LOCAL FEE STRUCTURE 2017 - 2018(MAY-SEP)
MBA LOCAL FEE STRUCTURE 2017 - 2018(JAN)
MBA LOCAL FEE STRUCTURE 2017 - 2018(MAY-SEP)-QUARTER
MBA LOCAL FEE STRUCTURE 2017 - 2018(JAN)-QUARTER
MBA VISA LOCAL FEE STRUCTURE 2017 - 2018(MAY-SEP)-OVER 4SEM
MBA VISA LOCAL FEE STRUCTURE 2017 - 2018(JAN)-OVER 4SEM
MBA VISA LOCAL FEE STRUCTURE 2017 - 2018(MAY-SEP)
MBA VISA LOCAL FEE STRUCTURE 2017 - 2018(JAN)
MBA VISA USD FEE STRUCTURE 2017 - 2018(MAY-SEP)
MBA VISA USD FEE STRUCTURE 2017 - 2018(JAN)

50% FEE WAIVER



MBA LOCAL FEE STRUCTURE 2017 - 2018(MAY-SEP)
MBA LOCAL FEE STRUCTURE 2017 - 2018(JAN)
MBA LOCAL FEE STRUCTURE 2017 - 2018(MAY-SEP)-QUARTER
MBA LOCAL FEE STRUCTURE 2017 - 2018(JAN)-QUARTER
MBA VISA LOCAL FEE STRUCTURE 2017 - 2018(MAY-SEP)
MBA VISA LOCAL FEE STRUCTURE 2017 - 2018(JAN)
MBA VISA USD FEE STRUCTURE 2017 - 2018(MAY-SEP)
MBA VISA USD FEE STRUCTURE 2017 - 2018(JAN)

HI. MQP

MQP FEE STRUCTURE 2017 - 2018 (AED)
MQP FEE STRUCTURE 2017 - 2018 (USD)

JK.MBA Refund Policies

MBA REFUND POLICY (LOCAL)
MBA REFUND POLICY (VISA-LOCAL)
MBA REFUND POLICY (VISA-INTL)
MQP REFUND POLICY (AED)
MQP REFUND POLICY (USD)

LM. UNDERTAKING

BBA & MBA

APPLYING FOR A STUDENT VISA THROUGH SKYLINE UNIVERSITY
VISA LETTER CASE
NON-SUBMISSION OF PHOTOGRAPH
NON-SUBMISSION OF PASSPORT COPY/VISA PAGE
NON-SUBMISSION OF UAE NATIONAL ID COPY
FOR SCHOLARSHIP/FEE WAIVER/RECOMMENDATION GRANT

BBA

TOEFL-ITP/IELTS/MATHS EXAM FORM
NON-SUBMISSION OF HS CERTIFICATE
NON-ATTESTED HS CERTIFICATE
IGCSE/GCE/GCSE
NON-SUBMISSION OF TOEFL/IELTS/SAT RESULT

MBA

TOEFL-ITP/IELTS/MATHS EXAM FORM
NON-SUBMISSION OF BACHELOR DEGREE CERTIFICATE
NON-PROVISION ADMISSION 2.0 TO 2.9
NON-PROVISION ADMISSION 2.0 TO 2.9[MATURE ENTRY]
NON-PROVISION ADMISSION 2.5 TO 2.9
NON-PROVISION ADMISSION [LESS THAN 5 YEARS OF EXPERIENCE
NON-SUBMISSION OF EQUIVALENCY CERTIFICATE
NON-SUBMISSION OF TOEFL/IELTS RESULT

N. FORMS

PHYSICAL FORMS



REGISTRATION REQUIREMENT FORM - BBA
REGISTRATION REQUIREMENT FORM - MBA
STUDENT CANCELLATION FORM (MARKETING)
STUDENT POSTPONEMENT FORM (MARKETING)
STUDENT REACTIVATION FORM (MARKETING)
TICKET REIMBURSEMENT FORM
STUDENT MARKETING SURVEY FORM

O. ONLINE FORMS

BBA ENROLLMENT FORM - DEPENDENT
BBA ENROLLMENT FORM - SELF-SPONSORED
MBA ENROLLMENT FORM - DEPENDENT
MBA ENROLLMENT FORM - SELF-SPONSORED
REGISTRATION CHECKLIST
ADMISSION PROCEDURE & DOCUMENT CHECKLIST
STUDENT'S CERTIFICATE AUTHENTICITY CHECK FORM
APPLICATION FOR TRANSFER OF CREDIT
HOSTEL APPLICATION FORM - A (INTERNAL HOSTEL - MALE SECTION)
HOSTEL APPLICATION FORM - B (INTERNAL HOSTEL - FEMALE SECTION)
LOCAL GUARDIAN DETAILS - APPENDIX A
LOCAL GUARDIAN DETAILS - VISA APPLICATION
STUDENT VISA PROCESSING REQUEST (CHECKLIST)
STUDENT'S PERSONAL DETAILS FORM

| MOE STANDARDS | EXISTING POLICY |
|---------------|---|
| 9.e | e. Institutional Relations Policy. This details the roles and responsibilities in the areas of development and fund raising, communication with internal and external offices, and media relations. INSTITUTIONAL RELATIONS POLICY |



MEDIA & COMMUNICATIONS DEPARTMENT



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INTRODUCTION

Media and Communication Department (MCD) at Skyline University College (SUC) handles online and offline media related activities and transmits constant communication to relevant audiences. The department is under the Marketing and Creative Communication Head and is committed to strengthening the university's image and increasing brand awareness nationally, regionally, and internationally. It primarily plays a key role in disseminating and communicating the university's message to both internal and external audience. The department is divided into five functions: Content Management, Design Management, Website, FAQ, and Portal Management, SMO and SEO, Video and Online Campaign Management.

The content management is the department's responsibility of providing necessary contents to concerned departments. Contents created, edited, and conceptualized by the department are press releases, social media posts, website contents, and marketing material contents. The department circulates these contents to a targeted platform –online media and offline media, university website, and social media channels.

The designing responsibility is also under the department's domain of work where it provides artwork and design collaterals to all departments and international offices that need assistance internally and externally. The department conceptualizes ad materials for both online and offline media, executes website design development, and creates structure and design of the university publication and e-newsletter. It also handles design-related duties of various university activities and events such as banners, invitations, and posters.

The department ensures that the university's online presence is strong in various social media channels through Social Media Optimization (SMO) and maintains an increased number of website traffic by means of Search Engine Optimization (SEO). It is responsible for listing the website in different sites and improving the website ranking in several search engines.

MCD is also responsible for creating videos and HTML online campaigns for marketing purposes. Videos are created as per request of various departments related to SUC and its activities throughout the academic year.

In summary, the department is responsible for creating a positive image and good representation of SUC in various offline and online channels. MCD provides information and news about the university's activities, events, and achievements; coordinates the public and media relations efforts; develops the university's main webpages; and ensures the proper usage of the university's brand in online and offline campaigns and in all social media channels.



GOALS

- To represent Skyline with a positive image in all channels locally and internationally.
- To create contents as required by the concerned department and circulate these contents internally and externally.
- To create positive branding image offline and online
- To plan and manage the Digital and Online Marketing for SUC
- To monitor and report articles posted on the Knowledge updates section

STRATEGIC PLAN

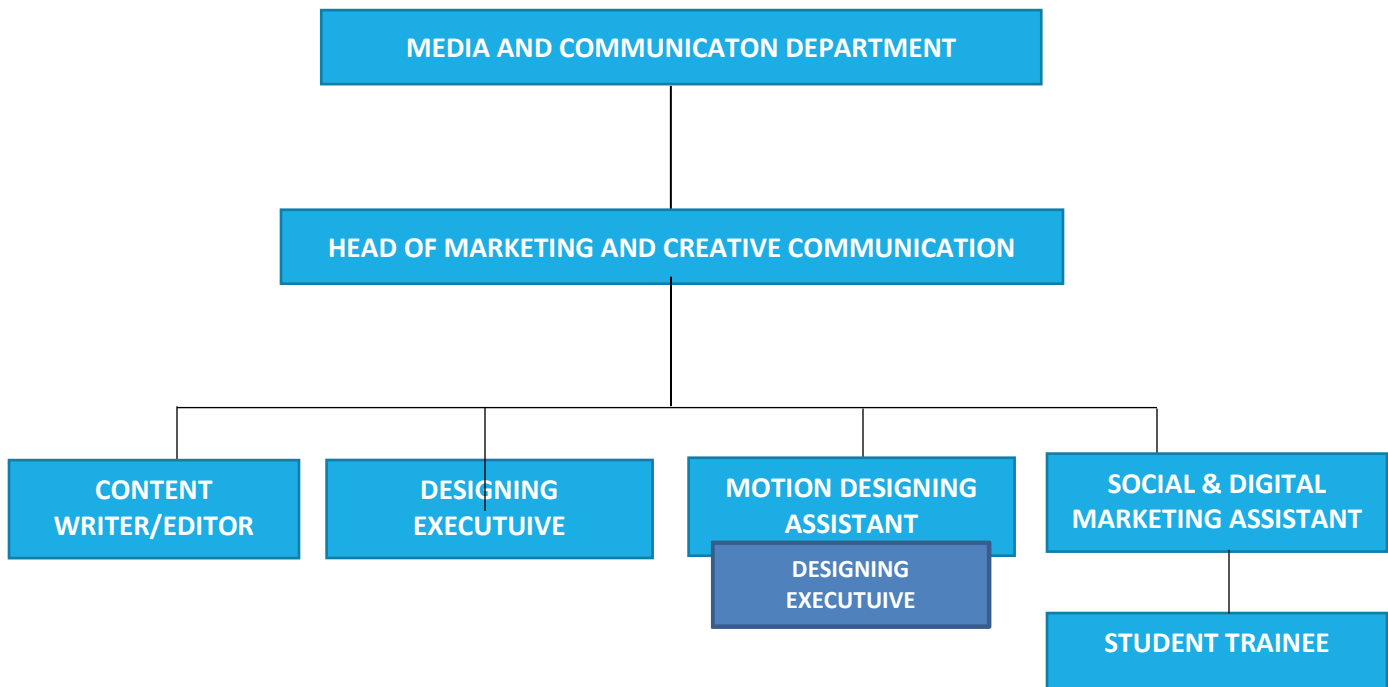
The MCD was formed to manage SUC's strong presence in offline media (newspapers, magazines, TV and radio) and online media (online sites and social media), content creation and management, prepare university artworks and design collaterals, manage and update university website, prepare videos and HTML online campaigns, and increase the visibility and reach through Search Engine Optimization (SEO) and Social Media Optimization (SMO). These main responsibilities of MCD are the prerequisites in increasing SUC's enrollment every academic year.

The role of social media cannot be denied in the current scenario considering the **importance of social media and growing users** and an average time spent per user on social media per day days is 21 minutes. In this line, MCD is actively promoting SUC on different social media platforms to reach significant target markets. Along with this, the department is dedicated to increase SUC website visibility and high rankings in various search engines. The leads generated through these functions have a huge impact and positive results in SUC's enrolments for local and international.

STRUCTURE OF MEDIA AND COMMUNICATION

DEPARTMENT

The department is involved in the functions such as press planning, content creation and management, media relations, web communications, SMO, SEO, internal and external communication and Graphic design for smooth operation as per SUC's strategic plan. The department works to raise the visibility, strengthen the reputation and extend the reach of University's diverse and expanding operations through clear, consistent and constant communication to several important audiences. **The department reports directly to the Head of Marketing and Creative Communication that handles MCD. MCD is consists of a Content Writer, Designing Executive, Motion Designing Assistant, and Social and Digital Marketing Assistant.**





SERVICES PROVIDED

The MCD supports all departments in all university events and activities in terms of artwork designs, write-ups, social media updates, video creations, and press coordination. An MCD Requisition Form is disseminated to all departments to be filled-up for all requests and submitted 6 weeks prior to the event or activity. The MCD works in priority basis and as per the calendar and timely requests from the requesting departments.

CONTENT DEVELOPMENT & MEDIA RELATIONS

- Press release content of important events and activities of the university for local and international
- Social media content of weekly internal and external activities of the university for local and international
- Website content for News and Events
- Ad content for newspaper, magazine, e-mailer, and newsletter
- University publication review and edit
- Website pages' content review
- Content management calendar for academic and non-academic
- Organizational policy review and development
- University copyright review and development
- University E-newsletter content
- Tracking changing trends

DESIGN, WEBSITE, PORTAL AND FAQ'S

- Artworks for local and international SUC events and activities
- Design collaterals for internal and external Newline, Flyers, Brochures, Banners, posters, stands, and advertisements for international and local
- Develop monthly E-newsletter
- Website design, structure, and updates
- University Portal design and updates
- University FAQ's design and updates
- University publication design and structure

VIDEO AND ONLINE DESIGN MANAGEMENT

- Video creation for all requesting department and international offices
- Video creation for all online paid and organic posts
- Animation video creation to increase branding and generate leads
- Online designs for online campaigns



DIGITAL MANAGEMENT - SEO, SMO, KNOWLEDGE UPDATES, WEBSITE LISTING AND RANKING, ONLINE CHAT

- University content postings on various social media platforms
- University website high visibility on the internet through Search Engine Optimization (SEO)
- University website strong online presence on social media through Social Media Optimization
- Knowledge Update fortnightly and monthly updates
- Database of website listings and website ranking improvement
- Chat (Live Admin)
- Quantum Agency for all digital and online support to increase SUC visibility

CONTENT COLLECTION AND DEVELOPMENT

Content development means to prepare write-ups of any event happening inside the Skyline premises or outside which is associated with SUC. The content will be collected from various sources like the various committees for PR's, faculty members and department heads. Special articles are to be collected from the faculty members or outside experts.

PRESS

The MCD is responsible for all media-related activities from writing and sending press releases to offline and online media agencies to coordinating and planning of press meetings.

Press Release

Press releases are write-ups of events and major activities of the university that are subject for approval of the concerned department prior to the circulation in newspapers, magazine, and PR sites. Press releases are produced on a fortnightly basis as per the content management calendar or as required immediately by the requesting department. Press releases maintain a certain number of words to avoid text heaviness or lack of substance. All press releases must be substantial and must reflect the mission and vision of the university.

Press Meeting and Media Contacts Database

Press meetings are planned to strengthen media relations in the local and international scene. Meetings are conducted twice in a month to discuss SUC's involvement and presence in the media through article contributions of faculty members on specific topics.

SOCIAL MEDIA CONTENT

Social media contents are write-ups intended specifically for social media that are produced and posted on a daily basis. Contents should be created with the right language and information and must reach the right people. Social Media Content must be engaging, relatable, and relevant.



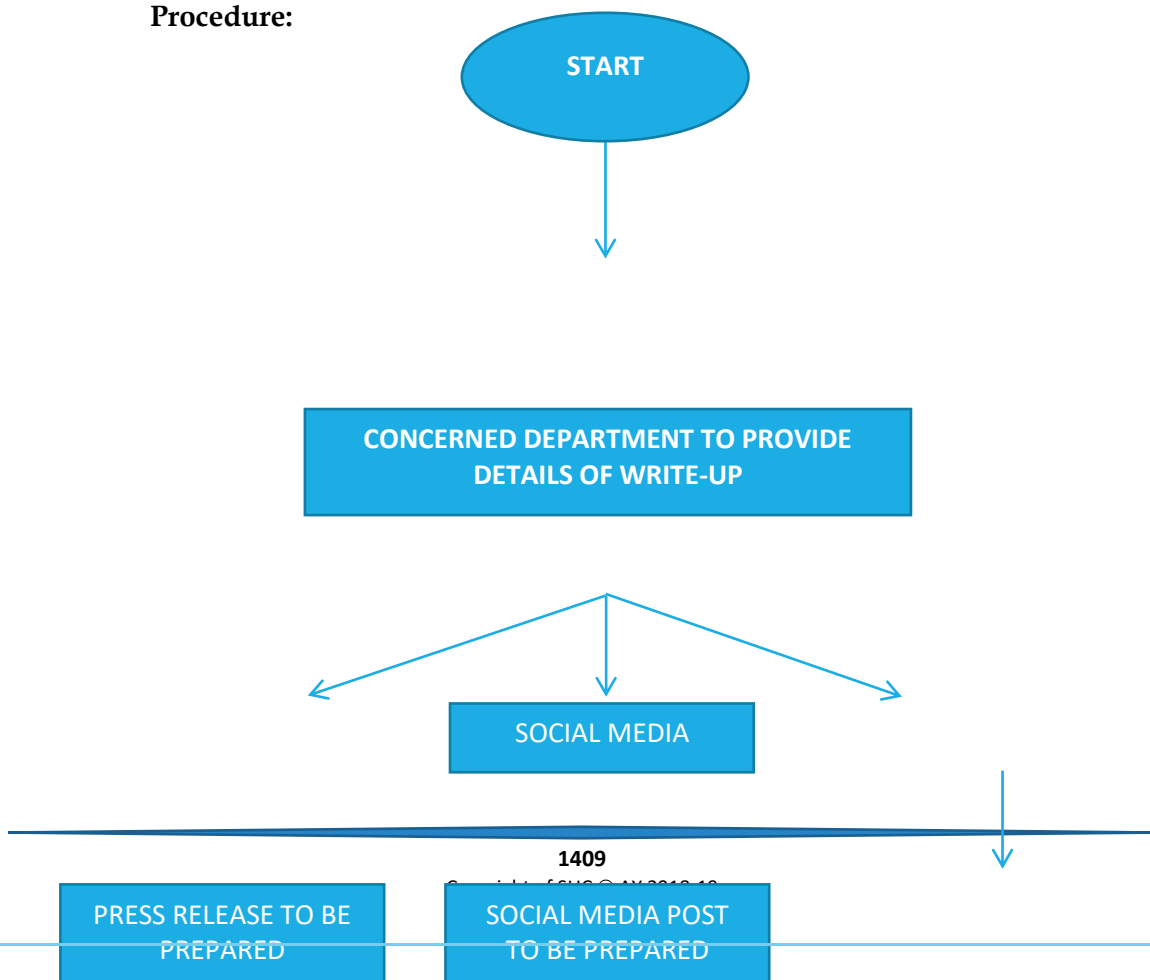
WEBSITE CONTENT

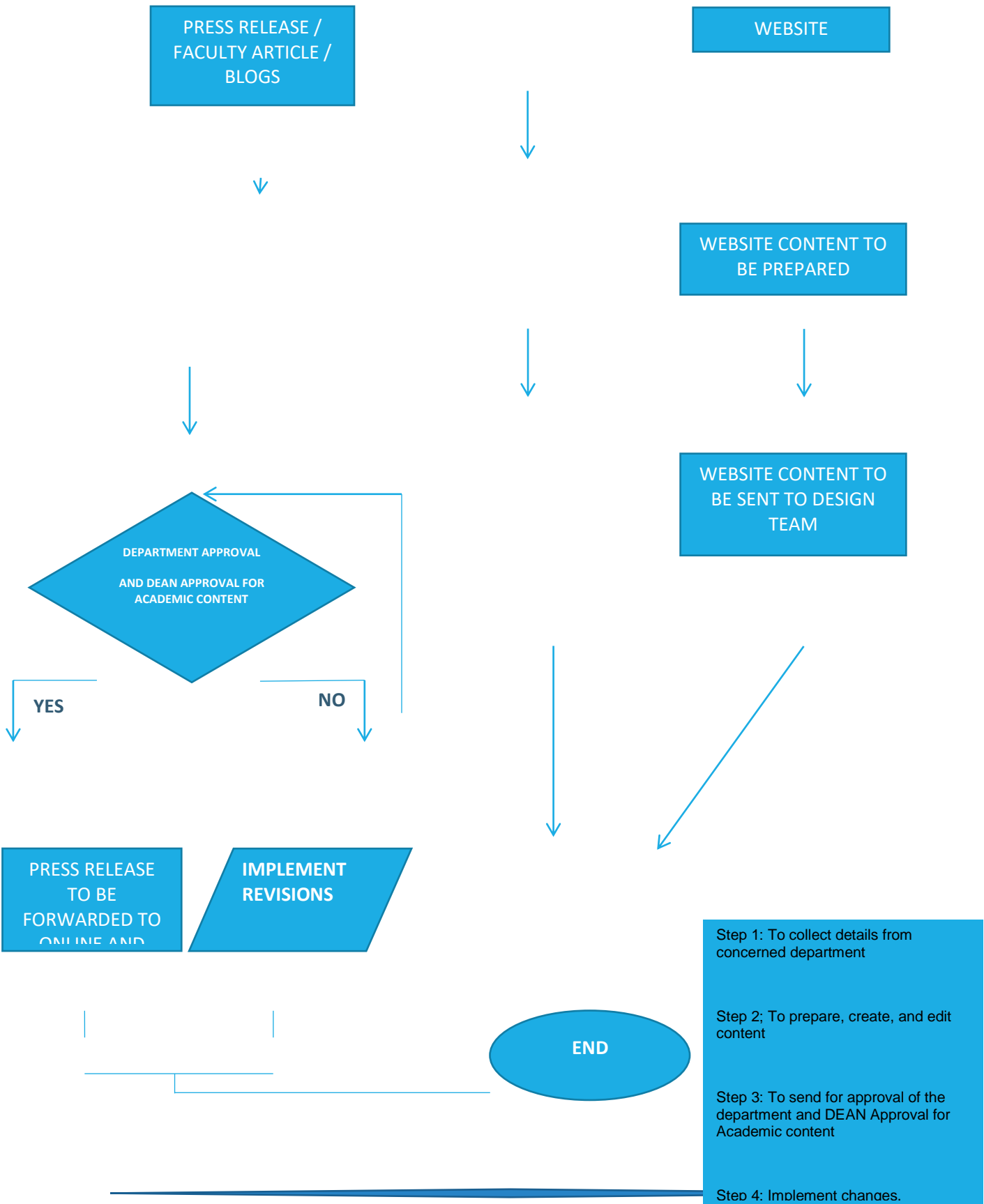
Website contents created by MCD go under the News and Events section of the university website. Contents include major activities and events of the university done on a weekly basis. MCD is also responsible to review content of the website and ensure that keywords are incorporated properly.

TRACKING CHANGING TRENDS

MCD should monitor the number of hit, most read contents of the website, pages visited, type of enquiries coming, demographics, etc. Based on this information, the content development should be done.

Procedure:



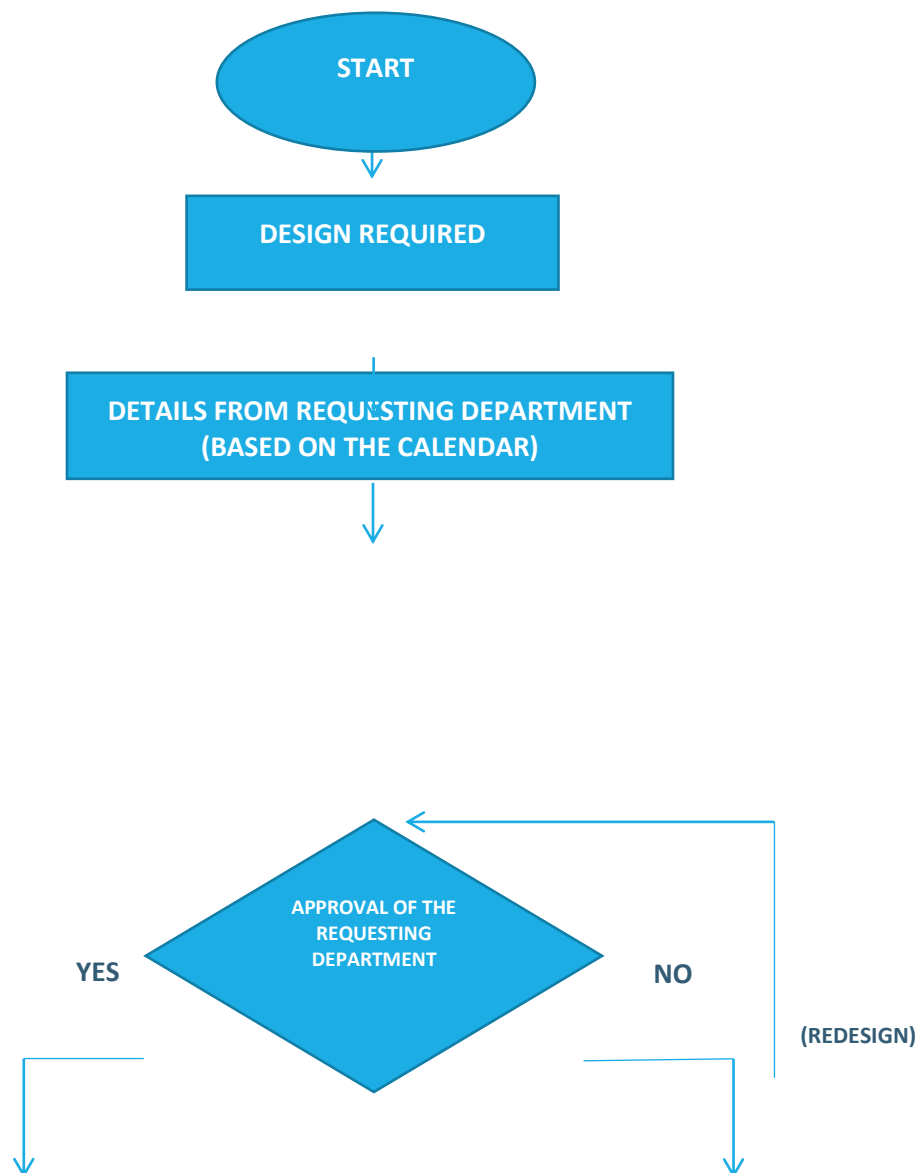




DESIGN

MCD is responsible for designing all marketing collaterals, individual department requirements, flyers, pamphlets, program brochures, institutional catalog, events and promotional materials, greetings, event invitations, social media campaigns, billboards, newspaper advertisements, and E-mailers. The department designs these materials in coordination with respective departments. The promotional material is initially reviewed by Head of Marketing and Creative Communication and then sent to the Dean or HQA for final review before publishing.

Procedure:





**HARD AND SOFT COPIES OF THE DESIGN
TO BE DISTRIBUTED TO RESPECTIVE
DEPARTMENTS AND SOCIAL MEDIA**

**MODIFICATIONS IN THE
DESIGN**



Step 1: To collect details from the requesting department

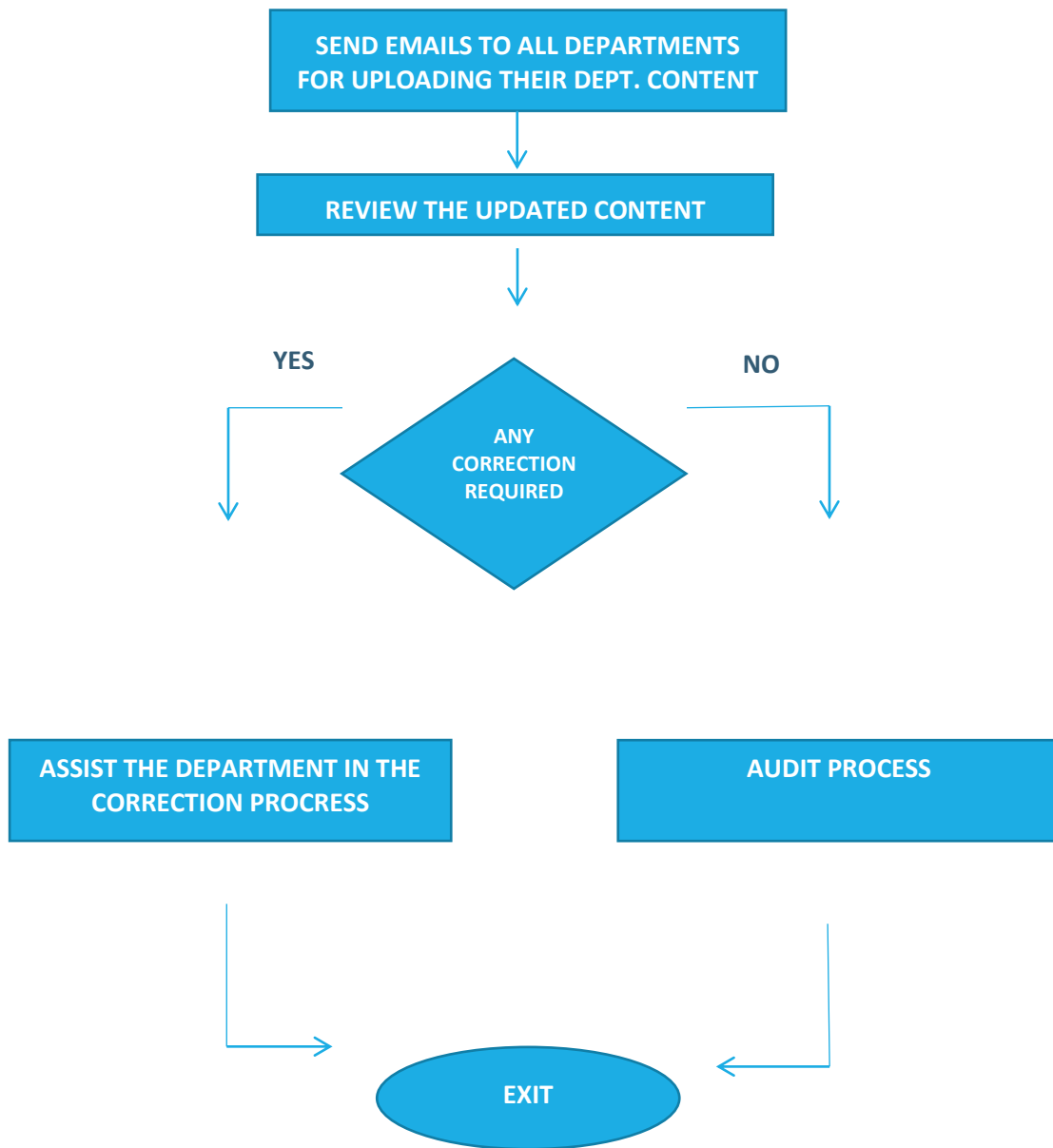
Step 2: To prepare the design and get the approval

WEBSITE

Website management is the maintenance and updating of the contents of the Website (as technical structure is outsourced). MCD coordinates with various departments for collection of content required for the website thereby supporting the development process. The department provides inputs on the design of various sections of the website. The department reviews the website design and provides necessary action to improve the user friendliness as well as the look and feel of the website. The department also ensures that the design and structure of the website is in line with market requirements. The department also provides the necessary inputs for the website content finalization in order to facilitate the SEO by incorporating keywords to all contents.

Procedure:





Step 1: To send emails to all departments.

Step 2: To review the content

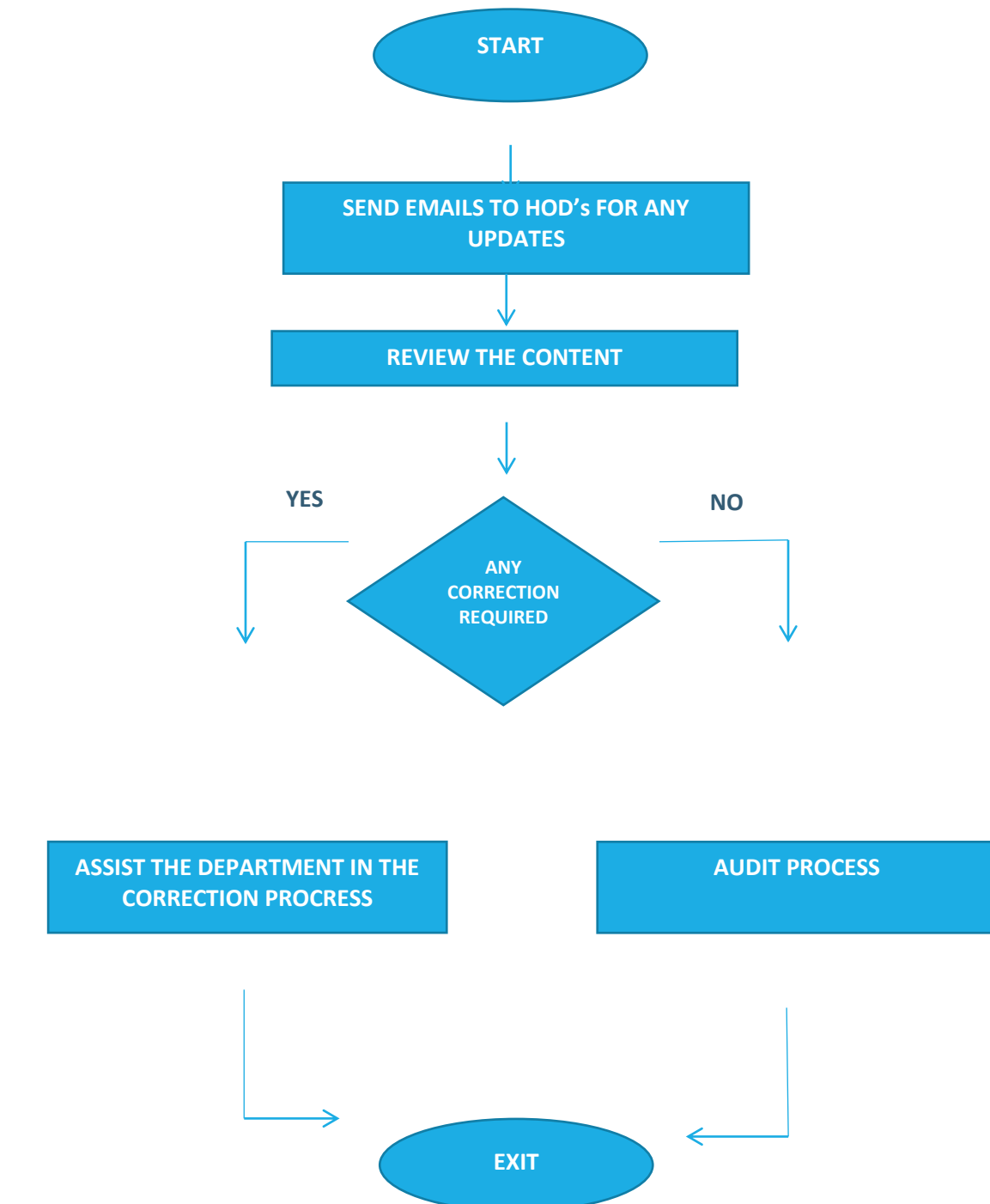
PORTAL

MCD coordinates with various departments for collection of content required for the portal. The contents uploaded on the portal include institutional calendars, online forms, and policies which are accessible only to University students, faculty and staff members through an authenticated login ID and password.



The department also coordinates with various departments for any updates required in the information uploaded on the portal before the start of every semester.

Procedure:





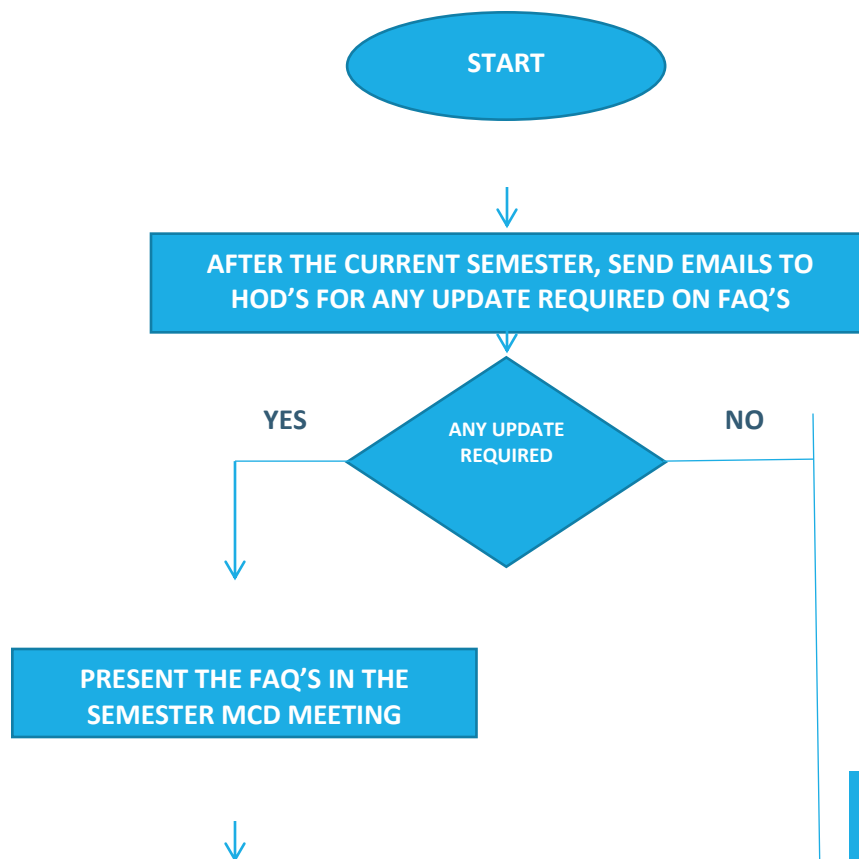
- Step 1: To send emails to all departments.
- Step 2: To review the content
- Step 3: To assist and review the departments for any amendments

FAQS

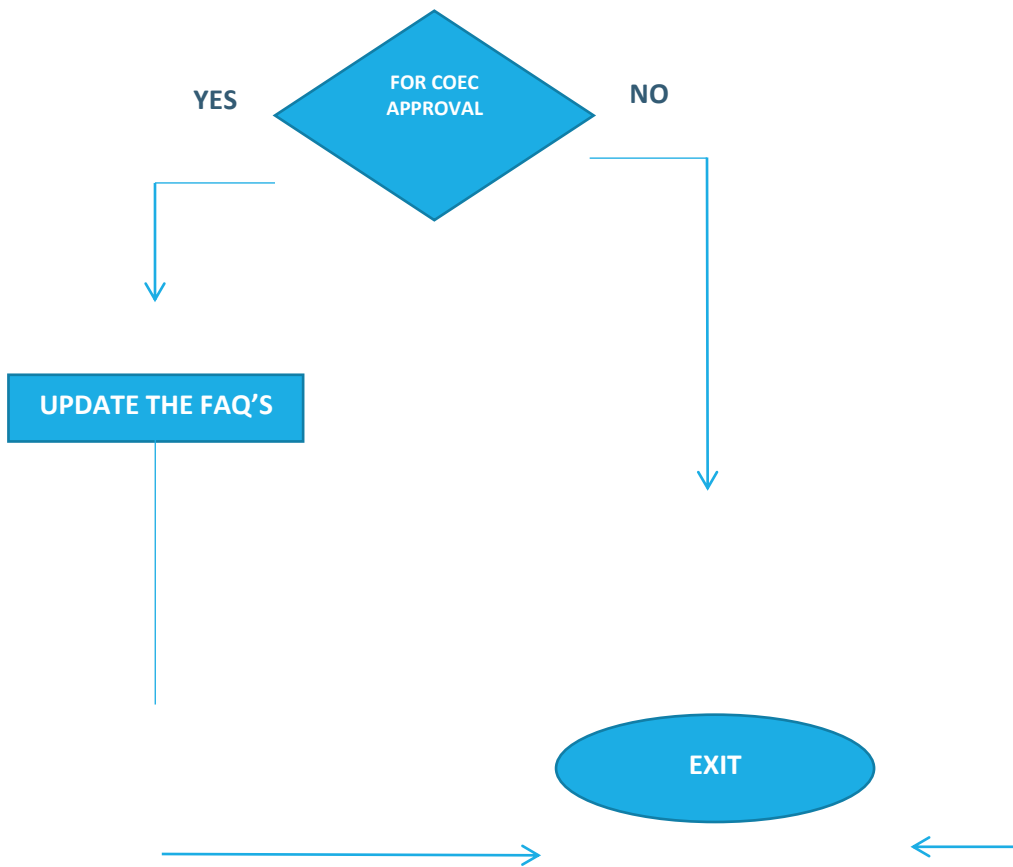
The MCD is responsible for managing the FAQ's section in the website and portal. The department coordinates with various departments to provide FAQS related to their respective departments. FAQS are broadly categorized into internal and external FAQS. The internal FAQS address the queries of current students, faculty and staff members while the external FAQS are helpful to prospective students, agencies or other organizations in finding more information about the University.

The department coordinates with departments for any updates required in the FAQS before the start of every semester.

Procedure:



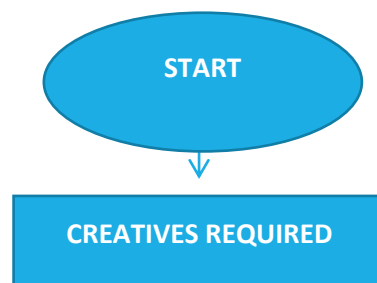
- Step 1: To collect FAQ content from the respective department
- Step 2: To proofread content
- Step 3: To get approval from the COEC office



VIDEO AND ONLINE DESIGN MANAGEMENT

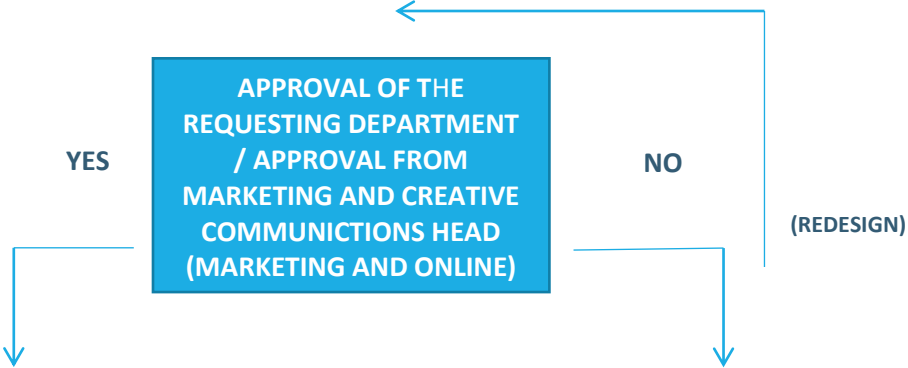
The MCD department is also responsible for creating departmental video requirements, promotional videos, animation videos, and online design collaterals to be posted in all social media platforms of SUC. All videos and online designs are **initially reviewed by Head of Marketing and Creative Communication** and then sent to the Dean or HQA for final review before publishing.

Procedure:



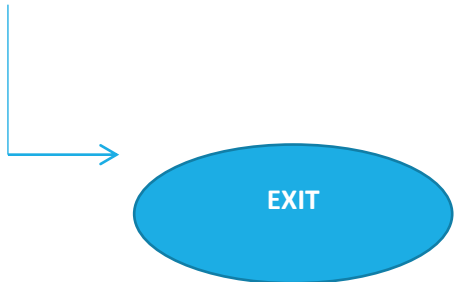


DETAILS FROM REQUESTING DEPARTMENT



HARD AND SOFT COPIES OF THE DESIGN TO BE DISTRIBUTED TO RESPECTIVE DEPARTMENTS AND SOCIAL MEDIA

MODIFICATIONS IN THE DESIGN



- Step 1: To collect details from the requesting department
- Step 2: To prepare the concept of video and online collaterals and get the approval
- Step 3: To distribute it to all our social media team for posting



DIGITAL MANAGEMENT

The MCD is working closely with Quantum Agency with a goal to increase SUC's visibility in all online platforms through Search Engine Optimization (SEO), Social Media Optimization (SMO), Listing and Ranking, and Online Campaigns. Quantum provides technical support and strategies to improve SUC's standing in Google rankings, website visibility and keywords optimization.

SEARCH ENGINE OPTIMIZATION (SEO)

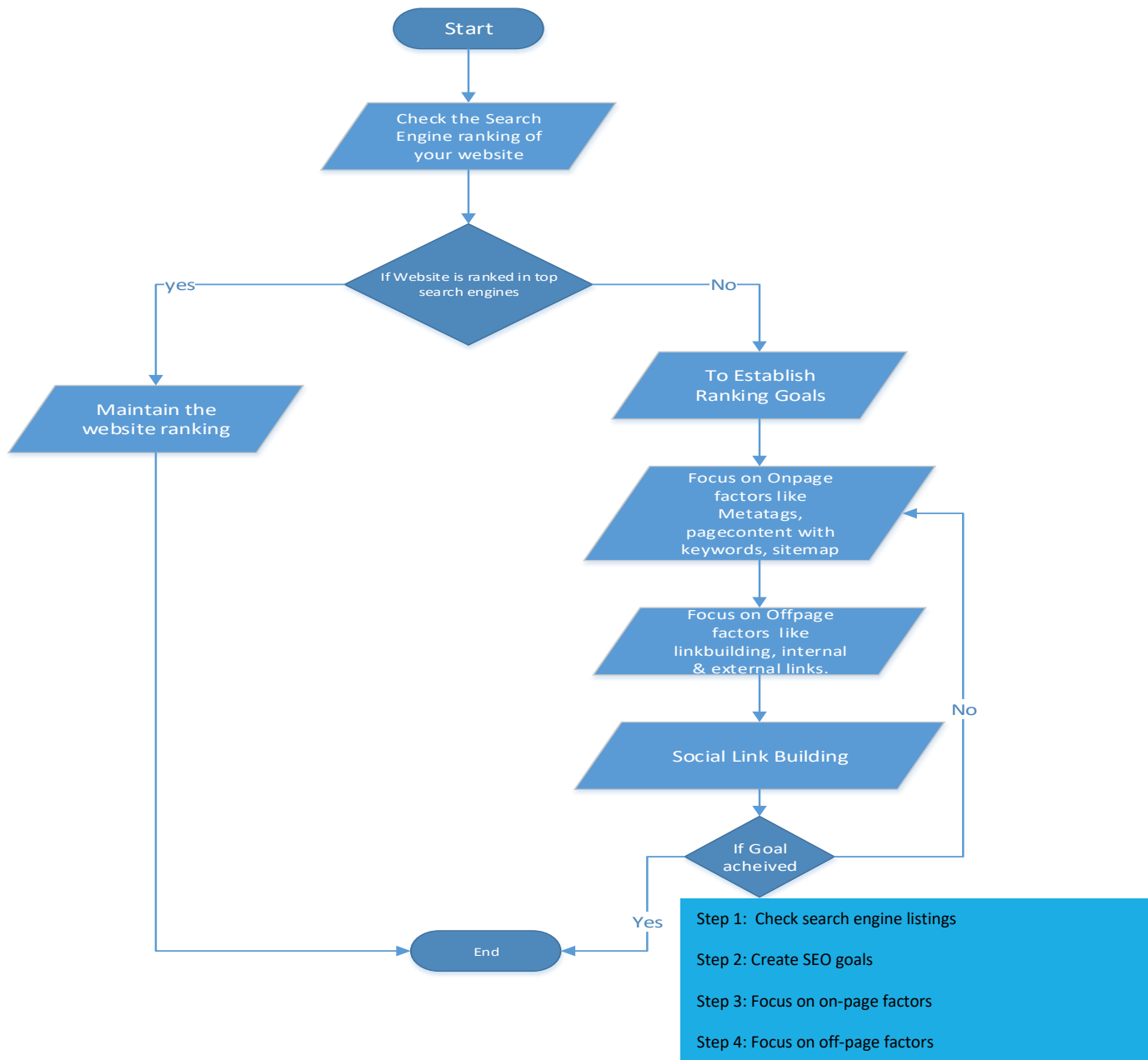
“Search engine optimization is a methodology of strategies used to increase the amount of visitors to our SUC website by obtaining a high-ranking placement in the search results page of a search engine (SERP) – including Google, Bing, Yahoo and other search engines.

Step 1: To identify new websites for listing based on the countries targeted

Step 2: To identify whether the listing is free or paid

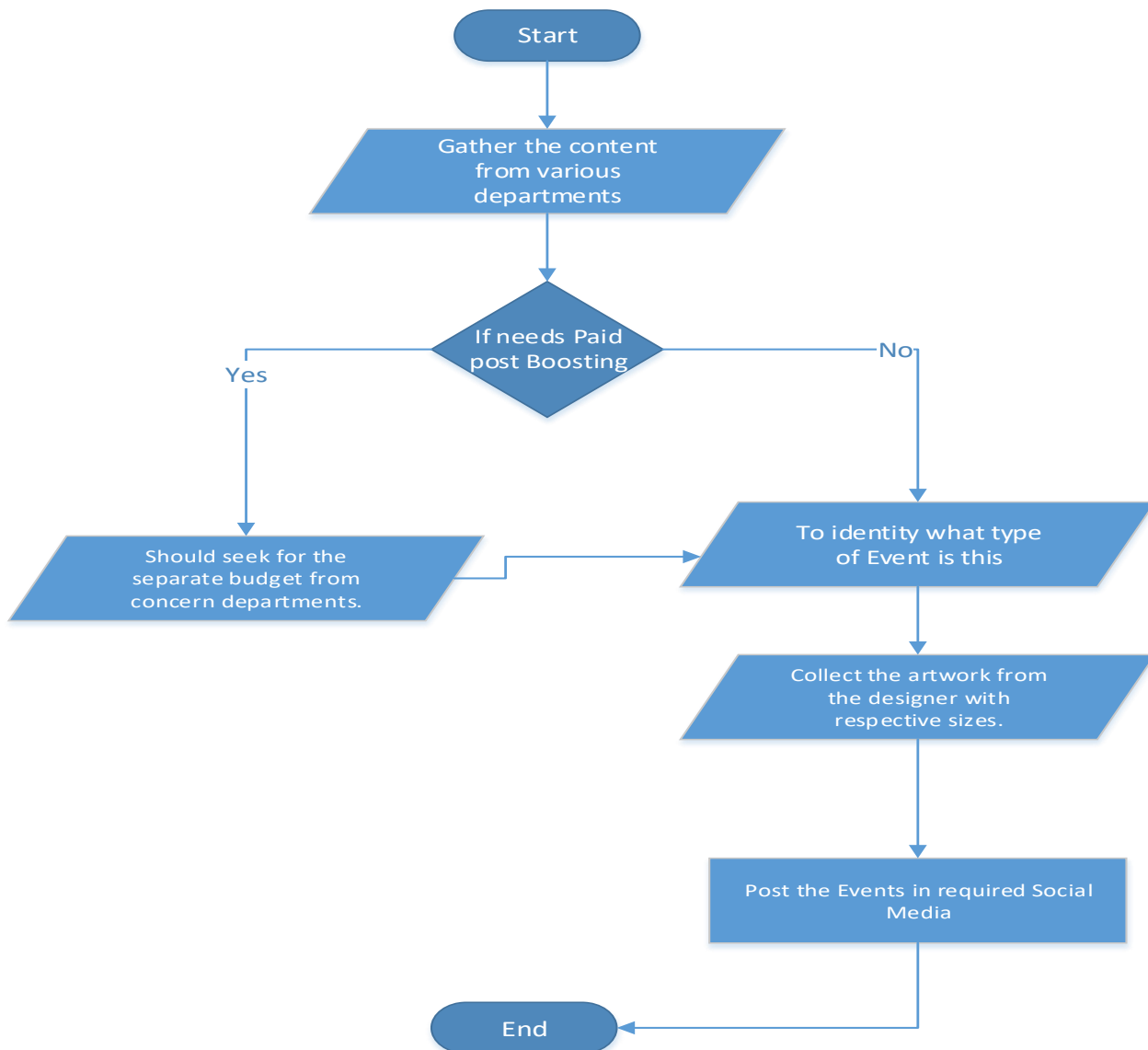
Step 3: In case of paid website, approval should be sought from concerned authorities before proceeding

Step 4: To research on requirements for getting listed



SOCIAL MEDIA OPTIMIZATION (SMO)

"Social media optimization is the process of increasing the awareness of SUC brand or any SUC event by using a number of social media outlets and communities to generate viral publicity." All social media updates are based on the approved Consolidated Social Media Calendar of the academic year.



Step 1: Check search engine listings

Step 2: Create SEO goals

Step 3: Focus on on-page factors

Step 4: Focus on off-page factors

KNOWLEDGE UPDATE

Knowledge update is a section in the website where faculty members upload their works such as research, articles and videos. MCD provides support for all faculty members in their respective sections in order to maintain the proper operation of Knowledge Update. MCD monitors the fortnightly and monthly activities of the Knowledge Update and provides reports and statistics.

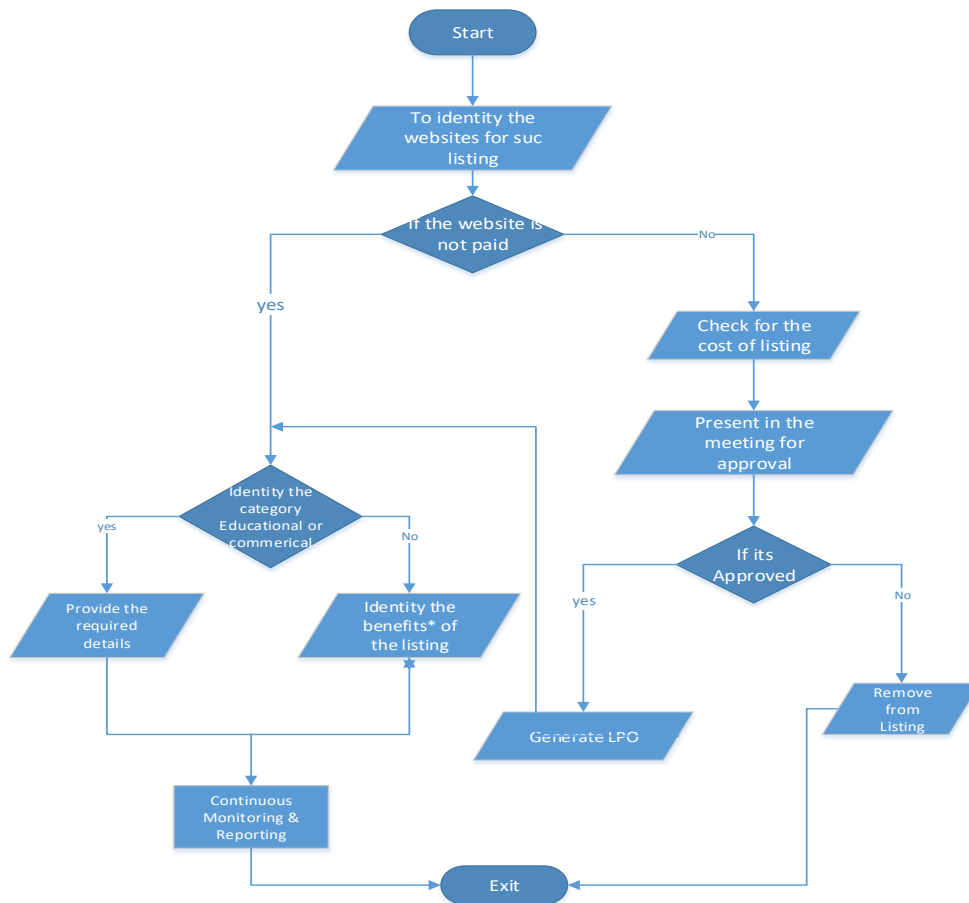


ONLINE CHAT

Live Admin (OUTSOURCED)

LISTING OF SUC WEBSITE

The MCD identifies the websites for listing of SUC, researches on the requirements for listing and coordinates with different departments for completing the listing requirements. The listings are quarterly reviewed for their impact.



*Benefits – Advertisements, Banner ads, Articles, PR, Feature Ads

Step 1: To identify new websites for listing based on the countries targeted

Step 2: To identify whether the listing is free or paid

Step 3: In case of paid website, approval should be sought from concerned authorities before proceeding

Step 4: To research on requirements for getting listed

Step 5: To understand the procedure of enlisting

Step 6: To create a login id for SUC

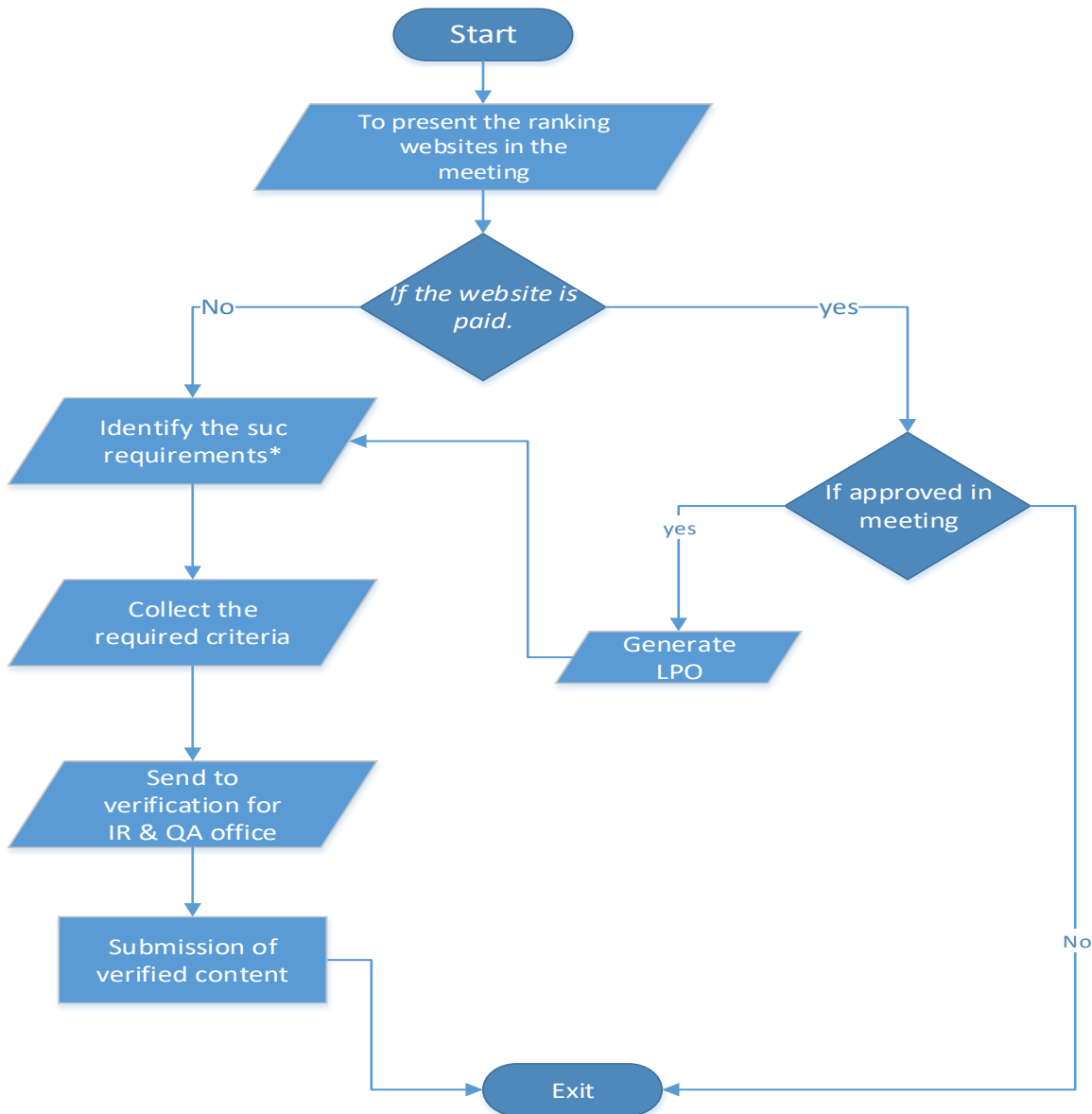
Step 7: To complete the requirements for listing

Step 8: Annual review



RANKING OF SUC WEBSITE

The MCD continuously monitors the ranking of the website in various search engines and evaluates the reasons for the variation. The department reviews and informs required updates in the website for increasing visibility, making it more user friendly and visually appealing and enabling ease of navigation in order to make it more competent. This also facilitates improvement of ranking.



*Suc requirements – Business & IT related courses

Step 1: To search for the websites who rank universities and colleges.

Step 2: To research on requirements for ranking

Step 3: To understand the criteria for ranking

Step 4: To provide required information for Ranking



INTEGRITY POLICY

SUC policy is to ensure any material released for the internal and external communities shall be authenticated, verified and meets the integrity requirements. This information placed on the public media reflects the image of the University. Therefore utmost care needs to be taken before releasing such information. It is also important to ensure that any image, content and the language should not be in conflict with the social and legal framework of UAE.

This policy is applicable to all promotional material released by Marketing department such as brochures and catalogues, exhibition material, advertisements, press releases, and write-ups. All information emerging out of the events, activities, achievements and development information that needs to be placed on various public channels selected by the University should be verified for its authenticity and approved by responsible person of the respective departments.

PRIVACY POLICY

It should be ensured that no information which is in breach of the privacy of any individual stakeholder of SUC such as student, faculty, staff, officials and alumni shall be placed on the public channels unless it is approved by the person in question and the Dean.

SELECTION OF APPROPRIATE COMMUNICATION

STRATEGIES

The department is responsible in understanding the strategic directions of SUC and developing various short term strategies that fulfills the strategic directions. The selection of appropriate media should be focused on attracting both internal and external segments with a purpose of increasing the reach and keeping them engaged for longer durations. Since it is a public disclosure source, the department's responsibility is to verify the details



in its substance, quality and the language complying with the legal and cultural perspective of UAE.

Process:

The process of selecting the appropriate channel shall be based on reviewing the effectiveness of each channel and identifying the channel with highest response followed by the second and third. The weak areas need to be improved by adopting corrective measures. To enable the appropriate selection of the channel, the response rate must be constantly monitored and reported.

ARTICLE PUBLISHING POLICY

MCD coordinates with the faculty and the publisher for getting the article published submitted by the faculty/staff of SUC. The responsibility of finalizing the articles rests with the faculty/staff member. MCD facilitate in formatting and coordinating with publisher.

All the articles and website material must be submitted to MCD at least 2 days in advance. The submitted material will be sent for review to the expert of the subject and will be finally approved by the HQA before publishing. The content of the subject must be original and may be related to the events taken place in the SUC or articles that are written in a scholarly format and must not have been plagiarized; if material is referred, it must be duly referenced.

Publishing Policy and Rights on SUC Website & Social Media Channels:

The responsibility of managing the content of the website is totally on the author and necessary approvals from the Dean.

MCD does not publish any sponsored articles or paid content.

Does not publish any other public relations (PR) content which is not approved by the Dean.

No advertisement can be published in the website or social media from the SUC portal by anyone without due permission from the Head of Department and the Dean.

SUC respects the rights of authors, designers, photographers and developers and the copyright is maintained by the SUC.

SUC encourages constructive criticism and suggestions from stakeholders and uses the inputs for the website development without any bias and prejudice against the critiques.

PUBLICATION 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.

PUBLICATION PROCESS FLOW

Departments are responsible to prepare the draft contents of publication in line with the SUC policies and procedures

QA department reviews the draft document and forwards its recommendation for approval

Dean discusses with EC along with his comments for final approval

EC finalizes the policy and procedure and sends back to Dean for publication

RESPONSIBILITY AND AUTHORITY

| Type of publication | Responsibility of preparing Draft content for publication | Review and amendment of the content | Approval of the content | Authority to release for publication | Frequency of update |
|---|---|-------------------------------------|-------------------------|--------------------------------------|---------------------|
| Catalog | Heads of Department | 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 |
|--|---------------------|------------------------|----|------|----------------------|

BUDGETING

The MCD discusses and finalizes the budget for the forthcoming academic year with the Finance department. Funds are generally allocated for procuring Media visits and for building media software and tools. The budget is finalized each year in the month of July/ August for the next academic year.

TRAINING PROGRAMS

MCD conducts training program for all staff and faculty members to orient them on creating their profiles on various social media tools and provides them complete information on these tools. The department also informs them how they can enhance the image of University through social media tools.

The department also coordinates and conducts training to faculty members on uploading articles on knowledge updates based on their field of interest.

DISPLAY INFORMATION ON PLASMA/NOTICE BOARD

MCD has been provided with a space on notice board for regularly updating information related to SUC which keeps on appearing in the press. This information is also updated on the plasma.

REGULAR UPDATES TO FACULTY MEMBERS AND STAFF THROUGH MAILS

MCD regularly updates the Faculty members and staff of SUC with latest media coverage through e-mails.

DEPARTMENTAL ANNUAL PLANNING AND CLOSING

The departmental annual planning happens prior to the start of a new academic year, whereas, the closing report is initially reviewed before the end of the current academic year. The annual planning aims to set new target goals, to streamline and review department policies, and create realistic strategic plans for the forthcoming academic year. The closing report encompasses all the major events, achievements and activities of the university internally and externally. This includes the SUC local, regional, and international events. Closing report also presents MCD's achievements, goals achieved,



and a statistics report of press releases, media relations, design collaterals, website, portal and FAQ updates, social media status, listing and ranking, and knowledge updates.

SEMESTER PLANNING & CLOSING PRESENTATION

Closing report of current semester and planning for the next semester is presented at the end of the current semester. Closing report includes details of completed tasks in content management, design and website updates, listing and ranking, and SMO and SEO. Statistics are presented to highlight the progress of the department as well as to pinpoint areas of improvement. MCD also presents the department's plan for the next semester and lays out new set of tasks or initiatives.

SEMESTER AND ANNUAL AUDIT

The reports of the MCD are audited by QA Office at the end of every semester which comprises of the status of ERP, website, Portal and FAQs, knowledge updates, SMO activities, listing and ranking memberships, and design activities.

FACTFILE

MCD maintains the Fact file for every semester and it comprises of summaries of the following components:

Content Management

Press Releases

Social Media

Website

Media Contacts

Local

International

Listing And Ranking

Local

International

Design Activities

Website Update

Portal Update

FAQ Update

Internal

External

Video and Online Management

SEO Activities

SMO Activities

Facebook

Twitter

Instagram



YouTube
Linked-In
Snapchat
Google+
Knowledge Updates

CALENDARS

MCD develops a semester-wise calendar of content management plan, all the important activities and events such as SUC event promotions, media visits, website and portal update.

CHECK LIST

MCD develops a pre-semester checklist of the department's general tasks on upcoming press releases, website, portal, and FAQs updates, design activities, and SEO and SMO updates, and policy and procedure updates. An operational checklist is also developed to plan out the tasks of the department on a weekly basis. These checklists serve as a guide and a framework of the responsibilities of the department.

NOTICE BOARDS

The MCD updates the notice boards before the start of a new semester with the latest news about the university which appears in the newspapers, magazines and online sites. Faculty contributions appearing in the newspapers and magazines are also put up on the notice boards.

SUBMISSION TO CHEDS

The MCD is not submitting any data related CHEDS.

IE TOOLS

MCD updates information of status on activities related to Content Management, Design, Website, Portal and FAQs, and SEO and SMO on a monthly basis. The IE report of MCD is reviewed by the Head of Academic Support Services and to be submitted to the IR Office.

FEEDBACK

Feedback on website and portal services are taken from students, faculty and staff through the Resource Adequacy Feedback Form which is uploaded on the website at the end of spring semester. Upon receiving the Feedback analysis from IR and QA Office, MCD takes corrective measures to enhance the website and portal services.



DEPARTMENTAL AUDITS AND REPORTS

The MCD conducts audits of websites and FAQs from time to time. A fortnightly report is submitted in which tasks related Content Management, Design, Website, Portal and FAQs, and SEO and SMO are mentioned.

ANNEXURE

Audit and Reporting Formats
Forms
JD and Training Manuals
Manual, Handbooks and Leaflets
Letters

| MOE STANDARDS | | EXISTING POLICY |
|-------------------|--|-------------------------------------|
| STIPULATION IA | d. Publications Policy. This includes responsibility for maintaining and updating the institution's Web site and other print and electronic publications. | PUBLICATIONS POLICY |