

SKYLINE UNIVERSITY COLLEGE



INSTITUTIONAL POLICY MANUAL

AY 2018-2019

University City of Sharjah
P.O. Box 1797, Sharjah, U.A.E.
Tel: 06-5441155 Fax: 06-5441166 / 06-5441661



TABLE OF CONTENTS

SUC VISION, MISSION, GOALS AND OBJECTIVES..... 4

I. VISION.....4

II. MISSION.....4

III. GOALS AND OBJECTIVES4

MOE STANDARD 1. MISSION, ORGANIZATION AND GOVERNANCE..... 5

1A. MISSION DEVELOPMENT, APPROVAL AND REVIEW.....5

1B. ORGANIZATION7

1C. STANDING COMMITTEES.....15

1D. BY-LAWS OF THE GOVERNING BODY (SEE STIPULATION 3: BY-LAWS).....35

1E. POLICY ON BOARD APPOINTMENTS, TERM OF OFFICE, AND REPLACEMENT.....44

1F. MULTIPLE CAMPUS COORDINATION POLICY.....45

MOE STANDARD 2. QUALITY ASSURANCE 46

2A. QUALITY ASSURANCE/INSTITUTIONAL EFFECTIVENESS POLICY46

2B. PLANNING POLICY.....50

MOE STANDARD 3. THE EDUCATIONAL PROGRAM..... 53

3A. UNDERGRADUATE COMPLETION REQUIREMENTS POLICY53

3B. GRADUATE COMPLETION REQUIREMENTS POLICY.....54

3C. INDEPENDENT STUDY POLICY.....54

3D. ACADEMIC PROGRESS POLICY55

3E. GRADING AND ASSESSMENT POLICY.....62

3F. EXAMINATIONS POLICY.....66

3G. CURRICULA APPROVAL AND REVISION POLICY.....74

3H. INTERNSHIP POLICY75

3I. COURSE FILE POLIC78

3J. CLASS SIZE POLICY80

3K. POLICY ON INTENSIVE MODES OF COURSE DELIVERY82

3L. ADDITIONAL POLICIES RELATED TO EDUCATIONAL PROGRAM.....83

MOE STANDARD 4. FACULTY AND PROFESSIONAL STAFF..... 89

4A. FACULTY AND PROFESSIONAL STAFF ROLE POLICY89

4B. EMPLOYMENT POLICIES.....114

4C. COMPENSATION AND BENEFITS POLICY.....129

4D. FACULTY/STAFF PERSONNEL RECORDS POLICY.....142

4E. PROFESSIONAL DEVELOPMENT POLICY FOR FACULTY AND STAFF.....143

4F. FACULTY WORKLOAD POLICY.....146

4G. POLICY ON PROFESSIONAL REQUIREMENTS FOR TEACHING157

4H. FACULTY/STAFF EVALUATION POLICY157

4I. DISCIPLINARY POLICY198

4J. FACULTY AND PROFESSIONAL STAFF APPEALS POLICY AND PROCEDURES.....198

4K. FACULTY AND PROFESSIONAL STAFF GRIEVANCE POLICY AND PROCEDURES.....200

4L. GRADUATE ASSISTANTS POLICY.....204

MOE STANDARD 5. STUDENTS 205

5A. UNDERGRADUATE ADMISSIONS POLICY.....206

5B. GRADUATE ADMISSIONS POLICY.....211

5C. TRANSFER ADMISSIONS POLICY.....217



5D. ADVANCED STANDING POLICY222

5E. RECOGNITION OF PRIOR LEARNING POLICY.....222

5F. STUDENT RECORDS POLICY222

5G. INFORMATION RELEASE POLICY227

5H. CAREER SERVICE POLICY228

5I. RESIDENTIAL LIFE POLICY230

5J. STUDENT FINANCE POLICY235

5K. STUDENT DISCIPLINARY POLICY.....251

5L. STUDENT ACTIVITIES POLICY252

5M. STUDENT PUBLICATIONS POLICY253

5N. STUDENT RIGHTS AND RESPONSIBILITIES POLICY.....254

5O. STUDENT COUNSELING POLICY256

5P. HEALTH SERVICES POLICY263

5Q. ACADEMIC ADVISING POLICY263

5R. STUDENT ACADEMIC INTEGRITY POLICY264

5S. STUDENT APPEALS POLICY AND PROCEDURES.....267

5T. STUDENT GRIEVANCE POLICY AND PROCEDURES.....270

MOE STANDARD 6. LEARNING RESOURCES..... 271

6A. LIBRARY POLICY, PROCEDURES AND REGULATIONS271

6B. EQUIPMENT AND SOFTWARE TECHNICAL SUPPORT POLICY.....286

MOE STANDARD 7. PHYSICAL AND TECHNOLOGY RESOURCES..... 295

7A. EQUIPMENT AND SOFTWARE REPLACEMENT POLICY.....295

7B. HEALTH AND SAFETY POLICY296

7C. DATA SECURITY POLICY298

7D. POLICY ON APPROPRIATE USE OF TECHNOLOGY RESOURCES.....301

MOE STANDARD 8. FISCAL RESOURCES..... 304

8A. EXTERNAL AUDIT POLICY304

8B. FINANCIAL POLICY304

8C. PURCHASING AND INVENTORY CONTROL POLICY321

8D. CASH MANAGEMENT POLICY.....324

8E. RISK MANAGEMENT POLICY324

8F. AUXILIARY ENTERPRISES POLICY332

MOE STANDARD 9. PUBLIC DISCLOSURE AND INTEGRITY..... 333

9A. CONFLICT OF INTEREST POLICY333

9B. COPYRIGHT AND INTELLECTUAL PROPERTY POLICY334

9C. TEACH-OUT POLICY.....335

9D. PUBLICATIONS POLICY337

9E. INSTITUTIONAL RELATIONS POLICY.....338

MOE STANDARD 10. RESEARCH 340

10 A. ETHICAL ISSUES POLICY340

10 B. RESEARCH SUPPORT POLICY.....341

MOE STANDARD 11. COMMUNITY ENGAGEMENT..... 347

11 A. COMMUNITY ENGAGEMENT POLICY347

12. ADDITIONAL SUC POLICIES 348





SUC VISION, MISSION, GOALS AND OBJECTIVES

I. VISION

Skyline envisions itself 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 in the field of Business, Science & Technology and inculcate values among students of diverse background to serve the society. SUC provides opportunities to its students in achieving their academic & professional goals and facilitates them to develop their 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 development of its employees to facilitate the learning environment for its stakeholders.

III. GOALS AND OBJECTIVES

A. 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.

B. 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.

C. EMPLOYEE GOAL: To engage competent employees and ensure their welfare and facilitate development.

a. 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.

MOE STANDARD 1. MISSION, ORGANIZATION AND GOVERNANCE

1a. Mission Development, Approval and Review.

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. DIRECTOR - QA - Convener
- iii. External Advisory Council Member
- iv. Academic Affairs 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.

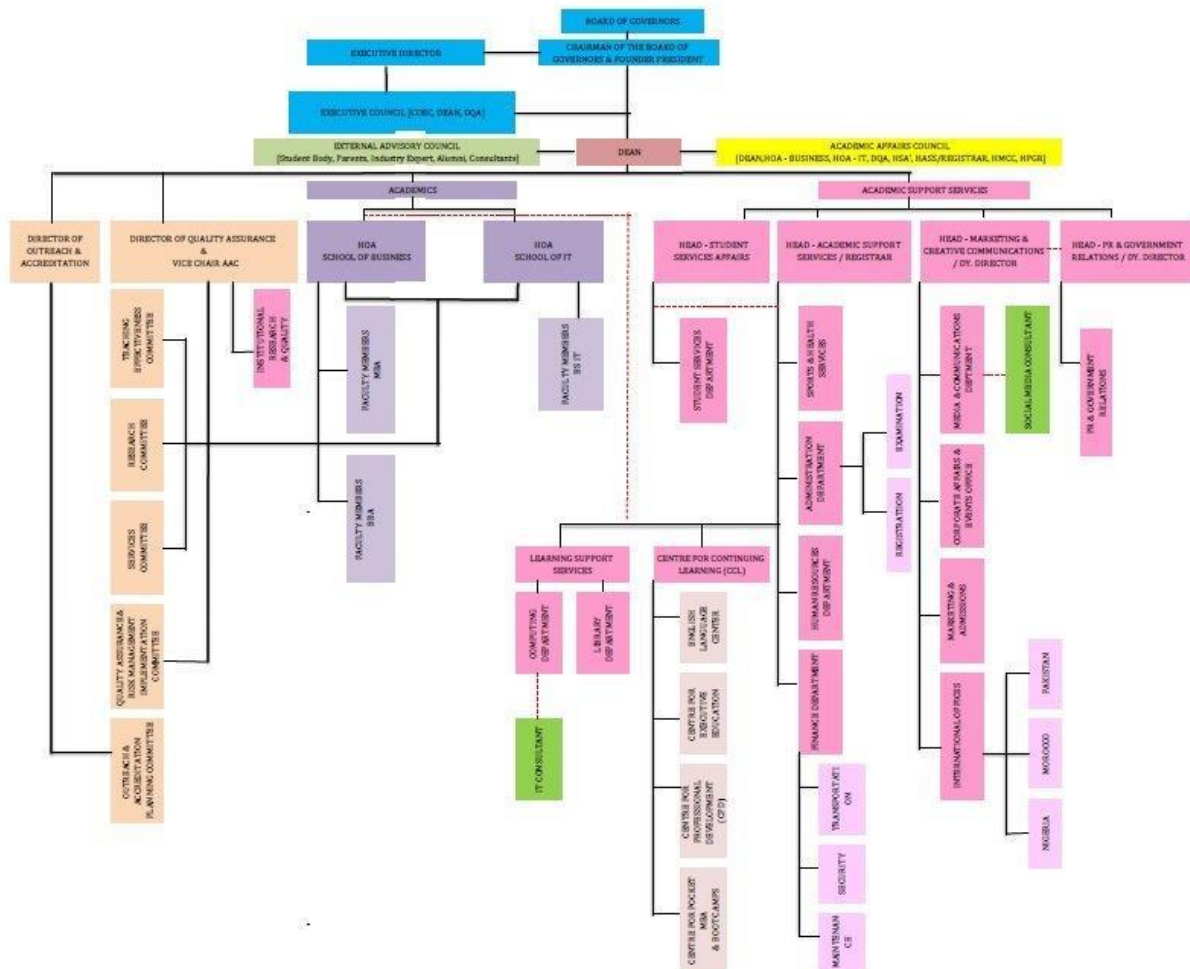
STEPS:

- 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



1b. Organization

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



I. ORGANIZATION STRUCTURE

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

Below are the defined key positions and committees responsible for different areas and their role.

A. 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:

Founder President of SUC 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 to liaison and review the performance of Executive Council's (COEC, Dean and DIRECTOR - QA). 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. 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. EXTERNAL ADVISORY COUNCIL

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.

E. 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.

F. AAC:

Academic Affairs Council is a body which ensures smooth operations in SUC. Profile included in this committee is Dean, Director of Quality Assurance, Head of Student Affairs, Head of Academics- School of Business, Head of Academics-School of IT & Head of Academic Support Services and Registrar.

G. COMMITTEES:



SUC committees comprises of Teaching effectiveness committee, Research committee, Services Committee, Academic Planning & Operations Committee, Quality Assurance & Risk Management Committee and Outreach & Accreditation 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.

H. 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.

I. ACADEMIC SUPPORT STAFF:

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, Center for professional Development, 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 Vision mission and Goals review 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:

- i. Review of MOE requirements
- ii. Review of inputs from EC and BOG
- iii. Review of strategic plan and annual operational plan
- iv. Recommend changes in the organization chart
- v. Prepare a draft organization chart with suggested changes present to EC
- vi. Submit the final draft to Dean for presenting it to the Board for opinion and approval
- vii. The Human Resource department disseminates the approved Organization chart

III. EXTERNAL ADVISORY COUNCIL

A. 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.

B. BY-LAWS

i. 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.

ii. 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.

iii. 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.



iv. 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.

v. 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.

vi. 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.

vii. 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.

viii. 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.

ix. DUTIES OF CHAIR OF EXTERNAL ADVISORY COUNCIL

- a. To call meetings of the External Advisory Council.
- b. To preside over all meetings of the Council.
- c. To appoint members of External Advisory Council
- d. To maintain regular liaison with External Advisory Council Members
- e. To be the spokesperson and representative of the Council for any matter dealt with by the Board.
- f. To provide directions to the Dean for execution
- g. To nominate internal members to the External Advisory Council
- h. To perform such other duties as determined by the Council

x. 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.

- a. To advise on all academic and academic services issues relating to SUC for discussion and decision
- b. To suggest strategies for sustainable growth of SUC
- c. To suggest Image building activities
- d. To suggest community service and developmental activities of value
- e. To enhance student learnability and career growth
- f. To provide suggestions on building strong Alumni relationships
- g. Suggest opportunities of higher education, placements and entrepreneurial opportunities
- h. To attend meetings of External Advisory Council and contribute constructively.
- i. Each member is expected to attend at least 50 percent of the meetings.
- j. In the event of absencing from the meeting, the member shall inform the inability to attend the meeting to the Chair well in advance.
- k. Members are prohibited from any financial dealing with the institution.
- l. 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.
- m. 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.
- n. The External Advisory Council enables SUC achieve the educational effectiveness, academic excellence and appropriate financial stability of the institution.
- o. The Council members serve as a sounding board for EC representing the standpoint of alumni, parents and friends.
- p. Attending and actively participating at the council meetings as per schedule
- q. Serving on select committees or task forces of the council
- r. Meeting individually with the Dean and / or other EC members
- s. Participating in career service activities, interacting with current students
- t. Hosting or participating in SUC events that promote awareness of and interest in the institution and its faculty, departments and programs.
- u. Identifying and engaging other alumni, parents, and friends in a position to support the college's fundraising activities.
- v. Serving on other committees like the Alumni Committee.
- w. Personally supporting the annual fund and other campaigning activities at a level commensurate with one's capacity.
- x. Review progress of the institution and share ideas
- y. Support academic program accountability by providing guidance and feedback and serving as partners in research and community collaborations
- z. Review governance procedures and provide suggestions for improvements
- aa. Review brochures and websites



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

xi. SPECIFIC ROLES OF THE EXTERNAL ADVISORY COUNCIL

a. Role of Alumni

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

1. To provide their feedback about usefulness or application of skills, knowledge and competencies learnt at SUC
2. To provide feedback on relevancy and effectiveness of existing curriculum, courses and new programs
3. To assist in providing opportunities for internship,
4. To facilitate Guest lecture for current students
5. To partner in SUC community services

b. Role of Consultant

1. To provide consultancy for internationalization of the programs
2. To provide guidance on expansion of Academic services
3. To provide ideas on Information Technology upgradation
4. To suggest for improvement in Academic Support Services
5. To provide inputs on skills and competencies required in employment market, Market environment, competitive environment and international market.
6. To provide inputs on new programs, new courses, contents and syllabus
7. To advise on all academic and academic services issues relating to SUC for discussion and decision
8. To formulate strategies for sustainable growth of SUC
9. To review the Dean's recommendation report on creating opportunities for scholarly and professional growth of faculty members
10. To review reports of all the AAC committees in terms of meeting the expectations of Academics in a given academic year
11. To suggest Image building activities
12. To suggest areas of improvement to SUC
13. To have competitive advantage.
14. To play an active part in the development of SUC in all respects so as to achieve the goals and objectives in the best possible manner within the given constraints.

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

1. To evaluate the students employed with them



2. To provide feedback on the skills, competencies and shortcomings of the students
3. To suggest new skills and competencies required for the job
4. To provide feedback on relevancy of existing curriculum, courses and new programs
5. To review current Program/ Courses
6. To offer internship and evaluate SUC students' performance at workplace
7. To provide Guest Lectures and industry visits to SUC students
8. To support SUC in the conduct of CEO lecture series
9. To partner with SUC for Community Services activities
10. To partner with SUC in Research Consultancy

d. 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.

e. 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.

1. To provide their feedback on satisfaction about programs, academic and academic support services
2. To partner with SUC for Community Services activities
3. To provide input on New programs
4. To give guest lectures on specialized areas of their expertise
5. To provide suggestion for improvement of various facilities at SUC

xii. CODE AND CONDUCT:

- a. The External Advisory Council members shall conduct in accordance with the duties and obligations as mentioned above and within the applicable laws of UAE.
- b. The members shall contribute to fulfill their roles and responsibilities with the highest standards of conduct and integrity.
- c. 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.



1C. STANDING COMMITTEES.

This policy includes the membership and terms of reference for all standing committees.

I. EXECUTIVE COUNCIL

A. 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.

B. 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

C. BY LAWS

i. 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 Director of Quality Assurance who is the Vice Chair of the Academic Affairs Council. Dean and DIRECTOR - QA hold administrative positions in SUC.

ii. APPOINTMENT & TERM

The Board of Governors appoint the EC members primarily by virtue of their positions (Dean and DIRECTOR - QA) 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.



iii. 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.

iv. 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:

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

v. ROLES, RESPONSIBILITIES AND AUTHORITIES OF EXECUTIVE COUNCIL

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

a. 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.



b. 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.

c. 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:

1. Start of semester operation audit reports
2. Departmental semester audit reports
3. Annual ERP audit reports for review of Curriculum, Fee structures, Scholarships, Refund policies and Calendar Management System

d. 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.

e. 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.

f. 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.

g. 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.



h. 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.

i. 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.

j. 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.

k. 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.

l. FORMATION OF AAC AND COMMITTEES

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.

m. 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.

n. 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

1. Act honestly and in good faith with a view to the best interests of SUC.
2. Exercise care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.
3. Ensure that their personal interest and their duty to SUC are not brought into conflict.
4. 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.
5. The members must declare a conflict of interest with respect to their responsibility as members.
6. 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.
7. Members shall be properly prepared for deliberations.
8. Members of EC may not attempt to exercise individual authority over SUC except as explicitly set forth in SUC policies.
9. 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.
10. 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.
11. 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.

i. 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.

II. ACADEMIC AFFAIRS COUNCIL

A. 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, Director of Quality Assurance who is Vice Chair of AAC, Head of Academics-School of Business, Head of academics-School of IT, 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.

B. 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

C. FORMATION OF AAC

The Academic Affairs Council consists of Dean as Chair of AAC, DIRECTOR - QA as Vice Chair of AAC, Head of Academics – School of Business, Head of academics-School of IT, 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.

D. APPOINTMENT AND TERM

The COEC in consultation with Dean has the authority of proposing the appointment of AAC Member to the Board of Governors as per the qualifications required for the position.

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

E. RESIGNATION & REMOVAL

The COEC in consultation with Dean has the authority of proposing the removal of AAC member from office to the Board of Governors on the ground of inability to perform the



functions of his office as per expectation according to his job description and other terms mentioned in employment contract. Decision can also be upon mutual agreement.

F. 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.

G. 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.

A. 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.

B. DIRECTOR OF QUALITY ASSURANCE OFFICE (DIRECTOR-QA), VICE CHAIR OF AAC:

Director 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.

C. HEAD OF ACADEMICS - SCHOOL OF BUSINESS, AAC MEMBER

Head of Academics - School of Business (HOA- School of Business) is responsible for planning and executing the academic activities of the School of Business in collaboration with the Dean. HOA - School of Business 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, as a member of AAC brings in issues that need approvals and decisions by the AAC for smooth functioning of Academic activities as planned.

D. HEAD OF ACADEMICS – SCHOOL OF INFORMATION TECHNOLOGY, AAC MEMBER

Head of Academics – School of 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 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, as a member of AAC brings in issues that need approvals and decisions by the AAC for smooth functioning of Academic activities as planned.

E. 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.

F. 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.

G. HEAD OF PUBLIC & GOVERNMENT RELATIONS, AAC MEMBER

Head of Public & Government Relations (HPGR), 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 HPGR 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.

H. HEAD OF MARKETING & CREATIVE COMMUNICATIONS (HMCC), 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 HMCC seeks decisions from AAC related to the issues so as to enable the departments to achieve their goals. HMCC also discusses issues related to industry requirements and seeks assistance in developing new programs that are marketable.

I. 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.

J. MEETINGS OF AAC

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.

III. STANDING COMMITTEES FOR ACADEMIC OPERATIONS

A. INTRODUCTION:

There are six committees at Skyline University College responsible for the Academic Planning And Operations, Research, Community Services, Teaching Effectiveness Of Faculty Members, Quality Assurance & Risk Management and Outreach & Accreditation Committee. They are as follows:

1. Academic Planning and Operations committee
2. Research committee
3. Community Services Committee
4. Teaching Effectiveness committee
5. Quality Assurance & Risk Management
6. Outreach & Accreditation Committee

B. CONSTITUTION:

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



C. FUNCTIONS:

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

D. 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.

E. ACADEMIC PLANNING & OPERATIONS COMMITTEE

i. INTRODUCTION

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

ii. GOALS

- a. To plan and oversee Academic operations of the University
- b. To plan and conduct various professional training courses
- c. To plan and conduct Management Development Programs
- d. To assist in the academic aspects of accreditations
- e. To enrich University learning resources

iii. OVERALL RESPONSIBILITIES OF COMMITTEE

Academic Planning & Operations Committee will be responsible for

- a. Course Allocations
- b. Dissertation, Internship and Group Leader Allocation
- c. Recruitment Planning
- d. Faculty Shortlisting with HR and other committee members
- e. MOE documentation in coordination with QA and other department
- f. FDP planning with other units
- g. Allocation of invigilation duties
- h. Faculty information statistics
- i. Preparation of Academic Manual
- j. Organizing conferences



- k. University Ranking and Listings
- l. International Collaboration and Accreditation Support
- m. Learning Resources
- n. Library
- o. Computing
- p. They recommend to the Dean for final approvals
- q. Review of Reports
- r. Presentations to EC
- s. Reporting to Dean
- t. Implementation of strategic directions

F. RESEARCH COMMITTEE

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. 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.

iv. OVERALL RESPONSIBILITIES OF THE COMMITTEE



- a. Recruitment Panel interview
- b. Orientation for new faculty members on research
- c. Conference Identification and circulation
- d. External Research Projects & Fund allocation
- e. Approval of Conference proposals & Research Papers
- f. Post conference presentation
- g. FES – Research criteria and evaluation
- h. Managing Case study center
- i. Managing Knowledge updates
- j. Conducting bi-annual research forums
- k. Planning for future research Strategy
- l. Improving Undergraduate dissertations & Graduate project assignments
- m. Promote Interdisciplinary research at SUC
- n. They recommend to the Dean for final approvals
- o. Review of Reports
- p. Presentations to EC
- q. Reporting to Dean
- r. Implementation of strategic directions

G. TEACHING EFFECTIVENESS COMMITTEE

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).

ii. **COMMITTEE GOALS**

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

iii. **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.

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.

iv. **OVERALL RESPONSIBILITIES OF TEACHING EFFECTIVENESS COMMITTEE**

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

H. COMMUNITY SERVICES COMMITTEE

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. 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.

iv. 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

IV. QUALITY ASSURANCE AND RISK MANAGEMENT COMMITTEE

A. INTRODUCTION

The Quality Assurance and Risk Management Committee is responsible for the audit of academic and academic support services. The committee audits the Academic



support service department and all the other departments of SUC. 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 corrective action.

The committee is responsible for continuous assessment of risks and its timely control. The risk Management committee comprises of all the Heads of Department and Registrar. The committee will be headed by the Dean (Chair of the Risk Management Committee) and all decisions related to ensuring risk free environment will be the responsibility of the Dean.

B. COMMITTEE GOALS

- i. To identify the areas of improvement and suggest corrective action in academic and academic support services
- ii. To evaluate difficulties in implementation
- iii. To identify, measure, and assess all potential risks
- iv. To develop Risk Management Plan to mitigate risks

C. ROLE OF COMMITTEE

- i. The Quality Assurance and Risk Management Committee play a very important role in ensuring that highest possible quality levels are maintained in SUC. The committee develops and communicates the quality standards to all the departments of SUC and continuously monitors its adherence through various processes.
- ii. The committee interacts with every department of SUC and integrates its goals and objectives with the Vision, Mission, Goals and Objectives of SUC on the whole.
- iii. It is an interface between the EC and all the other departments of the university.
- iv. It conducts orientation programmes periodically to communicate the expectations from all the departments and departmental heads on quality policy.
- v. The committee also identifies, measures and assesses the potential risks at all levels of SUC in its day-to-day functioning. The committee develops Risk Management Plan to mitigate risks by continuously identifying all possible risks.
- vi. It conducts periodical audits to monitor the adherence of all units of SUC towards the quality assurance policy.
- vii. It acts a bridge between the management and stakeholders of SUC to fulfill the objectives and provide satisfaction to them on all aspects of functioning of SUC

D. OVERALL RESPONSIBILITIES

a. RESPONSIBILITIES RELATED TO QUALITY ASSURANCE

- i. Plan and conduct audits of various units to verify their compliance to relevant policies
- ii. Plan and conduct audit of services provided to the students
- iii. Audit of website content and suggest changes



- iv. Audit of contents for publication material such as brochures, catalog, flyers, student handbook, faculty handbook and staff handbook
- v. Identify and establish best practices of the institution
- vi. Review Local and international benchmarking and suggest changes in the benchmarking of different units of the institution
- vii. Coordinate for review of course files in coordination with coopted members

b. RESPONSIBILITIES RELATED TO RISK MANAGEMENT

- i. Plan the overall activities related to Risk Management
- ii. To ensure compliance to MOE Health and Safety compliance requirements by all units
- iii. Review and update of policies related to Risk Management
- iv. Review and update possible risks for each unit
- v. Develop templates for recording of risks
- vi. Orient departments on recording of risk incidents using a risk register
- vii. Coordinate with departments for submission of risk register every month
- viii. Identify and suggest measures to control possible risk
- ix. Review of the risk register submitted by the different units
- x. Report risk requiring immediate attention to DIRECTOR - QA
- xi. Regular reporting of the committee's functioning to DIRECTOR - QA
- xii. To provide inputs for improvement in risk Management procedures adopted by different units

I. OUTREACH AND ACCREDITATION COMMITTEE

I. IE COMMITTEES

A. Formation of IE Committee

The Institutional Effectiveness Committee is headed by Dean and consists of the following members:

1. Director of Quality Assurance Office
2. Head - Institutional Research
3. Supervisor - Quality Assurance

B. 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.

C. 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:

- i. Name of the IE committee
- ii. IE committee Chair
- iii. IE committee members
- iv. IE committees to submit report to IR office as per calendar
- v. IR office to review and compile the report and forward to QA office as per calendar
- vi. Semester wise review of consolidated reports by Executive Council
- vii. QA office to facilitate the departments in implementing suggestions

D. 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.

E. Responsibilities of the IE Sub Committee Chairs

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

F. Responsibilities of the IE Sub Committee Members

- i. Regularly contribute to achieve the objectives of committee
- ii. Attend and actively participate in meetings;
- iii. Share information during committee discussions, recommend and express opinion for decision making



- iv. Support decisions of the committee or ensure that MOM minutes include concerns/reservations with decision (s)

G. General Format of IE Committee’s Report

- i. Report Introduction
- ii. Members of Committee
- iii. Objectives of the committee
- iv. Display of Data
 - a. Data Analysis by objectives
 - b. Outcomes Achieved as per objective
 - c. Key Performance Indicators
- v. Comparative analysis over time periods
- vi. Positives
- vii. Areas of Improvement
- viii. Recommendations to EC
- ix. Conclusion
- x. Attachment - MOM of all meetings and contribution by individual members

H. Institutional Effectiveness Tools

The Institutional Effectiveness tools are listed in the below table:

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



1d. By-Laws of the Governing Body (see Stipulation 3: By-Laws).

I. 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 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 Director of Quality Assurance.

B. 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

C. ROLES, RESPONSIBILITIES AND AUTHORITY

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

- i. **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.
- ii. **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.



- iii. **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.
- iv. **Strategy Approvals:** The Executive Council along with the committees formulates the Strategic plans and the board assesses and ultimately approves the same. The Board 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.
- v. **Financial Information, Systems and Internal Controls:** The Board has responsibility to appoint the internal and external auditors, approve the annual budgets and major capital expenditures including risk management on the recommendation of the Executive Council and Finance & Audit Committee. The board on the advice of the Audit Committee, asserts that the Finance & Audit Committee has established and is applying appropriate audit, accounting and financial reporting principles; verifies that internal financial, business control and information systems are in place and functioning satisfactorily and reviews and approves the annual audited financial statements and ensure financial results are reported fairly and in accordance with generally accepted auditing standards.
- vi. **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;
- vii. **Risk Management:** BOG authorizes the Executive Council to form a Risk Management Committee which shall be responsible for establishing and approving processes, procedures and mechanisms by which risks related to health and hygiene along with business risks are identified and ensure that the strategies are developed to manage such risks. The Board has responsibility to understand the key risks in operations and ensure, through regular reviews and assessments that appropriate systems are in place to identify and manage these risks, receive regular reports on the management of material risks to SUC.
Board reviews risks based on the reports of Risk Management Committee. An annual risk assessment review and ensures good management and sound fiscal practices
- viii. **Monitoring and Reporting:** The Board of Governors has responsibility to:



- a. Direct The Executive Council to develop, implement and maintain a reporting system.
 - b. Follow systems that accurately measure SUCs performance against the performance expectations set out in its strategic plan.
 - c. Review annually SUCs' progress toward the objectives set out in the Institutional Accountability Plan, reports submitted to external agencies, revise and alter its direction, keeping in mind the changing environment.
 - d. Ensure Executive Council published an annual report & Fact Book is published for review by various stakeholders.
- ix. **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.
- x. **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.
- xi. **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.
- xii. **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.
- xiii. **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.
- xiv. **Indemnification:** SUC shall hold each governor free from loss as a result of actions taken by the board of governors.
- xv. **Awarding Degree:** Conferral or authorization of the conferral, or qualifications including honorary degrees.
- xvi. **Assurance of Strong Financial Management (Budget):** It is the responsibility of the Board of Governors to review and approve the Annual Budgets which are timely prepared and submitted by the Executive Council 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.

- xvii. **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 DIRECTOR - QA 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.
- xviii. **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.
- xix. **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:
- a. Presenting to the Board the progress of the Strategic plan, business plan implementation, Budgets, expenditure.
 - b. The Executive Council Chair ensures that the Dean along with the members of Executive Council maintains quality in the academic and administrative units as per set guidelines and also ensures smooth functioning of all departments of SUC and reviews the policy to meet strategic requirements.
 - c. Works along with the EC, External Advisory Council and AAC in development and review of the various policies, strategies before it is presented to the Board.
 - d. Reviews Performance and evaluation of the Academic and Administrative units on monthly, semester and yearly basis before presenting to the Board.



- e. Evaluates Performance of the members of the Executive Council as well as other Human Resources within SUC on the guidelines which are approved by the Board.
 - f. Supports development of international relations for providing the institution with international exposure and partnerships.
 - g. Liaising with various government and corporate institutions.
 - h. Review development of the Learning support services and infrastructure requirement to support the academic needs of SUC and present to the Board for approval.
 - i. Supporting the Academic committee for review of the Academic Programs.
 - j. Carry the financial review and submit reports on regular interval to the Chair of the Board and present the same in the Board meetings.
 - k. Approve all financial transaction as per approved budgets of the Board.
 - l. Receive report of the institutional effectiveness department to make sure all quality parameters are followed and met within the institution.
 - m. Oversee progress of the accreditation processes.
- xx. **Appointment of the Members of the Executive Council:** The members of the Executive Council are appointed by the Board, the members of the Executive Council hold administrative positions as per the organizations chart and are responsible for the day to day operations of SUC:
- a. **Dean:** Dean is the Chair of AAC and is responsible for all pursuing the vision and mission of SUC and provide leadership to Academic 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 from both schools shall also oversee and co-ordinate the academic affairs of the SUC, so that stipulated academic and academic support services standards are maintained & monitored as per the institutional goals, policies and procedures. The Dean shall coordinate overall operations of all the departments, ensuring integrity within the guidelines of SUC. Dean is also responsible for accreditation at the national and international levels.
 - b. **Director of Quality Assurance (DQA):** Director 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. Director 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.

- xxi. **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.
- xxii. **Employee and student welfare:** The Board has the responsibility to ensure the welfare of employees and students and provide facilities for their wellbeing.

D. BY LAWS

- i. **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.
- ii. **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.
- iii. **Term of the Board Member:** Appointments to the board shall be for a four year term but may be renewed depending on their contribution.
- iv. **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.
- v. **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.

- vi. **Duties of the Chair of Board of Governors**
 - a. To preside over all meetings of the Board.
 - b. To witness, with the convener, documents authorized by the Board.
 - c. To appoint the Executive Council & Chair of Executive Council
 - d. To maintain regular liaison with Executive Council.
 - e. To approve budget, major changes
 - f. To be the spokesperson and representative of the Board for any matter dealt with by the Board.
 - g. To perform such other duties as determined by the Board.

- vii. **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.

- viii. **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.

- ix. **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.

- x. **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.

- xi. **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.

- xii. **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.



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

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

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

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



- e. Ensure that they do not obtain or receive, directly or indirectly, a personal profit, gain or benefit as a result of their relationship with SUC.
- ii. The Board of Governors are expected to consider and represent the interests of SUC and its community as a whole in preference to any other interests which that Governor may also have or represent.
 - iii. Board of Governors must declare a conflict of interest with respect to their fiduciary responsibility in accordance with Board by-laws and applicable laws, regulations and directives.
 - iv. Board of Governors shall be familiar with the by-laws and policies of the Board so that any decision of the Board may be made in an efficient, knowledgeable and expeditious fashion.
 - v. Board of Governors will be properly prepared for Board deliberations.
 - vi. Board of Governors shall take part in development activities that will assist them in carrying out their responsibilities.
 - vii. Member of Board of Governors may not attempt to exercise individual authority over SUC except as explicitly set forth in Board policies. Governors' interaction with the Executive Council or with staff must recognize the lack of authority in an individual Board of Governor or group of Board of Governors, except as set forth in Board policies.
 - viii. Member of Board of Governors will make no judgment of the Executive Council or staff performance except when assessing the Executive Councils performance in accordance with explicit Board policies.
 - ix. Member of Board of Governors shall not disclose to others, or use to further his or her personal interests, confidential information acquired in the course of performing Board or Committee functions. "Confidential" will be defined as either any information marked "Confidential" or matters of a personal nature concerning an individual; confidential personnel matters.
 - x. Member of Board of Governors interaction with the public, press or other entities must support decisions taken by the Board as a whole. If a Governor does not support the decision of the Board, he/she is expected, at a minimum, to remain neutral publicly.
 - xi. Member of Board of Governors shall ensure that unethical activities not covered or specifically prohibited by this code or any other legislation are neither encouraged nor condoned.

F. 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 EC bi-annually for necessary actions.



G. EVALUATION OF BOARD OF GOVERNORS

i. Introduction

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

ii. Purpose

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

iii. 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:

1. Regularity in attending the meetings
2. Significant suggestion and contributions for development, improving functioning of the board
3. Active participation in developing linkages with industry, academia and community
4. Assisting in raising funds for any development activities

iv. Frequency of Evaluation

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

v. 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.

1e. Policy on Board Appointments, Term of Office, and Replacement.

This policy includes provision for filling vacancies that arise on the Board.

SUC POLICY - BY LAWS (Refer Point # (ii) in the previous section)

- i. **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.

- ii. **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.

1f. Multiple Campus Coordination Policy.

This policy describes the process for coordinating among campuses, and policies that govern the relationships among administrators, faculty, staff, and students.

Not applicable for SUC



MOE STANDARD 2. QUALITY ASSURANCE

2a. Quality Assurance/Institutional Effectiveness Policy

I. INTRODUCTION

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

II. POLICY STATEMENT

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

III. OBJECTIVES:

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

IV. QUALITY ASSURANCE POLICIES AND PROCEDURES

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

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

A. STRATEGIC PLAN

The IR & QA Office has a major role in developing Institutional Strategic plan for five years in line with the institutional plan with a purpose to accomplish the institutional planning directions on a long term basis and to assist various departments in their annual planning. The strategic plan focuses largely on generating and allocating resources for a 5 year period to achieve its strategic period goals and objectives. The IR & QA Office 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.



B. 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.

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.

C. IE MANUAL

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

D. FEEDBACK

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

E. LEARNING OUTCOMES AND EXAMINATION ANALYSIS

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

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



F. COURSE FILE AND COURSE REPORT REVIEW

Faculty members submit their course file at the end of each semester to the 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 the DIRECTOR - QA 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.

G. DISSEMINATION OF SUGGESTION & RECOMMENDATION OF FEEDBACK AND IE REPORTS

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

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

The QA Office schedules meetings 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 actions if any. It is the responsibility of the Dean's Office to ensure that all the recommendations and suggestions are implemented by the concerned IE committees and report the implementation status to the Dean. The Dean places the report in the EC for further suggestions on corrective actions.

I. 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



approved by the Executive Council. Approved goals and objectives are disseminated to departments along with the vision and mission of SUC.

b. Program goals and objectives

The Quality Assurance Office reviews Program goals & objectives on an annual basis through direct & indirect measurements and disseminates the output to the Dean for his review and presentation to the EC for necessary approvals and necessary actions post approvals.

c. Academic Affairs Council

The Quality Assurance Office coordinates with Academic Affairs Council for updating their goal and objectives 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.

d. Committees

The Quality Assurance Office coordinates with Committees for updating their goal and objectives 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.

e. Departmental

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

V. EVALUATION OF INSTITUTIONAL RESEARCH & QUALITY ASSURANCE OFFICE

A. Introduction

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

B. Evaluation

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



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
- iii. Validity and reliability
- iv. Result of qualitative improvements with respect to the programs, courses and academic support services
- v. Maintenance of SUC policy and procedures in line with the CAA standards
- vi. Accuracy of analysis, evaluation and reporting

D. POLICY REVIEW:

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

2b. Planning Policy.

This covers short-term operational and long-term strategic planning, and the review and revision of the institution's strategic plan.

1. SECTION A - REFER 'PLANNING POLICY' IN THE PREVIOUS SECTION

2. SECTION B - PLANNING DEVELOPMENT AND REVIEW

A. 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.

B. FORMATION OF THE COMMITTEE

Dean forms the Planning Committee and appoints the Director of Quality Assurance (DQA) 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.

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 Strategic Planning Committee is responsible for:

- i. Organizing the planning activity
- ii. Initiate deliberations from various stakeholders
- iii. Collect data from internal and external data sources
- iv. Analyze internal and external trends
- v. Prepare a draft plan and present to EC
- vi. Incorporate the suggestions and prepare the final draft
- vii. Submit the final draft to Dean for presenting it to the Board

F. 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.

i. PROCESS FLOW

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

G. 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.

i. 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:

- a. Strategic directions
- b. Strategic goals
- c. Strategic initiatives
- d. 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.

H. 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.

a. 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.

b. 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.

I. 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.

J. 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 DQA 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 implementation.

MOE STANDARD 3. THE EDUCATIONAL PROGRAM

3a. Undergraduate Completion Requirements Policy. See also Stipulation 4: Completion Requirements Policy.

A. GRADUATION REQUIREMENT (BACHELOR DEGREE)

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

B. GRADUATION HONORS - UNDERGRADUATE PROGRAM

Upon meeting the UG 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



3b. Graduate Completion Requirements Policy. See also Stipulation 4: Completion Requirements Policy.

A. GRADUATION REQUIREMENT (MASTER DEGREE)

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

B. GRADUATION HONORS - GRADUATE PROGRAM

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

3c. Independent Study Policy

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

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



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

3d. Academic Progress Policy. This covers retention, dismissal and graduation, including:

- i A minimum cumulative grade point average for satisfactory progress;**
- iii Criteria for probation, academic suspension, and dismissal of students unable to demonstrate satisfactory progress.**

A. Academic Standing Policy for Undergraduate Program (BBA & BSIT- EC)

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

i. QUALITATIVE REQUIREMENTS

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

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

ii. QUANTITATIVE REQUIREMENTS

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

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

iii. PROGRESSION & RETENTION

Progression is an indication of semester wise academic progress of the student based on successful completion of qualitative and quantitative requirement (as mentioned in above sections) 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.

iv. 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.

v. SUSPENSION

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

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

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

a. Suspension 1

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.

2. 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.

3. Case 3

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

b. Suspension 2

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

Example:

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

1. 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.

2. 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.

vi. DISMISSAL

In case the student has not achieved 'Good Standing' as per section (i) & (ii) above at the end of Suspension-2 semester, the student shall be dismissed and dismissal will be reflected in his transcript. In this case No refund of fees is allowed.

B. Academic Standing Policy for Graduate Program (MBA)

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

i. QUALITATIVE REQUIREMENTS (QUALITY OF ACADEMIC WORK COMPLETED)

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.

ii. QUANTITATIVE REQUIREMENTS (QUANTITY OF ACADEMIC WORK COMPLETED)

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

a. PROGRESSION & RETENTION

Progression is an indication of semester wise academic progress of the student based on successful completion of qualitative and quantitative requirement (as mentioned in above sections) 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.

b. 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.

c. 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.

d. 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.

3d ii Criteria for add, drop, leave of absence, withdrawal, and re-admission;

A. 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 of respective school



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

B. WITHDRAWAL OF COURSE (DROP)

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 of respective school

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

C. 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 of respective school

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

D. 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 of respective school

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



E. 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

i. Re-Sit/Mitigation Examinations

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

F. CANCELLATION POLICY

A student has a right to cancel his admission anytime during the program for unavoidable reasons. In case of rejoining a new process of admission has to be followed.

In case, a student who does not attend classes for three weeks after registering in a semester, and in spite of making efforts to contact them they are not reachable, such students are placed under temporary cancellation by the Administration department.

If a student fails to respond even after one semester, then such students are put under deactivation or cancellation in which case student has to reactivate for enrolling in the courses.

General cancellation procedure for Non-Visa students

Step 1: Apply for cancellation of registration through the student portal within two weeks of commencement of semester

Step 2: The student will be initially counseled to understand the student's need for cancelling the Program and extend appropriate guidance and assistance to help student continue the Program.

Step 3: If the counseling does not help the student, then he is sent for an exit interview with the Student Counselor and the report is sent to IR Office for further analysis

Step 4: Application will be sent to Registrar & HASS for approving the cancellation

Step 5: Upon approval, the form is sent to various departments for getting no dues clearance

1. Marketing & Registration Department for their comments.
2. Finance department for checking whether the student's account is cleared.
3. Library to check for any pending books to be returned.
4. Computing department will de-activate the portal and email address.
5. Human Resource Department for the verification of the student visa status.



6. Administration department for the comments and pass credit note if applicable.

Step 6: The form along with no due clearance is sent to Finance for determining the financial status of the student and make necessary collections / payments (Refund).

Step 7: Approved application will be forwarded to registration officer for cancellation of registration

Step 8: The cancellation status will be communicated to the student, faculty, advisor, Head of Academics of concerned school 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

G. 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

3e. Grading and Assessment Policy. This includes, among other elements:

3e (i) institutional guidance on grading in order to ensure consistency;

I. UNDERGRADUATE STUDENT EVALUATION AND GRADING POLICY (BBA & BSIT-EC)

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		

**A. 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

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

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

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

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

GPA - Grade Points Average

CGPA - Cumulative Grade Point Average

II. GRADUATE STUDENT EVALUATION AND GRADING POLICY (MBA)



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

A. GRADE POINT AVERAGE [GPA]

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

GPA/CGPA Calculation

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

$$\text{GPA /CGPA /SCGPA} = \frac{\text{GradePoints} \times \text{Credit hours}}{\text{TotalCreditsHours}}$$

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

$$\text{CGPA} = 3.16$$

GPA - Grade Point Average

CGPA - Cumulative Grade Point Average

SGPA - Semester Grade Point Average



3e. (ii) guidelines for faculty on preparing course assignments and examinations.

Faculty teaching the course are required to adhere to the Course Delivery Package made available to the students in its contents, schedule and the assessment modes. The faculty members are required to maintain the same assessment modes and the marks allocated for each of the assessment mentioned. The purpose of giving the guidelines is to maintain the required standards, communicate the desired outcomes from the assessments and ensure sufficient student engagement. The generic guideline required for modes of assessments are given below:

- i. The University name, logo, date the course code, course name, the weight or marks and date of submission
- ii. Clear instructions regarding number of questions to attempt, marks for each question and any hints to solve the assessments
- iii. The questions must reflect clearly the expected outcomes of the stated learning outcomes mentioned in the LO marks distribution in the matrix given in the CDP
- iv. The assignments must be able to evaluate the student's ability to demonstrate knowledge, critical analysis, apply tools & techniques and provide conclusive evidences with appropriate reasoning and logic
- v. Any descriptive work such as projects, case studies, assignments, etc. are required to be accepted along with plagiarism reports
- vi. The faculty members teaching the courses have discretion to use any assessment modes appropriate to a specific course, level and learning outcomes.
- vii. The suggested modes of assessment are listed below though the list is only suggestive but not limited to:
 - a. Class participation.
 - b. quizzes
 - c. Case study.
 - d. Assignment.
 - e. Project work.
 - f. Midterm
 - g. Final term.



3f. Examinations Policy

This covers processes taking place before, during, and after the administration of examinations.

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.

B. 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:



C. 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

D. 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

E. 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

F. Submission of paper

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

G. Quality check

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

H. 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**
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**
Semester wise report to be prepared and disseminated to appropriate decision maker.

I. CONDUCT OF EXAMS

A. Procedure for conducting exams

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



- xvii. Two weeks before the exams eligible students hall tickets are handed over to finance department to handover to the students who have completed all the formalities.

B. Notification of exams:

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

C. Re-Sit/Mitigation Examinations

- i. Re-Sit Final examinations will be based on comprehensive syllabus.
- ii. Re-Sit final examinations will be normally held after 1 week of declaration of first-sit results. Regular classes will not be suspended for such examinations.
- iii. Only students with grade 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.
- iv. These examinations will be conducted as per the pre-released schedule.

D. Eligibility of the student to appear for exam:

- i. Administration finalizes the list of eligible students for the exam upon based on the requirement of minimum 75% attendance for undergraduate students and 70% attendance for graduate students as per the attendance policy.
- ii. 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].
- iii. Students who have 70 percent of the attendance & exemptions approved by Dean as per the policy will be listed.
- iv. Students who do not meet the requirement will be listed in the notice board and information is passed on their email.
- v. 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.
- vi. Students having completed all the requirements as per point 4 & 5 and a clearance from finance will receive a hall ticket.
- vii. 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
- viii. Only students with valid hall ticket & ID card will be permitted into the exam.
- ix. Students coming within 15 minutes of the start of exam are allowed in the exam hall otherwise re-sit exam policy will apply.



E. Hall Ticket

The hall ticket contains instructions and rules and regulations a student has to follow during the examination

Hall ticket is the exam admission slip issued for the students to appear mid-term, Final & Mitigation exam.

Student has to carry the hall ticket and produce on demand in the examination hall. It contains Student name, program, DOB, gender, photo, course ID, student ID, Exam date, course code and course name

Process of preparation of student for hall ticket:

- i. Student attendance list is presented to the committee 2 weeks before the examination
- ii. List will be reviewed by the committee based on the attendance percentage
 - a. Between -ve 1 to -ve 25
 - b. Between -ve 26 to -ve 30
 - c. Between -ve 30 to -ve 35
 - d. Above -ve 36
- iii. Admin will present all the attendance mitigation to the committee
- iv. Case will be reviewed by student by student and committee will decide the stop students list for the exam as per SUC policy
- v. The stopped students will be removed from the exam list and others will be printed
- vi. Stopped students list will be displayed in the notice board for the student information

F. Invigilation

Examination committee assists the administration department in the smooth conduct of examinations including VIVA & scheduling the project presentation and proposing the panels.

i. 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

ii. General Instruction For Invigilator-I

- a. 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.
- b. Inform the students to read the points displayed on the screen.



- c. Distribute the answer sheet and question paper in the same sequence as in the exam attendance sheet.
- d. Once the exam starts, walk around to ensure that the students have started doing their answers.
- e. Be vigilant at all times.
- f. 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.
- g. 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.
- h. 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.
- i. An invigilator is not allowed to sit in the exam room.
- j. Invigilators are not allowed to carry any magazine / books/ mobiles inside the exam room.
- k. No Tea /Coffee / Water will be provided during the exam.
- l. Invigilator should not step out the exam hall while exam is in progress.
- m. For any query during exam, Administrator may step out to contact Admin/Exam Staff
- n. 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.
- o. Students will be allowed to enter the Examination Hall only till 15 minutes after the start of the exams.
- p. Invigilators should leave the exam paper submission counter only after tallying the answer scripts.
- q. 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.
- r. Collecting the exam material 15 minutes before the start of the exam and reporting 10 minutes before to the invigilation room /hall is necessary
- s. Distribute the answer copies / scantron sheets before the students enter the exam room / exam hall
- t. Ensure students occupy the allotted seat in the exam room/hall
- u. Ensure students fill up the relevant data on the answer sheets, and signs the exam attendance sheet
- v. Ensure that students do not resort to any unfair means during the entire exam duration.
- w. 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.



iii. General Instruction For Invigilator - II

- a. Ensure that all students attendance have been taken and signed all answer sheet accordingly.
- b. Invigilator-II will be solely responsible for filling the scantron sheet.
- c. After attendance procedure, walk around to ensure that the students have started doing their answers.
- d. Be vigilant at all times.
- e. 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.
- f. 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.
- g. Both the invigilator and Invigilator-II who have witnessed the cheating should write a report on the invigilator incident report.
- h. An Invigilator-II is not allowed to sit in the exam room.
- i. Invigilator-II are not allowed to carry any magazine / books/ mobiles inside the exam room.
- j. No Tea /Coffee / Water will be provided during the exam.
- k. 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.
- l. Students will be allowed to enter the Examination Hall only till 15 minutes after the start of the exams.
- m. Invigilator-II can step out the exam hall only if any query arises while exam is on progress.
- n. Invigilator-II should leave the Exam Paper Submission Counter only after tallying the answer scripts

iv. General Instructions For Candidates During Examination

- a. Students must ensure they are aware of the dates and timings of all their examinations. Students have to collect the Examination Hall Tickets from the Finance Department, after having cleared any outstanding amount due to them.
- b. No student shall be permitted into the Examination hall/room without the Examination Entrance Slip and Student Identity Card.
- c. Students must note carefully his/her seat/examination hall/room number before beginning of each examination session from details at which are available in student's examination hall tickets.
- d. Students must sit for their examination at the desk bearing their number only.
- e. Students must bring their own Pen, Pencils, Erasers, pencil-sharpeners, and Calculators. Borrowing these things from others will not be allowed.
- f. Students should deposit the mobile phones, pagers and handbags at the designated room before entering the Examination hall/room.
- g. Language dictionaries [book] may be allowed but will be checked by invigilators for notes. Electronic language dictionaries/translators will not be allowed.
- h. Students will be permitted to enter the Examination hall and occupy their seats 15 [Fifteen] minutes prior to the start of the examination.
- i. All students should be seated and ready to begin three to four minutes before the commencement of the examination so that any instructions from the invigilator



can be noted. An attempt will be made by invigilators to complete examination verification process before the start of an examination.

- j. Students can leave the examination hall only after 30 minutes from the starting time if they complete their exam.
- k. Students must maintain silence at all times. If they need to draw the attention of the invigilator, they shall do so by raising their hand.
- l. Students must ensure that they are attempting the correct examination paper. For this, they need to check the subject & version number of question in the paper carefully.
- m. The student shall enter her/his name, Enrollment ID number, and Course ID number on the scantron sheet/examination answer scripts as reflected on her/his identity card/ examination hall ticket.
- n. Students must comply with all the instructions on both the title page of the answer book and the rubric of the examination question paper(s). In particular a candidate should ensure that he/she:
 - 1. Writes his/her name on the title page of the answer book(s).
 - 2. Writes on one side of the scantron sheets with pencil only. Ink pens will be used only for essay questions and students are required to write on both sides of the answer booklets.
 - 3. Enters distinctly in the margin the number of the question being answered if required.
 - 4. Does not scribble or write on the desk or on any form of scrap paper whatsoever.
 - 5. Does not remove pages from the question booklet / answer book.
 - 6. Does not take question / answer booklet outside the Examination hall / room.
 - 7. Clearly identifies any rough work in her/his answer book and deletes it in a manner which will ensure that it is not confused with any answer.
 - 8. Any candidate caught in the act or believed to be using unfair or dishonest means shall be so informed by the invigilator. The invigilator shall endorse and withdraw the answer book and the candidate will be issued a new answer book to continue the examination. If the candidate refuses and rebels, the Administration and Security shall be informed.

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

v. Students are strictly restricted from the following:

- a. To communicate, under any circumstances whatsoever, with other students.
- b. To answer, under any circumstances what so ever, communications from other students.
- c. To copy from one another under any circumstances.
- d. To be involved in misconduct of any kind.
- e. To enter into any conversation whilst in the examination hall before, during or after the examination.
- f. To leave their seats without the permission of an invigilator.
- g. To carry any written material, slips, papers, etc. whether relevant or not into the examination hall.



- h. Any student requiring special arrangements or seating should put in an application to the Student Services Department at least 48 hours before the examination.

II. 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.

3g. Curricula Approval and Revision Policy.

A. Introduction

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

B. Formulation of committee

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

C. Functions of the committee

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



D. Process flow

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

E. Frequency of review/revisit and authority

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

3h. Internship Policy

A. INTRODUCTION

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

B. ROLES AND RESPONSIBILITIES

Roles And Responsibility Of Faculty / Supervisor / Organization / Industry / Students

i. Role of Employer / Industry Supervisor:

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

- a. Company will develop a detailed job description for the student intern; discuss requirements with the student intern.
- b. 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.



- c. Company and Industry Supervisor will inform immediately to Faculty Supervisor and
- d. SUC regarding any absenteeism of students.
- e. Company will provide an orientation to the student and introduce the student to the organization, the employee and the physical layout.
- f. Give the intern the opportunities to apply education and skills. Assign duties (jobs) that include elements of planning, designing, evaluating and reasoning.
- g. Company will provide opportunities for the intern to ask questions and discuss progress.
- h. Provide an evaluation of the student's performance.

ii. Faculty Supervisor Role and Responsibility

- a. Faculty Supervisor will in constant touch with industry Supervisor and keep high level interaction with them
- b. Faculty Supervisor will conduct initial orientation for the student and handover student
 - 1. Internship Guideline
 - 2. Internship Formats
 - 3. Internship Evaluation Criteria
 - 4. Meeting Schedule
 - 5. Attendance Requirement
- c. Faculty Supervisor will be accessible to the student for consultation and discussion of the student's Internship progress as per meeting schedule.
- d. 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.
- e. 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:

- a. 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.
- b. 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.
- c. 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.
- d. 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.
- e. 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.
- f. Student most catch up and meet deadlines related to internship of SUC.



- g. Confidentiality of both organizations to be maintained by student to maintain high ethical standards.

C. INTERNSHIP EVALUATION:

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

Evaluation	Percentage
External supervisor mid evaluation	20%
External supervisor end term evaluation	30%
Evaluation by SUC internal supervisor	50%
a. Evaluation of intern report (30%)	
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.

i. 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:

- i. The company profile
- ii. The professional growth of the company
- iii. The companies national and international operations
- iv. The stability of the company
- v. 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.

3i. Course File Policy

COURSE FILE AND COURSE REPORT POLICY

I. Introduction

a. Course file

Course file provide evidences related to the delivery of the course in a particular semester or a Quarter. Course file reflects the how effectively the course was delivered during the semester. The course file contains the syllabus, teaching material, assessment tools, marking guidelines and rubrics, sample students answer scripts, course report and result analysis. Course file needs to be submitted in hard as well as soft copy format.

b. Course report

Course report helps faculty to provide detailed information about conduct of the course. Course report provides detailed summary related to appropriateness of course learning outcomes, core text books, assessment tools used, and student's achievement of learning outcomes, suggestion for improving the students' performance and the overall delivery of the course. Course report provides

II. Objectives

Objectives	KPIs	Benchmark
Prepare, review and maintain the course file for each courses for each semester and quarter	1. Percentage of course file submitted	1. 100%
	2. Percentage of Course file reviewed	2. 100%
	3. Percentage of Course file complete in all respect	3. 100%
	4. Time line for submission and review	4. Within one month after the completion of the semester
Assess the effectiveness of course delivery	1. Percentage of courses with sufficient rigor in terms assessments	100%
	2. Percentage of courses meeting LOs benchmark each semester	At least 70% of courses
Provide suggestion to improve the course delivery	1. Percentage of course report with at least one suggestion when LOs are not met	100%
Provide input for program revisit or program review process	Number of Inputs given each semester for program review/revisit	As per requirement

III. Stipulation 7 of Course file



The Commission requires that institutions maintain updated files for each course of instruction. These must contain sufficient information on each presentation of the course so that the faculty or other persons who assess program effectiveness can determine whether the course is meeting its learning outcomes, and whether changes to the course are appropriate.

Course files must include the following information, which may be in electronic form or hard copy:

1. Syllabi for the current and previous offerings of the course;
2. Copies of all instructor teaching materials;
3. Copies of all assessment instruments;
4. Instructor worked answers and marking schemes for all assessment instruments;
5. Examples from across the range of student performance of graded responses to all assessment instruments;
6. A Comprehensive instructor review of the presentation of the course, covering:
 - a. appropriateness of the course learning outcomes;
 - b. extent to which the syllabus was covered;
 - c. extent to which learning outcomes were met (with evidence);
 - d. appropriateness of textbooks and other learning resources;
 - e. appropriateness of assessment instruments in relation to learning outcomes;
 - f. appropriateness of the balance of assessment;
 - g. appropriateness of prerequisites;
 - h. general comments on any problems encountered with the course;
7. Quantitative analysis of student performance during the course presentation (e.g., grade distributions);
8. Summary of student feedback on the evaluation of the course.

IV. Course file Submission Format

Course file needs to be submitted in hard and soft copy format as per the below mentioned checklist

1. Syllabus for the course (Course Delivery Package);
2. Copies of all instructor teaching materials; (PPT slides, Class Notes Handouts/ Additional Reading material etc.)
3. Copies of all assessment instruments as mentioned in the CDP;
4. Instructor worked answers and marking schemes for all assessment instruments;
5. Examples from across the range of student performance of graded responses to all assessment instruments;
6. A comprehensive instructor review of the presentation of the course, covering(as per the attached Course report format):
 - a. Appropriateness of the course learning outcomes;
 - b. Extent to which the syllabus was covered;
 - c. Extent to which learning outcomes were met (with evidence);
 - d. Appropriateness of textbooks and other learning resources;
 - e. Appropriateness of assessment instruments in relation to learning outcomes;
 - f. Appropriateness of the balance of assessment;
 - g. Appropriateness of prerequisites;
 - h. General comments on any problems encountered with the course;



7. Quantitative analysis of student performance during the course presentation (e.g., grade distributions);

V. Course file submission and review process flow

1. Faculty members prepare their course file and course report as per the Course file Checklist and course report format
2. Faculty members submit their course file during the meeting with DQA and a Faculty Expert wherein the course file is reviewed for its completeness as required by Stipulation 7 of the MOHESR - CAA standards Faculty members update the course file if required based on the review
3. Faculty submits the course file to IR office after approval by DQA and Subject Expert
4. IR office prepares the report on course file submission and review process forwards it to EC review
5. EC reviews the report and provide recommendations to be implemented for the next semester

VI. Course file submission and Review Responsibility

Course file Submission	Course file Review	Course report review	Compilation of course report suggestion for EC review and	Uploading of Course reports for faculty members for next semester	Implementation of previous course report suggestions	Approval of Course report Suggestion for Program review
Faculty Members	DQA and Subject Expert (Dr. Manuel)	DQA	IR office	IR office	Faculty Members	EC

VII. Orientation to new faculty members

DQA and subject experts' conducts orientation to new faculty members on submission of course files. Orientation covers the documents to be included in the course file, submission and review process and time line for submissions for each semester.

3j. Class Size Policy

A. CLASS SIZE POLICY

i. Introduction

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

ii. Class Size Policy

The Class Size is based on a number of factors like areas of study (namely general education, business courses and majors), number of enrollments, nature of the course

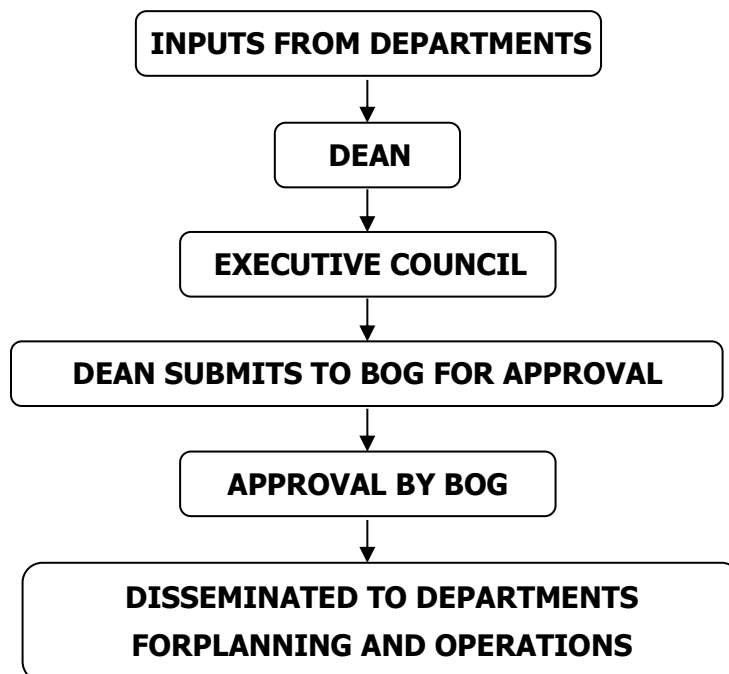


delivery(lecture, lab session), class seating capacity, number of cancellations/ dropouts / postponements, progression rate, teaching load of faculty and operational & financial feasibility.

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

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

iii. 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
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 Core courses and Emphasis courses is given below:

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

3k. Policy on Intensive Modes of Course Delivery

I. Introduction

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

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

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



31. Additional Policies related to Educational Program

I. DISSERTATION POLICY

A. Introduction

Dissertation is an integral part of the curriculum in the Undergraduate 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.

B. 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'.

C. 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.

D. 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)

In case faculty members are allocated with teaching workload along with supervising Dissertation work the total number of credits will still be maintained at 12 credits. If it exceeds beyond 12 credits additional payment is made.

No. of Students/ No. of Credits of Dissertation	No. of Independent Hrs. Per Student	Total No. of Group Hrs.	Total Hrs.	No. of Credits
12 X 3	36	9	45	3
8 X 3	24	6	30	2
4 X 3	12	3	15	1

In case faculty members are allocated with teaching workload along with supervising Dissertation work the total number of credits will still be maintained at 12 credits. If it exceeds beyond 12 credits additional payment is made.

E. The conduct of Dissertation



The Dissertation Course is conducted by allocating individual time and group time to the students under supervision. The table above (Table-1) indicates the different scenarios that may arise based on the allocation of students to each supervisor. The students have to maintain 60% of attendance to be able to submit the dissertation work or appear for the viva.

F. Facilities for supervision

A document of Guidelines for completing the Dissertation work is handed over to the students at the time of enrollment in the course. The guidelines are also posted on the portal. As mentioned above students are required to maintain regular attendance to complete the work. However if a student is unable to attend the course regularly due to any uneventful situations or opts to work outside the country in which case the online guidance facility can be availed.

G. Evaluation of Dissertation

The Dissertation is evaluated in two stages. In the first stage the supervisor evaluates the submission of the written work on the following areas

1. Communication
2. Background knowledge of the subject
3. Demonstration of critical and analytical skills
4. Demonstrate ability to draw inferences and conclude with reasoning
5. Organization and presentation
6. Overall Report

In the second stage a student appears for viva-voce conducted by a panel of external and internal examiners. External panel members refer to faculty member other than the supervisor. The weight for written work and viva is 75 and 25 respectively.

The grading of Dissertation course is a consolidated score of written & viva. In case a student fails to attain the pass grade then there is a re-sit option available for the student by submitting the improved piece of work and appear for the viva again.

H. Frequency of reviewing the dissertation policy and authority

Responsible to Review and amend the policy	Approval Authority	Responsible to implement	Frequency of Review
Program Review Committee	EC	Dean	Academic year



II. PREPARATION OF TRANSCRIPT AND AWARDS POLICY

A. AWARDS

Examination Department will make arrangements to process Bachelor/ Master Degree awards once confirmed by an award board and will normally be available for collection by graduates within one month of confirmation of an award.

The awards will be awarded in a presentation ceremony which will be held once in one academic year. Students qualifying for awards at a time other than the graduation ceremony may collect their awards from the examination office.

B. COMPILING, RATIFICATION OF RESULTS & AWARDS BY AWARD BOARD POLICY

i. Compiling Of Results

The Result board authorizes examination department to compile the result for midterm and final results during the semester. The midterm results are declared based on the compilation of the result of that component alone. The final exam result is processed based on the grades of all the continuous modes of assessments plus midterm result and the final exam scores. The exam result board meets twice during a semester once during the declaration of midterm exam and once at the time of declaring the final result. The compilation of the result is carried out based on the marks entered as per LO weights set for respective components by the faculty during the semester.

- a. Pre-determined LO marks entered for each continuous assessment mode as per CDP is selected
- b. Percentage of attendance marks is compiled
- c. Class participation marks are compiled
- d. Midterm marks are compiled
- e. Case study / assignment / project work mark is compiled
- f. Final exam result from the scantron / ERP is compiled
- g. Final result is compiled prorated to 100 percent
- h. Grades are finalized as per the academic policy of grades defined
- i. Result is moderated if required in consultation with the faculty
- j. Final result is reviewed by the board and approved for declaration
- k. Results are posted in the portal so that each student can access his result
- l. Privacy policy is adhered to
- m. Re-sit results are declared

ii. General Moderation of result:

Moderation of result is carried out under the following conditions:

- a. When the general result in the continuous mode of assessment is good and the final exam result is weak
- b. When the majority of the cohort has performed below the class average in the final exam
- c. Time to solve the question paper is inadequate
- d. When majority of the students have scored less than pass grade marks
- e. When the faculty recommends moderation



iii. Specific moderation of result:

1. When a continuously good performing students in all the courses fails only in one or two component of the exam and if the faculty recommends moderation the board may consider
2. When a continuously good performing students have good grades in continuous mode but are falling short of the good grade in final exam and if the faculty member recommends for moderation, award board may consider
3. Due to illness or unfortunate event in the home front the student has not performed well in the final exam but has a very good standing in the continuous mode of assessment and if the faculty recommends the board may consider for revision

iv. Award Board

Constituting Award board of examiners will be the responsibility of Dean, normally consist of the following members:

1. Dean
2. Registrar & HASS
3. Head of Academics-School of Business / Head of Academics-School of IT
4. Course Teacher
5. Recording Secretary - normally from the Examination Department to record minutes

At least 3 members besides the chair are required to be present to constitute a quorum for award board of examiners meeting.

The award board of examiners based on the academic profile of students presented to it will decide progress and awards as per the progression and award policies of the SUC.

The award board reserves the right to recommend and implement extra ordinary progression rules if it deems necessary in the best interest of the student. Such actions of the award board cannot be reviewed or challenged. Chairs action will ratify progression after re-sits based on recommendations of the initial award board.

Award board meeting will be held to finalize the declaration of results for courses at the end of each semester. The board besides ratification of course results reserves the right to condone failures based on recommendation of subject tutors and members present. The condonement if any recommended and agreed to by award board cannot be subject to review or challenged. All deliberations in award board must be recorded (minutes). Chairs action will ratify results after re-sit assessments based on the recommendation of the initial award board.

C. TRANSCRIPT POLICY

i. Transcripts

Transcripts can be issued only after marks/grades have been ratified by subject/award board of examiners. Normally transcripts will be issued after the end of each academic year to students.

All the students who has submitted clearance form signed from all the departments are eligible to taking the transcripts.



Transcripts are issue that any time on requests received from students on payment of necessary fees.

1. All the transcripts issued from the SUC will have hologram and Registrar & HASS signature and seal, any transcript will be invalid without hologram.
2. Transcript can be issued only to the students those who have completed the graduation requirement as per the graduation policy
3. When a student is pursuing higher studies in other universities and the university requires SUC to directly submit the transcripts to university/college
4. When any external authorized verification agencies / from employer requires SUC to directly submit the transcripts to them
5. When a student request for transfer admission for any other university
6. When a student cancel his/her registration from SUC the actual status of attempted courses is reflected in the transcript

ii. Transcript content

Student Name, Student ID, Nationality, Gender, Program, Major, School Name, Date of Birth, High School Grade, Placement Score, Foundation Marks, Course Code, Course Title, Grade, Credit Hours, Date of Printing, Semester GPA, Cumulative GPA, CDT Attended, CDT Earned, Grade Point Average, Registrar & HASS sign, Registrar & HASS seal & Hologram

Status of all attempted courses even if it "F" grade or "W" grade will reflect in the transcript

iii. Duplicate degree / transcript

Duplicate degree is issued only to the students whose degree is lost / damaged due to any reason

Procedure

Step 1: Students need to apply for the duplicate degree/transcript paying necessary fees

Step 2: Submit the evidence of loss and police complaint copy and a photocopy of the certificate/transcript

Step 3: Administration will refer to the original graduation candidacy sheet to establish the authenticity of the degree completion status

Step 4: Administration prepares the duplicate degree /transcript within 1 week time.

Step 5: The necessary signatures from the respective signatories for the degree/transcript is taken

Step 6: Administration Inform the student the status of the letter within 48 hrs.

Step 7: Signed copy of the letter is filed in the student file.

iv. DEGREE/TRANSCRIPT/CHIP/HOLOGRAM AUDIT POLICY

The Inventory of degree/transcript/chip/hologram is maintained by the Finance department and issued to the administration department following the given procedure:

- a. Administration sends a request for degree/transcript/chip/hologram



- b. Finance department will issue the requested number of degree/transcript/chip/hologram
- c. In case of any damages to the material the evidence of damage has to be shown to the finance department to replace the number.

On completing the preparation degree/transcript/chip/hologram the status report along with the completed degree/transcript/chip/hologram are send to finance for verification and auditing.

III. PROVISIONAL CERTIFICATE

Provisional certificate is the letter containing the successful completion of the graduation requirement by the student; it is issued to serve an interim purpose before the award of the degree on the graduation ceremony. The provisional certificate is valid for 1 year from the date of issue. It will be issued one month after publishing the results of final / re-sit exam every semester.

Procedure

- Step 1: Student to submit an Application along with the necessary fees
- Step 2: Clearance form signed by all the departments to be submitted
- Step 3: Registrar & HASS audits the graduation candidacy sheet
- Step 4: Upon clearance and authentication the Registrar & HASS signs the letter
- Step 5: Administration Informs the student the status of the letter within 48 hrs.
- Step 6: Signed copy of the letter is filed in the student file.

IV. GRADUATION BOARD

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

A. Procedure:

- i. Step 1: Graduating students file to be prepared by Administration which includes the following:
 - a. Copy of attested high school / O level certificate
 - b. Copy of TOEFL / IELTS / PET Academic/ Cambridge
 - c. Copy of the transcripts
 - d. Copy of TOC confirmation
 - e. Final Statement of Account
 - f. Candidacy sheet containing clearance from all departments
 - g. Graduation Application form
- ii. Step 2: Graduation Board will verify the following components are met:
 - a. Entry requirements
 - b. Academic requirements
 - c. Graduation Requirements
 - d. Financial Requirements
 - e. Departmental clearance
 - f. Signing on certificates
- iii. Step 3: Certificate Preparation process
 - a. Place chips on the Degree and hologram on the transcript



- b. Sort the degrees major-wise
- c. Academic excellence letter is placed in the folder
- d. Toppers list /scholarship letter if applicable is placed in the folder
- e. Medals are placed in the graduation kit as per graduation honors list

V. GRADUATION CEREMONY

- A. Students who are approved by the graduation board are awarded the degree during the graduation ceremony.
- B. Administration prepares the list of students who have successfully completed the degree.
- C. Administration arranges the degree according to the list and the students are given a graduation number according to the list.
- D. The same is handed over to the student during the ceremony.
- E. Attestation chip fees is applicable
- F. Graduation fee as applicable by Finance department

MOE STANDARD 4. FACULTY AND PROFESSIONAL STAFF

4a. Faculty and Professional Staff Role Policy

Faculty Roles and 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 selfdiscipline 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.

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 regrading.
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:
 - Faculty Members must make every reasonable effort to foster honest academic conduct as elucidated in the SUC regulations on academic conduct.
 - Faculty Members must use scholarly rigor and integrity in obtaining, recording and analyzing data, as well as in reporting and publishing results.
 - Faculty Members must obtain permission for use of unpublished material and use digital and archival material in according to the rules of the source.
 - Faculty Members must use funds designated for research purposes in prescribed manner.



- Faculty Members must reveal to the SUC, sponsors, journals or funding agencies any potential or actual conflict of interest – financial or otherwise that might influence their decisions while reviewing manuscripts, conducting research or seeking permission for undertaking work supported, assisted or supported by outside sources.
- Each Full-time Faculty Member owes primary professional responsibility to the SUC and must avoid outside obligations, financial interests, gifts or employment that can affect the objectivity of their decisions as a Member of the SUC community.
- Faculty Members must recognize that their primary responsibilities are to the SUC when they determine the amount (if any) and character of work done outside the SUC. Such outside work must be consistent with SUC regulations. When Faculty Members follow subsidiary interest, these must never compromise their freedom to draw intellectually honest conclusion.
- The fundamental responsibilities of Faculty Members as scholars include maintenance of competence in one's field of specialization and exhibition of such professional competence in classrooms, library and in public arenas of such activities as discussions, lectures, consulting, publications or participation in professional organizations and meetings.

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

- The demonstration of professional integrity by Faculty Members includes recognition that the societies at large judge the profession and the SUC by one's statements and behavior therefore they have to maintain professional integrity and demonstrate good code of conduct.
- Faculty Members must strive to be accurate, exercise appropriate restraint, be willing to listen and show respect to Members of the society at large expressing different opinions, and make every effort to indicate that they are speaking or acting on behalf of the SUC when speaking or acting as private persons.

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.

f. 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.

g. 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.

➤ **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 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.

h. 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.

i. 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

j. INTELLECTUAL PROPERTY

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

- SUC has a right to use all the material (teaching & training) developed by Faculty Member during their tenure for conducting its operations or to enhance its image in the competitive environment.
- 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.

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 - BBA LEVEL

Full Time Faculty - BBA LEVEL					
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	As per credit allocation & Rank	6 hrs.	Research work for conference and publication	Administrative activities as per position
	appropriate release time for other major administrative assignments.				



ii. FULL TIME ACADEMICS - MBA LEVEL

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

Faculty members holding administrative responsibilities will be remunerated extra or given release hours. Faculty member will hold administrative position until informed officially by letter of withdrawal and applicable remuneration will also be withdrawn accordingly.

Research work is done as per Research Conference Participation Policy.

B. NON REGULAR ACADEMIC MEMBERS

i. VISITING (INTERNATIONAL) - BBA LEVEL



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

VISITING (INTERNATIONAL) - MBA LEVEL

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

ADJUNCT - BBA LEVEL

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

ADJUNCT - MBA LEVEL

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

C. SUMMER TEACHING LOAD FOR ACADEMICS

i. BBA LEVEL

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	
	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
	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. MBA LEVEL

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 OF	TEACHING LOAD FOR SUMMER SEMESTER	SUMMER TEACHING PAYMENT
	ASSOCIATE PROFESSOR & PROFESSOR			
	18 CREDITS		6 CREDITS	6 CREDITS
SPRING	12 CREDITS + (3 CREDITS SUMMER) = 15		6 CREDITS	3 CREDITS
	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.

D. 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.

E. ADDITIONAL CREDIT HOURS

Faculty members may be allocated additional teaching credits on payment apart from the normal teaching load as mentioned in the Faculty teaching load

On separation faculty will be paid for additional credit hours in full and final settlement based on SUC separation policy.

ROLE OF STAFF IN GOVERNANCE AND COMMITTEES

The Staff are members in Academic Affairs Council (AAC) which comprises of both academic and non-academic employees, It is an apex body which is responsible for executing the strategic direction of SUC. Each of the AAC members responsible for one or more Institutional Effectiveness (IE) committees where Staff of the departments are also members of the IE committee. Their main role is to execute institutional policies, evaluate and provide operational feedback to the AAC for necessary decision.



Eligibility for the chairmanship and member of the IE committees should be a member of Academic Affairs Council and Heads of Department. Experienced staff can be opted if necessary.

A. 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.

B. NON DISCRIMINATORY APPROACH

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

PURPOSE

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

PROCEDURE

Employees subjected to prohibited discrimination or harassment should immediately report the incident to the HOD. The HOD in turn must immediately inform the Human Resource Department in writing about the incident for investigation. If one of the parties involved in discrimination is HOD, the incidence may be reported in writing to Head HR or 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.



I. 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.

II. 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.

III. ETHICS & RESPONSIBILITES

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

- i. Staff Member's ethical obligations and responsibilities to students' of SUC.**
 - Staff Members must seek to induce high moral values in students, including honesty, integrity and inculcate the free spirit of learning.
 - Staff Members must act professionally in their relationships with the student.
 - Staff Members must exercise critical self-discipline and judgment in using, extending and transmitting information.
 - Staff Members must not engage in any exploitation, harassment or prohibited discriminatory treatment of students.
 - Staff Members must not accept from students any gifts or advantages for in return for discharging his/her responsibilities. No employee shall solicit or accept for personal use, or for the use of others, any gift, favor, loan, gratuity, reward, promise of future employment, or any other thing of monetary value that might influence or appear to influence the judgment or conduct of the employee in the performance of his/her job. An employee can be exempted from the restrictions in this paragraph by EC as to a specified gift or favor. The exemption must be in writing and include sufficient justification.



ii. Staff Member's ethical obligations and responsibilities to other Members of SUC's community.

- Staff Members must not engage in any exploitation, harassment or prohibited discriminatory treatment of any Members of SUC community
- Staff Members must respect and defend the free inquiry of their associates. In the exchange of criticism and ideas, Staff Members must show due respect for the opinion of others
- Staff Members must acknowledge the contributions of others, strive to be objective in their professional judgment of colleagues and accept their responsibilities for contributing towards the governance of the institution.

iii. Staff Member's ethical obligations and responsibilities to SUC as an institution.

- Staff Members must recognize that their primary responsibilities are to SUC and therefore are prohibited to work (even for free) during the official working hours of SUC. Official approval from Dean or his nominee is required for engaging in any work outside SUC. Such outside work must be consistent with SUC regulations.
- Staff Members must not reveal any information or data he/she might know as part of the job.
- Staff Members must not falsify, change - records, certifications, signatures which they may be privy to.
- Staff Members are prohibited to keep (take custody of) records of SUC for personal use.
- When considering termination of service, Staff Members must consider the impact of their decision on SUC and must give at least 16 week notice in advance of their intention.

iv. Staff Member's ethical obligations and responsibilities to the public.

The demonstration of professional integrity by Staff Members includes recognition that the societies at large judge the profession and SUC by one's statements and behavior. Hence the fundamental responsibilities of Staff Members as administrators include maintenance of professional competence in day-to-day administration of SUC and when participation in professional organizations and meetings. Staff Members must strive to be accurate, exercise appropriate restraint, be willing to listen and show respect to Members of the society at large expressing different opinions, and make every effort to indicate that they are not speaking or acting on behalf of SUC when speaking or acting as private persons.

IV. Employee Conflict of Interest

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

Employees must disclose actual or potential conflicts to their supervisor as soon as they become aware of them. Failure to make required disclosures or resolve conflicts of



interest satisfactorily can result in discipline, up to and including termination of employment.

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

- 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

V. 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.

VI. PROHIBITION OF HARASSMENT

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

a. Sexual Harassment

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

Sexual harassment can occur between individuals of opposite sex or the same sex. Sexual harassment may include, but is not limited to intentional physical conduct that is sexual in nature, such as touching, pinching, patting, sexually oriented



gestures, noises, remarks, jokes or comments about a person's sexuality or sexual experience, repeated unwelcome requests for romantic relationship and displaying pictures, posters, calendars, graffiti, objects, promotional materials, reading materials or other materials that are sexually suggestive, sexually demeaning or pornographic. Basing an employment decision or implying that it will be based on an employee's submission to or rejection of sexual overtures is prohibited.

b. General Persecution

General Persecution is verbal or physical conduct that denigrates or shows hostility or aversion to an individual because of gender, race, color, religion, age, national origin, disability or any basis prohibited by law, when such conduct has the purpose or effect of unreasonably interfering with an employee's work performance, creating an intimidating, hostile or offensive work environment or otherwise adversely affecting an individual's employment opportunities.

Harassment may include but is not limited to verbal abuse, ridicule including slurs, epithets and stereotyping, offensive jokes and comments, threatening, intimidating or hostile acts and displaying or distributing offensive materials, writings, graffiti or pictures.

Procedure

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

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

VII. CONFIDENTIAL INFORMATION

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

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

Employer Information - Employees may, by virtue of their employment with SUC, obtain access to sensitive, confidential, restricted and proprietary information about SUC, including but not limited to financial records, customer/student records and files, referral or mailing lists, credit card numbers, and similar documents. Such confidential



information shall be used solely by employees in the performance of their 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.

4b. Employment Policies.

These cover appointment, promotion and contract renewal.

VI. FACULTY APPOINTMENT - UNDERGRADUATE FACULTY

A. FACULTY SEARCH & APPOINTMENTS (Faculty selection guidelines)

The Academic Affairs Committee (AAC) along with HR in coordination with other committees engages in Strategic Planning for Faculty positions which arise due to Resignation/Termination/ New Hiring requirements. To have an effective recruitment policy and procedure, HR Team is involved in effective sourcing and shortlisting of candidates. The Faculty Search Committee (FSC) is in place comprising of Academic Affairs Council (AAC) and Head HR, who will interview and hire the faculty along with a subject expert.

B. GUIDELINES FOR FACULTY SEARCH & APPOINTMENTS

**FULL TIME FACULTY**

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

Table I	
Grade	% of Full-time Faculty Members
Professor	15%
Associate Professor	40%
Assistant Professor	30%
Lecturer	15%

C. ELIGIBILITY CRITERIA

Appointments for various positions at SUC will be as per the criteria mentioned in the below table. The Search Committee is required to be guided by the criteria for new appointments.

Table II			
Grade / Level	Academic Experience	Research and Publication	Post PhD Experience
Professor	15 years	15 (4 publications in A and B category in last 4 years)	7 years as Associate Professor
Associate Professor	10 years	10 (3 publication in B category in last 4 years)	5 years as Assistant Professor
Assistant Professor	7 years	7 (3 publication in B & C category in last 4 years)	5 years as Lecturer
Lecturer	5 years	1 (1 publication in B & C category in last 4 years)	1 year as Lecturer
Faculty with Administrative responsibilities	3 yrs. administrative experience in addition to experience in	As per respective ranks	As per respective ranks



	respective rank		
Visiting Faculty	Will be recruited as per the above mentioned criteria for a period of one year and will be given accommodation and visa facility.		

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

VII. FACULTY APPOINTMENT - GRADUATE FACULTY

A. FACULTY SEARCH & APPOINTMENTS (Faculty selection guidelines)

The Academic Affairs Committee (AAC) along with HR in coordination with other committees engages in Strategic Planning for Faculty positions which arise due to Resignation/Termination/ New Hiring requirements. To have an effective recruitment policy and procedure, HR Team is involved in effective sourcing and shortlisting of candidates. The Faculty Search Committee (FSC) is in place comprising of Academic Affairs Council (AAC) and Head HR, who will interview and hire the faculty along with a subject expert.

B. GUIDELINES FOR FACULTY SEARCH & APPOINTMENTS

FULL TIME FACULTY - MBA SUC maintains a ratio of 75:25 Full Time Faculty Members to Adjunct Faculty Members along with 30:1 Student to Faculty ratio at all levels of Academic programs offered of SUC. Refer to the below Table I for Rank distribution percentage for Full Time Faculty Members- MBA followed by SUC.

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

C. ELIGIBILITY CRITERIA



As per Policy, Faculty members teaching in Freshman and Sophomore level of 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 higher BBA level, required research and scholarly activities have to be maintained as per the below table II during SUC contract period.

Table II			
Grade / Level	Academic Experience	Research and Publication	Post PhD Experience
Professor	15 years	15 (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
Visiting Faculty	Will be recruited as per the above mentioned criteria for a period of one year and will be given accommodation and visa facility.		

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

VIII. STAFF APPOINTMENTS

A. STAFF SEARCH & APPOINTMENTS

To have an effective recruitment policy Dean, HASS, HEAD HR and concerned HOD engage & Co-ordinate for hiring process. They are responsible in identifying suitable candidates for vacant positions from varied sources. Head HR initiates the process of Staff recruitment based on the vacancy arising due to resignation, termination, retirement, promotion, and/or additional Staff requirements because of the expansion of operations. Department Head in coordination with HR and Dean plans for Staff resources requirement



for the Academic Year and identified and recruit suitable candidate for the Academic Support Services position.

B. TRAINING FACULTY SEARCH & APPOINTMENTS

The Academic Affairs Committee (AAC) along with HR in coordination with other committees engages in Strategic Planning for Faculty 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 Faculty Search Committee (FSC) is in place comprising of Academic Affairs Council (AAC) and Head HR, who will interview and hire the faculty along with a subject expert.

C. ELIGIBILITY CRITERIA

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

Grade / Level	Academic Experience	Research and Publication	Post PhD Experience
INSTRUCTOR	1-3 years	1 publication	1 year
SR. INSTRUCTOR	3-5 years	2 publications	2 years
LECTURER	7 years	3 publications	3 years
SR. LECTURER	8 years	4 publications	5 years
ASSISTANT PROFESSOR	10 years	5 publications	5 years



IX. FACULTY PROMOTION

A. FACULTY PROMOTION GUIDELINES

i. CRITERIA FOR PROMOTION

DESIGNATION	NO. OF YEARS OF SERVICE [PREVIOUS RANK]	QUALITY ASSURANCE [FES AVERAGE RATING DURING THE PREVIOUS RANK]	RESEARCH PUBLICATION+CONFERENCE PRESENTATION [REFERRED PUBLICATIONS + REPUTED CONFERENCE]	SERVICES ACTIVITIES [FES AVERAGE RATING DURING THE PREVIOUS RANK]
ASSOCIATE PROFESSOR TO PROFESSOR	5	≥80%	3 + 2	≥80%
ASSISTANT PROFESSOR TO ASSOCIATE PROFESSOR	5	≥80%	3 + 2	≥80%
LECTURER TO ASSISTANT PROFESSOR	3	≥80%	1+1	≥80%
Sr. Instructor to Lecturer	3	≥80%	1	≥80%
Instructor to Sr. Instructor	3	≥80%	1	≥80%
Faculty Members Holding Administrative Responsibilities	3 Years of relevant administrative experience	≥80%	(Preferably 1+1) Mandatory	Not ≥80%

PROCESS:-

1. Apply during the last year of the eligibility period so that on the day of the promotion review board meeting the candidate should have completed 5 years. The promotion review board is convened during FES evaluation.
2. Promotion Review Board consists of Academic Affairs Council who evaluates the quantitative and qualitative performances of the Candidates.



3. Submit all credentials
 - i. Scholarly Work as per Policy for the period under consideration.
 - ii. Teaching effectiveness documents including Feedback.
 - iii. Contribution to SUC as well as community.
 - iv. Any New Courses developed.
 - v. FES rating as per the Criteria.
 - vi. Promotion Details of previous organization.
4. HRD prepares comparative chart as per the Policy and convenes the initial meeting to discuss the eligibility and shortlist eligible candidates.
5. Promotion Review Board will review the applications and shortlist the eligible candidates and Recommends the shortlisted candidates to HRD for further processing of the evaluation process.
6. HRD issues a mail to the candidates on the status of their candidacy of their promotion and seeks Presentation from the shortlisted candidates.
7. The presentation should focus on their 5 years contribution to teaching, Research and services and any extra ordinary activities performed by the candidate during the tenure with SUC. The presentation should also contain his/her achievements in previous organizations in terms of promotion etc.
8. All Eligible candidates are required to make a presentation to the promotion review board on a schedule date.
9. If the candidate is unable to make the presentation to Board on the schedule date due to some unforeseen circumstances (accident, Death in the family or severe illness), the candidate must appeal for the postponement of the date by submitting the supporting relevant documents. HRD will reschedule the same with consultation of Promotion Board.
10. Distribution of Marks as per the Criteria to be awarded by each member of the Promotion Review Board.

%age of Marks:-

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



11. Upon Promotion of Candidate, EC issues a Formal letter of promotion to the candidate and the same is communication to all the departments (Administration, Computing, Finance, Library etc.)
12. HRD updates all the records accordingly and maintains the promotion files for references. The focus of the selection is based on candidates who have performed relatively better than the other applicants. The candidates will also be evaluated other than the presentation on their interview wherein the focus shall be on:
 1. Defending the claim for promotion
 2. Vision of Academic excellence, Research and services to SUC.
 3. Goal for next 2 years
 4. Owning responsibility of Administrative Activities.
 5. Owning Responsibility to mentor and Develop Productive teams
 6. Any other areas which promotion board may feel necessary.

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

1. 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
2. The Faculty members need to present his Goal for next 2 years to the promotion board.
3. For any other exceptions, Dean is required to make recommendation to EC.
4. EC discretion will be final for approving of the promotion.

X. STAFF PROMOTION

SUC has a firm commitment to evaluate performance of all levels of Staff Members through a formalized SES system. The primary purpose of SES is to assist each Staff Member to improve their performance and services to SUC stake holder. The procedures outlined in this document apply to all Academic Support Staff of SUC.

Staff performance evaluations are periodically conducted to support and provide guidance to Staff Members regarding professional development and obtain information for management to decide on renewing and extending contracts, promotions, terminations and award merit based increments/ appreciation. Evaluators of Staff and Department are Dean, HASS, DQA, 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 EC by SUC salary review Committee. On approval of EC, 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 Staff Recruitment & Promotion Committee (EC) for review. The committee constitutes of Dean, EC, Head HR and concern HOD. The committee will review the candidature of all the applicants and forward the recommendations to Dean for consideration.

A. DOCUMENTATION FOR PROMOTION CONSIDERATION

An application for promotion consideration is prepared by the Staff Member and should include the following:

- i. Covering letter incorporating the Staff Member's request for promotion and list of attachments
- ii. Staff promotion form to be filled by candidate giving basic information on biographic data, degrees, employment history, previous promotions, etc.
- iii. The applicant's current curriculum vitae
- iv. List of contributions made in current position supported by official documents
- v. Recommendation from concerned Head of Department
- vi. Any other relevant information

To complete the application HRD adds the following:

- vii. Report on the Staff evaluation of the employee
- viii. Noticeable achievements recorded by Human Resources Department

B. PROCESS

The Human Resources Department will notify all eligible Staff Members about the date of interview with Staff Recruitment & Promotion Committee at least two months in advance. Promotion Board is set up on ad-hoc basis and will consist of Dean, Head HR, Director of Quality Assurance, and HASS /Registrar.

- 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 3 years. The promotion review board is convened during SES evaluation.
- ii. Promotion Review Board consists of Academic Affairs Council who evaluates the quantitative and qualitative performances of the Candidates.
- iii. Submit all credentials
- 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 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.
- 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.
- xi. Upon Promotion of Candidate, EC issues a Formal letter of promotion to the candidate and the same is communication 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:

- 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:--

- i. The Concerned AAC member needs to defend his claim for promotions by showing exceptional track record with previous organizations which includes:
 - a. Previous promotions
 - b. Exceptional Achievements
- ii. The AAC members need to present his Goal for next 2 years to the promotion board.
- iii. For any other exceptions, Dean is required to make recommendation to EC.
- iv. EC discretion will be final for approving of the promotion.

C. OUTCOME & FEEDBACK

The promotion board will inform its decision to the candidates in writing within 15 days of the meeting. The unsuccessful candidates will be notified with the reasons for their failure. The decision of the Promotion board is binding and there is no appeal.

D. CONTRACT RENEWAL

i. FACULTY CONTRACTS

a. Terms of Contract



Appointed Faculty Members are expected to observe the professional standards and procedures set forth in “Ethics, Work rules & Personal Conduct” section of Faculty Handbook. Included in these standards are the expectations of the appointed Faculty to provide SUC with full and accurate information about their credentials, including official transcripts of certificates, experience and other academic and professional details. It also provides the guidelines of expected performance and contributions in effectively executing teaching responsibilities and other duties assigned by SUC from time to time, including scholarly research, and services to SUC and community.

1. Format of Contract: The contract of appointment for the respective positions includes the following:

- i. Job title of appointment
- ii. Grade
- iii. Job Status
- iv. Assignment Location
- v. Salary structure (Basic, Social Allowance, Accommodation Allowance, Total Salary)
*Administrative Allowance in case the faculty has any administrative responsibilities too.
- vi. Duration of Contract
- vii. Probation
- viii. Benefits- Accommodation Allowance, Furniture Allowance, Annual Air Ticket, Medical Insurance, Summer Remuneration, Participation & Conferences.
- ix. Working Hours
- x. Gratuity
- xi. Repatriation
- xii. Medical & Sick Leave
- xiii. Annual Leave
- xiv. Unauthorized Absence from Work
- xv. Notice & Termination
- xvi. Probation period
- xvii. Declaration
- xviii. Responsibilities and obligation

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

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

- 2. Duration of Contracts:** Duration of initial contract is based on academic requirement and renewal/discontinuation is based on the periodical academic performance evaluation of each Faculty Member in the main areas of teaching, scholarly research and services to SUC & community, recommendations of EC Members to the EC. Decisions regarding possible renewal / non-renewal of the initial contracts are sent to Faculty Members at least six months before the end of the existing contract. Once the letter is signed by the Faculty member, a renewed contract will be issued.



3. **Renewal and Non-Renewal of the Contract:** The process of renewing term-contract is initiated six months before the maturity of contract. Decision is based on the organizational requirement as per the faculty ratio, FES performance evaluation for the existing contract period, the FES Committee recommends the EC either to renew or reject the Faculty Member's contract. Contract Renewal also depends upon certain parameters outlined in the separation policy. EC reviews the personal file & based on FES Committee recommendation decides to extend or discontinue the contract for the next term. After the decision HR informs the Faculty Member about the status of renewal/ non-renewal of the contract for the next term at least six months before the maturity of the current contract.

Renewal /Non-Renewal of contract is based on the hiring requirement in SUC. The requirements are evaluated basis required ratios in the university. Contract renewal decision will be evaluated basis the University requirement and accordingly the contract will be renewed or not renewed/ terminated.

After the faculty signs a contract renewal letter it is taken as a confirmation for contract renewal. If a faculty member decides to deviate from the commitment by not renewing the contract SUC will be well within its rights initiate legal proceedings against such Faculty.

SUC policy supersedes all the prior agreements, contracts, and statements, written or oral correspondence.

ii. STAFF CONTRACTS

a. Terms of Contract

Those appointed as Staff Members are expected to observe the professional standards and procedures set forth in "Ethics, Work rules & Personal Conduct" section of Staff Handbook. Included in these standards are the expectations from the position for which the Staff is appointed. The Staff is required to provide SUC with full and accurate information about their academic credentials, official transcripts, certificates of experience and other professional details.

b. Format of Contract

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

1. Job title of appointment
2. Grade
3. Salary structure
4. Benefits
5. Duration of Contract
6. Working Hours
7. Notice period
8. Probation period
9. Terms and conditions of employment



Limited contracts with specific period shall automatically terminate at the end of the period. However contracts may be renewed at the initiative of management and on consent of both the parties.

c. Duration of Contracts

Initial duration of contract for Staff appointments are normally for two years. Based on the periodical administrative performance evaluation of each Staff Member in the main areas of administration and services to SUC, and recommendations of Head of the Department and EC to the EC the initial contracts may be renewed/ discontinued. Decisions regarding possible renewal of the initial contracts are sent to Staff Members at least six months before the end of the existing contract. In case of satisfactory performance the Staff Member may be offered a renewed contract.

d. Renewal & Non-Renewal of the Term Contract

Assessment for the purpose of renewing term contracts is carried out six months before the expiry of the running contract. SUC's Staff Evaluation Committee reviews the file, and forwards their recommendation to the EC for his approval. The EC reviews the recommendations and communicates the decision to Hear HR for the execution at least six months before the expiry of the contract.

The outcome of SES is one of the following:

1. A two years renewal of the existing contract
2. To inform the non-renewal of existing contract
3. To serve notice of termination



ESTABLISHED 1990

XI. ACADEMIC AND ACADEMIC SUPPORT STAFF MEMBERS PROBATION POLICY

A. INTRODUCTION

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.

B. PROCEDURE FOR EVALUATION OF PROBATION FOR AAC & COMMITTEES:

- i. For Academic AAC members & Committees:

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

- ii. For Academic Support Services AAC Members:

Note: Refer to Procedure for Evaluation of Probation for Academic Support Services. Additionally they are evaluated on their administrative task performance by EC.

C. PROCEDURE FOR EVALUATION OF PROBATION FOR ACADEMICS:

- i. Interim Students Feedback in 3rd or 4th week
- ii. Final student's feedback as per the IE Calendar
- iii. Review of Teaching Effectiveness Committee (Peer Review/ Course Material Development / Assessment Tools / Creativity etc.)
- iv. Review of Research Committee in terms of Research Plan.
- v. Review of Services Committee in terms of Services plan for coming Academic year.
- vi. Review by HOA, HASS and HRD.
- vii. Dean recommendation report (Based on above mentioned feedbacks)
- viii. HRD forwards the recommendation to the Dean for approval/ rejection. Based on approval/ rejection by the Dean, HRD calls a meeting for the Dean, HOA- Business/IT, 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.

D. PROCEDURE FOR EVALUATION OF PROBATION FOR ACADEMIC SUPPORT STAFF & TRAINING (ELC & CCL):

- i. Orientation checklist during Induction and Job Expectation
- ii. Observation and Informal feedback from various Departments
- iii. HOD recommendation report (Based on above mentioned feedbacks)
- iv. Review by HASS & HRD.



- v. HRD forwards the recommendation to the Dean for approval/ rejection.
- vi. 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.
- vii. Dean recommends to COEC and signs for confirmation.

E. TERMS & CONDITIONS DURING PROBATION PERIOD

- i. All employees are hired on probation for the first six months of their employment.
- ii. During the Probation period the newly hired employee will be entitled to all paid Government Holidays, and Health Insurance.
- iii. 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.
- iv. Confirmation of probationer is based on the Dean's recommendation to COEC based on various inputs.
- v. On confirmation, the employee is eligible for all benefits and additional perks from the date of appointment.
- vi. 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.

XII. NEPOTISM POLICY

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

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

Nepotism policy of SUC is designed to prevent relatives of the Board members to be active participants in the day to day operations and decision making relating to hiring and firing of employees, reviews of policies & procedures, budget allocations and formulation of strategic plans and its implementation.

Relatives of employees of the institution are not placed in a direct supervisory line with respect to each other to avoid any kind of conflict of interest while executing their responsibilities. The nepotism policy mentioned above is not to be construed to limit the hiring, promotion, or employment opportunities of any particular group of applicants.

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



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

Remedies for employees and contracts

a. Employee:

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

b. Contracts:

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

4c. Compensation and Benefits Policy.

This describes the compensation and benefits for all employees including housing, travel, health insurance, education, furniture, repatriation and death benefits.

I. COMPENSATION & BENEFITS- FACULTY

A. SALARY COMPENSATION

A competitive compensation package is offered to attract well qualified and trained manpower to manage academic activities and to raise the Academic standards as envisaged in the Vision & Mission of the SUC. The compensation package includes following components:

Salary Component:

- a. Basic Salary
- b. Social Allowance
- c. Communication and Transportation Allowance
- d. Administrative Allowance (If applicable)
- e. Benefits (Details are available in benefit section)

Benefit Component:

- a. Accommodation Allowance.
- b. Furniture Allowance
- c. Medical insurance for the employee and his/her full family.
- d. Air ticket for the employee and his/her family

SUC strives to reward employees at every level based on their evaluation by FES and major contributions to the organization. The purpose of SUC's salary compensation system is to maintain:



- Internal pay equity and bring consistency within and across the Members of SUC
- Consistency in application of salary grade system
- High degree of employee morale, motivation and performance through competitive salaries.

B. COMPENSATION STRUCTURE

SUC follows a systematic and organized method of salary structure based on well-defined job classification. A pay structure is established based on the following parameters:

- Job analysis based on Feedback from FES
- Current Industry Inputs
- Government/ Ministry inputs
- Academic standing/ Experience of Faculty Members

The compensation structure at SUC is a well-defined system having salary grade/rank. Each grade has a specified minimum and maximum basic salary, social and accommodation allowances along with increment ranges. The salary structure is determined based on internal and external inputs, budgets and adjusted on an annual basis depending on economic scenario. In addition to above there are additional allowance & facilities which are extended to Faculty Members as per their contract.

C. DISBURSEMENT OF SALARIES

All salaries for Full Time Faculty Members are transferred to their bank accounts normally by 25th of each month. For New Faculty Members the cash salary is paid by 01st of the following month. For Semester /Part Time Faculty Members the salary is disburse on or before the 7 working days of the following month, depending on the verification of attendance from Administration & approval from Dean.

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

D. PERKS & BENEFITS

1. ADDITIONAL CREDIT HOURS

Faculty members may be allocated additional teaching credits apart from the normal teaching load as mentioned in the Faculty teaching load.



The normal teaching load of a full-time faculty member with a terminal degree at the Assistant/associate/full professor rank in the SUC is 12 credit hours at the BBA level. Any overload is compensated as per the policy given below:

ADDITIONAL CREDIT REMUNERATION (WEEKDAYS)

ADDITIONAL CREDIT - FACULTY REMUNERATION

TOTAL HOURS : 45 sessions based on the allocated Faculty Schedule, Invigilation Schedule & Administrative Duties (3 teaching hours & 1 hour Administrative Duties)

CLASS TIMINGS: Sunday to Thursday

Morning: 0900 hrs. to 1230 hrs.

Evening: 1900 hrs. to 2200 hrs.

PAYMENT/COURSE: AED 7,500.00 (BBA)

Policy Outline:

- i. Additional Credit Contract of teaching will be given by HR on approval from Program coordinator and Dean.
- ii. Additional Credit Contract will be applicable with the commencement of classes.
- iii. Course includes the examination invigilation duty as well.
- iv. Faculty teaching extra credit must be available one hour in addition to the teaching hours to facilitate administrative and student counseling responsibilities.
- v. Faculty Member Payment for Fall & Spring will be at the end of the Semester while for Summer Semester, the payment will be made on 01st Week of September.
- vi. Payment for the course will be done only after final clearance and submission of course file and academic responsibilities associated with the course within one month of course completion and result declaration, failure to which will lead to forfeiting payment.
- vii. If the faculty member leaves organization during ongoing semester before completion of the additional course no compensation will be paid for the additional credit hrs.

ADDITIONAL CREDIT REMUNERATION (WEEKEND)

ADDITIONAL CREDIT - FACULTY REMUNERATION

TOTAL HOURS : 45 sessions based on the allocated Faculty Schedule, Invigilation Schedule & Administrative Duties (3 teaching & 1 Administrative Duties)

CLASS TIMINGS: Friday and Saturday

Morning: 0900 hrs. to 1830 hrs.

PAYMENT/COURSE: AED 8,500.00 (BBA)

**Policy Outline:**

- i. Additional Credit Contract of teaching will be given by HR on approval from Program coordinator and Dean.
- ii. Additional Credit Contract will be applicable with the commencement of classes.
- iii. Course includes the examination invigilation duty as well.
- iv. Faculty teaching extra credit must be available one hour in addition to the teaching hours to facilitate administrative and student counseling responsibilities.
- v. Faculty Member Payment for Fall & Spring will be at the end of the Semester while for Summer Semester, the payment will be made on 01st Week of September.
- vi. Payment for the course will be done only after final clearance and submission of course file and academic responsibilities associated with the course within one month of course completion and result declaration, failure to which will lead to forfeiting payment.
- vii. If the faculty member leaves organization during ongoing semester before completion of the additional course no compensation will be paid for the additional credit hrs.

2. DISSERTATION GUIDANCE PAYMENT POLICY - APPLICABLE FOR UNDERGRADUATE PROGRAMS)

Dissertation guidance is an integral part of the program of study in the curriculum. The objective of Dissertation guidance is imperative to enable the students to apply theoretical concepts on real life situations to have an interface with the industry. The compilation of dissertation is supported with study of the research methodology.

All Faculty members are eligible to receive additional payment for guiding student for Dissertation guidance. Kindly note that this policy would have a flexibility of either compensating financially or reducing the load of teaching as per the below mentioned table:

NO OF STUDENTS	NO OF INDEPENDENT HRS PER STUDENT	TOTAL NO OF GROUP HRS	TOTAL HRS	NO OF CREDITS	PAYMENT PER CREDIT	TOTAL PAYMENT
12 X 3	36	9	45	3	1500	4500
8 X 3	24	6	30	2	1500	3000
4 X 3	12	3	15	1	1500	1500

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 academic year in the first month of the Fall Semester for the previous academic year. If the faculty member leaves organization during ongoing semester before completion of the dissertation no compensation will be paid for the Dissertation

3. OFFICIAL TRANSPORTATION

SUC provides fully air-conditioned transportation free of cost to Faculty members staying within the Emirate of Sharjah for initial year i.e., for 1 year from Faculty member's date of joining. Faculty members are picked and dropped from common pickup points to SUC in both the shifts. Faculty member's willing to avail the service of transportation should fill the **"Transport Availing Form"** with HRD. Transportation service provided by SUC is additional support and is not the part of individual's package. Reimbursement of any kind of transportation is not allowed unless it is pre-approve by HRD.

4. MEDICAL INSURANCE

SUC provides Full Time Faculty members and their eligible dependents with medical insurance coverage. Eligible dependents are the spouse and up to three children up to 18 years, living in UAE as permanent residents for a period of not less than six months of an academic year. Medical Insurance is also applicable for Visiting Faculty Members (International). AAC members have a benefit of premium insurance coverage.

5. 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.

6. ANNUAL AIRLINE TICKET ALLOWANCE:

Faculty Members are entitled to Annual Air Ticket Allowance for themselves and eligible dependents from UAE to first port of entry in home country.

General Rule & Regulation for Faculty Air Tickets:

Faculty Members are entitled to annual leave airline tickets for themselves and eligible dependents from UAE to first port of entry in home country.

Policy outline:

- i. Faculty members eligible for air ticket once a year along with their family or only self can avail the facility only after completion of 8 months of continuous services in SUC.
- ii. In case a Faculty member joins the Organization in Spring Semester he/she will be entitled for 50% ticket immediately after his completion of 8 months tenure with SUC while if Faculty members joins in Summer Semester he/she will only be entitled for the next Academic Year Air Ticket.
- iii. Spouse and dependent children residing in UAE with a valid visa will be eligible. Faculty members and their families must provide documentary evidence of spouse and dependent children residing in UAE for more than six (6) months.
- iv. Faculty members and their families shall be eligible to economy class air ticket only.
- v. Faculty members will be given the air ticket rates for his/her sector during the month of October.
- vi. The Faculty members will book the tickets as per their own convenience and submit the air ticket & invoice to HR department once the travel is finished.
- vii. The destination of travel for Faculty will be considered as per the address in passport. In case a Faculty member travels to a destination which is other than his home country, an amount equivalent to the home country fare or the actual fare amount whichever is lesser amount shall be reimbursed.
- viii. The annual air tickets for family and self cannot be accumulated for subsequent use in later years. Encashment of ticket amount is not permitted.



- ix. If both husband and wife are working in SUC, the air ticket facility will be available to one of them in an academic year i.e. benefit is given to the employee on whose name the tenancy contract is.
- x. For Air Ticket reimbursement submissions before 15th of the month will be paid in the same month and submissions post the cutoff date will be reimbursed in the succeeding month. The annual cut off date to apply for reimbursement is by 15th of September in every academic year. The benefit can not be carry forwarded and will 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.

7. ACCOMODATION ALLOWANCE

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

The accommodation will be paid to faculty members as per the below mentioned details:

Lecturer	AED 24,000
Assistant Professor	AED 27,000
Associate Professor	AED 30,000
Professor	AED 33,000

- i. SUC Faculty members are paid an annual housing allowance in two equal installments.
- ii. Accommodation Allowance is paid only to Faculty members having the tenancy contract on their own name, and are required to submit a copy of valid tenancy contract to HRD. Employees staying on sharing basis will not be eligible for this benefit. Faculty members are advised to submit tenancy contract with HR department, 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. Accommodation Allowance will be paid basis the above table or the actual amount whichever is lower.
- vi. If both husband and wife are working in SUC, the accommodation allowance facility will be available to one of them in an academic year i.e. benefit is given to the employee on whose name the tenancy contract is.



8. FURNITURE ALLOWANCE

Furniture Allowance is extended to enable a Faculty member for settling down in UAE comfortably. Furniture Allowance is a onetime consolidated payment done initially for the period of four years for existing employees and for five years for faculties joining post A.Y. 15-16, depending on the Faculty grade mentioned in the table below. Subsequently the 2nd payment will be paid in the 5th year.

DESIGNATIONS	AMOUNT
LECTURER	7,500
ASSISTANT PROFESSOR	10,000
ASSOCIATE PROFESSOR	12,000
PROFESSOR	12,000
DEAN	15,000

Policy outline:

- i. After the second payment, the Furniture allowance will be due in every 5th years
- ii. Furniture Allowance is paid only to Faculty members having their own accommodation (proof of valid tenancy contract required to be submitted to HRD), employees staying in sharing basis will not be eligible for this benefit
- iii. In case the faculty member is promoted to the next level, the allowance will be calculated as per the eligibility of furniture allowance in the respective category.
- iv. Faculty Member is eligible for furniture allowance only after confirmation of his probation. If the confirmation of the Faculty member is on conditional basis, the furniture allowance will not be applicable.
- v. If both husband and wife are working in SUC, the Furniture Allowance will be available i.e. furniture allowance is paid only to Faculty member having the tenancy contract on their own name.

9. FACULTY CONFERENCE & RESEARCH FUND

Scholarly activities are an integral part of academic functions in an institution of higher education. Skyline University College encourages faculty members to actively participate in academic and practical research forums. Publishing in peer reviewed journals, international conference presentations, participating in seminars and collaborative work with industry from UAE, MENA and Rest of the World are the major activities to be promoted by the committee.



Skyline University offers an academic & financial support to Faculty members to initiate a research preferably an applied and good quality in all relevant areas of Business Management, Computer, Social Sciences, Tourism and Language domains. Faculty members are encouraged to conduct good research in their own areas of broad specialization. This participation is subject to recommendation and approvals as per the process.

Table # 1 (Policy for Faculty members’ Research Activities)

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

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

Position	Year#1 (14-15)	Year#2 (15-16)	Year#3 (16-17)	Year#4 (17-18)	Year#5 (18-19)
ONE GOOD CASE STUDY IN FIVE YEARS					
Lecturer	Case Study Development				
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)				

Refer ‘Research Support Policy’ for further details.

10. 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.



III. COMPENSATION & BENEFITS- ELC & ACADEMIC SUPPORT SERVICE STAFF

A. SALARY COMPENSATION

A competitive compensation package for the Staff at SUC is aimed at attracting qualified employees to conduct the operations in Academic Support Services and to retain the trained employees for a long term.

PURPOSE

The purpose of SUC salary and payroll administration system is to maintain

- Internal pay equity and consistency within and across various Departments in SUC
- Employee morale, motivation and performance required for executing the jobs effectively and efficiently.

B. COMPENSATION STRUCTURE

The inputs for developing compensation package are taken from the industry trends, economic situation (inflation), work load and Staff evaluation system.

C. SALARY STRUCTURE

The salary structure constitutes a range of basic salary, Social allowance, and accommodation allowance pertaining to each level/ grade. Each grade has a specified minimum and maximum amount. The salary structure is reviewed and adjusted on yearly basis and recommendations of the salary review committee.

Compensation Structure involves:

- a. Basic Salary
- b. Social Allowance
- c. Accommodation Allowance
- d. Benefits

D. DISBURSEMENT OF SALARIES

All salaries transferred to Staff Member's bank accounts will normally be affected by 25th of each month. Part time/ trainee salaries will be disbursed on or before the 7th working days of the following month.

i. OFFICIAL TRANSPORTATION

SUC provides fully air-conditioned transportation free of cost to staff members staying within the Emirate of Sharjah. Staff members are picked and dropped from common pickup



points to SUC in both the shifts. Staff member's willing to avail the service of transportation should fill the "Transport Availing Form" with HRD. Transportation service provided by SUC is additional support and is not the part of individual's package.

Note:

1. Reimbursement of any kind of transportation is not allowed unless it is pre-approved by HRD.
2. Pickup and drop locations are decided by driver & Head of Finance Department and approved by Head HR after lot of consideration, keeping in mind convenience of most of the staff members. It is altered from time to time as per the practicality of route, and no undue request to change the route from time to time is appreciated & entertained.

ii. 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.

Training Department (Instructor- Assistant Manager): Employees under this grade 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.

iii. 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.

iv. 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 once every year 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.

Training Department (Assistant Manager): 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.

Training Department (Instructor- Sr. Lecturer): Staff Members under this grade are entitled to Annual airline tickets for themselves once every year 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	FOR SELF ONLY, ONCE A YEAR
	11	
Supervisory Level - SL	12	FOR SELF ONLY, ONCE A YEAR
	13	
Asst. Managerial Level - AML	14	FOR SELF & FAMILY YEARLY
	15	
Managerial Level - ML	16	
	17	
Dy. Director Level - DDL	18	FOR SELF & FAMILY YEARLY
Training Department (Assistant Manager)	F14	FOR SELF & FAMILY YEARLY
Training Department (Instructor-Sr. Lecturer)	I11-F13	FOR SELF ONLY, ONCE A YEAR

General Rules & Regulation for Staff Air Tickets:

- a. Staff Members eligible for air ticket once a year along with their family or only self can avail the facility only after completion of 8 months of continuous services in SUC. In case a Staff Member joins the Organization in between an Academic Year he/she will be entitled for the ticket from the subsequent Academic Year immediately following the completion of 8 months tenure with SUC.
- b. Staff Members eligible for air ticket once in two years for self can avail the facility after completion of 18 months tenure with SUC. In case a Staff Member joins the organization in between an Academic Year he/she will be entitled for the ticket from the subsequent Academic Year immediately following the completion of 18 months tenure with SUC.
- c. In case a Staff members joins the organization in Spring Semester he/she will be entitled for 50% ticket immediately after his completion of 8 months tenure with SUC while if Staff members joins in Summer Semester he/she will only be entitled for the next Academic Year Air Ticket.
- d. Spouse and dependent children will be considered as permanent residents of UAE when they continuously reside in UAE for a minimum period of 6 months in a calendar year. Staff Members and their families must provide documentary evidence of spouse and dependent children residing permanently in UAE.
- e. Staff Members and their families shall be eligible to economy class air ticket only.
- f. Staff members will be given the air ticket rates for his/her sector during the month of February.
- g. Staff members will book the tickets as per their own convenience and submit the bill in Finance Department once the travel is finished.
- h. All the Staff Members are eligible for the airline ticket from UAE to first port of entry i.e., major international airports in respective countries only.
- i. Any changes i.e., advancement or postponement in ticket dates requested by Staff, after the ticket is booked shall be borne by Staff Member themselves.
- j. The destination of travel for Staff will be considered as per their nationality or as per their passports. However when a national of one country is recruited from another



country permanently resides in another country or temporarily resides in another country due to any reason, the place of permanent residence may be treated as his home country.

- k. In case a Staff Member travels to a destination which is other than his home country, an amount equivalent to the home country fare or the actual fare amount – which ever being the lesser amount shall be reimbursed to the Member of Staff.
- l. The yearly air tickets for family and self cannot be accumulated for subsequent use in later years.
- m. Encashment of ticket amount is not permitted.
- n. If both husband and wife are working in SUC, the air ticket facility will be available to one of them in an academic year or individually i.e. benefit is given to the employee.
- o. As per Labor Law Staff Member resigning from the services is not eligible for any pending tickets. All the pending benefits forfeit as soon as Staff resigns from services. In case of termination Staff will be eligible for pending ticket.
- p. Reimbursement for the air ticket will be done in the month of September in the opening of the new academic year.

v. ACCOMMODATION & ACCOMMODATION ALLOWANCE:

Accommodation Allowance is provided to a select staff and Accommodation is provided to staff having hostel management responsibilities.

- a. Employee's having Hostel Responsibilities in their job description are also provided accommodation in furnished Hostel Apartment, in case their job role changes and they no more have hostel responsibilities to handle the hostel facilities will stand cancelled and employee will be paid accommodation allowance as per grading scale.
- b. Accommodation is provided till the University maintains the Hostel, if at any point of time SUC cancel's the hostel facilities, employee will be paid accommodation allowance as per grading scale.

vi. IN CASE OF DEATH OF AN EMPLOYEE DURING THE TERM OF THE CONTRACT

All the processes, payments etc. in case of Death of an employee during the term of contract are as per UAE Labor Law.

4d. Faculty/Staff Personnel Records Policy.

I. 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. Miscellaneous Documents

4e. Professional Development Policy for Faculty and Staff

Faculty Training & Development, Award & Appreciation

Faculty Training & Development is an integral part of SUC organizational culture. It is aimed at continuously developing the Faculty Members with respect to teaching pedagogy, methods and scholarly pursuits. SUC arranges internal & external training and development opportunities for improving skills, knowledge & values of its Faculty Members on a regular basis. Additionally a 50 % fee waiver on tuition fees is granted to SUC employees who wish to register for any programs or courses offered at the institution.

The DEAN, Head of Academics from both Schools along with HR is responsible for conducting TNA in the beginning of the Academic year. The TNA is based on the organizational requirement and the feedback received from various sources which includes meeting as well as FES. HR Department send forms soliciting nominations for various training programs.

After the nominations are received faculty/trainers are organized for these programs. A feedback is to be taken after the completion of the training/program to ascertain the quality of training and areas of improvement.

SUC adopts an appreciation policy to motivate the Faculty Members to encourage them to contribute their best to execute the various academic and academic support functions and to be responsible and dependable in achieving the desired vision. In this respect SUC recognizes and appreciates Faculty through **Letter of Appreciation and monetary reward.**

Full Time Faculty

The Awards to the Faculty Members are given in below categories based on annual FES:



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

PROCESS FOR SELECTING FACULTY FOR APPRECIATION/AWARDS:

- The Faculty to be eligible for the awards must have achieved at least 70% in each of the components of FES.
- The FES Committee will decide the Faculty award not totally based on the FES quantitative values instead qualitative aspects of contributions are also considered

Adjunct Faculty

The Award to the Adjunct Faculty Members is given based on overall performance and student feedback of the Adjunct Faculty in an Academic Year.

- Best Adjunct Faculty Member

Staff Training & Development, Award and Appreciation

SUC is committed in developing professional skills and expertise among the Staff Members so as to provide better services to the students. SUC conducts regular in-house Staff development programs aimed at improving employee work skills. HRD also organizes training programs by experts from external sources whenever necessary.

SUC provides funds to Head of Department once in two years for seminar, conferences and workshops where Head of Department members can learn new market trends and contribute productive outputs to SUC. The grants may cover expenses associated with Head of Department members travel and conference registration fees up to a specified maximum amount. The allocation of the fund mentioned in the below table will be based on the approval of the Dean and EC.

HOD TRAINING & DEVELOPMENT FUND

DESCRIPTION	DURATION	AMOUNT
Training & Development Fund	ONCE IN 2 YEARS	4,000

OBJECTIVES:



1. To develop operational efficiency.
2. To improve delivery of academic support services and stake holders care.
3. To develop planning and organizing skills among Staff Members.
4. To develop interpersonal communication skills

PROCESS

1. Based on Staff performance feedback, the changing service needs in the industry, the training need survey analysis is performed during the year-end review
2. Allocation of budget for training and development for the academic year
3. Planning resources and training & development programs for the academic year.
4. Planning an annual calendar for training and development programs
5. Conducting training program feedback for effectiveness of the program and the trainer.

SUC also provides funds for Staff Members to attend external training programs which are approved by Research & Development committee and heads of Department based on the Staff training and development plan.

JOB ENRICHMENT / ENLARGEMENT

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

SUC adopts an appreciation policy to motivate the Staff Members to encourage 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 Staff through **Letter of Appreciation**.

CATEGORIES:

a. STAFF AWARDS

The awards to the Staff Members are given in three categories bases on annual SES:

Sr. No.	Award	AED
1	HOD of the Academic year	5000
2	Manager of the Academic Year	4000
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

b. PROCESS FOR SELECTING STAFF FOR APPRECIATION/AWARDS:

- ❖ The Staff to be eligible for the awards must have achieved at least 70% in SES.
- ❖ All the Staff Members comply with the above mentioned criteria will be invited to face an interview/ presentation with SES committee
- ❖ The SES Committee will decide the Staff for the award after the interview.



4f. Faculty Workload Policy

A. WORKLOAD POLICY

The workload policy at SUC is as per the CAA standards wherein faculty members at under graduate level with terminal degree are required to teach maximum 12 credit hours per week while faculty with master degree a maximum of 15 credits hours per week. Faculty members at graduate level are required to teach a maximum 9 credits hours per week. All faculty members with administrative position will have a release of 3 credit hours per week from their work load. Similarly, 6 credit hours per week will be released for Dean. Tables for undergraduate and graduate level teaching load in respect to faculty rankings is given below:

i. FULL TIME FACULTY UNDERGRADUATE LEVEL

Full Time Faculty - UNDERGRADUATE LEVEL					
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

Full Time Faculty POST GRADUATE LEVEL

Full Time Faculty - POST GRADUATE LEVEL					
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

ii. (INTERNATIONAL) - UNDERGRADUATE LEVEL

S. No	Particulars	Credit Hours/Semester
-------	-------------	-----------------------



1	Visiting Faculty (International)	12
---	----------------------------------	----

iii. (INTERNATIONAL) - GRADUATE LEVEL

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

iv. ADJUNCT FACULTY - UNDERGRADUATE LEVEL

S. No	Particulars	Credit Hours/Semester
1	Adjunct Faculty-Semester	9-12
2	Adjunct Faculty-Part Time	6

v. Adjunct Faculty - GRADUATE LEVEL

S. No	Particulars	Credit Hours/Semester
1	Adjunct Faculty-Semester	6-9
2	Adjunct Faculty-Part Time	3

vi. DISSERTATION GUIDANCE

Dissertation guidance is an integral part of the program of study in the curriculum. The objective of Dissertation guidance is imperative to enable the students to apply theoretical concepts on real life situations to have an interface with the industry. The compilation of dissertation is supported with study of the research methodology.

All Faculty members are eligible to receive additional payment for guiding student for Dissertation guidance. Kindly note that this policy would have a flexibility of either compensating financially or reducing the load.

Note : Refer to Dissertation Payment Section for details.

vii. 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.



I. WORKING HOURS

A. STANDARD WORK HOURS

FULL TIME FACULTY

The SUC observes 40 hours’ work schedule on a weekly basis (5 days in a week) wherein 8 hrs. per day may be worked out in different combinations as per given below:-

SHIFT	IN (AM)	OUT (PM)	IN (PM)	OUT (PM)
SPLIT	9:00	1:30	06:30	10:00
STRAIGHT	9:00 (AM)		05:00 (PM)	
STRAIGHT	02:00 (PM)		10:00 (PM)	

B. Policy Outline:

- ❖ It is mandatory for all Faculty Members to attend work regularly as per the specified time and are required to comply strictly and accurately with faculty shift schedule.
- ❖ Faculty Member willing to alter work timings are required to do it after due approval from HOA.
- ❖ Faculty members need to adhere to official work timings and report to work on time. Late coming or early leaving by half an hour or more will result in disciplinary action, non-adherence on more than 3 occasions in a month will result in half day deduction from annual leaves or Leave Without Pay in case annual leaves are exhausted.
- ❖ The Faculty Members teaching extra credits are required to dedicate 3 hours for teaching and 1 hour for administrative duties.
- ❖ The Adjunct Faculty Members are required work based on the class Schedule forwarded by the Administration and from the schedule mentioned on their contract. The Adjunct Faculty Members have to complete all task (Administrative / Invigilation duties) allocated to them during a particular semester.
- ❖ The Adjunct Faculty Members are required to do the punching in and out of the Biometric System. Failure in adhering the same will result in deduction in their Salary unless information and approval has been obtained from HRD.
- ❖ For all official meetings outside the SUC, HR should be intimated at least 24 hours in advance. Last minute intimation to HR/HOA will not be entertained. Faculty is also required to submit report of the proceeding of meeting to HOA and HR.
- ❖ In case of Administrative Duties, Faculty members are required to complete 48 hours of working hours per week. An extra administrative allowance will be paid to the concerned Faculty members.

A. LEAVE TYPES AND ELIGIBILITY



The following is a broad outline of the leave system.

TYPES	LEAVES
a. Annual Leave	40 days within the Academic year
b. Sick Leave	45 days continuous or interrupted in 1 year
c. Maternity leave	45 days
d. Academic/Training Leave	7 days
e. Emergency/Compassionate Leave	3 days
f. Birthday/Anniversary	Half day
g. Religious Leave	Half day

Policy Outline: Employee is eligible to avail all the above leaves only after confirmation.

i. Earned Annual Leave

Faculty Members are entitled for annual leave of 40 days in an Academic Year.

The Faculty Members can avail annual leave either at one stretch or may split it into maximum of two slots during semester breaks or as per the University approved calendar Guidelines based on the University Calendar within one Academic year. Leave should be availed within one Academic year and cannot be carried forward to next Academic year, neither claimed in advance from forthcoming year. Leave not as per University Guidelines will be accommodated only for emergency purposes and should have prior approval from the HOA and HRD. Any additional leave is taken beyond eligibility it is treated as loss of pay and deductions are calculated as per UAE laws. Any alterations in annual leave plans require prior approval from Management. Entitled leave should be availed in total, if not, the balance shall be forfeited.

In case a Faculty Member avails short leave during the semesters it will be deducted from annual leave and should have prior approval (24 hrs.) before taking any short leave. If the leave taken on Thursday and also on subsequent Sunday the weekends will be included in the leave making it a total of four days. Same is applicable for year-end annual leave.

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

Faculty members should plan their annual leave so as not to upset the normal operational work of SUC. The time period of the annual leave will be at the discretion of the Management.

In case of separation, Faculty shall be entitled to earned leave only in case of having completed one Academic Year.



ii. Sick Leave

In case of sick leave Faculty Members are required to submit a Medical Certificate from a competent Authority along with leave form at the time of joining back to avail the eligible sick leave. If the sickness occurs outside the UAE, Medical Certificates issued by doctor/ hospital, must be attested by a government medical authority of the country in which the sickness occurs will be accepted as authentic after attested by ministry of foreign affair, UAE embassy.

Faculty Member shall not be entitled to any paid sick leave during the probation period.

Sick Leave Pay:

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

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

Medical Certificate will only be entertained provided that the same is issued by the accredited doctors of SUC otherwise if not, leave will be considered as annual leave. The approved list of doctors will be provided by HR Department.

iii. Maternity Leave

A female worker shall be entitled to maternity leave with full pay for a period of forty five days, including both pre and postnatal periods, provided that she has completed not less than one year of continuous service with her employer. A female worker who has not completed the aforesaid period of service shall be entitled to maternity leave & benefits with half pay as per UAE labor law.

iv. Academic/training Leave

Faculty Members 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 HR Department with prior approval by the HOA.

v. Emergency/Compassionate Leave/ Bereavement Leave

Faculty Members 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 HR and should be submitted to HR before 30th Sept.

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

vii. Religious Leave

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

viii. Haj Leave:

Faculty Members can avail once during his employment a special leave to go for Haj (pilgrimage) which should not exceed 30 days.

ix. Unauthorized Absence

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

- 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. Faculty members travelling out of country without intimation to the SUC will be treated as unauthorized leave
- d. Absence from SUC without intimation and prior approved leave will be considered as unauthorized leave and will be deducted from eligible annual leave.

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.



Faculty Members are entitled to national/public holidays as per notifications issued by the SUC based on government notifications. Faculty Members are also entitled to official holidays declared by the SUC and communications issued by the HRD.

Faculty Members wishing to travel out of the country during National Holidays are required to fill "Permission to leave station" form. Permission to leave station may only be applied once the declared holidays is announced by HRD. Any Permission to leave station applied without HRD holiday announcement will not be entertained. Faculty Members resuming duty after outstation travel must intimate the Human Resource Department their date and timing of resumption of duty by an e-mail.

Faculty can link National and Public Holidays prior or after the annual leave but if these holidays fall between the annual leaves, the same shall be counted as per the UAE labor laws.

Note: As per UAE law it is mandatory to deduct the government notified National/Religious holidays from the leave periods.

Policy Outline:

The Faculty Member is responsible for the following:

- a. It is imperative on the part of Faculty Members to arrange substitution of duties during any kind of leave of absence in consultation with the Head Administration.
- b. To initiate leave applications and follow the leave approval procedure of SUC. Any short leaves taken by the Faculty member should immediately apply after resuming of duty. Failing to do so, the leaves will be automatically deducted from his / her annual leaves.
- c. To return from leave on the due date
- d. Faculty Members intending to avail of any leave should apply to the Dean at least 48 hours prior to such leave. This will facilitate to make alternative arrangements in time.
- e. To inform through email or in person to HRD when he/she resumes duty
- f. Faculty Member must fulfill all the application procedures before proceeding for any kind of leave
- g. All Leaves should be approved personally by HOA or HASS before filling up any form.
- h. Sick Leave intimation will be accepted prior to the office timing only. Last minute sick leave intimation to HR will not be considered and deductions will be made as per policy.
- i. All the leave application must be in the duly filled leave form as per the calendar of leave issued along with approval from HOA.
- j. For Part time Adjunct Faculty Members, any leave taken will be deducted from their monthly salary payments as per individual's session rate mentioned in their contract while for Semester Contract Faculty members who wish to avail leave have to take prior approval from Dean & HRD and written intimation has to be given to HRD and there would be a deduction of pro-rata basis.

If there is any delay, it has to be notified to the Human Resource Department at least 48 hours prior to the due date. Failing to join after completion of annual leave leads to



cessation of payment against salary with immediate effect if incase Faculty is not providing any valid reason.

II. FACULTY RANKS AND QULAIFICATIONS

SUC aims to bring together a team of highly dedicated Faculty Members who are capable of contributing to the educational needs of the SUC and of society at large.

In addition to fulfilling the general criteria, Faculty Members described in the following sections and must meet specific requirements for each title in order to be appointed or promoted to that title. Statements of these qualifications are as follows:

A. FACULTY RANKS

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. OTHER CATEGORIES:-

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.

i. ADJUNCT FACULTY

- a. SEMESTER CONTRACT FACULTY: If the Faculty is recruited for a semester contract from within the UAE or outside the position can be Semester Contract Faculty, and Faculty is expected to take 9-12 credits in a semester. Under semester contract Faculty Members will have to perform same duties as specified under Visiting Faculty Section.
- b. PART TIME CONTRACT FACULTY: A Part Time Faculty is appointed on hourly basis. Part Time Faculty Members will be remunerated on per lecture basis and can be engaged for up to a maximum of 6 credits per semester.

Policy Outline: Adjunct Faculty Members will be recruited as per the qualifications required for teaching any course as a full time faculty member. They are encouraged to contribute to conduct research as well as services to community and SUC. However, their appraisal shall be based only on teaching effectiveness component of the FES.

4g. Policy on Professional Requirements for Teaching.

See also *Stipulation 8: Faculty Qualifications* and, if applicable, *Stipulation 9: Adjunct Clinical Faculty*.

REFER GUIDELINES FOR FACULTY SEARCH & APPOINTMENTS IN FACULTY APPOINTMENT SECTION ABOVE

4h. Faculty/Staff Evaluation Policy

ACADEMIC AFFAIRS COUNCIL EVALUATION SYSTEM

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:

1. Measure the achievement status of goals set at the beginning of the academic year
2. Measure the leadership skills of AAC members and Committee Chairs demonstrated during the academic year
3. Appraise the free and fair inter and intra communication within SUC



4. Encourage integration of feedbacks for improvement of decision making skills of AAC members and Committee Chairs
5. Incorporate the feedback inputs for the development of AAC and Committees functioning

III. PROCESS FLOW

A. Step-1:

COEC discusses with Dean & DQA and Dean and DQA discusses with other AAC members on institutional goal setting at the start of the academic year

B. Step-2:

AAC members finalize their institutional goal as specified in the guidelines and submit it to COEC/Dean & DQA at the start of the academic year.

C. Step-3:

Formal evaluation process for AAC members is initiated by HRD by sending emails to COEC, Dean, DQA, Academic Affairs Council members, Faculty Members and Head of Departments about the activation of the online evaluation forms.

D. Step-4:

After the end of the spring semester, AAC members award the grades under the self-evaluation component and AAC members, present the achievement status of institutional goals set at the beginning of the academic year to EC with evidence of achievement. Dean and DQA evaluates the performance of the committee based on the closing presentation by the committee chairs.

E. Step-5:

The evaluators log on to the portal and complete their allotted evaluation components.

F. Step-6:

IR Office compiles and analyzes the data and submits the results to the HR Department which further disseminates to COEC/Dean and DQA

G. Step-7:

COEC/Dean and DQA discusses the outcomes of the evaluation achievement status of goals set at the beginning by the AAC members

H. Step-8:

HR prepares minutes of meeting based on the discussion with the individual AAC members submits the report to the Executive Council along with the recommendation for necessary decisions.

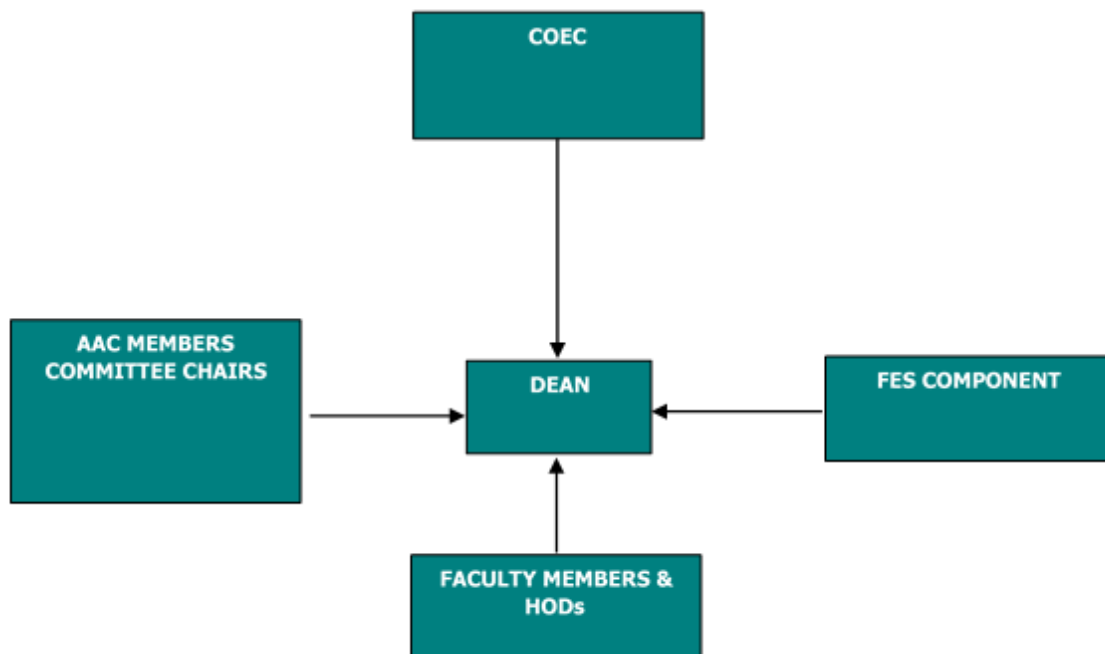


IV. DISSEMINATION OF DATA AND DECISION MAKING

AAC member's evaluation report is disseminated to EC and HR department. The Dean (for all other AAC members) review the evaluation report and discuss the feedback and appraise AAC members for necessary actions. AAC member's evaluation report also helps in identifying training and development programs for improving the functioning of AAC.

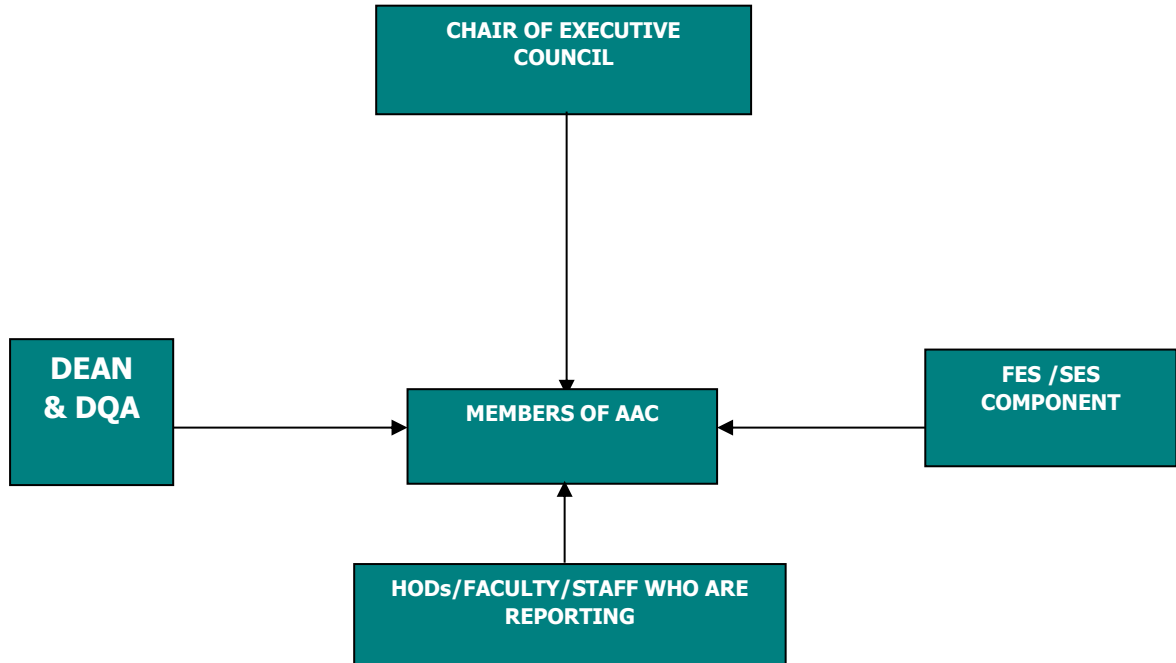
V. AAC EVALUATION FRAMEWORK

A. DEAN'S EVALUATION FRAMEWORK



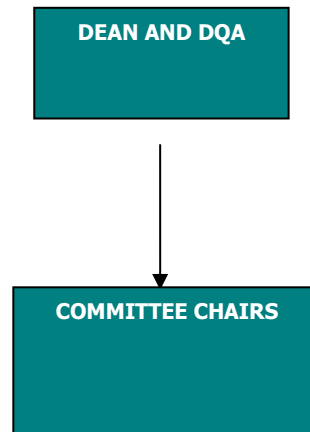


B. ACADEMIC AFFAIRS COUNCIL MEMBERS EVALUATION FRAMEWORK
(FUNCTIONAL HEADS(AAC MEMBERS) - HEAD OF QUALITY ASSURANCE(DQA), HEAD OF ACADEMICS (SCHOOL OF BUSINESS AND SCHOOL OF IT), HEAD OF ACADEMIC SUPPORT SERVICES(HASS) /REGISTRAR,HEAD OF MARKETING AND CREATIVE COMMUNICATION(HMCC),HEAD OF PUBLIC RELATIONS(HPR) AND HEAD OF STUDENT AFFAIRS(HSA))



VI. COMMITTEE EVALUATION FRAMEWORK

A. COMMITTEE CHAIRS EVALUATION FRAMEWORK





VII. COMPONENTS OF THE AAC AND COMMITTEE EVALUATION SYSTEM

Evaluation Components	Weights
AAC component	90%
Institutional Goal Setting Component	10%
Overall rating	100%

A. DEAN

- i. COEC evaluates the overall performance of Dean based on the goals, overall functioning of the SUC in achieving its objectives.
- ii. Functional Heads (AAC members), Committee Chairs evaluate Dean based on the formal and informal inputs received from various sources (As per questionnaire).
- iii. Faculty members and HODs 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:

S. No	Component	Weights
1	COEC EVALUATION	20
2	AAC MEMBERS AND COMMITTEE CHAIRS	20
3	FACULTY MEMBERS	20
4	SELF EVALUATION	5
5	OVERALL STUDENTS FEEDBACK	5
6	FES - TEACHING EFFECTIVENESS(AS PER FES CRITERIA)	20
7	FES - RESEARCH AND PROFESSIONAL DEVELOPMENT(AS PER FES CRITERIA)	10
	Overall	100

B. HEAD OF QUALITY ASSURANCE

- i. COEC evaluates the overall performance of DQA based on the achievement of DQA goals.



- ii. Dean and Functional Heads (AAC Members) evaluate DQA based on the formal and informal inputs received from various sources (As per questionnaire).
- iii. Faculty members and reporting HODs also evaluate DQA as per the questionnaire.
- iv. Apart from the operational evaluation, DQA is also evaluated as per Faculty evaluation System.

DQA's Evaluation components are given below:

S. No	Component	Weights
1	COEC EVALUATION	20
2	DEAN	20
3	AAC MEMBERS	15
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 (SCHOOL OF BUSINESS AND SCHOOL OF IT)

- i. Dean, DQA and Functional Heads (AAC members) evaluate HOA based on the formal and informal inputs received from various sources (As per questionnaire).
- ii. Faculty members and reporting HODs also evaluate HOA as per the questionnaire.
- iii. Average of student feedback is also considered for evaluation of HOA.
- iv. Apart from the operational evaluation, HOA is also evaluated as per Faculty evaluation System.

HOA's Evaluation components are given below:

S. No	Component	Weights
1	DEAN & DQA	40
2	AAC MEMBERS	15
3	FACULTY MEMBERS AND REPORTING HODs	10
4	SELF EVALUATION	5



5	FES - TEACHING EFFECTIVENESS(AS PER FES CRITERIA)	20
6	FES - RESEARCH AND PROFESSIONAL DEVELOPMENT(AS PER FES CRITERIA)	10
	Overall	100

C. HEAD OF STUDENT AFFAIRS

- i. Dean, DQA and Functional Heads (AAC Members) evaluate HSA based on the formal and informal inputs received from various sources (As per questionnaire).
- ii. Faculty members also evaluate HSA as per the questionnaire.
- iii. Student feedback on student services is also considered for evaluation of HSA.
- iv. 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	DEAN & DQA	40
2	AAC MEMBERS	15
3	ADVISORS	10
4	STUDENT FEEDBACK ON STUDENT SERVICES	10
5	SELF EVALUATION	5
6	FES - TEACHING EFFECTIVENESS(AS PER FES CRITERIA)	20
	Overall	100



D. HEAD OF ACADEMIC SUPPORT SERVICES(HASS)/ REGISTRAR

- i. Dean, DQA and Functional Heads (AAC Members) evaluates HASS based on the formal and informal inputs received from various sources (As per questionnaire).
- ii. Faculty members and HODs also evaluate Registrar as per the questionnaire.
- iii. Student feedback on Academic Support services is also considered for evaluation of HASS.
- iv. Apart from the operational evaluation, HASS is also evaluated as per evaluation System which is included in the below table.

HASS's/REGISTRAR Evaluation components are given below:

S. No	Component	Weights
1	DEAN & DQA	40
2	AAC MEMBERS	15
3	FACULTY MEMBERS EVALUATION	10
4	HODs	10
5	SELF EVALUATION	5
6	STUDENT FEEDBACK	20
	Overall	100

E. HEAD MARKETING AND CREATIVE COMMUNICATION (HMCC)

- i. Dean, DQA and Functional Heads (AAC Members) evaluate HMCC based on the formal and informal inputs received from various sources (As per questionnaire).
- ii. Interacting HODs and marketing staff also evaluate HMCC
- iii. Student feedback on Marketing and Corporate Relations department is also considered for evaluation of HMCC.
- iv. 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	DEAN & DQA	40
2	AAC MEMBERS	15
3	REPORTING STAFF	10
4	INTERACTING HODs	10



5	SELF EVALUATION	5
6	STUDENT DEPARTMENT FEEDBACK (MARKETING AND CORPORATE RELATIONS)	20
	Overall	100

F. HEAD PUBLIC RELATIONS (HPR)

- i. Dean, DQA and Functional Heads (AAC Members) evaluate HPR based on the formal and informal inputs received from various sources (As per questionnaire).
- ii. Interacting HODs and marketing staff also evaluate HPR
- iii. Student feedback on Marketing and Corporate Relations department is also considered for evaluation of HPR.
- iv. 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	DEAN & DQA	40
2	AAC MEMBERS	15
3	REPORTING STAFF	10
4	INTERACTING HODs	10
5	SELF EVALUATION	5
6	STUDENT DEPARTMENT FEEDBACK (MARKETING AND CORPORATE RELATIONS)	20
	Overall	100

G. COMMITTEE CHAIR

- i. Dean and DQA evaluates the overall performance of Committee Chairs based on the Performance of the committee achievement of goals.
- ii. Committee Chairs based on the formal and informal inputs received from various sources (As per questionnaire).
- iii. Apart from the operational evaluation, Committee Chairs is also evaluated as per Faculty evaluation System.

COMMITTEE CHAIR'S EVALUATION COMPONENTS ARE GIVEN BELOW:



S. No	Component	Weights
1	Committee performance	20
2	FES COMPONENT including the goal setting	80
	Overall	100

Note: For Committee Chair and Coordinators, Faculty Award will be decided only on the FES component

VIII. GOAL SETTING EVALUATION

COEC/Dean and DQA's evaluation is based on the achievement of institutional goals set by the AAC member at the beginning of the academic year approved by evaluation committee. The AAC members have one full year to achieve their institutional goals and Evaluation will take into account evidences provided towards achievement of the goals by the AAC member. Refer goal setting manual for further details

IX. EVALUATION GUIDELINES

The evaluations process is carried out through the online evaluation forms which are attached as Annexure.

X. 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.

FACULTY EVALUATION SYSTEM

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.

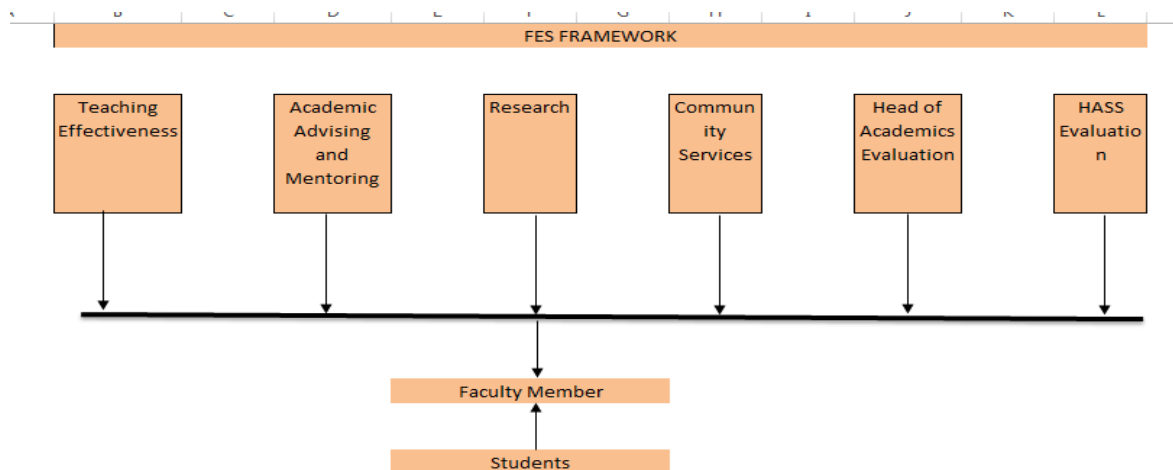


II. GOALS

- 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. FES FRAMEWORK

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



IV. PROCESS FLOW

A. Steps of evaluation

The FES committee comprises of Dean, DQA and HASS which has the final authority pertaining to annual faculty performance appraisal. The process of evaluation is given below:

- i. Faculty members submit their institutional goal setting before the start of the academic year and the same will be approved by EC members (Dean and DQA) and Dean's office forwards the approved goals to Faculty Members, Committee Chairs, HR and IR office
- ii. Faculty members submits the Course file every semester/quarter to IR office



- iii. 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
- iv. IR office forwards the relevant components of faculty portfolio to the respective FES evaluation sub committees at the end of fall and spring semester.
- v. The FES Sub-Committee evaluates documents at the end of the spring semester and feed the rating in the online FES system.
- vi. IR office forwards compiled reports to FES committee for review.

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

- i. Course files for the academic year
- ii. Evidences of Scholarly activities
- iii. Evidences of Community Services activities
- iv. Evidences of Achievement of institutional Goals set at the beginning of the academic year

V. COMPONENTS OF THE FES SYSTEM

Evaluation Components	Weights
FES component	90%
Institutional Goal Setting Component (refer goals setting manual for details)	10%
Overall rating	100%

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 as stated below:

Table-1 - Undergraduate Faculty Evaluation System

SNo.	Evaluation Component	Option -1 Weight (%)	Option -2 Weight (%)
a	Teaching	42.5	37.5
	i. Teaching Effectiveness - Course file review	27.5	22.5
	ii. Students Feedback	15	15
b	Academic Advising	7.5	7.5
	i. Academic Advising Committee	5	5
	ii. Students Feedback	2.5	2.5
c	Research	20	30
d	Student Attendance	5	5
e	Community Services	10	5
f	Academic Support Services (HASS)	5	5
g	HOA - School of Business / HOA - School of IT Evaluation	5	5
h	Faculty Self Evaluation	5	5
	Overall	100	100



SNo	Evaluation Component	Option -1 Weight (%)	Option -2 Weight (%)
a	Teaching	37.5	32.5
	ii. Teaching Effectiveness - Course file review	22.5	20
	iii. Students Feedback	15	12.5
b	Academic Advising	7.5	2.5
	iii. Academic Advising Committee	5	1.5
	iv. Students Feedback	2.5	1
c	Research	30	40
d	Student Attendance	5	5
e	Community Services	5	5
f	Academic Support Services (HASS)	5	5
g	HOA - School of Business / HOA - School of IT Evaluation	5	5
h	Faculty Self Evaluation	5	5
	Overall	100	100

Each of the FES sub components are further explained in the following pages.



A. Teaching Effectiveness Introduction

Evaluation of Teaching Effectiveness (TE) is primarily based on the evaluation of course files. This will help in measuring the innovative and creative teaching methodologies used in delivering the course in an effective manner and improve learnability by addressing the gaps identified in the process of evaluation. Responsibility of conducting TE Evaluation rests with DQA coordinated by TE committee and coopted subject experts.

Table-3 - Teaching Effectiveness

SN	Description	Undergraduate Option-1	Undergraduate Option-2	Graduate Option-1	Graduate Option-2
i	Teaching Effectiveness Committee Evaluation	27.5	22.5	22.5	20
ii	Student Feedback	15	15	15	12.5
	Total Weight	42.5	37.5	37.5	32.5

i. TE Committee Evaluation

TE Committee Evaluation Matrix (Refer Annexure-A-FES-Teaching Effectiveness Committee Evaluation form for details)

Description	Committee Evaluation Weight	Percentage
Course file Evaluation	27.5	100%
Total	27.5	100%

(Note: The above table inner weights is based on Undergraduate – option-1 only and for other options the inner weights will be prorated according to the corresponding component weight of the other options)

a. Course file Evaluation

Course file evaluation is reflection of how the course has progressed throughout the study period and is a good measure of the pedagogy, student engagement, achievement of learning outcome and the level of academic rigor that the student has undergone during the semester. Evaluation helps in determining the achievement of learning outcomes and the issues encountered during the course so that appropriate decision can be taken to improve and evolve the conduct of the course.

b. Curriculum Design

Course Delivery Package is the instrument to measure the curriculum design component of FES whereby the faculty members are required to enrich the course conduct by adding updated reading materials, online resources, journals, articles, news items and contemporary best business practices. The organization of CDP also indicates balanced scheduling of curriculum through proper distribution of chapters and selection of appropriate assessment tools used in the measuring the learning outcomes.



The evidence of carrying out all the activities listed in the CDP will be evaluated through course file submission.

Innovation and Creativity

This component is used in measuring any innovative approach used to conduct the course so as to increase the learnability and student engagement. The focus of evaluation under this component will be to address a bottleneck or gap in student learning. Some Examples of creative and innovative teaching approaches are given below for reference and the faculty member is encouraged to devise any approach that may achieve the goal of learnability.

1. Activity based learning
2. Research based learning
3. Learning Outcome based field visits
4. Learning Outcomes based Guest lectures
5. Student seminars

c. Course Delivery and class management

Faculty members are expected to deliver the course in terms of clarity in communication, minimum deviations from subject, clarifying student's doubts and questions, explanations with examples. Faculty members are also required to cover the course contents as per the CDP.

Class management includes maintaining discipline, coverage of syllabus in time and orienting students towards pattern of assessments.

This component is assessed through peer review/HOA - School of Business / HOA - School of IT/Dean's Evaluation and student feedback.

1. Document to be submitted by faculty members in the course file for evaluation
 - a) Faculty members need to submit course file for each courses taught during each semester in both hard and soft copy format as per the stipulation 7 of Ministry of Higher Education and Scientific Research 2011 standards (Separate file for Weekday and Weekend mode if the same course taught during weekday and weekend mode)
 - b) Soft copies of PowerPoint slides or any other course materials
 - c) Evidence of New material developed
 - d) Evidence on Innovative and creative teaching methodology
 - e) Additional Readings- Electronic resources, virtual library resources
 - f) All assessments carried out including marking guidelines and rubrics
 - g) Students Answer scripts across the range showing the evidence of achievement of learning outcomes

2. Student Feedback

Student assess the faculty members delivery and class management through the following questions

- a) Faculty properly orients the criteria for assessments
- b) Faculty language is clear and understandable
- c) Faculty makes the course interesting



- d) Faculty explains the concepts with the help of practical examples and answers questions satisfactorily
- e) Faculty encourages the use of additional reading materials that are helpful in the learning process
- f) Faculty is available for any additional academic assistance (Faculty is helpful - CHEDS)
- g) Faculty maintains class discipline
- h) I am satisfied with Teaching methods (CHEDS)
- i) Faculty encourages use of library resources
- j) Faculty integrates Information Technology in course delivery

Student Faculty Evaluation Matrix - (Annexure-C-Students' Academic Faculty Feedback Form)

Description	Student Evaluation	Percentage
Faculty orients students about course outline and expected learning outcomes	1.36	9.09%
Faculty properly orients the criteria for assessments	1.36	9.09%
Faculty language is clear and understandable	1.36	9.09%
Faculty makes the course interesting	1.36	9.09%
Faculty explains the concepts with the help of practical examples and answers questions satisfactorily	1.36	9.09%
Faculty encourages the use of additional reading materials that are helpful in the learning process	1.36	9.09%
Faculty is available for any additional academic assistance (Faculty is helpful - CHEDS)	1.36	9.09%
Faculty maintains class discipline	1.36	9.09%
I am satisfied with Teaching methods (CHEDS)	1.36	9.09%
Faculty encourages use of library resources	1.36	9.09%
Faculty integrates Information Technology in course delivery	1.36	9.09%
	15	100%

B. ACADEMIC ADVISING

i. Introduction:

Academic advising component evaluates the advisory level played by the faculty member in providing guidance on academic, career and overall personality development of the student. Further the component evaluates the role of advisors in enabling the student to adapt to SUC environment, continuous monitoring of student's academic progression assigned to the advisor. This component is assessed by items in



table 3.a of the FES and evaluated by a designated “Committee” (Annexure-D) and Student (Annexure - E).

Table-5 Advising			
S.No	Description	Committee	Students
b	Academic Advising	5	2.5

ii. Evaluation Guidelines

The faculty members are required to submit report on the following areas of advising: Academic Counseling, progression counseling, GPA requirement for graduation, SAP cases, attendance, Career Counseling, PSDP, soft skills developments, orientation on SUC policies and procedures, Orientation of Functional Departments, Response to SSD request, timely feedback, relevancy of the feedback and any other matter relevant for academic advising. Responding timely to the correspondence from the Chair, utilization of Academic Advising System will also be considered during evaluation

C. ACADEMIC MENTORING

i. Introduction

Academic mentoring component is evaluated on providing guidance on academic, career and overall personality development of the Graduate student. Further the component evaluates the role of mentors in enabling the student to adapt to higher learning environment, continuous monitoring of student’s academic progression assigned to the mentor. This component is assessed by items in table 3.b of the FES and evaluated by a designated “Committee” (Annexure-D) and Student (Annexure - E).

Table-6 - ACADEMIC MENTORING					
	Description	Option1 Committee	Option 1 Students	Option 2 Committee	Option 2 Students
3.b	Academic Mentoring	5	2.5	1.5	1

ii. Evaluation Guidelines

The faculty members are required to submit report on the following areas of mentoring: Identified Student unique Qualities, Motivated students to develop skills, provided academic guidance, Helped in developing networking, involved the students in social and community activities, SAP cases, Orientation of Functional Departments, Response to SSD request, timely feedback, relevancy of the feedback and any other matter relevant for academic mentoring. Responding timely to the correspondence from the Chair and utilization of Mentoring system will also be considered during evaluation

Academic Advising Committee Evaluation (Refer Annexure-D-Academic Advising Committee Evaluation form)



Description	Committee Evaluation	Percentage
Have the advisors followed the calendar and checklist	0.5	10%
Major areas of orientation covered by the advisors and mentors as per the policy	0.75	15%
Timely feedback (Prompt response to requests from Admin, and Academic Advising Committee Chair)	0.5	10%
Utilization of the advising system (using online feedback and reporting system)	1	20%
Relevancy of Reports towards progression of advisees/mentees	1.5	30%
Overall effectiveness of the advising	0.75	15%
Total	5	100%

Academic Advising Student Evaluation (Refer Annexure-E-Academic Advising Committee Evaluation form)

S.NO.	STATEMENTS	5	4	3	2	1
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	Advisor/Mentor is effective in orientating on policies and procedures					
2	The advisor available for guidance according to advisory schedule					
3	Advisor/Mentor follows the advising Calendar					
4	Advisor responded Satisfactorily though portal/in person					



D. FES – RESEARCH

i. Introduction

Scholarly activities are an integral part of academic functions in an institution of higher education. Skyline University College encourages faculty members to actively participate in academic and practical research forums. Faculty members are encouraged to publish in peer reviewed journals, presentation in international conferences, participate in seminars and carry out collaborative work with industry.

The research papers must be published in refereed journals and all the conference presentations preferably be from reputable Academies or Associations (Sample of Recommended Journals and Refereed Conferences are mentioned in the Faculty Evaluation Criteria in the Research Policy Document).

Faculty members are encouraged to conduct good research in their own areas of broad specialization. Generally, Business Education provides a solution to corporations and contributes the practical aspects for students’ learning, in this connection, Research & Development committee will also maintain a research culture in order to explore relevant research areas and identify funding opportunities for Faculty and Students.

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

Evaluation criteria are mentioned in the table below: (To be reviewed by Research committee)

	Undergraduate Option-1	Undergraduate Option-2	Graduate Option-1	Graduate Option-2
Research	20%	30%	30%	40%
Publication in ABDC listed journals (C category and above) with citations within the academic year	100%	100%	100%	100%
Publication in ABDC listed journals (A category)	90%	90%	90%	90%
ii. Case Study Development and Publication in NACRA and WACRA				



with evidence of use in the class room teaching				
Publication in ABDC listed journals (B category) and scopus listed				
Conference presentation in reputed academies	80%	80%	80%	80%
Publication of complete book with reputable publisher				
Publication in ABDC listed journals (C category)				
Conference presentation in reputed associations	70%	70%	70%	70%
Publication of Book Chapter with reputable publisher				
Publication in peer reviewed journals				
Conference presentation in peer reviewed conferences	60%	60%	60%	60%

ii. JOURNAL ARTICLES

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

- a. must be published in a scholarly journal
- b. must be a research published in the current collection year and the year of publication
- c. must be stated within or on the work being claimed with the exception of the expanded year of publication
- d. must have been peer-reviewed

For proof of peer-review for Journal, Journal's presence in the Ulrich's database to confirmed as 'Refereed', or if the Journal is listing in the Institute for Scientific Information database, it is considered peer-reviewed/refereed. The journal must have an International Standard Serial Number. If an ISSN does not appear in the journal you



will need to provide external evidence such as an ISSN number being cited in an extract from one of the Institute for Scientific Information indexes or evidence that the journal is classified as 'refereed' in Ulrich's International Periodicals

If an ISSN does not appear in the journal the faculty members will need to provide:

- a. External evidence such as an ISSN number being cited in an extract from one of the Institute for Scientific Information indexes or
- b. 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:

- a. Commentaries and communications of original research
- b. Research notes
- c. 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
- d. Critical scholarly texts which appear in article form
- e. Articles reviewing multiple works or an entire field of research
- f. Invited papers in journals
- g. Articles in journals which are targeted to both scholars and professionals
- h. Articles in a standalone series
- i. Book reviews
- j. case studies

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

- a. letters to the editor
- b. articles designed to inform practitioners on existing knowledge in a professional field
- c. 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)
- d. editorials
- e. brief commentaries and communications of original research
- f. Reviews of art exhibitions, concerts, theatre productions

Document to be submitted by faculty members for evaluation

- a. Soft copy of the published version of the article
- b. Or full copy of the article or offprint of the article with
 1. 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. If an ISSN does not appear in the journal,
 3. external evidence such as an ISSN number being cited in an extract from one of the Institute for Scientific Information indexes or
 4. evidence that the journal is classified as 'refereed' in Ulrich's International Periodicals
 5. Directory (Volume 5 - Refereed Serials) or via Ulrich's website
 6. if the article is not listed in Ulrich's database as refereed, or listed in Institute for Scientific



7. Information database, proof of peer review is required. This can be provided as either:
 - a) statement in the journal that contributions are refereed or
 - b) statement from editor stating that contributions are refereed, or
 - c) copy of referee's assessment relating to the article
8. Evidence indicating the author's affiliation to the SUC or claiming institution.

iii. CONFERENCE PRESENTATION AND PUBLICATION

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

a. Keynote speech and invited papers

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.

Verification Requirement

1. Complete copy or offprint of paper complete photocopy of table of contents, preface, introduction and pages showing all
2. Bibliographical information as appropriate (ISBN or ISSN, authors(s), editor, publisher and all dates referring to copyright, publication, printing and distribution)
3. Proof of national or international significance if not clearly shown in documents above.
4. National/international significance of a conference may be indicated by the presence of
5. interstate/international speakers, or a listing of previous conference venues showing that
6. The conference is held in a range of national/international locations, and
7. Evidence indicating the author's affiliation to the SUC or any institution. By-line or
8. Footnote or statement in publication indicating research undertaken in author's capacity as a staff member.
9. if a Keynote address, evidence of this and evidence that all other conference papers were peer reviewed

b. 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
3. must be stated within or on the work being claimed with the exception of the expanded
4. year of publication
5. must have an International Standard Book Number
6. must be written entirely by a single author, or by joint authors who share responsibility
7. for the whole book
8. must have been published by a commercial publisher, or if not published by a
9. commercial publisher, must have been peer reviewed
10. The types of books that may meet the criteria include:
11. critical scholarly texts
12. new interpretations of historical events
13. new ideas or perspectives based on established research finding
14. Evidence indicating the author's affiliation to the SUC or claiming institution.

Verification Requirements

1. Please send verification documentation directly to the Conferences & Publication Coordinator.
2. 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)
3. Evidence indicating the author's affiliation to the SUC or claiming institution.
4. By-line or footnote or statement in publication indicating research undertaken in author's
5. Capacity as a staff member or student of the university.

c. 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
2. must be stated within or on the work being claimed with the exception of the expanded
3. year of publication
4. must have an International Standard Book Number
5. must have been published by a commercial publisher, or if not published by a commercial publisher, must have been peer-reviewed
6. the author must be affiliated with the SUC or claiming institution



7. 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
2. introduction reports research and makes a substantial contribution to a defined area of knowledge
3. a critical scholarly text of chapter length
4. critical reviews of current research

Verification Requirement

1. 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.

E. FES – SERVICES TO COMMUNITY

i. Introduction

Services to Community are defined as contribution by the faculty members towards the society with respect to themes decided by SUC and if the faculty member wants to pursue their areas of interest & expertise must take approval from Community Services committee. It provides an opportunity to the institution and its members to engage in achieving their responsibility towards the society.

Table-9 Community Services

S. No	Description	Undergraduate		Graduate	
		Option1	Option2	Option1	Option2
1	Contribution to SUC's Social Activities (80%)	5			
	initiator 50%	3			
	Contributor 20%				
	Participant 10%	2			
3	Representing SUC in community forums and competitions (20%)	2			
	Total Weight	10	5	5	5



This component is evaluated by designated “Committee” (Annexure-G) as per items in table 7 of the FES.

For S.No1 of the table, the faculty member will be evaluated either as an initiator of the activity, or as a contributor, participant.

ii. Difference between 5 and 10 in terms of number of activities

a. Contribution to SUC’s Social Activities

Explanation of the Component:

Social activities are defined as those activities which directly benefit the society at large. These activities based on SUC theme of Community services (not limited to) are broadly classified as participating in awareness campaigns on health, environment, conservation and recycling of resources, adult education, and conducting / organizing charity programs during natural calamities, drugs, traffic or any other issues which arise from time to time pertaining to the society. If the faculty member wants to pursue their areas of interest & expertise, the faculty member must take approval from Services committee. Faculty members can also actively associate with international, national community service agencies and submit a report.

The initiator of the activity is expected to generate the idea and organize the event. If the event contributed to SUC’s brand building, then the rating for the SUC Brand Building will be combined with this rating based on merit.

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.

F. ACADEMIC SUPPORT SERVICES EVALUATION

i. Introduction

Faculty members in addition to their teaching activities are required to manage administrative activities, self-management & development of various academic resources for the smooth conduct of the academic operations as per the relevant policy and procedures.

Table -10 Academic Support Services		
Table	Description	Undergraduate and Graduate Weight (%)
1	Following Policy & Procedure (HR)	5%
2	Administrative and Examination Deadlines (ADMIN & EXAM)	



3	Developing Library Services (LIBRARY)	
4	Developing IT services (IT)	
	Total Weight	5.0

ii. Management of Academic Supports Services Activities - IE Tool Objectives

- a.** To effectively meet administrative and Institutional Effectiveness deadlines.
- b.** To Adhere to policies and procedures of the SUC for smooth conduct of academic operation
- c.** To contribute towards development of the library and IT services.

iii. Steps of Evaluation

- a. Step - 1:** The Academic Support Services (ASSE) evaluation Committee Chair reviews the last years report and initiates the plan for upcoming academic year.
- b. Step - 2:** The chair briefs the committee members in regard to guidelines and necessary clarity for evaluation.
- c. Step- 3:** ASSE subcommittee chairs submit their semester wise feedback about faculty members' adherence to deadlines, policy and procedures and contribution to development of resources to Academic Support Evaluation Committee Chair.
- d. Step - 4:** ASSE Subcommittee chairs evaluate individual faculty member and feed the rating in the online FES system as per the predetermined components.
- e. Step - 5:** The ASSE committee chair calls for a meeting for any moderation if required and the final ratings are fed into the FES System after moderation.
- f. Step - 6:** IR office receives the compiled report from the chair and forwards to FES committee for review.

iv. Dissemination of Data and Decision Making

The report of the ASSE committee (management of academic support services activities) is forwarded from IR office to the FES committee.

v. Following Policy and Procedure

This component is assessed by items in table 11 of the FES and is evaluated by designated "Committee" as per Annexure - HI.

Table 11 - Following Policy and Procedure



S. No	Description	Undergraduate and Graduate Weight	%
1	Following policy & procedures of SUC	0.3125	25%
2	Positive approach towards organization	0.3125	25%
3	Adherence to JD and work schedule	0.3125	25%
4	Contribution to Employee Development	0.3125	25%
	Total Weight	1.25	100%

a. Explanation for the component (Following Policy and Procedures 1 to 7):

The faculty members are evaluated for their adherence to polices and procedure of SUC.

b. Evaluation Guidelines (Following Policy and Procedures 1 to 7):

Formal and informal inputs received from various departments including the records maintained in Human Resources Department are used for the purpose of evaluation of this component

vi. Adherence to Administrative Deadlines

This component is assessed by items in table 12 of the FES and is evaluated by designated "Committee" as per Annexure - JK

Table12 - Adherence to Administrative Deadlines

S. No	Description	Undergraduate and Graduate Weight	%
1	Adherence to Deadline i. Administration Deadline a. Attendance Entry b. Dissertation c. Internship ii. Examination Deadline	0.4166	33.33%
2	Adherence to policy and procedure i. Timely Marks Entry ii. Grade Change	0.4166	33.33%
3	Punctuality i. Class Timing ii. Invigilation	0.4166	33.33%
	Total Weight	1.25	100%

**a. Explanation for the component (Adherence to Administrative Deadlines 1 to 6):**

The faculty members are evaluated for their adherence to administrative deadlines

b. Evaluation Guidelines (Adherence to Administrative Deadlines 1 to 6):

Records maintained in administrative department are used for the purpose of evaluation of this component

vii. Developing Library Services

This component is assessed by items in table 13 of the FES and is evaluated by designated "Committee" as per Annexure-M.

Table 13 -Developing Library Services

S.No	Description	Undergraduate and Graduate Weight	%
1	Faculty Contribution to Collection and Development	0.4166	33.33%
2	Library Resources and Facilities utilization by faculty	0.4166	33.33%
3	Student Utilization of Library Resources and Facilities of the particular course	0.4168	33.34%
Total Weight		1.25	100%

a. Explanation for the component (Developing Library Services 1 to 3): The faculty members are evaluated for their contribution to improve and increase the utilization of library resources based on the above parameters

b. Evaluation Guidelines (Developing Library Services 1 to 3):

Records maintained in library department are used for the purpose of evaluation of this component

viii. Developing IT Services:

This component is assessed by items in table 14 of the FES and is evaluated by designated "Committee" as per Annexure -N.

Table 14 - Developing IT Services

S.No	Description	Committee Undergraduate and Graduate weight (%)
1	Adaptation to the SUC Information Systems (Example ERP, online attendance, study material	0.625



	upload, use of advisory module, assessment entry etc.)	
2	Helpful suggestion to improve the use of IT Services including software, hardware and portal services	0.625
Total Weight		1.25

a. Explanation for the component (Developing IT Services 13.1 to 13.3):

The faculty members are evaluated for their adaptation and contribution towards improvement of IT services based on the above parameters

b. Evaluation Guidelines (Developing IT Services 13.1 to 13.3):

Records maintained in IT department are used for the purpose of evaluation of this component.

G. HEAD OF ACADEMICS (HOA - SCHOOL OF BUSINESS/ HOA - SCHOOL OF IT) EVALUATION

Head of Academics is responsible for monitoring academic operations and its smooth conduct. (Refer Annexure Q)

Table 16 - Head of Academics

S. No	Description	Committee Undergraduate and Graduate weight (%)
1	Head of Academics (HOA - School of Business/HOA - School of IT)	5%

Head of

Academics will evaluate faculty members based the following criteria

- i.CDP submissions and CDP Quality
- ii.Overall academic delivery and students performance
- iii.Adherence to Academic Policy and Procedure
- iv.Adaptation of learning resources in academic delivery
- v.Contribution to various academic activities



H. SELF-EVALUATION BY FACULTY MEMBERS

i. Introduction

The faculty member will award the value under this component based on his/her self-assessment in regard to performance as per the job description

Table 17. Self-Evaluation		
S.No	Description	Faculty Self Evaluation (%)
1	Self-Evaluation	5
	Total Weight	

I. GOAL SETTING EVALUATION

Dean and DQA's Evaluation is based on the achievement of institutional goals set by the faculty member at the beginning of the academic year approved by FES committee. The faculty members have one full year to achieve their institutional goals and Evaluation will take into account evidences provided towards achievement of the goals by the faculty member.

STAFF EVALUATION SYSTEM

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:

- i. Acknowledge the exceptional performance in operations
- ii. Provide a formal means of constructive, open and honest communication with supervisor
- iii. Enhance employee development through performance feedback and identification of future professional development activities
- iv. Measure and document job performance as a basis for making promotion, compensation and other personnel management decisions
- v. Improve employee's job satisfaction and morale

III. PROCESS FLOW

A. Step 1

SES Committee consists of EC and HASS as permanent members for every year evaluation

B. Step 2

Dean orients staff members on goal setting, objectives and guidelines for the evaluation at the start of the academic year

C. Step 3



Heads of Departments finalize their institutional goal as specified in the goal setting manual guidelines and submit it to Dean Committee at the start of the academic year. EC members review and approve the goals setting for the academic year.

D. Step 4

Formal evaluation process is initiated with HRD sending emails to all staff members to indicating the start of the online evaluation process.

E. Step 5

After the end of the spring semester, the HOD and Staff members award the grades under the self-evaluation component and present the status of achievement of goal set at the beginning of the academic year to Dean and DQA with evidence of achievement.

F. Step 9

Dean and DQA evaluates the achievement status of goal set at the beginning of the academic year by the HOD and staff based on the evidence provided

G. Step 5

The staff members logs on to the portal and complete their allotted evaluation components.

H. Step 6

IR Office compiles and analyzes the data and submits the results to the SES Committee.

I. Step 7

SES committee discusses outcomes of the evaluation with staff members and suggestions for improving the weak areas.

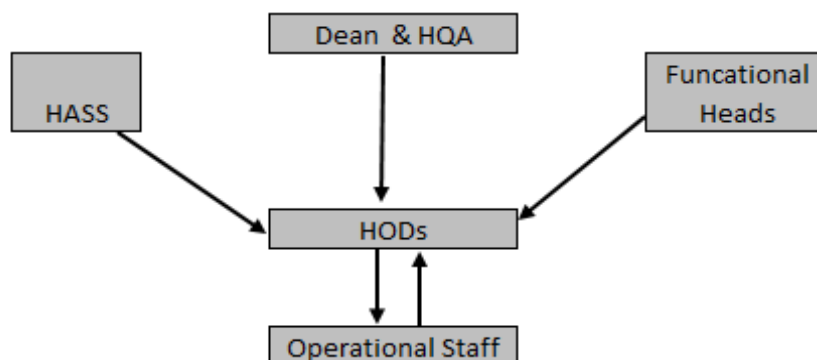
J. Step 8

Staff Evaluation Committee forwards its recommendation to the Chair of Executive council for his approval.

IV. DISSEMINATION OF DATA AND DECISION MAKING

The SES committee reviews the evaluation report and discusses the feedback and appraises individual staff members for necessary actions. SES evaluation report also helps in identifying staff development programs & planning staff recruitment.

V. SES FRAMEWORK





VI. COMPONENTS OF THE SES SYSTEM

A. Head of Department

The evaluation component and its corresponding weights are given below:

Evaluation Components	Weights
a. SES component	90%
b. Institutional Goal Setting Component	10%
Overall rating	100%

a. SES Component

S. No	Component	Weights
1	HASS and/or Functional Head	40%
2	Operational Staff	25%
3	Rating from Students Feedback (Applicable for Departments dealing with Students)	30%
4	Self-Evaluation	5%
5	Total	100%

b. Goal setting component - Refer goal setting manual

For IR and QA office Overall academic support services students rating will considered

B. 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 considered



C. 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

VII. EVALUATION GUIDELINES

A. HOD EVALUATION GUIDELINES

i. SES Evaluation

Performance evaluation of HODs is carried out by objectively measuring staff member’s ability to meeting requirements of job descriptions, managerial capabilities, leadership abilities and communication skills. The evaluation is done by Dean, HASS and/or Functional Head, Operational Staff (as applicable), Students (as applicable). All the evaluations are carried out as per the evaluation tools attached in the Annexure.

Head of Department Evaluation Matrix

	Components	Weight %
Table 1	Achievement of Departmental Goals	20.00%
Table 2	Interpersonal and Communication Skills	10.00%
Table 3	Productivity/Quantity of Work	10.00%
Table 4	Relationships with Clients	10.00%
Table 5	Work Habits	5.00%
Table 6	Staff Management	10.00%
Table 7	Leadership	15.00%
Table 8	Overall Management	20.00%
	TOTAL (Standard)	100.00%

a. Section 1: Achievement of departmental goals

1. Explanation of the Component



Measures the achievement of department goals during the academic year.

2. Evaluation Guidelines

Departmental goals achievement status is measured through evidences presented in semester and annual closing reports.

b. Section 2: Interpersonal and Communication Skills

1. Explanation of the Component

It is a measure of ability to effectively provide necessary information clearly and in a timely fashion, listens carefully and has ability to express opinions and decisions clearly.

2. Evaluation Guidelines

The interpersonal and communication skills are evaluated based on following statements:

- i) Makes clear, effective oral communication and presentations.
- ii) Writes clear, concise and complete communication.
- iii) Communicates appropriate information timely to the management, other departments and subordinates.
- iv) Provides timely and relevant information to SUC community and external agencies.

c. Section 3: Productivity

1. Explanation of the Component

Measures HOD's ability to exceed expectations in terms of volume of work, assigned tasks, complete projects and assignments

2. Evaluation Guidelines

The Productivity component is assessed according to the following statements:

- i) Percentage of work accomplished by the department with accuracy during the semester
- ii) Assigned tasks are completed within specified time frame by the individuals;
- iii) Departmental operational calendars are followed

d. Section 4: Relationships with Clients

1. Explanation of the Component

Measures the ability to communicate effectively with senior administration, peer administrators or managers, and subordinates; obtains and disseminates information to others with a "need to know;" represents the SUC appropriately and effectively among the external public and private constituencies.

2. Evaluation Guidelines

The Relationships with Clients are evaluated using the following statements:

- i) Responding courteously and promptly to all internal and external clients.
- ii) Conveys positive image of the department.
- iii) Exhibits ability to adapt to people from different cultures.
- iv) Maintains calm, professional approach to work related pressure.
- v) Maintains confidentiality of information of SUC; uses discretion when discussing these matters.



vi) Works in coordination with other departments and faculty to provide departmental services.

e. Section 5: Work Habits

1. Explanation of the Component

Measures the ability to meet deadlines, allocates and delegates the work effectively to right persons, systematic and methodical in completing the task, proactive and has problem solving attitude.

2. Evaluation Guidelines

- i) The work habits are evaluated using the following statements.
- ii) Regular and punctual to attend office work.
- iii) Follows procedures for requesting leave and reporting absence, and provides necessary documentation.
- iv) Uses work time appropriately for work activities; attends meetings promptly.
- v) Demonstrates flexibility in scheduling and accepting work assignments to meet needs of the department and prioritizes the work as per the requirement of the department.
- vi) Manages stress, conflict, frustration and does not affect the normal functions.
- vii) Follows official dress code and presents in a professional manner.
- viii) General Appearance and grooming is appropriate.

f. Section 6: Leadership

1. Explanation of the Component

Measures HOD's ability to provide leadership, goals setting and develop strategies for attaining goals. Develops team spirit and plans, organizes, directs and controls effectively the various activities of subordinates. Provide opportunity for developing technical and personal skills. Trains employees and reposes trust and inculcates values and ethics.

2. Evaluation Guidelines

The leadership qualities are evaluated using the following statements:

- i)** Selects trains and develops employees through proper orientation of policies, procedures and work ethics.
- ii)** Provides ongoing feedback; actively solicits employee inputs and encourages staff development.
- iii)** Appropriate allocation of work to staff so as to achieve optimum productivity; encourages employee involvement in planning and organizing work.
- iv)** Delegate authority through clearly stated objectives and assigned accountability.

g. Section 7: Personnel Management

1. Explanation of the Component

Measures ability to develop and maintains smooth and effective working relationships with supervisors, peers and subordinates; display personal



concern and professional respect for subordinates; reinforce and support subordinates as appropriate; foster cooperation between subordinates and peers and among employees working in cross-functional work groups; Hold subordinates accountable for their performance while assuming personal responsibility for actions of subordinates.

2. Evaluation Guidelines

The leadership qualities are evaluated using the following statements:

- i)** Plans, organizes and allocates equitable work according to the staff abilities.
- ii)** Takes necessary decisions appropriately.
- iii)** Fosters team spirit and cooperation among departmental staff members and cooperates with other departments.
- iv)** Motivates team to accomplish goals and capable of getting the work done.
- v)** Acknowledges and appreciates the contribution of departmental staff.
- vi)** Contributes valuable suggestions for improving the system, process and operations.
- vii)** Acts as a communication link between the management and the staff.
- viii)** Has the trust of employs and maintains high morale of employs.
- ix)** Solve the departmental issues.

h. Section 8: Overall Management

1. Explanation of the Component

Measures HOD's leadership skills, judgment, initiatives, Effective management of projects, subordinates, budget, performance management process and organizational change to produce positive results

2. Evaluation Guidelines

The overall Management capability will be assessed according to the following statements:

- i)** Encourages and demonstrates qualitative performance.
- ii)** Collect information, materials and people into a coherent, logical and effective unit.
- iii)** Consistently reaches sound decisions as solutions to problems.
- iv)** Responsible and exhibits mature managerial/professional behavior.
- v)** Contributes to SUC through business development/ image building.

ii. HOD Self Evaluation

HOD's award grades under the self-evaluation component based on the SES Components. IR office compiles the self evaluation report and forwards it to SES committee along with the SES report

iii. Students Evaluation

Students evaluate the services provided by each department through academic supports services feedback conducted at the end of the academic year (**Annexure A1**)



and the feedback rating will be included in the HOD's Evaluation. IR office compiles the feedback report and forwards it to SES committee along with the SES report

iv. HASS and/or Area Head (Dean/Registrar/DQA/HOA) evaluation

Each HOD's will be evaluated by their corresponding Area Heads to whom they are reporting and the evaluation will be based on the SES components.

v. Dean evaluation

Head of Departments are required to finalize the institutional goal to be achieved and submit it to Dean. After the spring semester the HODs are required to present the status of achievement of goals to SES committee. Dean evaluate the achievement status of the goals set at the beginning of the academic year and the same will be included in the HOD's Evaluation

B. OPERATIONAL STAFF EVALUATION GUIDELINES

i. SES evaluation

Performance evaluation of staff is carried out by objectively measuring staff member's ability to meet the requirements of job descriptions, operational responsibilities and meet deadlines. The evaluation is done by SES HOD, HASS and Students (as applicable). The Head of departments are required to indicate the accomplishment of tasks and make necessary notes in case of incomplete works so as to make the evaluation objective and measurable both quantitatively and qualitatively. All the evaluations are carried out as per the evaluation tools attached in the Annexure.

Operational Staff Evaluation Matrix

	Components	Weight %
Table 1	Contribution to achievement of Departmental goals during the academic year	20.00%
Table 2	Job Knowledge	15.00%
Table 3	Quality of Work	15.00%
Table 4	Judgment/ Problem-Solving	10.00%
Table 5	Interpersonal and Communication Skills	10.00%
Table 6	Productivity/Quantity of Work	10.00%
Table 7	Innovation (Simplify the work procedure)	5.00%
Table 8	Relationships with Clients	10.00%
Table 9	Work Habits	5.00%
	TOTAL (Standard)	100.00%



a. Section 1: Contribution to achievement of departmental goals

1. Explanation of the Component

Measures the contribution of the staff towards achieving the departmental goals corresponding to the job description of the staff.

2. Evaluation Guidelines

The achievement status of the departmental goals are evaluated based on the evidences presented in the semester and annual closing report of the department.

b. Section 1: Job Knowledge

3. Explanation of the Component

Measures demonstrated job relevant knowledge and essential skills gained through experience, education and/or specialized training.

4. Evaluation Guidelines

The Job knowledge are evaluated using the following statements:

- i)** Follows SUC policies/protocols in carrying out job responsibilities.
- ii)** Clear understanding of job responsibilities, roles and duties.
- iii)** Has a necessary competency in accomplishing job duties.
- iv)** Responds to the inquiries as per the rules and regulations
- v)** Consults with others to clarify issues when required.

c. Section 2: Quality of Work

1. Explanation of the Component

Measures demonstrated ability to provide accurate, reliable output and confirms to policy and procedures.

2. Evaluation Guidelines

The Quality of work are evaluated using the following statements:

- i)** Produces accurate and reliable output/service.
- ii)** Provides complete and effective service to internal & external clients.
- iii)** Documents, files, reports have clear, complete and accurate correspondence with internal and external clients.
- iv)** Consistent improvement seen in terms of quality of work, meeting deadlines and accuracy.

d. Section 3: Judgment/Problem-Solving

1. Explanation of the Component



Measures performance in identifying and resolving problems; following through on assignments; and initiating or modifying ideas, methods, or procedures.

2. Evaluation Guidelines

The Judgment /Problem Solving are evaluated using the following statements:

- i)** Identifies key issues to be addressed, records and keeps appropriate parties well informed about the issues.
- ii)** Analyzes issues and responds appropriately according to the priorities considering holistic effects of the decision.
- iii)** Responds to problems perceived by others and takes action in a timely manner.
- iv)** Capable of providing solution to the problems when needed, involves others to find effective solutions.
- v)** Uses outside resources and consultations to the extent; seeks advice/approval when appropriate.

e. Section 4: Interpersonal and Communication Skills

1. Explanation of the Component

It is a measure of ability to effectively provide necessary information clearly and in a timely fashion, listens carefully and has ability to segregate issues in accordance to importance, priority and relevancy to the operations and communicate the policy and procedures to the stakeholders.

2. Evaluation Guidelines

The Interpersonal and Communication skills are evaluated using the following statements:

- i)** Listens effectively and clarifies the issues with the student/staff.
- ii)** Makes clear, effective oral presentations.
- iii)** Develops clear, concise and complete written materials.
- iv)** Communicates appropriate information to SUC Community.

f. Section 5: Productivity/Quantity of Work

1. Explanation of the Component

Measures ability to exceed expectations in terms of work volumes and ability to complete assigned tasks with accuracy and assignments before deadline

2. Evaluation Guidelines



The Interpersonal and Communication skills are evaluated using the following statements:

- i)** Percentage of work accomplished with accuracy during the semester.
- ii)** Assigned tasks are completed within specified time frame;
- iii)** Departmental operational calendars are followed as per the job description.

g. Section 6: Innovation

1. Explanation of the Component

Measures the ability to contribute to new ideas, uses new methods for improved efficiency.

2. Evaluation Guidelines

Innovation Skills will be assessed according to the following statements:

- i)** Contributes new ideas and methods and implements necessary actions.
- ii)** Uses new methods for improved efficiency.
- iii)** Demonstrates initiative in taking charge of new assignments and task.
- iv)** Adapts to changing priorities, new ideas and methods.

h. Section 7: Relationships with Clients

1. Explanation of the Component

Measures the ability to develop and maintain positive and functional relationships with internal/external clients that helps in building coordination among the various functional teams.

2. Evaluation Guidelines

The Relationships with Clients are evaluated using the following statements:

- i)** Responding courteously and promptly to all internal and external clients.
- ii)** Conveys positive image of the department.
- iii)** Exhibits ability to adapt to people from different cultures;
- iv)** Maintains calm, professional approach to work related pressure.
- v)** Maintains confidentiality of information of SUC; uses discretion when discussing these matters.
- vi)** Works in coordination with other departments and faculty to provide departmental services.



i. Section 8: Work Habits

1. Explanation of the Component

Measures staff member’s ability to meet deadlines, ability to complete the tasks systematically and methodologically. Demonstrates flexibility towards work timings and shares responsibilities with others. Cooperative and is proactive in accomplishing tasks.

2. Evaluation Guidelines

The work habits are evaluated using the following statements:

- i)** Regular and punctual to attend office work.
- ii)** Follows procedures for requesting leave and reporting absence, and provides necessary documentation.
- iii)** Uses work time appropriately for work activities; attends meetings promptly.
- iv)** Demonstrates flexibility in scheduling and accepting work assignments to meet needs of the department and prioritizes the work as per the requirement of the department.
- v)** Manages stress, conflict, frustration and does not affect the normal functions.
- vi)** Follows official dress code and presents in a professional manner.
- vii)** General Appearance and grooming is appropriate.

ii. Operational Staff Self Evaluation

Operational award grades under the self evaluation component based on the SES Components. IR office compiles the self evaluation report and forwards it to SES committee along with the SES report

iii. Students Evaluation

Students evaluate the services provided by each department through academic supports services feedback conducted at the end of the academic year (**Annexure A1**) and the same will be included in the operational staff evaluation. IR office compiles the feedback report and forwards it to SES committee along with the SES report

C. RATINGS AND AWARDS

Percentage	Scale
90 – 100	Outstanding
80 – 89	Exceeds Expectation
70 – 79	Meets Expectation
Below 70 – [under observation]	Below Expectation



Employee whose ratings fall below 70% will be kept on observation status and will be required to improve their performance in the next semester immediately preceding the evaluation, failing which the management will reserve the right to initiate corrective action.

The department which gets the highest rating will be awarded 'The Best Department' of the academic year.

4i. Disciplinary Policy. This refers to the institution's standards of conduct and is accompanied by regulations and full operational procedures including a range of sanctions.

i. 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			

4j. Faculty and Professional Staff Appeals Policy and Procedures.

FACULTY AND PROFESSIONAL STAFF APPEALS POLICY AND 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.

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.

GROUNDINGS OF APPEAL

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

An employee may appeal for the review on following grounds:

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

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.

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.

RESPONSIBILITIES OF THE COMMITTEE

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



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

4k. Faculty and Professional Staff Grievance Policy and Procedures.

GRIEVANCE POLICIES AND 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.

1. Applicability



The Grievance Redressal Procedure shall not apply to the Executive Council Members. All other Employees may seek redressal through this process.

2. 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:

Violation of academic freedom as defined in this manual

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

3. 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 HR within 15 days and the HR shall communicate the committee's decision to the aggrieved party within 10 days of receiving the decision from the committee.

4. Procedure of Grievance Redressal

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

- Informal attempts at reconciliation by the adversarial parties
- File formal "Notice of Grievance"
- Formation of a Grievance Committee
- Mandate of a Grievance Committee
- The Grievance Hearing
- The findings of the Grievance Committee
- The final decision of the EC
- Communication of decision to the parties

a. Informal Attempts at Conflict Resolution

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



b. Notice of Grievance

If informal approaches to resolve grievance fails, then 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 HR 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 HR must ensure that the appointees to the Grievance Committee are free from perceived bias, conflict of interest or such previous association with the issues that are raised by the grievance and/or hold close association with the parties to the grievance. No person must be involved in the pending grievance process that has rendered a previous judgment on parties to the grievance on hand.

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

d. Mandate of a Grievance Committee

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

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

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

In case the 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 HR will convene the organizational meeting of the Grievance Committee within three working days of receipt of notice from aggrieved party/parties to:

- Elect a chair
- Establish procedures necessary for a fair and orderly meeting
- Forward a copy of the “Grievance Redressal Form” to all parties against whom the grievance is filed
- Solicit documents or other hard copy or electronic evidence from parties to the grievance

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

f. The Findings of the Grievance Committee

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

g. The Final Decision of the EC

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

The EC 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.

41. Graduate Assistants Policy.

A. POLICY RELATED TO GRADUATE ASSISTANT

SUC has a provision to appoint graduate assistants to facilitate faculty members in their lab works or any other academic administration including tutorial for weak students assigned by the faculty member time to time. Graduate assistants will be given a contract and remuneration will be fixed as per the terms of agreement.

B. 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.

1. 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 an interview with the HOD of the requested Department and afterwards the Head HR once shortlisted by the HOD.

Step-5: The finalized candidate by HOD & HRD is recommended to the EC 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 EC 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.

C. CONTRACTS

A. Terms of Contract

Those appointed as Student Trainee are expected to observe the professional standards and procedures set forth in “Ethics, Work rules & Personal Conduct” section of Student Trainee Handbook. Included in these standards are the expectations from the position for which the Student Trainee is appointed. The Student Trainee is required to provide SUC with full and accurate information about their academic credentials, official transcripts, certificates of experience and other professional details.

B. Format of Contract

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

- ✓ Job title of appointment
- ✓ Salary structure
- ✓ Benefits
- ✓ Duration of Contract
- ✓ Working Hours
- ✓ Notice period
- ✓ Terms and conditions of employment

C. Duration of Contracts

Initial duration of contract for Student Trainee appointments are normally for four months. Based on the periodical administrative performance evaluation of each Student Trainee in the main areas of administration and services to SUC, and recommendations of Head of the Department and EC, 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.

MOE STANDARD 5. STUDENTS



5a. Undergraduate Admissions Policy.

Admission Entry Requirement

All admissions in SUC are guided by Ministerial Decrees # 200/yr. 2004 and 133/yr. 2005; The Standards for Licensure & Accreditation-2011.

A. 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

An applicant seeking admission for BBA/BSIT-EC 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. BRITISH SYSTEM

IGCSE, GCSE, GCE

1. 13 YEARS OF SCHOOLING

- 1.1. Required 5 "O level" grade from A TO E (10th Standard)
- 1.2. Required 2 "AS level" or 1 "A level" grade from A TO D (11th Standard)
- 1.3. Required 2 "AS level" or 1 "A level" grade from A TO D (12th Standard)
- 1.4. School transcript is mandatory to confirm the year of studies
- 1.5. Islamic Education is compulsory for Muslims & Arabic Language is compulsory to Arabs & Non-Arabs which will not be counted
- 1.6. Equivalency is compulsory for admission for individual student

2. 12 YEARS OF SCHOOLING

- 2.1. Required 5 "O level" grade from A TO E (11th Standard)



- 2.2. Required 2 “AS level” or 1 “A level” grade from A TO D (12th Standard)
- 2.3. School transcript is mandatory to confirm the year of studies
- 2.4. Islamic Education is compulsory for Muslims & Arabic Language is compulsory to Arabs & Non-Arabs which will not be counted
- 2.5. Equivalency is compulsory for admission for individual student

c. AMERICAN SYSTEM

1. Along with the 12th standard certificate student should submit SAT & IELTS [academic] / TOEFL for entry requirement
 - 1.1. SAT - 400 ; IELTS [academic] - 5 / TOEFL - 500 [no other certificates will be accepted]
- OR
- 1.2. EMSAT - MATHS - 500 ; EMSAT - ENGLISH - 1100
2. Islamic Education is compulsory for Muslims & Arabic Language is compulsory to Arabs & Non-Arabs which will not be counted
3. Minimum 5 courses in each grade 10, 11 and 12 with passing mark of 60% (Refer ministerial degree 4443/2001)

d. IB_SYSTEM

1. Requirements include 6 subjects; with minimum 24 points and must have minimum of 3 HL and 3 SL subjects
2. Arabic & Islamic not counted but required
 - 2.1. Islamic Education is compulsory for Muslims & Arabic Language is compulsory to Arabs & Non-Arabs which will not be counted
 - 2.2. Student should successfully complete the 12th standard and IB diploma required (Refer ministerial degree 4443/2001)

e. IB Career: Considered as Vocational (Technical School)

Normally require higher number of points (26-28)

f. 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.

g. 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



- h.** 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.

1. 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.



Table -1 UG Score Range

S. No	IELTS [ACADEMIC]	TOEFL - ITP	TOEFL - IBT	TOEFL - CBT	PTE-ACADEMIC	CAE	City & Guilds IESOL	Entry to program/preparatory courses
1	>=5	>=500	>=61	>=173	>=36	41 - 46	B1	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	CITY & GUILDS - 45 SESSIONS
3	3 - 3.5	Below 425	21 - 38	67 - 110	24 - 28	-	Below A2	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. 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.
4. Requirements are applied regardless of educational system or country where student is coming from.

2. Mathematical Ability Test

- a. An applicant is required to score a minimum of 500 on SAT-1 or 60% passing score of SUC Mathematics placement test.

Exception for taking Mathematical Ability Test:



- b. Student holding diploma or transfer of credit from an accredited institution by MOHESR having a grade “C” or above is exempted from appearing in the mathematical ability test.

Provisional Admission

A. IN CASE OF UAE HIGH SCHOOL BOARD

As per the MOE standards, UAE school graduates can be provisionally admitted if they do not meet the academic requirement with a condition of fulfilling the requirements within stipulated time. Overall number of students admitted on provision may not exceed 15% of the total intake.

PROVISIONAL ADMISSION PROCEDURE (UAE HIGH SCHOOL BOARD)

Fill up the Application form for Admission in SUC

1. Submit Admission entry requirement documents
2. Pay the application and registration fee along with the submission of application as applicable (Local)
3. 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
4. Appeal for Dean’s consideration
5. Dean’s Approval (Below criteria is applicable)
 - a. Students holding National Secondary School Certificates from UAE Board with score of less than 60% should submit Foundation Program completion certificate from an institution approved by MOHESR. It is not applied for High School Certificate holders of other systems of education.

The certificate of pass must specifically indicate pass in the following courses:

- i. English
- ii. Mathematics
- iii. Computer science
- iv. Arabic

However such students will be required to undergo the English Language proficiency & Math Proficiency test as per the MOHESR requirements. If the student does not meet the English Proficiency or Math Proficiency requirement as per the admission criteria the student will have to undergo the Academics IELTS Preparatory Course (English Preparatory) or Math Crash course at SUC. On meeting the admission requirements, student will be enrolled into the BBA program.

B. IN CASE OF INCOMPLETE DOCUMENT SUBMISSION

The Dean reserves the right to admit a student on Provision (e.g. special cases) where the student does not satisfactorily meet the admission criteria as per MOHESR. The number of students admitted on provision may not exceed 15% of the total intake. If a student is admitted on provision, the student must obtain a Grade Point Average (GPA) of 3.0 on a scale out of 4.0 upon successfully completing first 9 credits taken during the first semester of his/her study as well as not failing in any of the courses taken in the first semester of study, otherwise the SUC reserves the right to cancel the student’s admission.



PROVISIONAL ADMISSION PROCEDURE (UAE HIGH SCHOOL BOARD)

1. Fill up the Application form for Admission in SUC
2. Submit Admission entry requirement documents
3. Pay the application and registration fee along with the submission of application as applicable (Local / Visa / Visa Letter / Embassy Letter)
4. 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
5. Fill up undertaking forms for incomplete submission of any of the required documents.
6. The student will be allowed to continue for one semester as a provisional admission. The missing documents must be submitted before enrolling into the second semester.

5b. Graduate Admissions Policy.

Admission Entry Requirement

All admissions in SUC are guided by Ministerial Decrees # 200/yr. 2004 and 133/yr. 2005; The Standards for Licensure & Accreditation-2011.

A. ADMISSION PROCEDURE

1. Fill up the Application form for Admission in SUC
2. Submit Admission entry requirement documents
3. Pay the application and registration fee along with the submission of application as applicable (Local / Visa / Visa Letter / Embassy Letter)
4. In case of candidates without English Placement scores, will have to appear for English Placement test as per schedule

i. NEW ADMISSION ENTRY REQUIREMENTS

1. Direct admission

An applicant seeking admission for MBA Program is required to fulfill the following conditions:

i. Bachelor Degree Grades

- a. A Bachelor's degree in Business discipline from an accredited institution in the UAE or its equivalent having a cumulative Grade Point Average (CGPA) of 3.0 (on a 4.0 point scale or its established equivalent) or
- b. A Bachelor's degree in other than business discipline will be accepted but the applicant is required to undergo a MBA Qualifying program (MQP)
- c. MQP courses cleared by non-business graduate students in any other University will also be accepted at SUC as per MQP TOC Policy. However the student needs to appear for a challenge exam.

ii. English Language Proficiency Test (TOEFL/IELTS/PEARSON-Academic, Cambridge English: Advanced Test)

Prospective student is required to fulfill any one of the following requirements for admission as given below (Refer Table 2)



An applicant without English as their first language is required to fulfill any one of the following requirements for admission:

- a. A minimum score of 550 out of 677 on Institutional Test of English as Foreign Language (TOEFL) or a minimum score of 79 out of 120 on the Internet Based Test (IBT) of TOEFL or a minimum score of 213 on the Computer based TOEFL (certificates will be accepted upon verification by the ETS)
- b. A minimum score of 6.0 on International English Language Testing System (IELTS - Academic)
- c. A minimum score of 50-57 in the Pearson Test of English.
- d. A minimum score of 52-57 in Cambridge English: Advanced Test of English Language.
- e. A minimum score of B2 in City & Guilds IESOL / SESOL Test.

Table -2 GRADUATE Score Range

>=6	>=550	>=79	>=213	>=50	52 - 57	B2	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	CITY & GUILDS - 45 SESSIONS
3-3.5	Below 425	21 - 38	67 - 110	24 - 28	-	A2	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 courses.

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.

Provisional Admission - Graduate

The Dean reserves the right to admit a student on Provision (e.g. special cases) where the student does not satisfactorily meet the admission criteria as per MOHESR. The number of students admitted on provision may not exceed 15% of the total intake. If a student is admitted on provision, the student must obtain a Grade Point Average (GPA) of 3.0 on a scale out of 4.0 upon successfully completing first 9 credits taken during the first semester of his/her study as well as not failing in any of the courses taken in the first semester of study, otherwise the SUC reserves the right to cancel the student's admission.

- **Case 1:** Students with CGPA 2.5 to 2.99 at the Business Undergraduate level may be admitted to the MBA program subject to the following:
 1. TOEFL score of 550 on the Paper-Based test, 213 on the Computer-Based, or 79 on the Internet-Based test, or the equivalent score on another standardized test approved by the Ministry of Higher Education & Scientific Research (MOHESR), such as IELTS score of (6.0), Pearson Test of English Academic Score of 50, Cambridge English: Advanced score of 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
 2. TOEFL score of 530 on the paper-based test, 197 on the computer-based, or 71 in the internet-based test or its equivalent using a standardized test approved by MOHESR may be admitted to the MBA program subject to the following:
 - Must achieve a TOEFL score of 550, or equivalent, by the end of the student's first semester of study
 - May take a maximum of six credit hours in the first semester or first two quarters of study, not including intensive English courses
 - Must achieve an overall grade point average of 3.0 on a 4.0 scale, or its established equivalent, in the first nine credit hours of credit-bearing courses studied for the MBA program
 - If either provision is not met the student will be dismissed



- b. **Case 2:** Students with CGPA 2.0 to 2.49 at the Business & Non-Business Undergraduate level and meet the English competency requirements as per SUC policy may be admitted to the MBA program subject to the following:
1. To qualify for MBA program admission a student must complete seven courses of MQP with minimum 'B' grade or take challenge exam (only for business graduates) in any of the seven courses and score minimum 'B' grade.
 2. In case the student has already taken any of the MQP courses with the grade of 'B' or above at Undergraduate degree, may be exempted from such courses provided an official transcript for evaluation at the time of admission is submitted by the student and subject to approval as per SUC TOC Policy
 3. Meets the English competency requirements as per SUC policy.
 4. Must achieve an overall grade point average of 3.0 on a 4.0 scale, or its established equivalent, in the first nine credit hours of credit-bearing courses studied for the MBA program in the first semester or first two quarters.
 5. If either provision is not met the student will be dismissed.

Matured Entry Admission - Graduate

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.

1. 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.

2. 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.

3. 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

- a. Must have 5 years of work experience after completion of Undergraduate degree.



- b. Such students will have to face a pre-enrollment personal interview with a designated committee to assess level of academic aptitude based on the grades of MQP related courses taken at the Undergraduate level as well as the recommendations by the Committee for joining the MBA Program
- c. Meets the English competency requirements as per SUC policy
- d. Must achieve an overall grade point average of 3.0 on a 4.0 scale, or its established equivalent, in the first nine credit hours of credit-bearing courses studied for the MBA program.
- e. If he fails in the interview then the candidate is recommended by the committee to:
 1. Challenge Exam
 2. MQP

2. Non Business Graduates

- a. Must have 5 years of work experience after completion of baccalaureate degree.
- b. Meets the English competency requirements as per SUC policy.
- c. Must complete the MQP requirement as per SUC policy mentioned in Section b Case 2.
- d. Must achieve an overall grade point average of 3.0 on a 4.0 scale, or its established equivalent, in the first nine credit hours of credit-bearing courses studied for the MBA program.
- e. In case, the student has already taken any of the MQP courses with the grade of 'B' or above at Non-Business Undergraduate degree, may be exempted from such courses provided an official transcript for evaluation at the time of admission is submitted by the student and subject to approval as per SUC TOC Policy

PROCEDURE

- Administration will submit the applicant's file along with interview evaluation Form to Dean's Office
- Dean will select appropriate subject experts who can interview the students on specific subjects
- Dean along with selected subject experts interview the student
- Dean in consultation with subject experts recommends the status of the student in the interview evaluation form
- Student's application along with the comments in the interview evaluation form is send to Administration department

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

- i. TOC will be granted to courses with a grade C at the Undergraduate level with CGPA above 2.5
- ii. Fill up the MQP TOC application form in SUC
- iii. Submit the following TOC Admission entry requirement documents:
 1. The official transcript from accredited institutions
 2. Detailed syllabi(Credit Value, Level, detailed course content, learning outcomes/objective and indicative learning resources)
 3. Processing fee of AED 400/- (non-refundable) must be paid for evaluation

V. Challenge Exam for MBA admission

a. Business Management Background:

Student with a business background at the Undergraduate level having a CGPA of less than 2.5 will have to appear for challenge exam. However, courses in which the scores are above 'B' grade will be exempted from challenge exam.

Upon registration, the marketing officer will check and assess the transcript of the student with IRO. Student below 'B' grade in Business Undergraduate course can appear for challenge exam. Date and time of the exam will be confirmed at the time of admission.

b. Non- Business Management Background with MQP:

Student with non-business background who has completed MQP Program from an approved institution by MOHESR will have to take a challenge exam at SUC.



Non-Business graduates with MQP from approved institutions by MOHESR will have to undergo a challenge exam at SUC

The guidelines for Business & Non-Business Challenge exam are as follows:

1. Needs to have a 'B' grade to successfully clear the challenge exam and join the MBA program without undergoing MQP.
2. Prospective student can take maximum of 2 challenge exams in the same day.
3. A handbook for each course of challenge exam will be provided to the student.
4. Student is required to pay **AED 650** per subject.
5. No Second Attempt will be given.
6. If the student fails to appear in the scheduled challenge exam, an additional fee of **AED 650 per subject** will be applicable for the new date.
7. If the Student fails to clear challenge exam, he has to undergo MQP and MQP fees will apply.

5c. Transfer Admissions Policy.

Undergraduate Transfer Admission

I. 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. In case student changes the major area of study the student will have to re-apply for TOC. Prohibit accepting credit twice for substantially the same course taken at two different institutions.
- xiii. The grades of transferred courses will not be included while calculating the student's Grade Point Average (GPA).
- xiv. The processing fees of TOC is non-refundable and is charged (as per applicable fee structure).
- xv. Transfer admission students will not be included in the toppers list.
- xvi. TOC will be awarded to students of Higher College of Technology diploma holders on the following conditions. (This provision is made available as per the Ministry of Higher Education & Scientific Research (MOE) circular no.1 (amended) dated 11th March 2006).
 1. The 12th standard Certificate should not be less than 50%.
 2. His/her diploma should be accredited and attested by MOE or its equivalence certificate for those who graduate outside UAE.
 3. To check the validity of the certificate issued by HCT and make sure that it is authentic.
 4. CGPA should be 2.0 and above.
 5. The student should get "C" grade and above in the following subjects:
 - a. English
 - b. Math
 - c. Computer
 6. Any other conditions followed by the institutions. Once the acceptable transfer of credits are decided, the student is informed and can then proceed for registration. Appropriate fee reduction is given for the courses granted transfer of credit.
 - 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
 - a. Pay the application and registration fee along with the submission of application as applicable (Local /Visa / Visa Letter / Embassy Letter)
 - b. In case of candidates without English Placement scores and / or Mathematics score, will have to appear for English Placement test and / or Mathematics Placement test as per schedule

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.



Graduate 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 & 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 student must be in good academic standing and still eligible to return to the current or former institution.
- c. Students who are not in good standing may get transfer only to a different major from the one from which the student is transferring
- d. 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.
- e. 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.
- f. The credit hours completed must be equivalent or higher to the corresponding courses offered at SUC.
- g. 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'.



- h. 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.
- i. 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.
- j. 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.
- k. Students of SUC may be permitted to pursue courses outside only in extreme circumstances with prior approval from Administration and Dean.
- l. Prohibit accepting credit twice for substantially the same course taken at two different institutions.
- m. The grade points of transferred courses will not be included while calculating the student's Grade Point Average (GPA).
- n. 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

A. PROGRAM TRANSFER WITHIN THE INSTITUTION

SUC students who would like to transfer from one program to another within SUC may apply for the same to the Administration department using the student request form. The program to which they are seeking transfer may be either from the same school or from different school in SUC.

- i. All Courses with similar contents and having equivalent / higher credits shall be transferred to the new programs irrespective of grades obtained in the specific course. However, the repeating course policy shall apply for courses having 'F' grade after transferring to the new program.
- ii. The fee structure of the new program to which the student is transferred shall be applicable.
- iii. In case the student was granted any scholarship / fee waiver, the percentage of scholarship / fee waiver shall remain same and the amount of discount shall be calculated according to the fee waiver policy applicable for the new program to which the student is transferred.



5d. Advanced Standing Policy. This defines, among other elements, the maximum number of credits awarded and the basis for recognition (e.g., portfolios, challenge examinations, completion of advanced secondary school courses such as A-level or International Baccalaureate, etc.)

This policy is not applicable to SUC

5e. Recognition of Prior Learning Policy.

I. Introduction

The National Qualification Authority defines Recognition of Prior Learning as: “the assessment of previously unrecognized skills and knowledge achieved outside the formal education and training system”. SUC RPL policy assess the previously attained unrecognized knowledge and skills against the requirement of formal qualification in terms of outcomes to achieved (Program or course learning outcomes).

The RPL applicant will be awarded credit when they have demonstrated that they have successfully met the learning outcomes and assessment criteria of the program

II. Procedure

- A. Prospective students who are seeking credit on the basis of formal and/or non-formal prior learning need to submit the application with requisite fee
- B. RPL applicants also needs to submit an evidence-based portfolio of the prior learning to be assessed
- C. SUC RPL committee will assess the RPL application and the Portfolio to check whether the applicant has achieved the learning outcomes including knowledge, skills and competences required for a particular course
- D. The result of assessment will be formally communicated to the applicant by the committee
- E. No more than 15% of the total program credits will be awarded for any RPL application

III. RPL Committee

The RPL committee is constituted by the Dean of SUC. Head of Academics of School of Business and School of IT will be members of the committee. The committee may coopt subject experts during the RPL review process whenever necessary

5f. Student Records Policy.

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

iii. Record Of Entry Level Qualifications

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

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

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

v. Record Of Discipline

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

vi. Attendance Record

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

vii. Letter Of Admission:

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

viii. Copy Of Passport:

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

ix. Miscellaneous Documents:

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

x. Graduation Information And Copies Of Transcript



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

xi. Accessibility To The Records

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

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

B. ACADEMIC RECORDS

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

i. Curriculum Requirement

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

ii. Details Of Transfer Of Credits

All documents related to the transfer of credits such as the transcripts, course description, and the details of accepted transfers, are kept with the administration department for each such student. The details of transfer of credits accepted are transferred to the student's electronic records.

iii. Details Of Courses Undertaken And The Grades Awarded

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

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

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

However a student may request for interim transcripts by paying the necessary fees. A copy of every issued transcript is kept in the student's personal file. The hard



copies of degrees are retained by the administration department for a period of four years after the student graduates from the SUC, thereafter, the copies are destroyed.

v. Copies Of Coursework / Examination Scripts:

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

vi. Accessibility To The Records

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

1. Founder President
2. COEC
3. Dean
4. Registrar & HASS
5. Head of Academics – School of Business
6. Head of academics-School of IT
7. Head – Admin & Exam Department
8. Administrative Officers
9. Filing Clerk in the Administration Department
10. MOHESR 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 – School of Business
6. Head of academics-School of IT
7. Head – Admin & Exam Department
8. Administrative Officers
9. Filing Clerk in the Administration Department
10. MOHESR 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.

The documents are as follows:

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:

- iv. Step 1: Graduating students file to be prepared by Administration which includes the following:
 - h. Copy of attested high school / O level certificate/degree
 - i. Copy of TOEFL / IELTS / PET Academic/ ISOL / Cambridge
 - j. Copy of the transcripts
 - k. Copy of TOC confirmation
 - l. Final Statement of Account
 - m. Candidacy sheet containing clearance from all departments



- n. Graduation Application form
- v. Step 2: Graduation Board will verify the following components are met:
 - g. Entry requirements
 - h. Academic requirements
 - i. Graduation Requirements
 - j. Financial Requirements
 - k. Departmental clearance
 - l. 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:

- 1- Copy of Emirates ID.
- 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]
- 3- Copy of Transfer Transcript.
- 4- Copy of Academic Certificate.
- 5- Copy of the Transcript.

5g. Information Release Policy. This respects the rights of individual privacy, the confidentiality of records, and the best interests of the student and institution.

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:

- i. Founder President & COEC.
- ii. Dean, EC, Head of Academics - School of Business and Head of Academics - School of IT
- iii. CAA & MOE Officials
- iv. Another University / College where student might be interested in joining, on student's request.
- v. Person(s) or organization(s) providing financial support
- vi. Accreditation Agencies
- vii. Judicial Orders
- viii. Academic Advisors/Mentors

Information regarding name, age, address, telephone number, date & place of birth, major field of study, degrees awarded, and participation in extra-curricular activities etc. may be provided at the discretion of the SUC. A student may withhold the release of the above information through a written request to the administration.



5h. Career Service Policy. This covers the use of career development services by students, alumni, and employers.

INTERNSHIPS & PLACEMENTS [STUDENTS & ALUMNI]

i. Internship

The internship program of Skyline University College assists students to work and learn in a professional environment and get prepared for embarking on employment careers. The internship facilitate students to be able to apply the knowledge gained in the classrooms in a work setting, this process enriches student learning experience and helps them transit into the work world.

Corporate Affairs Office coordinates with Corporate and identifies internship opportunities for the SUC students studying Bachelor of Business Administration Program. The following procedure is followed for organizing internship:

- a. To receive complete list of internship requirement for eligible student from Administration Department.
 1. Specialization wise
 2. Contact Details [Mobile #, Email ID, Fax #]
 3. Name with clear passport size photographs
 4. Photocopy of passport with Visa page
 5. Photocopy of UAE National ID
 6. Letter of consent and compliance from the student
 7. Updated CV/Resume
 8. Contact details of SUC Supervisor
- b. On receipt of acceptance/consent from respective industry the intimation send to Administration Department.
- c. Admin completes the registration formality and issues letters of internship.
- d. In-house orientation for intern by coordination with Corporate Affairs Office, Admin & SUC's Supervisor, and Experience sharing from students already placed.
- e. Admin to compile list of intern joined the organization.
- f. SUC's supervisor to monitor the progress of intern and appraise Corporate Affairs Office.
- g. In case student does not join or discontinue, it is the sole responsibility of student to find organization for their internship. Corporate Affairs Office is not held responsible for arranging second opportunity.
- h. Students intern are required to submit internship Project report to Admin.
- i. Admin to send details of organization where internship has been organized during semester.
- j. Corporate Affairs Office to send Thank You letter to concerned people in the organization where internship was completed.



ii. Placements

Corporate Affairs Office gives placement assistance to current and graduating student and Alumni of SUC. Any student who is enrolled in the programs offered by Skyline University College is automatically eligible for the placements. The focus is 100% placement of SUC students.

Conversion ratio/Placement rate of graduates is an essential tool to measure an educational institution's effectiveness. The Administration Department is in charge of complete coordination of the placement at SUC.

The functions of Corporate Affairs Office with regards to placement are as follows:

- a. Identifying employment opportunities for our SUC students in the national, regional and international market.
- b. Maintaining and updating the database of potential employers.
- c. On receipt of placement opportunities from the employers, the detail of the opportunities will be displayed in various locations like, plasma, portal and SMS depending upon need and urgencies.
- d. Coordinating with employers to complete their **Need Analysis Form** and **Student Placement Request Form** and then accordingly send the appropriate CVs.
- e. To carry out JD based workshop for students with the help of a faculty.
- f. Organizing campus interviews/ placement week.
- g. Corporate Affairs Office will complete placement report semester wise with complete details of the organization, student, position join for and starting salary.
- h. Maintaining a data of placement activities in the form of monthly and yearly reports.

iii. Campus Interviews

Corporate Affairs Office invites various companies, Business Houses, Banks and Govt. offices to the University for Campus Recruitment of Management students and students who are pursuing short term programs.

iv. Career Fair

Corporate Affairs Office organizes career fair for the placement of its graduating students. The career fair week is planned in the month of May and January after the completion of Spring and Fall semesters respectively.



5i. Residential Life Policy. This includes safety and security matters.

I. 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

- i. Internal Hostel (Boys)
- ii. External Hostel (Girls)
- iii. Internet
- iv. Recreation facilities
- v. Transport during weekends
- vi. Kitchen
- vii. Laundry

C. SERVICES

- i. Internet (For the Internal Hostel only)
- ii. Grocery items are available (For the Internal Hostel only)
- iii. Picnics, Get together, Birth Day Parties etc.
- iv. Chef's service is available
- v. Health/Medical support for students in emergencies

D. HOSTEL FEE & PAYMENT

- i. The payment schedules for new and existing students will be announced by the Finance Department every year. Hostel fee for the financial year 2017-2018 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.
- 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



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

5j. Student Finance Policy. This covers tuition and fee payment, refunds, and financial aid.

Fee 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. 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 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.

A. STUDENT FEE PAYMENT POLICY

SUC will publish a schedule of fees for miscellaneous activities at the start of the academic year. As per the fee schedule issued, the students are required to comply and adhere to the following terms and conditions:

- a. Fees shall be paid at the time and in the manner specified in the payment plan issued to the student at the time of admission into SUC.
- b. The rule stipulates that the installment falls due on the first day of every calendar month and should be paid before the 10th of that month, until or unless SUC issues any notice mentioning any change in the payment method or in the event of SUC remaining closed for any major holidays / events, the next working day will be the effective date for payment of fees. SUC will not issue any circular / notices and will not be responsible for any negligence regarding any Information which is not gathered by the students in the stipulated time frame mentioned. The students have every right to gather or seek information on such aspects like fee payment deadlines, and any other fee related issue involving students.
- c. 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.



- d. 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.
- e. 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.
- f. Students who are deactivated on account of pending fees at the end of the financial year can be re-activated with the clearance of dues including re-activation charges of AED 2,500/-.

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.

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.

MISCELLANEOUS FEE PAYMENT POLICY

a. Hostel Fee payment policy

SUC offers self-sufficient hostel rooms on a twin sharing basis where each room is equipped with study tables, chairs, single beds, cupboards, table lamps, curtains and other necessary equipment. Skyline has 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.

Facilities

- i. Internal Hostel (Boys)
- ii. External Hostel (Girls)
- iii. Internet
- iv. Recreation facilities
- v. Transport during weekends
- vi. Kitchen
- vii. Laundry
- vi. Internet (For the Internal Hostel only)
- vii. Grocery items are available (For the Internal Hostel only)
- viii. Picnics, Get together, Birth Day Parties etc.
- ix. Chef's service is available
- x. Health/Medical support for students in emergencies

Hostel Fee & Payment

- i. The payment schedules for new and existing students will be announced by the Finance Department every year. Hostel fee for the academic year 2017-2018 will be **AED 21,000/-**. The hostel fee shall not include mess charges.
 - ii. Hostel fee should be remitted to the Finance Department in two installments. (**AED 10,500/- x 2 = 21,000/-**) It is mandatory that a student who avails the hostel facility should continue to stay in the hostel for minimum one year and till the end of the academic year.
 - iii. A caution deposit of AED-1000/- has to be remitted in the finance department at the time of admission. This amount will be refunded to the students from the finance department at the time of checkout with the approval of the warden.
- i. **Transportation Fee payment policy**
- a. SUC has written agreement with M/S Swiftline Transport where it is agreed that they will provide transportation to the students of SUC.
 - b. Students who wish to avail transportation should approach the Finance Department and duly fill up the registration form whereby the students mention his place of stay (if, possible landmarks near your location for easy identification. Students will be picked up from their designated places by the drivers who will give the students individual timings as to what time the transportation will reach their designated places. Students have to make sure that they report to the designated stops earlier than the timings given to them. The drivers under no circumstances will wait for a student as their trips are time bound. Students will be given the contact numbers of the drivers so that co-ordination and further contacts can be made by the student directly with the drivers. Students should inform the Finance Department before the month ends if he/ she want to discontinue the facility.



- c. Transportation fees should be remitted to the Accounts Department on or before the 10th of each month, where he / she will be issued with a bus pass when they pay for their transport fees. Transport fees are charged for the calendar month irrespective of how many days they avail the facility in the month. The bus pass has to be shown to the bus driver or the supervisor designated by SUC. After the due date if the students do not comply by paying their transport fees, the transport facilities will be discontinued for such students. In the event a student is not being picked up, the student has the right to get his conveyance to SUC reimbursed, provided he / she has paid the transport fees till that month and a confirmation from the driver that the student was being not picked up. The college will not be responsible if the student does not report to the designated waiting place he/she is being given by the driver and in such cases the student will not be reimbursed their conveyance to the college. Similarly the buses will depart from the college at the stipulated time and the college will not be liable or held responsible for the same.

- d. The students should always behave in an orderly manner causing minimal inconvenience to the other students. Any dispute in the bus or regarding transportation will be referred to the Finance department and the designated staff will try to reach an amicable solution. Any unruly acts in the college transportation will result in expulsion of the student from the vehicle and the facilities will be terminated till a further decision on the matter is decided.

Refund Policies

a. NON-VISA STUDENTS

i. DEGREE MAIN PROGRAM

1. **Application Fee** - AED 1,000/- Non-refundable / Non-transferable
2. **First Installment Fee** - AED 5,000/-
 - a. AED 5,000/- refundable before the commencement of the program the student has enrolled.
 - b. 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.
 - c. 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]
 - d. Student registering after the commencement date of the intake, in such cases there will be no refund applicable under any circumstances
 - e. 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.



- f. 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. Hostel

Once hostel is booked and the student wishes to cancel, the student is liable to pay for the complete one academic year.

5. 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.

ii. MAIN PROGRAM & FOUNDATION PROGRAM [AIPC]

- 1. **Application Fee** - AED 1,000/- (Non-refundable / Non-transferable)
- 2. **First Installment Fee** - AED 5,000/- [Applicable towards the Degree Program]

- 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 AED 5,000/- will not be refunded

- i. 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.

- ii. 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 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.

- d. **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.

3. 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

1. Local Visa Case



- a. Application Fee - AED 1,000/ - Non-refundable / Non-transferable
- b. First Installment Fee - AED 5,000/- Non-refundable / Non-transferable
- c. Visa Fee - AED 6000/- Non-refundable / Non-transferable
- d. 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.
- e. 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
- f. 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.
- g. 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.
- h. 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.
- 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
- j. 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.
- k. If a student cancels after the commencement of the degree program, any advanced installment paid will be non-refundable.

2. Visa-Embassy Letter Case

- a. Application Fee - AED 1,000/ - Non-refundable / Non-transferable
- b. First Installment Fee - AED 5,000/- Non-refundable / Non-transferable
- c. If the student is granted a visa based on the letter issued by SUC, no refund of fees paid till First Semester is applicable.
- d. 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

- e. 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.
- f. 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
- g. 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.
 - i. Once visa letter issued by SUC has been used, postponement to the next intake will not be allowed.
 - ii. 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.
- h. If a student cancels AFTER the commencement of the degree program, any advanced installment paid will be non-refundable.

3. Hostel

Once hostel is booked and the student wishes to cancel, the student is liable to pay for the complete one academic year.

4. 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.

ii. FOUNDATION PROGRAM [AIPC]

1. **Application Fee** - AED 1,000/- (Non-refundable / Non-transferable)
2. **First Installment Fee** - AED 5,000/- [applicable towards the Degree Program]
 - 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 AED 5,000/- cannot be refunded
 - i. 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.
 - ii. 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 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.
 - d. **FAIL:** If a student fails the IELTS exam and wishes to discontinue, no refund applicable.
3. **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**

1. **First Installment Fee – USD 7,306/-** Non-refundable / Non-transferable
2. **Visa Fee – USD 1,645/-** Non-refundable / Non-transferable
 - a. If a visa is rejected by the Immigration and Naturalization authorities, the University will retain the first installment fee and refund the remaining fees.
 - b. 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
 - c. 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.
 - d. 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.

3. **Tuition Fee**

- a. 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.
- b. 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.
- c. Once the student has come & attended the class, no postponement will be allowed.
- d. 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).

4. Hostel

Once hostel is booked and the student wishes to cancel, student is liable to pay for the complete academic year.

5. 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.

ii. FOUNDATION PROGRAM [AIPC]

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 USD 4,932/- will not be refunded.

a. 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.

b. 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/TOEFL exam and wishes to discontinue, no refund applicable.

4. **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.

2. ELC Refund Policy

a. 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.

b. No refund is applicable after the commencement of the program even if the student has not attended the class.

c. 100% course fee will be refunded in case the course is cancelled by the institution

FEE PAYMENT POLICY

i. FEE PAYMENT POLICY

Student is required to pay the fees before 10th of each month failing to do so the student will be charged AED 10 per day. Later than one week, access to portal will be blocked. Refer Student Handbook for penalties imposed in case of further delays.

a. Modes of payment

1. Cash, cheque, online and debit / credit card authorization with updated details. No exchange of cheques are allowed. If cash against cheques is to be paid, it should be made 5 days prior to the date of the cheque.



2. Post Dated Cheque (PDC) for next Academic Year (AY) should be submitted before commencement of final examination of the Spring Semester each AY for re-registration for next AY.
 3. All cheques should be made payable to SKYLINE UNIVERSITY COLLEGE LLC and the date mentioned on the cheques
 4. Cheques issued in other's names must have authorization letter from the owner of the cheque along with Emirates ID.
 5. Penalty for bounced cheque shall be paid by students
- b. Fee changes**
1. Accelerated programs will have a different fee plan. Refer to Student Handbook for details.
 2. Fee waivers and scholarship amounts will be adjusted in the last final two years of academic program
 3. Students enrolling for repeating courses only must pay fees for the repeating course vide cash / cheque within the semester for which the student is enrolled

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.

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:

1. Concerned HOD will file a requirement including the job description and reporting format of the trainee to HRD.
2. Upon receiving the details from HOD, HRD will evaluate and confirm the requirement to be genuine and thereafter review the CV's in the current student database as well as advertise the opening in SUC.
3. HR department will submit the short listed CV's to the HOD for review and thereafter conduct initial interviews. Once the initial interview has been done the complete requirement submitted by the concerned department with job description and reporting format of the trainee and short listed candidates CV's will be forwarded to Dean for final approval and final round of interview.
4. Once the trainee has been selected HRD will carry a complete orientation and induction of the trainee as well as intimating the Finance department with details of the contract and information to other concerned departments

**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.



5k. Student Disciplinary Policy.

This policy is accompanied by regulations and full operational procedures.

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:

- i. Any misbehavior or misconduct, which may distort the image of the SUC.
- ii. Misconduct in classroom, computer lab, or library.
- iii. Any insult to faculty or staff members.
- iv. Any damage to SUC property.
- v. Any misconduct during exams.
- vi. Moving around as couples.
- vii. Dress code
- viii. Fighting.
- ix. Theft.

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

- i. Chairman of DAC Committee
- ii. One faculty member teaching the student who has been called for hearing
- iii. Dean
- iv. Registrar & HASS
- v. Head of Student Affairs
- vi. The Advisor [BBA] of the student
- vii. Class Representative
- viii. Head - Admin Department

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

Levels of Disciplinary Action, Responsible Authority

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



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*

51. Student Activities Policy.

I. STUDENT ACTIVITIES POLICY

A. Introduction

Student Activities are an important element of learning process, in order to develop the students in a holistic manner, committees and clubs are formed to Plan, Organize and Conduct various activities throughout the academic year and helps students hone their managerial and leadership skills.

B. Formation of Committees and Clubs

Formation of student activity committees and clubs is initiated by the Corporate Affairs Office (CAO) by giving a presentation about the various committees and clubs, their formation, roles, responsibilities and functions. The CAO invites interested students to register online through their portal for membership of various committees and clubs based on their areas of interest, after receiving the nominations CAO conducts an election to constitute a formal body of elected members to execute the functions of the committee. The committees and clubs have an executive body comprising of head, core members and chaired by faculty or staff members only to provide guidance and assistance when required. The chairs of the committees and clubs are nominated by the Dean. The duration of the committee is one academic year.

C. Functions of Committees and Clubs

1. To plan a yearly calendar of activities and inform the student community.
2. To prepare the budgets and get approvals
3. To coordinate for necessary infrastructural support to conduct activities
4. To conduct the planned activities
5. To review and provide feedback
6. To recommend appreciation for outstanding performance of the team members
7. To conduct pre and post activity meetings

F. Process Flow

1. Students are informed about the importance of committees, clubs, membership, roles and responsibilities
2. Members are enrolled in various committees
3. Heads are elected
4. Activities and budgets are planned
5. Activities are reviewed and feedbacks provided
6. Activities are conducted
7. Reports are recorded and Disseminated to Dean

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

5m. Student Publications Policy.

A. STUDENT PUBLICATION POLICY

a. Introduction

Students Publication Policy is aimed at developing the written communication skills among the students and inculcates the habit of writing articles, composing poetry, news items and exhibit artistic and photographic talents. The policy focuses on mobilizing and motivating students to Plan, Collect, Edit and Publish articles in internal and external publications.

b. Formation of the committee

The formation of publication committee is by the approval of Dean. The chair of the committee is nominated by Dean and has tenure of two years. The chair of the committee initiates co-opting members of the publication committee. The internal publication committee is formed by registering students and electing the Editorial Board for the academic year. The committee comprises of faculty member as the chair of committee, English faculty member to provide guidance, Editor in Chief, Editors, Reporters, Proof Readers and Designers.

c. Functions of the committee

1. To encourage and mobilize students to write original articles, composing poetry and news items for internal and external publications
2. To Plan and design the structure of the internal publications
3. To collect, edit and publish internal publications
4. To maintain originality and ethical practices in publications
5. To generate funds for the internal publications
6. To review and provide feedback about the quality of the publications

d. Process flow of the committee

1. Chair of Publication Committee invites the candidatures of students interested to be members of the publication committee
2. The Editorial Board is elected
3. The roles and responsibilities of Student Editors, Reporters, Proof Readers, Designer and other members are assigned by the Editor in Chief
4. The planning, designing and structure of internal publication is prepared
5. Preparation of budgets



6. Information is disseminated to student body, faculty members and other stakeholders to contribute the written/artistic piece of work to the editorial board
7. Review the works for originality and quality of the works within the publication ethics
8. Selecting, composing, designing and editing the works for the internal publication.
9. Finalizing, Coordinating and executing the publications
10. Distributing the publication to the stakeholders
11. Submitting the feedback and financial report on the publication activity.

4. Tenure and authority

TABLE 3.9.1				
Responsibility to form the publication committee	Responsibility to inform and conduct election	Responsibility to publish and prepare budget	Responsibility to form, amend committees and approval of budget	Tenure of the student members
Dean	Chair of publication committee	Publication Committee	EC	One academic year

5n. 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.
- xxviii. 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.



50. Student Counseling Policy.

STUDENT COUNSELING POLICY

i. Introduction

Student Counseling Policy is aimed at comforting the students in the first month of joining the SUC by orientating them on various Academic and Academic Support Service aspects of SUC. The counseling continues throughout the tenure of the students in SUC on various dimensions of academic related issues, performance issues, career issues and graduation requirement. Student Counseling also helps students to take maximum benefit of facilities and services rendered by SUC as a student and as an Alumnus. The Academic Counseling at the BBA level is carried out by the Academic Advisor, similarly Academic Counseling at the MBA is carried out by Academic Mentor.

ii. Formation of Academic Advising/Mentoring Committee

The structure of student counseling is divided into Academic and Academic Support Services Counseling. The Academic Counseling is carried out by academic advisors/mentors (faculty members) appointed by the Dean based on the closest expertise relevant to the student's major/emphasis field of study. The coordination of Academic Advising/Mentoring activity is the responsibility of Academic Advising Committee headed by a chair who is also appointed by the Dean. The Academic Support Services counseling is provided by the SSD.

iii. Counseling for Academic issues

The Academic Counseling Services carried out by Advisors/Mentors is aimed at assisting students to resolve their issues related to Academic Progression, Performance, Satisfactory Academic Progression (SAP), Graduation Requirements, Change of Majors/Emphasis and any issues related to Academics. Also in case of any students with special needs, additional counseling is provided by the faculty and staff in addition to SSD. Academic Counseling is extended to assist students in reducing test/exam anxiety, improve study habits and help involve in active learning to attain academic goals. The Academic Counseling also involves allocation of additional time, personal and peer coaching within the working time frames of SUC. Academic advising calendar is followed to carry out counseling and orientation on a semester basis

iv. Counseling for Academic Support Service issues

Academic Support Service Counseling by SSD is aimed at informing the students about the sources and procedures of resolving student's issues relating to the academic support services. In case of Academic and academic support service issues are overlapping with each other the Advisors/Mentor will be consulted for resolving the issues.

v. Orientation

A detailed orientation is carried out in the first week as per the SUC policy. It also makes students aware of the availability of various learning resources, IT, sports facilities and other student development activities. The counseling also aims at the 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.

vi. Confidentiality

All matters related to Counseling are sensitive therefore all efforts will be taken to maintain confidentiality of the matters and the privacy of the student is maintained and protected. Information would be revealed only to concerned authorities involved in decision making in relation to that matter. In case of any external agency like Police, Court, Ministry Officials require this information may be provided on request and due consideration.

vii. Tenure and authority

Responsibility to form the Academic advising committee	Allocation of students to the advisors/Mentor or	Counseling academic support services issues	Responsibility of carrying out academic advising /mentoring (providing feedback and report)	Responsibility to compile the overall academic advising/mentoring report with recommendation to EC
Dean	Registrar	SSD	Advisor/Mentor or	Academic advising committee chair

COUNSELING PROCESS

Flow

Step 1 Checklist of different counseling’s will be prepared by Admin

Step 2 Calendar is prepared by Admin taking care of the progress of the semester

Step 3 Data is received from Admin. When required

Step 4 All forms and letters should be signed by students and uploaded in their portal

The counseling process at Skyline University College includes addressing the student needs for academic and career development. SUC ensures to maintain confidentiality of the interactions with students and helps them resolve or cope with problems and developmental concerns.



i. New Students

a. 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)

b. TOC Counseling

Administration 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.

(Refer TOC application form)

ii. Continuing Students

a. 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.

(Refer Provisional Admission letter)

b. TOC Counseling

Administration 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)

c. SAP Counseling

SAP counseling is carried out 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.

Administration 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.

d. Graduation counseling

Students are provided with graduation counseling around two semesters prior the graduation date.

Students are counseled for graduation on the following points-

1. Number of credits completed
2. Number of remaining subject in order to graduate.
3. Review of CGPA, GPA of Capstone course, GPA of Major course and any repeating courses or failure course.
4. PSDP is compulsory for students in their fourth year.

Note: If the student does not meet the above criteria then Administration counsels student further.

Refer Exit interview form

e. 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 student 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 student 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. Administration 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.

f. 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 Administration 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

g. Low attendance counseling

Student with less than 50% attendance are called to the Administration 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.

h. Low CGPA student counseling

The Administration 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.

i. Exam Absentees Counseling

List of students who miss the mid-term or final exams is forwarded by the Administration department to Administration at the end of the examination session on day to day basis. Administration calls these students and tries to understand and evaluate the reasons which caused them to remain absent during the exam.

In case a serious issue is prevalent, students are encouraged to fill the mitigation form and the process is explained.

j. Mitigation Counseling

Administration contacts the students who miss an examination and is called for mitigation counseling. The student is asked to submit necessary documents proving his/her reason to have missed the exam. The documents are forwarded to the adhoc Mitigation committee who decides the possibility of retaking the exam. The student is also made aware of the possibility of rejecting the mitigation



appeal by the committee if the circumstances and the evidences of the proof not convincing.

Mitigation is applicable in case of

1. Accident
2. Death of immediate family
3. Hospitalization
4. Religious reason (Haj)

(Mitigating Circumstances Form)

k. 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)

l. Financial Outstanding Counseling

Finance department forwards to Administration a list of students with a financial outstanding before the start of the mid-term exam. Administration 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 Administration so that necessary steps and measures can be taken. Administration makes such students aware of the various scholarship opportunities available at SUC to help them through their academic year. In order to support them further, their resume are forwarded to the Corporate Affairs Office to help them secure part time or full time jobs.

m. Postponement & Reactivation Counseling

SUC policy allows a Student to postpone his/her studies by one semester once in an academic year.

Postponements are allowed in the following cases-

1. Death in the family
2. Financial problems
3. Work pressure
4. Travelling out of country
5. Hospitalized

Students intending to postpone a semester have to approach the Administration who will handover them the postponement application form, ask them to meet their advisor/mentors and assist them in completing the application form.

The Administration 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

n. Cancellation & Exit Interview Counseling

When a student approaches the Administration for admission cancellation he/she is thoroughly counseled and the reasons behind cancellation is understood. Once he signs the cancellation form, Administration 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

o. Visa Student Counseling

Students who have opted for university VISA are counseled by the Administration 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 completing 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 Administration, who will send them a letter informing about the cancellation of their visa post completion of their graduation.

p. 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 Administration, who then follows up on the requests made and issues described. The Administration is supported by Sports department for the counseling of hostel students.



5p. 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
- Males and females certified in providing first aid services 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 and employees
- Conducts health awareness campaigns and health checkup camps on key areas of community problems like obesity, vitamin 'D' deficiency, breast cancer, drug abuse, etc. in the campus

5q. Academic Advising Policy

Advising / Mentoring policy

SUC has an effective academic advising scheme that has helped the academic performance of students in the past. The objective of academic advising is to help students achieve a higher degree of academic performance through the processes of planning and development of their study, growth, and a career that would lead to a prosperous future, while they are studying in SUC. A faculty member of SUC, who has the closest expertise relevant to the student's major field of study, is assigned to the group of students as 'Advisor'. Every student is assigned to an Advisor at the time of admission. The advisor provides the student with information about courses, accessing University facilities and academic support units, and guidance on how to perform better in their courses and programs of study.

The following are the goals of the Academic Advising:

- i. Monitoring the progress of the students continuously.
- ii. Implementing and communicating information about academic policies, procedures and graduation requirements.
- iii. Assisting students in clarifying their academic goals and objectives.
- iv. Providing individual and/or group advising opportunities to assist students in achieving academic success.
- v. Making referrals and directing students to appropriate academic support units and resources.
- vi. Demonstrating a high level of professionalism and consistently maintaining confidentiality in advising/ counseling matters.
- vii. 5% of attendance is reserved to the academic meeting with the advisor

a. Students' Rights

Students will have the right of timely access to an assigned advisor, the right to receive pertinent and accurate information as needed for academic and career planning and the right to make their own decisions.

b. Students' Responsibilities

The following are the responsibilities of the students to make the scheme work effectively for their optimum benefit:



1. Make an effort to get to know their advisor.
 2. Maintain an academic advising and career-planning file.
 3. Know the degree requirements and other relevant academic policies and procedures.
 4. Complete academic requirements in a timely manner.
 5. Initiate timely career and academic inquiries and discussions with advisor.
 6. Make regular progress in appointments and also meet advisor for assistance when questions or problems arise.
 7. Prepare a list of questions or concerns prior to meeting with the advisor.
 8. Be considerate to the advisor's schedule of advising appointments and arrive promptly.
 9. Take responsibility of their decisions.
 10. Provide regular feedback of Academic Advising scheme and the advisor.
- c. Student Feedback**
60% attendance is required for the feedback.

5r. Student Academic Integrity Policy

ACADEMIC INTEGRITY POLICY

The academic integrity policy Skyline University College (SUC) does not permit student indulge in any form of breaching academic integrity. The following are the academic offenses recognized by the SUC and could have been committed at any level of the undergraduate and graduate program and for all academic activities including assessments, assignment, tests, case study, project work midterm and final examination.

A. Type and nature of academic offences

i. Plagiarism

The limits of acceptable plagiarism are mentioned in the course delivery package of each course. Any student exceeding the limits defined by each course mentioned in the course delivery package will be penalized. Similarity detection software is used to ensure the student work falls within the limits and for the works exceeding the limits, penalties mentioned below in the section ix will be applicable. Plagiarism is defined as:

1. Paraphrasing materials or ideas of others without identifying the sources.
2. Using sources of information (published or unpublished) without identifying the source.
3. Directly quoting the words of others without using quotation marks or indented format to identify them.
4. Detection of such plagiarism based on plagiarism software is also included.

ii. Presenting False Credentials

Is an act of submitting misleading certificates / documents / information like presenting false medical excuses; change of identity; presenting falsified certificates.



iii. Cheating

- 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.

iv. 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.

v. Collusion

1. The work that has been done with others is submitted and passed off as solely the work of one person.
2. Working with others without permission from your faculty to produce work which is then presented as your own independent work.

vi. Fabrication of Data

- 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.

vii. Deception

Providing false information to faculty concerning a formal academic exercise – e.g., giving a false excuse for missing a deadline or falsely claiming to have submitted work.

viii. Sabotage

Acting to prevent others from completing their work. This includes cutting pages out of library books or willfully disrupting the experiments of others.

All the above defined academic offenses should be reported by the concerned faculty to the Dean. The Dean in consultation with Registrar & HASS & Head – Admin & Exam Department will decide on the action to be initiated against the student. The following is the normal flow of such a process.



B. Procedures of Academic Disciplinary Actions for breach of Academic integrity

Collecting proof by Inquiry in Case of Suspected Academic Offenses (as defined above).

a. Plagiarism related offenses

1. The faculty member identifies the nature of offence either in the submitted academic works or during examinations
2. All academic offences committed by the students in any mode of assessments are recorded by the faculty member in the student personal records along with the action and warning given, which will be available online and can be retrieved by any faculty member any time during duration of the program.
3. This system helps in tracing the student's history of offenses in terms of its nature, number and punishments / penalties so that appropriate action can be taken as per policy mentioned in 'Section C'.

b. Examination/Class Test offences

1. When a student is suspected of academic offenses during examinations. The act of unfair means is recorded on incident report document which is signed by the faculty members and submitted to the administration department.
2. Administration department then arranges an investigatory interview by an investigating team appointed by Dean within one week after the results are declared. The minutes of the meeting are recorded by a member of the investigating team.
3. The allegation is fully explained and the student is allowed to have his/her say to defend himself / herself and explain the situation.
4. The investigating team will submit its recommendation along with the minutes of investigation interview to the office of Dean & Registrar & HASS.
5. The Dean in consultation with Registrar & HASS & Head - Admin will advise appropriate action as mentioned in 'Section C', based on recommendation of the investigating team. The decision of the Dean cannot be challenged or reviewed
6. Report will be placed in the student file and it will be communicated to faculty, advisor and Head of academics

C. 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. Unfair means students will not be included in the toppers or Dean's list.
7. Record is placed in the student file.



5s. Student Appeals Policy and Procedures.

APPEAL AGAINST MARKS / GRADES AWARDS POLICY

i. Grounds Of Appeal

The student may appeal ONLY against the marks/grade awarded in a course under the following circumstances.

1. Procedure is not in accordance with the current approved regulations.
2. Material and significant administrative error has taken place.
3. Unfair discrimination
4. Inconsistency of the decision
5. Disagreement with marks or a grade cannot itself constitute ground for appeal.

It is important for students to understand the status of numerical marks/grades assigned to pieces of work. Assessors make their judgments on individual student performance within the assessment regulations of a program which outline the objectives of study and standard to be obtained. Assessment is a matter of judgment. Academic judgments of this type cannot in themselves be questioned or over turned.

ii. Time Duration of Appeal

An appeal must be logged with the 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:

1. Dean
2. Registrar & HASS
3. Head of Academics - School of Business
4. Head of Academics - School of IT
5. Advisor
6. Faculty Concerned
7. 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

i. Plea for Consideration of Mitigating Circumstances for Class Assignments, Tests, Etc.

Head - Admin Department may exercise his / her judgment based on new calendar deadlines whether to accept the plea for mitigating circumstances for continuous modes of assessments and may administer make up assessments if convinced by his /her genuineness and relevance of the circumstances leading to the student's missing such assessments. Appeals for consideration of mitigating circumstances for continuous assessment modes must be made within 24 hours of conduct or submission deadline of the assessments. Documentary evidence to substantiate such plea must be provided by students. Appeals after the expiry of 24 hours deadline will be considered as time barred. Such decisions will lie on the Registrar & HASS and will be assessed after discussion with Dean & concerned faculty.

ii. Plea For Consideration Of Mitigating Circumstances For Midterm Examination

Students' inability to take midterm examinations due to unavoidable circumstances will be forwarded to Head - Administration along with necessary documentary evidence.

The Head - Admin Department and Registrar & HASS based on their best judgment will decide whether to accept or reject such an appeal for consideration of mitigating circumstance for failure to take mid-term examination on a given date. The appeal must be made by the student within 48 hours of the conduct of the mid-term examination. If the appeal is decided in favor of the student then the examination department in liaison with the advisor will conduct the midterm exam again for this student. Appeals after the expiry of 48 hours deadline will be considered as time barred. The decision of the Head - Admin department in this case cannot be challenged or reviewed.

iii. Plea For Consideration Of Mitigating Circumstances For Final Examination (First Sit)

If a student is unable to take a scheduled first sit examination due to sickness, accident, death in family, a telephonic intimation of the circumstances must be made, by the student, his friend or relative before or on the day of the examination prior to its commencement to the Administration Department. A medical certificate attested by ministry of health, documentary evidence of the circumstances affecting the student must be submitted within 2 working days of conduct of the examination. Appeals after the expiry of 2 working days deadline will be considered as time barred.

Plea for consideration of mitigating circumstances will be forwarded to Head - Admin Department along with necessary documentary evidence.

The Head - Administration along with Registrar & HASS based on their best judgment will decide whether to accept or reject such an appeal. The decision of the Head - Admin department in this case cannot be challenged or subject to review.



Students must understand that successful consideration of appeal will result in their taking the re-sit examination for a course on first sit basis. Such students will forfeit the rights of a re-sit examination. No mitigating circumstances will be considered for re-sit examination and students failing to undertake re-sit examination will have to repeat the course.

Students, who absent themselves from courses for prolonged period of time, must understand that they cannot redeem their prolonged absence by claiming mitigating circumstances and such students will be required to retake courses at the first available opportunity.

Note: Students are required to use mitigating circumstance form available with the student portal to file their appeal for consideration of mitigating circumstances along with necessary documentation.

Mitigation policy to excuse the absence of students that result from the following causes only

1. Accident
2. In case of death of Immediate Family Member
3. Hospitalization of self
4. Religious (Only for Haj)

Note: Student is required to use mitigating circumstance form available in the portal to file their appeal for consideration of mitigating circumstances along with necessary documentation.



5t. Student Grievance Policy and Procedures.

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:

1. Procedures used to review and resolve complaints or grievances should be fair and conclusion drawn after hearing each point of view.
2. Confidentiality will be respected, unless the use of the information is authorized by law.
3. Complaints or grievances will be handled in a timely manner with achievable deadlines specified for each stage in the evaluation process.
4. The decision will be communicated to Students coordinator who in-turn communicates to the student.

All concerned parties to the complaint or grievance is regularly informed on the progress of the matter.

Procedure

Step 1: To fill the compliant suggestion form in the administration department regarding the issues giving the facts of the issue and the nature of the grievance

Step 2: Attempts made by the student to resolve the issue to the concerned faculty/staff and the response.

Step 3: The administration gathers information about the issue from the concerned parties.

Step 4: The administration arranges a meeting between the aggrieved parties; if it is resolved the matter is recorded and closed.

Step 5: If it is not resolved in the first meeting then administration request the 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.



MOE STANDARD 6. LEARNING RESOURCES

6a. Library Policy, Procedures and Regulations. These policies address library resource planning, access, electronic resources, training, and collection development.

The SUC Library was established in 1990. The Library caters to all the students, faculty and staff 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.

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.

A. Library Facilities & Services

2. Library Facilities

Library is providing the following facilities to the users:

A. 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.,

B. 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.

C. 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.

D. New Arrivals Section

All newly arrived materials will be displayed in this section after system processing.

E. Discussion Room

Students can use this facility for their group discussion, Debates and Quiz Practice.

F. Conference Room

Students can use this facility for the preparation of Assignments, Dissertations etc.,

G. Silent Zone

This zone is created to fulfill the requirements of the Students who want to study in very silent environment.

H. Learning Zone



Learning zone is available in the Main Library Hall with 23 computers.

I. Research Zone

This zone consists of Research based publications and is specifically used by Faculty members.

J. Teaching Zone

Faculty members can bring the Students and conduct the session with help of reference and Online Resources (EBSCO, ProQuest, Ebrary etc.)

Library Services

Library is providing the following services to the users:

- a. Online Public Access Catalogue (OPAC)
- b. Internet/CD ROM Search Assistance
- c. Online Resources Services (EBSCO, ProQuest (ABI/INFORM) Ebrary)
- d. News clipping Service
- e. Reference/Referral Service
- f. Current Awareness Service (CAS)
- g. Selective Dissemination of Information (SDI)
- h. Query Based Service (QBS)
- i. Table of Content
- j. New Arrivals Information Service
- k. Book Review of the Month

2. 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.

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-Business, HOA-IT, LSS Coordinator, Subject Experts & the Head Librarian. The requisition of books also may come from the Program Review Committee and the course reports that may require adding, removing, acquiring new reference books, case studies, databases, simulation games, etc. The acquisition process is initiated after the submission of requests by the faculty. The requests are discussed by HOL in the LRDC Committee and finally approved by Dean.

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



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

A. SELECTION CRITERIA

The following criteria apply to selection of materials (excluding periodicals) for the library collection:

- Request for books or learning material from faculty, student, LRDC
- Present holdings of books in subject area
- Projected number of student for the semester
- Number of cycles of lending
- Reputation of author and publisher
- Availability of online learning resources relevant to the books
- Availability and price
- Approval by Dean

i. Other guidelines for selection:

- Textbooks are purchased when they have inherent value to the collection as a reference work or authoritative source.
- Multiple copies of titles are purchased only when it is appropriate and recommended by Chair-LRDC.
- Paperback editions of books are purchased if available.
- 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.
- Consideration to replace lost or damaged materials is based on availability, significance to the collection and relevancy to the current use.

B. RENTAL BOOKS, REFERENCE & E - BOOKS PROCUREMENT PROCEDURE:

The Rental Books in print form for Undergraduate programs of School of Business and School of IT. E-Text Books for Graduate program in School of Business 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

C. CORETEXT PRINT BOOKS

Students of Graduate Program (MBA) in School of Business will be given core text of their subjects. A student will be allowed to the class, only if he/she carries the core text books. Students are responsible to collect the Books from the library on semester basis. The



collection of core text 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 core text.

D. 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:

- Support of present academic curriculum
- Present use of this or other periodicals in a subject area
- Projected future use
- Price, projected availability of funds
- Reputation of journal and/or inclusion in a prominent abstracting and indexing source.

E. 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.

F. 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:

- Compatibility of the resource with existing hardware and technical support
- Licensing restrictions and costs
- Ease of use



- Multi user quality
- Data ownership

G. 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.

H. 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.

I. 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.

J. 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.

K. 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.



L. 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

- 000 Computer Science, Information & General Works
- 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 decatomy hierarchical structure and further each class is divided into 10 subdivisions.

ii. OPAC (ONLINE PUBLIC ACCESS CATALOGUE)

The Library collection is managed through the KOHA online Catalog system known as OPAC or Online public access Catalog. The Library is able to manage its acquisitions, cataloging, circulation and public access using this system. After library materials are cataloged electronically using the online public Access Catalog (OPAC) database, the bibliographic records are exported to website for use by the library users.

The OPAC includes local information for our Library such as barcode number, collection, bibliographical details, call number, copy/ volume number, holding library and format type.

iii. CATALOGING PROCEDURES: RENTAL AND REFERENCE BOOKS

- ⊖ All rental and reference books have a barcode with protector tape pasted on the back cover.
- 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.
- 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.

M. 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

- Silence should be maintained in the Library.
- Spitting, smoking and other offensive or objectionable practices are strictly prohibited.
- Cell phones should be switched off or kept in the silent mode with in Library premises.
- Student ID Cards should be shown at entrance & also on demand whenever there is a Check.
- Student ID cards/borrower cards are not transferable. Books are issued against borrower cards only on production of their own Student ID card.
- On completion of course No dues Certificate will be issued only on submitting all the materials borrowed from the library.
- Overdue charges will be collected if book is not returned by due date.
- 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.
- No eatables are allowed in the Library.
- Violations of Library rules can lead to hefty fines / debarred from Library.
- Playing games, downloading games, software, music /video files is strictly prohibited in the electronic library area.
- 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:

- Undergraduate program (School of Business & School of IT)
- Graduate program (School of Business)
- Faculty and Staff
- Others include CPD students, Alumni and outside members

Collection of core text books from library is the responsibility of the borrower and no refund of utilization fee will be applicable.

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 outside members will have to pay applicable annual membership with a security deposit of AED 500/= and it has to be renewed each year. The alumni members of SUC can access the library e-resources absolutely free of charge through the portal.

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 (Per Semester)	Materials/ Duration	No. of Reference Books	Loan Duration
School of Business	MBA Program (Regular)	3	Permanent (Print Books)	3	7 days
	MBA Program (Week-end)	2	Permanent (Print 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 for Graduate Programme**

f. The Students of Graduate Program (MBA) in School of Business can receive the Book from the library for every semester. Students need to personally visit the library and collect the books. It is mandatory to the students to collect the core text from the library on semester basis.

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.

CONSERVATION, PRESERVATION AND RESTORATION

Library materials are expensive to purchase, to process, and to house. SUC Library acknowledges the necessity of preserving all holdings. The Librarians will consult with the LRDC to determine what action should be taken with damaged books or other damaged materials. The Librarian will help to determine an emergency plan and oversee the initiation of action should an emergency arise.

i. GENERAL PRINCIPLES

- a. Care and handling of library materials will be stressed to library employees and library users.
- b. Temperature and humidity controls will be sought for library materials.
- c. Book repair will be provided for materials damaged through rough use, heavy use, or accident.
- d. Binding will be used to preserve periodicals and other materials as needed.

ii. REPLACEMENT OF LOST, DAMAGED, MISSING AND TORN LIBRARY MATERIALS

a. Books

The Librarians are responsible for making decisions regarding the replacement of lost, damaged, missing or worn library materials. The librarian will determine whether to replace a specific book or purchase a comparable book guided by the following considerations:

- 1. Does the material being replaced meet general library collection policy?
- 2. Does the frequency of use justify replacement?
- 3. Is the item used for class reserve reading or is it on a faculty recommended reading list?
- 4. Is the item listed in Books for SUC Libraries or other recommended book lists?

b. Periodicals

Library staff will identify lost, damaged and missing serials and will take steps to replace these materials. Decisions to replace annual, biennial and irregular serials will be handled according to the policy for monographs described above with the Acquisition Librarian having the responsibility to order replacements.



The following serial items will not be replaced when lost or damaged:

- Newspapers and newsletters
- Titles that are not held permanently
- Titles that are not indexed

Since back issues may be expensive, the decision to replace will be guided by the following considerations:

- Does the material being replaced meet general Library collection policy?
- Does the frequency of use justify replacement?
- Should microforms be purchased rather than replacing paper issue(s)?
- Is the periodical readily available elsewhere, including full-text sources available to Johnston Memorial Library users?
- Does the information in the particular title have lasting value?
- Is the lost or damaged piece more than five years old?

WEEDING POLICY (DISCARDING OF BOOKS)

Books generally have a life span with respect to the academic usage depending upon its relevancy and currency to the syllabus. Some of the outdated textbooks are weeded out as per the weeding policy given below

- **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.
- **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.
- **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:

- Obsolete and/or inaccurate material
- Subject no longer of current interest
- Poor physical condition
- Old edition is no longer appropriate within current environmental context
- Whether the title to be discarded is part of multi-volume set or series

ii. FREQUENCY OF DISCARD

- 2% of stock annually



- Dissertations after 3 years of submission
- As an ongoing collection management tool for each collection area

iii. RETENTION

- Seminal works and selected copies of dissertations (approved by the Faculty)
- Local study material

iv. DISPOSAL OF WITHDRAWN STOCK

- Last copies of material in good physical condition are offered to members of the Library
- Withdrawn books shall be handed over to any needy universities or institutions or organizations or recycling agencies
- Other material may be offered for sale at the Library's discard through exhibition
- Material in poor physical condition is disposed

v. CONSIDERATIONS FOR PERIODICALS

- Incomplete and short runs of a title may be withdrawn particularly when the title is not received currently.
- 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".
- 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.
- 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.



6b. Equipment and Software Technical Support Policy.

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 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

i. **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.



- ii. 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.
- iii. 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.
- iv. 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.
- v. 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
- vi. 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.
- vii. 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, DQA, 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.

viii. 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.

ix. 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.

x. 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.

xi. 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.



xii. 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.

xiii. LMS

SUC has a student faculty interactive module in the form of LMS platform. All the students can have access to learning resources, academic activities, availability of books, videos and reading materials 24 x 7 throughout the academic year. It is a one point source of information for all the academic activities and the courses.

COMPUTER AND NETWORK USAGE POLICY

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. DQA
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



MOE STANDARD 7. PHYSICAL AND TECHNOLOGY RESOURCES

7a. Equipment and Software Replacement Policy.

The computing department Laptop, Desktop Computer (PC), network, storage & other IT related asset equipment replacement and upgrade policy for SUC in order to utilize the benefits of next-generation office environments, simplify technical support issues, and increase SUC's ability to deploy new solutions to business problems.

Laptop & Desktop computers, by their nature are relatively inexpensive computing devices that have a limited life compared to other office equipment. The rule of thumb for obsolescence of laptop/ desktop computers is 3-4 years. However, changing business practices, new technology and new software applications can impose increased demands on computing power that can force a more frequent replacement cycle for staff / student affected by the changing business practices or those using the new technology or software.

Guidelines & procedures are required to maintain a replacement cycle of personal computer equipment within the useful and expected lifetime of the equipment, while preventing a proliferation of aging, obsolete, out-of-warranty, unsupported, and incompatible systems.

- i. Upgrading is expensive because, more often than not, multiple system components must be upgraded in order to achieve the intended performance improvement.
 - ii. The purchase price of the various hardware components needed to accomplish an upgrade will exceed the purchase price of a new computer.
 - iii. The cost of labor to install an upgrade to existing hardware will far exceed the cost of labor to install a new PC.
 - iv. Upgraded PCs have uncertain maintenance profiles and support costs.
 - v. There is no increase in residual value of upgraded PCs.
 - vi. Upgrading PCs tend to increase the overall complexity in the installed hardware base.
- The following is a general guideline for replacing Laptop/PCs & IT assets. All departments should consult with computing department for assistance in determining their specific replacement needs. Replacement schedules vary according to ageing policy.

The ageing table facilitates the department in taking decision regarding replacement of old stock and purchase of new stock. Expired or damaged stocks are listed for discarding from the stocks after due approval from the finance department after proper audit is carried out. On approval, the list of discarded items are forwarded to CRDC and Dean for approval to be discarded. Technology equipment often contains parts, which cannot simply be thrown away. Proper disposal of equipment is both environmentally responsible and often required by law. In addition, hard drives, USB drives, Tonner, Catridge, speaker, mice, keyboards, printers, scanners, backup tapes, PC, Monitor and any computer/technology equipment or peripheral devices. Therefore, IT department calls disposal item collection agency such as (Bee'a'h) to collect from University campus.



7b. Health and Safety Policy.

HEALTH AND SAFETY

I. 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. This includes:

- i. Implement measures to prevent accidents and injuries
- ii. Conduct risk assessments and take appropriate action on findings
- iii. Provide and maintain safe environment and equipment
- iv. Ensure safe systems and methods of work
- v. Provide arrangements for safe handling, transportation and storage of articles and substances
- vi. Provide information, instruction, training and supervision as appropriate
- vii. Provide and maintain a safe working environment for employees and students, ensuring adequate facilities and welfare arrangements are in place
- viii. Provide personal protective equipment in line with risk assessments and safe systems of work
- ix. Ensure adequate emergency arrangements are in place
- x. Ensure consultation and communication on health and safety matters is undertaken timely
- xi. Provide sufficient funds and resources to meet all stated objectives and to meet legal compliance requirements for health and safety
- xii. Conduct regular inspections and audits of Departments, Services, and Sections to ensure compliance with health and safety requirements.

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.

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 safeguard 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.

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

7c. 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.

i. RESPONSIBILITY OF MAINTAINING DATA SECURITY

Responsibility of maintaining security of data related to the institution and its stakeholders primarily rests with the Dean. The authority to give access to data is with the Dean. The Dean authorizes the respective Department Heads and the staff involved in operations to have access to the data for the day to day Planning, Executing, Evaluating and reporting the operations.

The custody of data is with the Head of the Department relating to their department and the authority to share the information with the other operational



department is limited to the extent of meeting the institutional requirement. This information can be transferred through electronic, verbal or documentary forms.

Certain critical data recording, maintenance, modification requires approval from Dean.

ii. **ACCESSIBILITY TO THE DATA**

Data type	Authority to Maintain data	Authority to access	Authority to approve to access data
Students			
Administrative records	Administration & Examination	1. Dean 2. Program Coordinator 3. Registrar 4. DQA 5. Head - Admin & Exam Department and staff of Admin and Examination	Dean
Academic records	Administration	1. Dean 2. Program Coordinator 3. Registrar 4. DQA 5. Head - Admin & Exam Department and staff of Admin and Examination	Dean
Financial records	Finance and Administration	1. The Dean 2. Program Coordinator 3. Head - Admin & Exam Dept. and department staff 4. Head of Finance and Finance department staff	Dean



Faculty and Staff	Human Resources Department	1. Dean 2. Program Coordinator 3. Head HR 4. HR department staff	Dean
Operational data	Head of Concerned department	1. Dean 2. Program Coordinator 3. Head of Concerned department 4. Staff of concerned department	Dean
Institutional level data	QA and IR	1. Dean 2. Program Coordinator 3. DQA 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.

iii. METHOD OF KEEPING AND DESTROYING RECORDS

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

All students' related data inclusive of academic records is maintained in physical form for a minimum period of 5 years after graduation and there after converted into soft form.



7d. 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.

- A. The SUC will provide assistance to on-campus students connecting personal computers to the SUC campus network.
- B. The SUC will not install operating systems or application software on student systems other than that required to gain access to SUC's networks.
- C. SUC does not take the responsibility of repairing any student-owned equipment, software, or operating system files.
- D. Students are responsible for keeping personal computers virus-free. Students who are knowingly or unknowingly propagating viruses on the SUC network will be disconnected from the network.
- E. Student should not use the external storage media such as USB/CD/DVD/Pen Drive etc. on the SUC network without the approval of concerned faculty member, staff or Computing Department.
- F. Student should not use SUC printing resources from their personal devices such Laptop, iPhone, iPad, Blackberry etc. without approval of Computing Department.

Guideline on SUC Network Usage with Student Owned Devices

A. Acceptable Devices

Students may access the student wireless network with any device with Wi-Fi (802.11 b/g) connectivity. Students may only access the network with devices that are their own personal property.

B. Content Filtered

Access through Cyberoam (as per SUC's Internet Access Policy) to the Internet will be provided for student owned devices.

C. Personal Responsibility

The SUC assumes no responsibility for the loss of, theft of or damage to any personal devices that a student connects to the student wireless network through Wi-Fi, wired or any information on that devices.

D. Security

Students shall not impair the security of the SUC network. This expectation includes but is not limited to:

- i. Students are expected to maintain up to date antivirus and antispyware protection on all devices that are connected to the SUC student wireless network. Devices without up to date security programs may be denied access to the network of SUC.
- ii. Students are expected to safeguard all network passwords. Students should not share network passwords with others and should change passwords every fortnightly. Students are expected to notify to Computing Department immediately if they believe their student account has been compromised.



- iii. Students are expected to log onto the student wireless network only with their account and not to allow others to use their account.

E. Inappropriate Use

The SUC network is a shared network where all users are obliged to use the resource responsibly. Students are provided access to the SUC student wireless network through their personal devices primarily for educational purposes only. Incidental personal use of the network is acceptable, but students should not use the network for personal activities that consume significant network bandwidth or for activities that violate SUC policy or UAE law. These include but are not limited to:

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.

i. 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.



MOE STANDARD 8. FISCAL RESOURCES

8a. External Audit Policy.

i. **External Audit Policy**

ii. **Introduction**

The purpose of this policy is to ensure that the external checks are in place to review and verify the implementation of financial policies and the best practices are adhered. The external audit is carried out on quarterly basis to monitor the financial transaction are taking place according to polices and that the risk bearing issues are identified and mitigated at its source.

iii. **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.

iv. **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.

v. **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

8b. Financial Policy. This policy covers:

- i revenues;
- ii receipting;
- iii deposits;
- iv expenditures;
- v authority to enter into contracts;
- vi bank reconciliation;
- vii production of regular financial reports;
- viii distribution of financial reports;
- ix internal auditing.

A. Cash Management (Includes revenues, receipting, deposits, bank reconciliation)

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.

ii. Authority To Collect Revenues

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. Cash received at the counter has to be verified in the cash counting machine for counterfeits.
- c. For every inward / outward transaction appropriate vouchers are raised with proper details.
- d. Reconciling the receipts / payments with cash and Cheques.
- e. Prepare daily cash / bank reports
- f. Daily cash receipts / collection of Cheques are deposited in the bank the next working day.
- g. Recording daily transactions in the accounting software.
- h. Prepare daily cash transaction report to be
- i. Preparing monthly, quarterly and yearly collection reports.

iii. 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.

iv. **Process For Collecting Cheques**

- a. The cashier has to verify that Cheques received are in account payee form addressed to "Skyline University College".
- b. The cashier has to verify the amount in words and figures.
- c. Ensure the cheques are signed.
- d. The cashier can accept only cheques which are dated for the month and to receive any postdated cheques the cashier needs to take approval from HOD.
- e. The cashier has to accept cheques with full payment and If part payment cheques are presented the cashier has to obtain prior approval from the HOD.
- f. All cheques received the details of the student / payer must be mentioned at the back of the cheque. (SUC Bank A/c No. /Student ID No. / Contact Nos.).
- g. The voucher entry for cheques received should be posted only after realization in the bank.

v. **Precautions For Accepting Cheques**

- a. Accept cheques from the students who do not have previous history of bounced cheques.
- b. Verify that the student is not included in the most recent returned cheque list.
- c. If the payer is listed in the returned cheque list, do not accept the cheque.

vi. **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.

vii. **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.



viii. **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:-

1. Invoice for student tuition fees to Government Departments / Banks / Charitable Organizations
2. Consulting Services
3. Rental of Premises
4. Hiring facilities of Playgrounds

iii. **Sources Of Revenues**

All revenue collections in SUC are in the form of cash, Cheques, Online Payment, Bank transfers and payment made through Credit & Debit cards.

1. **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:

1. Tuition fee
 2. Miscellaneous fees
 3. Bookshop
 4. Reprographics
 5. Library Fines
 6. Student Transport fees
- Facility hire fees

2. **Admission and Tuition Fees**

1. Admission fee is collected at the time of admission of a student into SUC as per the published fee structure.
2. 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 .
3. After registration, tuition fee is collected as per the fee payment plan which is generated by the ERP.
4. The administration department issues the invoice to the student after verification of the invoice by the finance department.
5. 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.
6. 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.
7. 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.

3. **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.

4. **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 sources of auxiliary income at SUC comprises of:

- 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

Terms

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.

5. 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.

1. Passport guarantee
2. Hostel Deposits
3. 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.

iv. 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.

v. 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. **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

B. EXPENDITURE MANAGEMENT

i. Capital Expenditure

The capital budgeting process includes identifying and then evaluating capital projects for the company. Capital projects are the ones where the cash flows are received by the company over longer periods of time which exceeds a year. Almost all the corporate decisions that impact future earnings of the company can be studied using this framework. This process can be used to examine various decisions like buying a new machine, expanding operations at another geographic location, moving the headquarters or even replacing the old asset. These decisions have a power to impact the future success of the company. This is the reason the capital budgeting process is an invaluable part of any company.

The capital budgeting process is based on the following:

- a. All the capital budgeting decisions are based on the incremental cash flows of the project, and not on the accounting income generated by it. The external factors that can impact the implementation of project and eventually the cash flow of company has to be fully considered while preparing / planning the capital budgeting.
- b. All the cash flows of the project should be based on the opportunity costs. Opportunity costs account for the money that the company will lose by implementing the project under analysis. These are the existing cash flows already generated by an asset of the company that will be forgone if the project under analysis is undertaken.
- c. The timing of the receipt of the cash flows is important. As per the time value of money concept, cash flows of the project received earlier has more value than the cash flows received later.
- d. All the cash flows from the project should be analyzed on an after-tax basis. The company should evaluate only those cash flows that they will keep, not those that they will pay to the government.



- e. The financing costs pertaining to a project should not be considered while evaluating incremental cash flows. These costs are already reflected in the project's required rate of return.

Capital budgeting process is an amalgamation of very complex decisions and their assessments. A single project can easily harm or enable the company to a large extent. Hence, an analyst needs to understand all the steps involved as well as the basic principles of the capital budgeting process. The process involved for selection of the item will be as follows:

- a. Performance and Technical Merit
- b. Competitiveness of the proposal
- c. Delivery Installation & Commissioning
- d. Post contract and technical support
- e. Training provision (if required)
- f. Compliance with the conditions of contract
- g. Environmental factors
- h. Company standing
- i. Benefits offered

After the item is evaluated the purchase orders are prepared and released after necessary approval.

ii. **Operational Expenditure**

This section is responsible for managing the expenditure of SUC. The expenditure management activities include payments, purchases, disbursements etc. The department also maintains various books of accounts by following laid down procedures in the policy & procedure manual and maintains audited reports for the scrutiny of BOG and legally approved authorities from the government. Expenditure is a vital component of SUC budget where appropriate funds are allocated for each department to fulfill their planned activities. In order to rationally utilize the scarce resources SUC finance department manages the expenditure by monitoring the utilization and expenditures on proper accounts. The components of expenditures of SUC are detailed below.

a) **Compensation To Employees**

The Finance Department disburses the salaries on monthly basis to all its employees as per the guidelines provided by the HR and as per budget allocated for salaries and compensations. All salaries are sent to respective bank accounts of employees and records are maintained as per the labor laws wherever necessary. The EC 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-imburement of recruitment air tickets
- h. Re-imburement of staff air tickets



- i. Compensation to full time faculty & staff for payment of other benefits & allowances.
 - j. Compensation to adjunct faculty
 - k. Salaries for staff
 - l. Salaries for overseas office staff
 - m. Salaries for staff for weekend payment
 - n. Compensation for student trainees
 - o. Compensation for part time staff
- b) **Authority To Make Additional Payments**
Finance Department makes additional payments to employees for additional responsibilities and changes to existing salaries and wages only upon written authorization from Dean which is approved by EC.
- c) **Confidentiality Of Payroll Information**
The Finance Department maintains confidentiality of all disbursements of salaries and compensation and any other additional payments which are authorized by DEAN and which are approved by EC.
- d) **Process Of Releasing Salaries To Faculty / Staff**
Each payroll prepared for disbursement is reviewed and approved by the EC, HRR prior to the bank transfers. The HRR 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 EC.
 - d. Enroll an individual on the payroll in accordance with written authorization from the Dean and approval of EC.
 - 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.
- e) **Recruitment expenses**
- a. All Recruitment by the HRD (hiring of local and international faculty and staff are done following the norms and policies of the institution and against pre-approved budgets.
 - b. In international recruitments the faculty / staff are reimbursed with their air ticket charges.
 - c. If the faculty or staff is recruited through agencies the agency charges are paid against approved purchase orders.
- f) **Reimbursements To Faculty / Staff / Students**
- a. Any faculty / staff or students of SUC spends any amount out of pocket for any official purpose, such amounts are reimbursed provided appropriate bills are produced within the framework of the guidelines and approval is taken from the concerned authority.
 - b. Identify the bill to be reimbursed is within the purview of the budget or policy or approved by an authority.



- c. Identify if the nature of purchase has prior approval, if not necessary approval must be sought for the reimbursement.
- g) **Purchases / Procurements, Requisitioning & Preparation Of Local Purchase Order**
- Every department or individual fills up an online requisition form.
 - The Finance Department verifies the requisition with the budget.
 - The Finance department after verifying the inventory position from respective departments invites quotations from vendors.
 - Evaluates the quotation and selects suitable vendor.
 - After selecting the vendor the finance department prepares a local purchase order.
 - Process the local purchase order and sends it to DEAN for authorization and approval from EC.
 - The approved local purchase order is then sent to the vendor for supplies.
- h) **Inventory**
- Goods are received against the purchase order are verified for quantity, quality and recorded in the inventory.
 - Verify the inwards and tally with the bill and LPO.
 - Defective, damaged and non-specified items are to be returned to vendor.
 - Received goods sent to the stores for inventory or to the respective department.
 - Maintain stores register along with barcodes.

i) **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.

- Ensure each bill is accompanied with the LPO
- The Ledger update printout is to be attached with each bill
- Ensure that every bill is counter signed by the requisite signatory.
- If it is a contractual payment the copy of the contract has to be attached.
- 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.

- If the payment involves payment in advance, take prior approval by mail before proceeding with the payment.
- 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.
-
- a. Vendor's lists are approved at the beginning of the academic year.
 - b. Vendor's are listed in the database
 - c. All approved bills verified by the respective department and concerned authorities are sent to Finance Department for payment.
 - d. All payments above AED 500/- are paid vide cheques.
 - e. Expenditure sheets for the concerned expenditure are updated.
 - f. Issue crossed cheques in the name of the vendor.
 - g. Vendor payment are done on the 5th and 20th of every month.
- j) **Payment Of Utility Bills**
Utility bills of the institution are paid at the end of each month by cheques. The telephone bills of approved employees are paid by the finance department as per the approved limits, any excess amount beyond the approved limits will have to be borne by the employee.
- k) **Credit Card Settlement**
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.
- l) **Payment of marketing incentives**
The Incentive system for the Marketing, Admission & PR Department for both BBA and MBA Program is to primarily enhance commitment level and contribution of each individual in the department, and encourage them to work towards providing better services to our prospective students as well as improving the overall performance of the department as a whole. The primary object of such implementation is to increase individual's commitment towards increasing the enrollments in each intake at both BBA and MBA. This also gives a sense of responsibility to keep a track and follow up of the students enrolled by individuals for a particular intake till the student starts his/her classes.

Money is a motivator for every individual and if linked with performance gives desired results, but for an educational institution this motivator can possibly



becoming a disadvantage if not implemented carefully with proper check keeping in mind that we do not sell products but instead are responsible for imparting knowledge to young generation and helping them make a meaningful future for themselves by delivering quality of education as well as right information from the time they enter at SUC till their graduation.

Organization vision, mission, goals and objectives are also an important attribute which needs to be kept in mind while linking commercial aspects to a department who operations are very sensitive as it is the first point of contact for anyone who wishes to enroll with us.

Definition of Incentive: As the Marketing, Admission & PR Department sets targets for BBA and MBA Programs for both Arab and Non-Arab markets and both office follow a similar pattern right from start till the end which includes 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.

m) **Payment to SUC international office**

All payments to international office will be as per the budget plan and the payment sheets have to be approved before any spending is done.

n) **Deposits and Guarantees Forfeiting**

The deposits and guarantees taken by SUC from students are:

- a. Passport Guarantees
- b. Library Deposits
- c. Hostel Deposits

The deposits and guarantees which are not claimed by the students five years from the date of graduation or from the date of cancellation will be forfeited. After the expiry of five years the student will have no further claim to the deposits.

o) **Payments for maintenance of the institution**

All the payments for the maintenance are done against the approved budget. The payments are approved by the maintenance officer and are released against approved purchase orders.

p) **Payments for marketing, media and promotional activities**

Budget for the Marketing Department is approved prior to the SUC budget as to enable them to book their payments in advance with various suppliers. All payments are released against approved purchase orders. Periodic variance reports are generated to monitor the financial performance of the department.



q) **Payments for events and community services**

SUC budgets all events that are being conducted in the financial year, provisions are being kept for any unexpected events that may arise during the year. The events coordinator works with the pre-approved budgets and the payments are released to the supplier / vendor against approved LPO's. All advances taken during the conduct of the event will have to be settled with a report of all expenses with the original bills attached.

r) **Payments for learning support services**

Library: Payments for the purchase of hard bound books, E-Books, institutional memberships, payments for purchase of E-Databases are done against approved budgets. The library prepares the requisition and the purchase orders are made against the requisition and the necessary approvals are taken before the purchase.

Computer Department: Budget for the Computer Department is approved prior to the SUC budget as to enable them to book their payments in advance with various suppliers. Separate budgets are made for the capital items if required.

Major non-budgeted contingency requirements are made by taking prior approvals and suitable amendments made in the budget.

s) **Payments for Sports Department**

All items sourced by the sports department will be budgeted in prior and payments will be released through proper purchase orders. For the conduct of the budgeted sports events the sports coordinator approves the payment to be released to the supplier / vendor. All advances taken during the conduct of the event will have to be settled with a report of all expenses with the original bills attached.

t) **CPD expenses**

The Centre for Professional Development is being allotted a budget which encompasses the advertisement and promotional activities, payment of franchise fees, purchases of books and kits, corporate training expenses, provisions for newly introduced courses

u) **General Payments**

All payments for approved expenditures relating to the departmental budgets are made by the finance department on fulfilling the predetermined procedures and submitting the relevant documents.

v) **(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.



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

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.

1. Internal Financial Reports

Daily Report

Daily reports are generated by the department staff which reflects the cash / bank and POS transactions.

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.

Monthly Report

Monthly financial reports will be generated on the 10th business day following the month-end. Types of reports covered are:

- a. Income analysis (variance with the budget and previous years)
- b. Expenditure analysis (variance with the budget and previous years)
- c. Cumulative profit
- d. Departmental expenditure analysis
- e. Debtor analysis



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.

2. 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.

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:

- c. Operating revenue from tuition fees
- d. Operating revenue from auxiliary enterprises

iii. 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

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.

1. Internal Financial Reports

Reports within the University is distributed as follows:

- i. Department heads
 - a. Monthly Departmental Performance Reports
- ii. Management
 - a. Income analysis (variance with the budget and previous years)
 - b. Expenditure analysis (variance with the budget and previous years)



2. External Financial Reports

- i. BoG
 - a. Budgets
 - b. Quarterly Statements
 - c. Yearly financial statements
- ii. Reports to the Commission
 - a. Budgets
 - b. Audited Financial Statements
 - c. Audit Reports

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.

A. INTERNAL AUDIT

Internal Audit is an independent, objective, assurance and consulting activity designed to add value and improve an organizations operations. It helps the SUC accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve effectiveness of risk management, control, and governance process.

a. Objectives

Internal Audit assists SUC in assessing risks and evaluating the controls designed to address those risks. Internal Audit furnishes management with analysis, recommendations, counsel and information concerning the activities reviewed. The audit objective includes promoting effective control at reasonable costs.

b. Scope

The scope of internal audit activity includes examining and evaluating the policies, procedures and systems which are in place to ensure: reliability and integrity of information, compliance with policies, plans, procedures, laws and regulations; safeguarding assets; economical and efficient use of resources; and accomplishment of established objectives and goals for operations or programs. Internal audit also provides special services within the SUC concerning issues related to internal controls, special investigations, and other areas of interest and concern.

c. The Standard Procedure for each audit includes the following steps:

1. Based on the strategic plan the scope and objectives are defined.
2. The department wise auditing of physical assets and the budget to actual variances are conducted.
3. Draft report is prepared and discussed with the concerned departments regarding deviations from the plan.
4. Reporting to the management about the status and unanswered discrepancies.
5. Key issues and alternative activities are discussed with the management.
6. Records are maintained for future review.

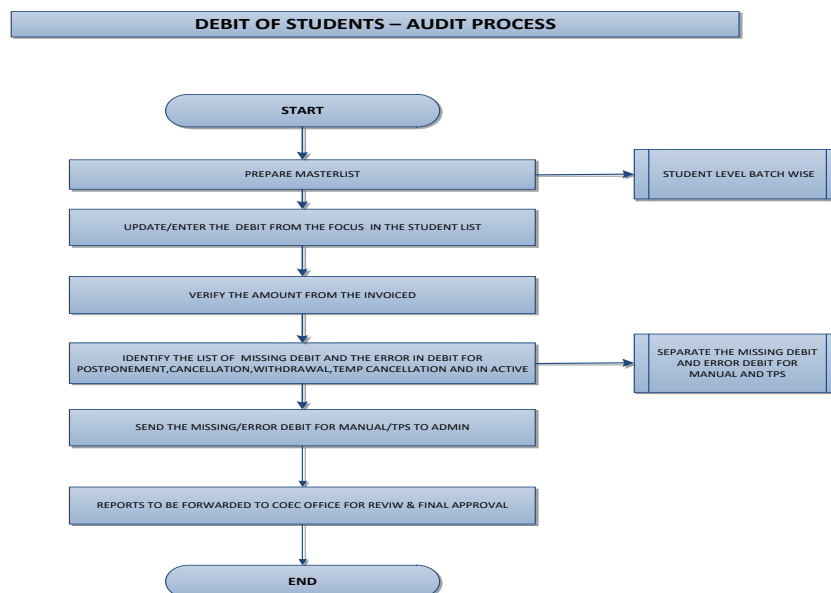
d. Internal audits are categorized into the following:

1. Strategic directions allocations and deviations - annually
2. Department-wise - Library, computing, HR - allocations and deviations - semester wise (budget analysis)



3. **Financial audits- bank statement reconciliations, revenue and expenditure**
4. **Physical Resource audit**
 - a. Furniture's & Fixtures audit
 - b. IT fixed assets
 - c. Sports fixed assets
 - d. Store Audits
5. **Scholarship**
 - a. MOU based scholarships
 - b. Sports scholarships
 - c. Rewardship
 - d. Toppers scholarship
 - e. Need based scholarship
 - f. Fee waiver audit
6. **Debit & Credit audit**

D-3



7. **Invoice audits**
8. **Student ledger audit**

A major aspect of auditing involves verifying the accuracy of the student ledgers, which are carried out at the end of each semester. The process includes:

 - a. Verify the debits are attached to each student ledger corresponding to the student invoices.
 - b. Verify the auxiliary incomes in the student ledger
 - c. Verify the debit notes and credit notes passed to each student ledger
 - d. Verify the post dated cheques entered in the student ledgers
 - e. Verify and confirm the student net balances



9. Miscellaneous fee audit

Steps to be followed for doing the Miscellaneous fees audit:

- a. After completion of month the miscellaneous credit is extracted from Focus Software Management and compared with the debits in Focus & TPS .
- b. To reconcile all credits have corresponding debits
- c. Report to be extracted

10. Proforma Invoice And Invoice Audits

- a. PI's are audited after each intake by verifying the total number of students enrolled into the Enrollment Management System and by verifying the number of actual enrollments imported by Focus Software Management through the Transaction Processing System (TPS). The reports are generated by the TPS, which helps to understand the total conversions.
- b. Invoice Audit, more than correcting errors delivers control, visibility and improved efficiency within operations. After the PI process is complete the Administration Department enrolls the students and each student is attached with an invoice as per his admission status. The relevant fee structures which are attached are used by the TPS for student debits. All the students are initially attached with the normal fee structures and students who are having fee waivers are attached with the discounted fee structures after meeting the admission criteria and criteria pertaining to award of fee structures.
- c. Internal departmental calendars are made which mentions the period the audit has to be performed. After the close of each intake, the TPS generates reports that help us to understand if all the students enrolled have been attached with fee structures.

11. Scholarship Audits

Scholarships are given to various government organizations, schools, clubs, corporates, Non-profit organizations where SUC has signed memorandum. The following steps are to be followed when scholarship audit is conducted:

- a. Relevant documents pertaining to the scholarship is met by the student
- b. Students submit all the documents within the stipulated time frame
- c. The scholarship awarded matches the amount in the ERP
- d. The student meets all criteria if the scholarship is to be credited in student account.
- e. The scholarship report to be extracted from TPS
- f. The figures is to be cross tallied with the marketing data



8c. Purchasing and Inventory Control Policy.

I. PURCHASING & INVENTORY CONTROL

The policy guidelines set forth in this document are intended to ensure compliance with the guidelines set by SUC for all authorized purchases.

These guidelines are not intended to supersede or invalidate requirements or restrictions that may be in effect in individual departments, provided they are within the SUC guidelines. Each purchaser needs to be aware of his or her department's policy restrictions regarding purchases.

i. Purchasing Department Authority

Purchasing authority is granted by the Management to the Office of Finance, and then delegated to the Purchasing Department.

ii. Conflict Of Interest

It is the responsibility of each member of the SUC staff and the Purchasing Department to assure that the SUC does not knowingly enter into any purchase commitment that could result in a conflict of interest. The Purchasing Department will refer questionable situations to the Management of SUC.

iii. Personal Purchases

The Purchasing Department does not enter into any negotiation or become involved in any transaction for purchases of a personal nature for the SUC staff. The Purchasing Department may question requisitioned items that seem to be of a personal nature or an inappropriate expense against SUC fund.

iv. Ethics

All Purchasing Department employees, and all other personnel authorized to conduct purchasing activities, must adhere to the principles and standards of SUC. Each employee involved in the expenditure of SUC fund is held to the highest degree of public trust and will abide by the following:

- a. Give first consideration to the objectives and policies of SUC.
- b. Strive to obtain the maximum value for each amount of expenditure.
- c. Decline personal gifts or gratuities.
- d. Grant all competitive suppliers equal consideration.
- e. Conduct business with potential and current suppliers in an atmosphere of good faith, devoid of intentional misrepresentation.
- 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:

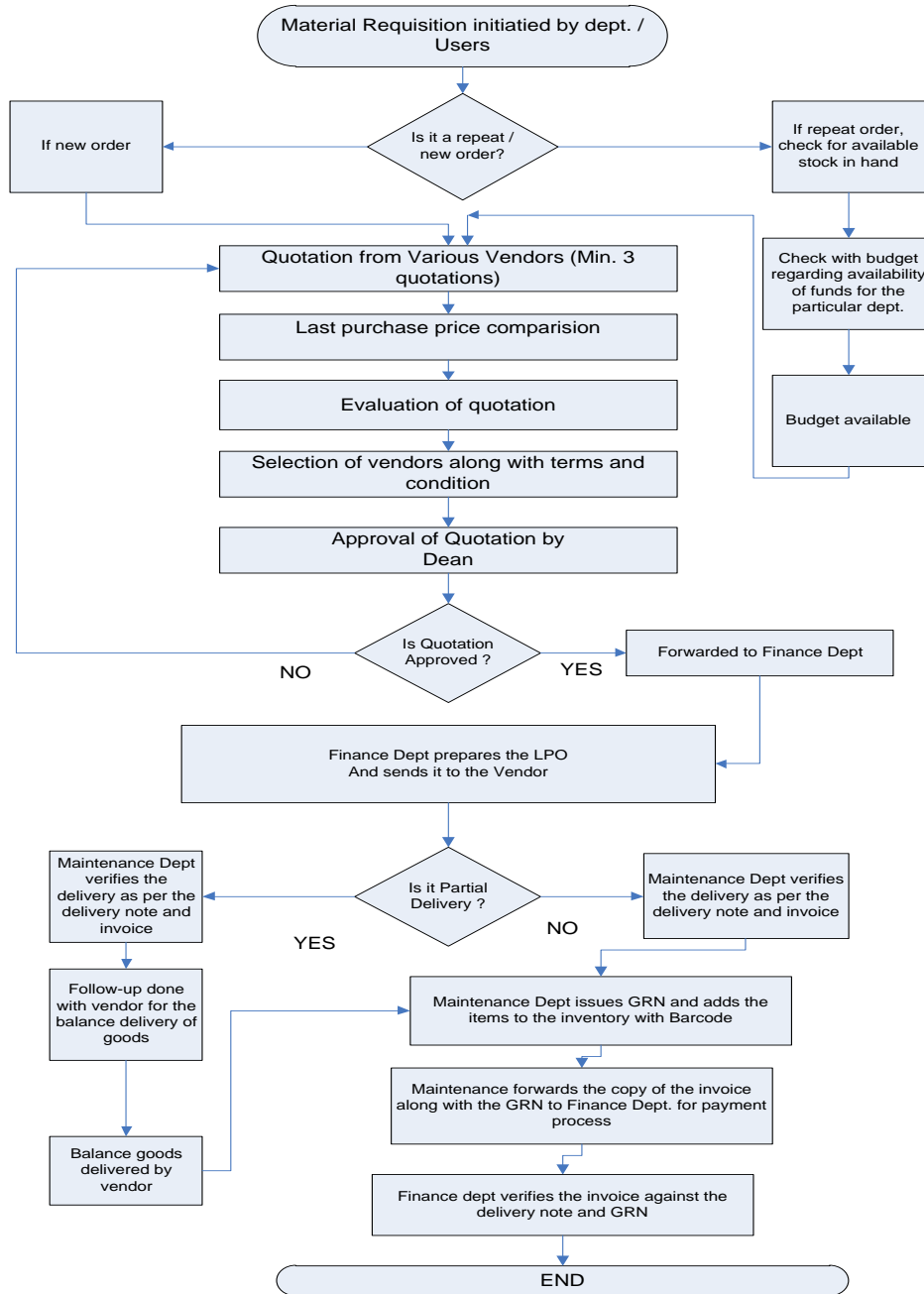
- a. Require a requisition sent to the Purchasing Department;
- b. Are usually placed with the supplier via a verbal purchase order;
- c. Are followed by written confirmation to the supplier with purchase order



vii. Approval Process

FLOW CHART – PURCHASING AND REQUISITION

F-14





8d. Cash Management Policy.

REFER ABOVE CASH MANAGEMENT IN FINANCIAL POLICY

8e. Risk Management Policy.

I. INTRODUCTION

As an Educational institution SUC has a regular flow of various stakeholders which includes employees, students, visitors, service providers, parents and other guests at regular intervals. The risk associated with the infrastructure, facilities, processes, services provided and reputation of the institution are numerous and they arise from internal and external sources. All the risks have the potential to disrupt achievement of the University's strategic and operational objectives, impact the employees, students, visitors, resources and the infrastructure of the university. To minimize such risks SUC aims to manage risks on a continuous basis by identifying, analyzing, evaluating and responding to risks through informed decision process. The process is detailed in the policy below.

II. RISK STATEMENT:

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

III. PURPOSE

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

IV. RISK DEFINED IN SUC

Risk is defined as any event that has a potential to disrupt the normal operations, processes, cause damage to property, assets, fixtures and furnishings, equipment that does not allow SUC to carry out its functioning to attain its goals and objectives over a period of time. It also includes the shortfall in enrollments and employees, financial and resource inadequacies that hampers the accomplishment of its mission and vision.

The risks arising from natural and physical environment can only be mitigated by creating awareness and providing necessary warning systems. Risks also arise from uncertainties in the socio - politico - economic environment impact businesses and will have an influence on the education sector too. In order to mitigate the risks from environment, socio-political conditions and from competitors; continuous process of evaluation of the hazards arising out of



environment, equipment, furnishing and facilities, policies, processes and macro environment; it is essential to be prepared to face any eventuality and find alternative strategies to fulfill the university mission in a long run. It is required that all departments compile a risk report based on issues that needs to be addressed for effective risk mitigation within their purview so that a detailed risk report is regularly submitted for review and necessary improvements based on the recommendations by the review committee.

V. KEY TERMS DEFINITION:

- A. **Hazard/ Aspect:** Anything with the potential to cause harm, loss or damage to human, the environment or SUC property and assets which hampers the functioning of the institution
- B. **Risk/ Impact:** Is the potential harm that causes loss or damage to the assets and stakeholders and may lead to inability of SUC to achieve its mission and objectives.
- C. **Risk/ Impact Assessment:** It is a process of measuring the likelihood and the extent of damage to determine the severity of harm. (*loss or damage X Likelihood of its occurrence*)
- D. **Control Measures:** Necessary means to mitigate and reduce the impact of risks on the human health and safety and the environment for sustainability. The measures, precautions and procedures undertaken and implemented in order to control and handle all potential risks/ impacts is the policy frame for controlling risks. The purpose of the control measures are to identify and evaluate to reduce, eliminate or mitigate risks associated with preserving human health and safety.

VI. RISK MANAGEMENT COMMITTEE:

A. FORMATION

A risk Management Committee is formed for continuous assessment of risks and its timely control. The risk Management committee comprises of all the Heads of Department and Registrar. The committee will be headed by the Dean (Chair of the Risk Management Committee) and all decisions related to ensuring risk free environment will be the responsibility of the Dean. Any vacancies arising due to separation will be filled in by the new incumbent at that position.

B. OBJECTIVES OF THE RISK MANAGEMENT COMMITTEE

- i. To ensure that all potential risks are identified, assessed and addressed timely.
- ii. To assign responsibility to departments to record incidents and manage all risks within their areas of control.

C. ROLES AND RESPONSIBILITIES OF CHAIR AND MEMBERS

- i. Chair of Risk Management Committee:
 - a. To ensure adherence of Risk management policy by the employees in SUC



- b. To monitor the external and internal factors that may impact the organization and report to BOG
- c. To ensure sufficient resources are allocated to create risk mitigating culture in the institution
- d. To review the risk management reports periodically and take actions to respond effectively to mitigate the risks.
- e. To submit reports periodically to the EC regarding status of Risk Management
- f. To review the policies and recommend changes

ii. MEMBERS OF RISK MANAGEMENT COMMITTEE

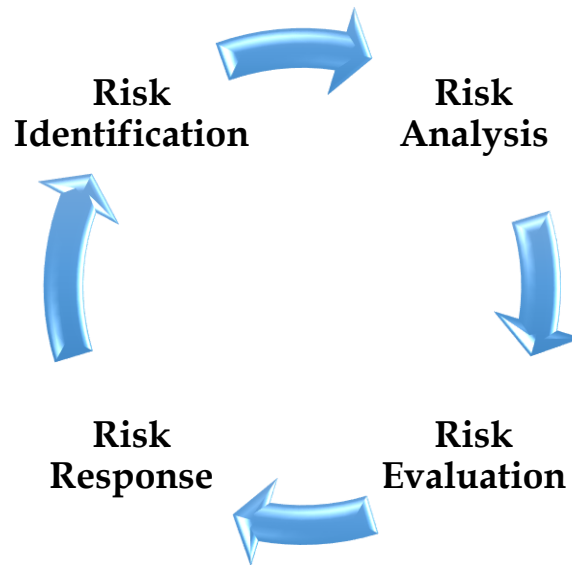
- a. To maintain a risk register in their respective departments
- b. To orient the staff regarding the risks arising out of fire, accidents, use of hazardous material and its associated responses
- c. Ensure displaying precautions, notices and relevant information regarding handling the equipment, furniture and fixtures
- d. Ensure recording and reporting incidents pertaining to the department and report on a regular basis
- e. Ensure implementation the mitigating actions as recommended

D. RISK MANAGEMENT PROCESS

- i. Forming the risk criteria
- ii. Identifying the risks and recording by each department / members
- iii. Risk analysis and evaluation of the risk event, its likelihood and impact
- iv. Reporting the events likely to cause risks to the Risk Management committee on a regular basis through Risk reporting format available at each department
- v. Regular audits of risk register (Risk reporting format) is to be carried out by the committee
- vi. The committee is empowered to respond to the reported risks on regular basis and ensure action is taken timely
- vii. The status of the resolved risks are recorded and sent back to the respective departments
- viii. The risk reports to be included in the annual reports and presented to the BOG for further action
- ix. Suggest improvements in risk management process



E. RISK MANAGEMENT CYCLE



F. RISK REPORTING FORMAT:

Operations	Risks	Brief description	Likelihood	Impact	Evaluation of Initial Risk	Solutions	Time frame	Responsibility

G. Risk criteria:

Seriousness of the risks is evaluated based on the number of times the risk incident occurs and the impact is measured in terms of risk to the employees, students and other stakeholders injury, financial implications, damage to assets, building, property and students belongings.

H. Rating criteria for likelihood

Category	Occurrence rarely in a year	Occurrence Once in 6 months	Occurrence Once in 3 months	Occurrence almost monthly	Occurrence almost daily
low	1	2			
Medium			3	4	
High					5+



I. Rating criteria for impact

Category	People	Process	Product	Premises
low	1	1	1	1
Medium	2	2	2	2
High	3	3	3	3

J. Criteria defined:

- i. **Impact for people:** The impact of Health & safety hazards for the people in SUC is minimal. Only minor injuries will be treated as low, if the injuries are of partial impairment nature will be treated as medium and when a death or permanent impairment that causes incapacity to execute normal duties will be treated as high impact. Also the number of people affected is more, it will be considered as high impact.
- ii. **Impact for process:** When the disruptions in the processes of the college policies and procedures which are insignificant to the stakeholders will be treated as low impact. When the disruptions in the functioning of the institution takes place or affects the services provided in a manner that can cause a minimal loss to the stakeholders, will be called as medium impact. When the disruptions in the services severely affect the services rendered to stakeholders which cause losses to them significantly and affects the reputation of the institution will be treated as high impact.
- iii. **Impact for product:** The product in case of SUC is termed as the educational services provided, degrees and certificates awarded. When the errors in services and certificates are minimal and can be easily rectified will be treated as low. When the errors in services and certificates cause damage to the stakeholders will be considered as medium. When the errors in services and certificates significantly affects the stakeholders negatively, will be treated as high.
- iv. **Impact for premises:** Premises includes all the fixtures and furnishing, building, parking area, all facilities provided within the boundary of the campus. When minor damages occur which can easily be maintained with less effort and cost and does not have a potential to cause major damage will be treated as low impact. When the damages are significant to the land, building, furnishings and fixtures within the premises and have a potential to cause major damage to the people will be treated as medium. When the damages are serious and can cause damage to the people significantly and may even lead to permanent injuries or death.

**K. RISK RESPONSE:**

Risks are categorized based on the criteria of High risks, medium risks and low risks and are reported to the Dean on a regularly:

Category	Response	Responsibility	Timeframe
Low(1 - 5)	Will be tolerated by the organization but remedial measures are undertaken through orientations and training.	Faculty member / Heads of department / QA office through training / AAC members	Within a semester
Medium (6 - 9)	Remedial measures are taken within the beginning of next semester	Faculty member/AAC member/ HOA/ DEAN	Within a month or two
High (10 - 15)	Remedial measures are taken immediately	AAC/HOA/DEAN/ EC	Within a day or a week

L. RECORDING OF INCIDENTS

Every incident causing risk is recorded as and when it happens in an Incidents Register which is maintained in all the above specified departments which are prone to risk.

M. RISK REGISTER FORMAT

Date	Time	Incident	Place	Descriptions	Impact

N. OUTCOMES AND MEASUREMENTS

The status of risk management activities are regularly evaluated by the Dean and EC and necessary steps are initiated to mitigate risks. The risk management activities are conducted on the basis of predetermined time frames the functioning of risk management framework is measured by the QA office to improve its operation as and when necessary. EC is authorized to evaluate the risk management activities and its impacts during their meetings.

O. MANAGEMENT RESPONSIBILITY

Executive Council along with the Risk Management 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 to understand the key risks in operations and ensure, through regular reviews and assessments that appropriate systems are in place to identify and manage these risks, receive regular reports on the management of material risks to SUC.



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

i. **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**

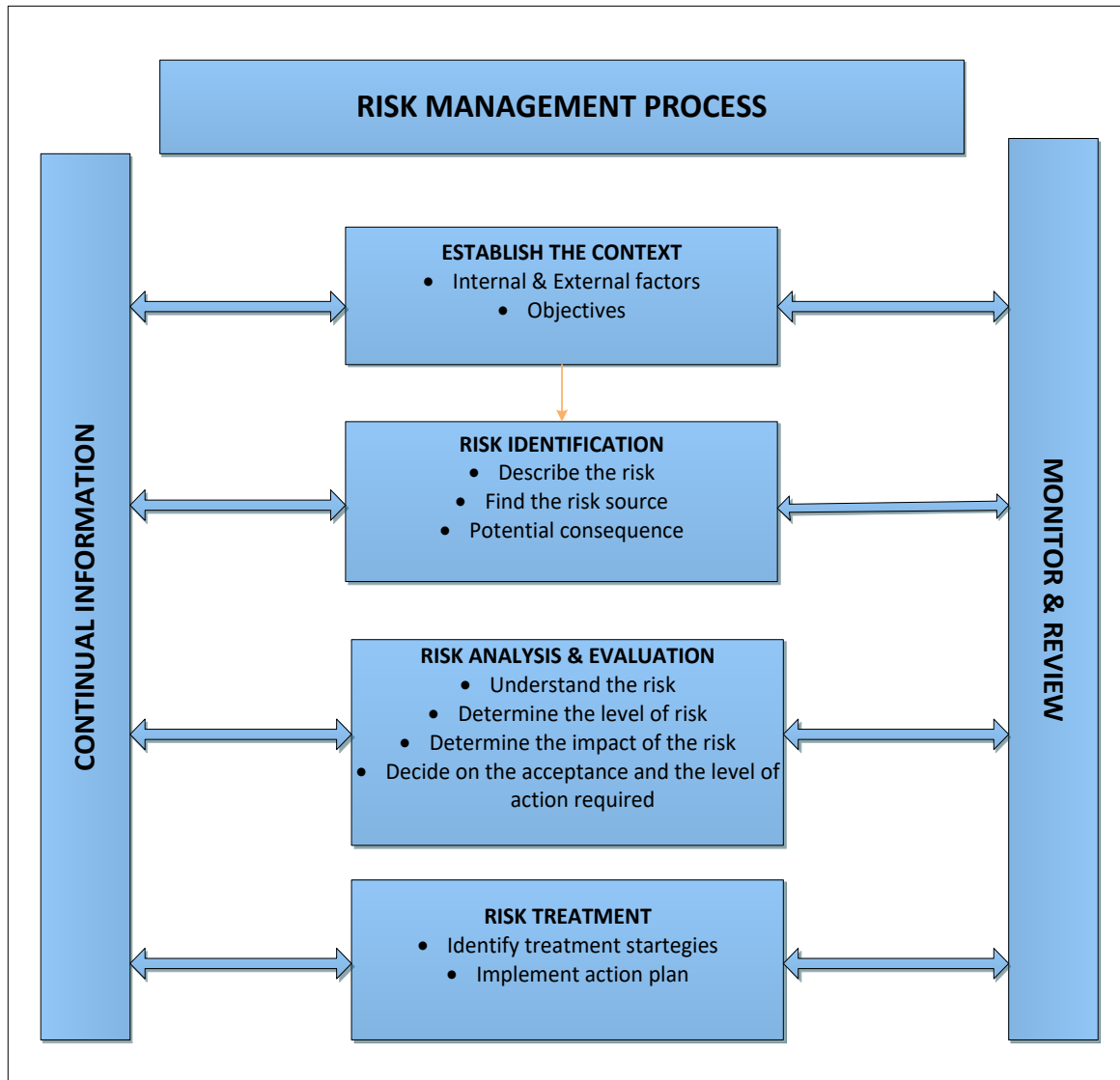
Risk management assessment is compiled by the Finance Department and facilitates the identification, assessment and ongoing monitoring of major risks to which SUC may be exposed. The document is reviewed annually and emerging risks are added as required. Corrective actions and risk indicators are monitored 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**

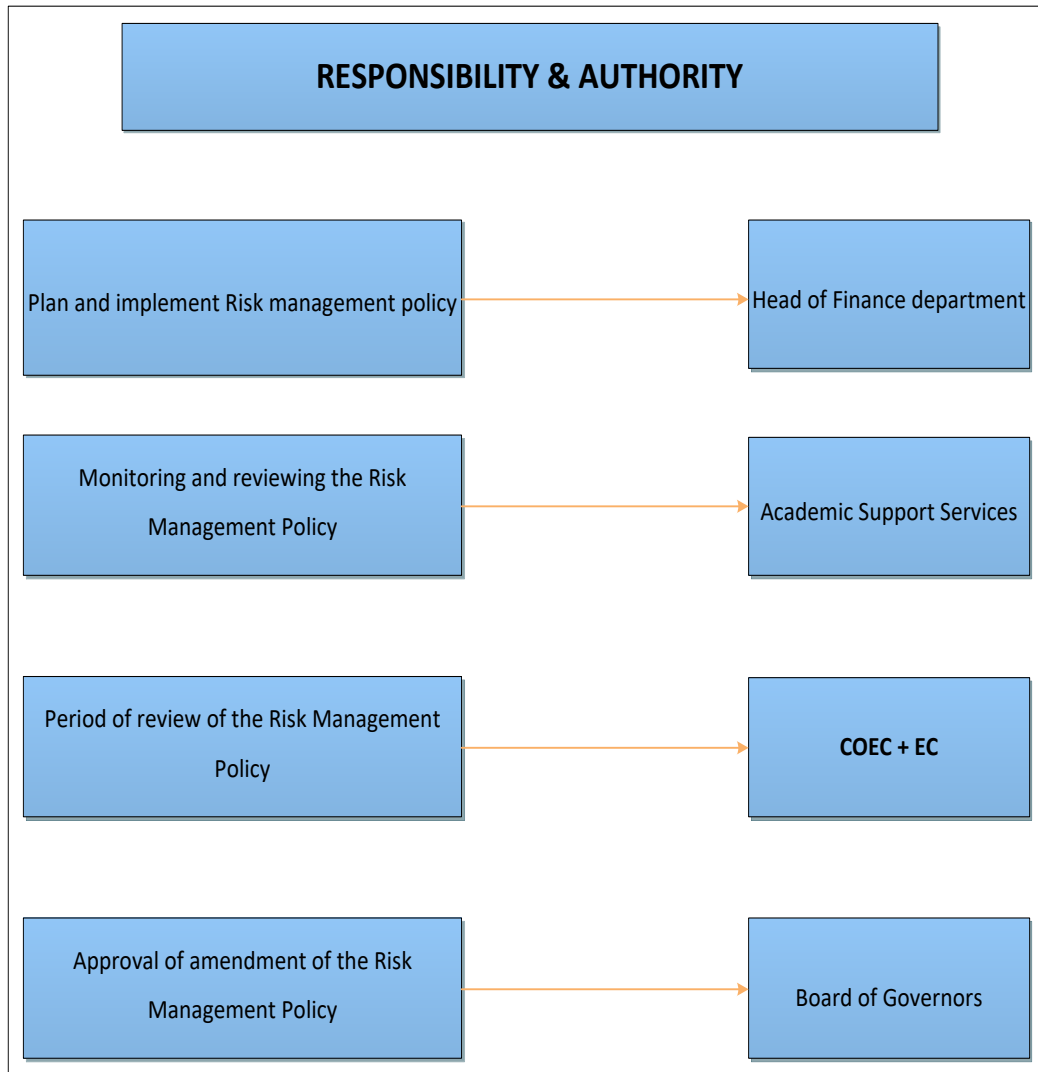
Regular reporting is designed to monitor key risks and their controls. Decisions to rectify problems are made at regular meetings.



ii. **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.

iii. **Responsibility And Authority**



PLEASE REFER [RISK MANAGEMENT MANUAL](#) FOR FURTHER DETAILS

8f. Auxiliary Enterprises Policy.

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
4. 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.
 5. Each auxiliary enterprise will normally establish an auxiliary fund balance which may be used for purposes as instructed by the management.
 6. Each auxiliary enterprise's auxiliary fund balance will retain its separate accounting identity and will be reported separately

MOE STANDARD 9. PUBLIC DISCLOSURE AND INTEGRITY

9a. Conflict of Interest Policy

A. Introduction

Conflict of interest at SUC is defined as any breach of Policy and Procedures by Members of Board of Governors, or their family members, employees of SUC and other representatives appointed for furthering the cause of Vision of SUC, to gain any undue advantage monetarily or in kind from the stakeholders.

B. Acts of conflicts of interest

The acts of conflicts of interest are as follows but not limited to

- i. Breach of policy and procedure for personal or familial gains of any nature
- ii. Engaging in services that have gainful interest without disclosing to SUC
- iii. Misusing of SUC resources, employees and facilities for the personal or familial gains
- iv. Breach of terms and conditions of funded or non-funded projects, publication of material that is in conflict with the interest of SUC
- v. Family members of the Employees, Members of Board of Governors must not be involved directly or indirectly in business decisions are influence decisions, agreements or contracts that benefit them

C. Formation of the committee

All issues related to conflict of interest are dealt by Disciplinary Action committee. Disciplinary committee shall comprise of the Dean, EC members and a representative of faculty. None of the committee members should be party to a conflict at the time of disciplinary action proceedings. In case of such an eventuality the EC is authorized to suggest an alternate.

D. Functions of the committee

The function of the committee is to investigate the issue of conflict of interest under question by following the principles of natural justice and adhering to the due process as laid down in the SUC policy and recommend fair and equitable judgment.

The function of the committee is also to review and pass judgments regarding voluntary disclosures of services, engagements and contractual agreements with the third party outside SUC for monetary or non-monetary benefits made by the employee. The committee also has the right to look into such actions that affects the normal functioning of SUC due to non-fulfillment of contractual agreements with SUC. Finally report the causes and findings of the issue to the Head HR for records and necessary action.



In case of approved projects the terms and conditions of leave, monetary benefits and other direct or indirect gains will be decided on case to case basis and the faculty and staff must adhere to that agreement

E. Process flow

- i. To receive factual statement of the breach of conflict of interest from the HR department
- ii. To seek written explanation from the concerned employee under question
- iii. To initiate an enquiry and conduct a thorough investigation into the matter
- iv. To collect evidences or facts in the process of enquiry and investigation
- v. To pass a fair and equitable decision
- vi. Report the findings to HR for records
- vii. Head of HR recommends the appropriate action including discontinuance of the employment services and non-renewal of contract as per the policies of SUC and communicates to Dean for necessary action
- viii. Dean implements the recommended action by the Head of HR

F. Responsibilities of the Employees

The Responsibility of each employee of SUC is

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

G. Tenure and authority

Responsibl e to disclose information	Responsibi lity of forming Disciplinary Action committee	Tenure of the committee	Responsibi lity to present the case	Responsibi lity to conduct fair trail and take decision on the issue	Implement ation of the decision	Review and amendmen t of the policy
Employees	Dean	Till the issue is resolved or dissolution by Dean	Head HR	Chair of Disciplinary Action committee	Head-HR	EC

9b. Copyright and Intellectual Property Policy.

INTELLECTUAL PROPERTY (Reference - Human Resource Policy Manual)

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



- SUC has a right to use all the material (teaching & training) developed by Faculty Member during their tenure for conducting its operations or to enhance its image in the competitive environment for
- The SUC believes that all published works of its community should be available to interested scholars.
- SUC holds the rights on all the course material (CDP, CDD) in their structure, content, and the methodology of conduct. In other words the Faculty Members may not conduct the same course using the same content and methodology as followed in SUC during the tenure.
- The Faculty Members/ Students also reserve the right to use the created material for their career advancement.
- The SUC also believes that the author should be given full credit for any work and should be entitled to retain proprietary rights to the product of the individual's own initiative and individual labors.
- SUC reserves the right to determine whether or not the material will be copyrighted in the name of the author for the material produced by Faculty Members under assignment of SUC.
- Any arrangement relating to copyright matters involving sponsored project must be referred to the AAC. Some sponsors have established regulations governing the copyright and/or publications of the results of investigations they sponsor. Before entering a sponsored project, an understanding among the principal investigators, the SUC and the sponsor should be reached regarding the rights to any copyrighted materials produced by the project.
- The SUC has the right to use the course materials developed by its Faculty Member as it deems necessary and maintains the right to produce, update, distribute, transmit, alter and prepare derivative works based on course materials.
- 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.

9c. Teach-out Policy. This policy governs an institution's responsibility for arranging for students to complete their academic programs in cases where institutions are closed or programs discontinued.

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**

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

9d. Publications Policy. This includes responsibility for maintaining and updating the institution's Web site and other print and electronic publications.

PUBLICATIONS POLICY (Reference - Institutional Policy Manual)

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

9e. 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.

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

a. 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.

b. 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

c. Corporate Event Participations

Corporate Affairs Office to attend meeting and conferences and events organized by the Chamber of Commerce, various business councils, organizations/corporations and other government institutions.

SCOPE: Participation in the above events helps networking with the corporate people and further in developing business relation for the mutual benefit of both the organization.

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.

MOE STANDARD 10. RESEARCH

10 a. Ethical Issues Policy. This includes, as appropriate, regulations on the use of human and animal subjects.

-POLICY ON USING HUMAN SUBJECTS IN RESEARCH

i. Introduction

In business studies, the use of human subjects is limited to the extent of gathering information (collecting data) for empirical studies like consumer satisfaction etc. There are no experimental studies like in medicine. At SUC, the policy on human subject research relates only to seeking permission from a set of select sample subjects purely on a voluntary basis respecting the rights and welfare of human subjects which are covered under the ambit of legal and privacy requirements.

ii. Purpose

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

iii. Terms

1. All researches emanating from SUC must seek prior permissions from the human subject to be a part of the sample.
2. All the data collected from the research subject should comply with the privacy laws and should be exclusively used for research purpose only.
3. The information relating to the subject may be revealed only to the Government officials and or subject to order from the court.
4. It should be ensured that there is no violation of privacy, dignity and cultural sensitivities of the human subjects during the research process.
5. Compliance to the cultural sentiments of the region would be ensured.
6. Regular monitoring of research process will be ensured by the head of respective department under which the research is being conducted.



10 b. Research Support Policy.

I. RESEARCH STRATEGY FOR 2017-22

The Skyline University College **Research Strategy 2017-22** aims to:

“Increase the intensity, excellence, impact and reputation of our research to position Skyline University College among the top 25 UAE universities by 2022”.

The SUC research strategy 2017– 22, aspires to substantially increase both the quality and quantum of its research output and impact. The strategy proposes, that excellent research and researchers will be supported, motivated, trained and involved to do quality research. We believe that the successful implementation of this strategy will lead to research at SUC being at par with its leading peers across the region. To achieve this, we will improve our ranking and quality score in research; lift our performance in targeted research rankings; recruit, develop and support high-quality researchers; provide excellent training for researchers; prioritize quality research service, facilities and infrastructure; create and maintain authentic and meaningful relationships with research partners and research collaborators; and advance research into commercial and wider applications to ensure maximum benefit and impact.

This research strategy document acknowledges that the research landscape, both in terms of need and funding, is very dynamic and competitive; not only in the increasing prioritization of measures of research impact and outcome, but also in terms of which area of research need to be supported. Therefore, we must be very clear about, what we excel at and what we will be known for, now and in the future. This strategy acknowledges our research areas and seeks new opportunities to foster, extend and capitalize upon these existing strengths, to ensure that SUC-Research means excellent quality research.

Finally, this strategy includes strategic objectives, policy and procedure that drawn from and are in line with the vision and mission of the institution. At SUC, we are committed to extending knowledge for its own sake and in partnership with others for the benefit of society at large. We will do this by strategically investing in areas of excellence, driving accountability, improving and strengthening our internal systems, structures and processes to ensure world class research. We will also identify research collaborators and partners across the globe to do joint research to maximize quality, impact and benefit of our research. SUC aspires to pursue all its research in the spirit of honesty, accountability and ethical practices.

The Strategic targets for achieving research output in the planned period have been spelled out and assimilated in the SUC Strategic Plan of 2017-22 and a summary table is attached below this section of the document as well.



Research Committee Strategic Targets 2017-22

Items	AY 2017-18	AY 2018-19	AY 2019-20	AY 2020-21	AY 2021-22
1. Research Publications	B category: 10% of faculty member C category: 35% of faculty member	B category: 15% of faculty member C category: 40% of faculty member	B category: 15% of faculty member C category: 50% of faculty member	A Category: 10% B category: 30% of faculty member C category: 60% of faculty member	A Category: 15% B category: 25% of faculty member C category: 60% of faculty member
2. Refereed Conferences	10% of faculty will attend and present papers in renowned conferences in their respective specialization	15% of faculty will attend and present papers in renowned conferences in their respective specialization	20% of faculty will attend and present papers in renowned conferences in their respective specialization	25% of faculty will attend and present papers in renowned conferences in their respective specialization	30% of faculty will attend and present papers in renowned conferences in their respective specialization
3. Case Studies	10% of faculty members will publish case study	15% of faculty members will publish case study	20% of faculty members will publish case study. One case study book in a specific area based on regional cases	25% of faculty members will publish case study One case study book in a specific area based on regional cases	35% of faculty members will publish case study One case study book in a specific area based on regional cases
5. Intl. Case workshop		1 case workshop internationally resourced for 100% of SUC faculty and minimum 20 paid participants from academia			1 case workshop internationally resourced for 100% of SUC faculty and minimum 40 paid participants from academia
6. Other scholarly activity	Member in Editorial Board	Member in Editorial Board, Reviewer in Journal Book Chapter	Member in Editorial Board, Reviewer in Journal, Book Chapter	Member in Editorial Board, Reviewer in Journal, Book Chapter	Member in Editorial Board, Reviewer in Journal, Book Chapter
Editorial Board Membership	10% of faculty	10% of faculty	15% of faculty	15% of faculty	20% of faculty



Dissertation Guidance Experience	20% of faculty	25% of faculty	30% of faculty	30% of faculty	35% of faculty
--	----------------	----------------	----------------	----------------	----------------

II. RESEARCH AND CONFERENCE PARTICIPATION AND PUBLICATION

A. 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.

B. 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.

C. CONFERENCE PARTICIPATION & PUBLICATION POLICY

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

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.*

A. CASE STUDY DEVELOPMENT POLICY
(Faculty members’ Case development activities)

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

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

Note: *Faculty members can get a credit of professional development as mentioned in 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 or publication fees) 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 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.

D. 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..

MOE STANDARD 11. COMMUNITY ENGAGEMENT

11 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 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.

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

12. ADDITIONAL SUC POLICIES

I. STUDENT REQUEST

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 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. LETTERS /TRANSCRIPT FROM THE SUC

- i. Bona-fide student letter (In English or Arabic)
- ii. Letter mentioning dates of examination
- iii. Copy of course definitive document (CDD) for course/s attended
- iv. Transcripts
- v. Reference Letters
- vi. Course Equivalency Letters
- vii. Certificate Equivalency Letters
- viii. No Objection Letters
- ix. Letters for Government Departments
- x. University Reference Letters
- xi. Letters of Introduction for Internship
- xii. Sponsor Request Letters
- xiii. 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

Normal time to respond the request is mentioned below:

1	Letter from SUC	One working day
2	Course definitive document (CDD)	Three working days
3	Transcript	One working day
4	Duplicate & Transcript request from external bodies	Timeframe for issuing the letter is subject to receiving request from the external agency.



D. 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.

II. ADMINISTRATION PROCEDURE

A. ACADEMIC CALENDAR

Academic calendar is the complete guideline for the institution from the starting to the end of the academic year. This is prepared by the administration department by compiling the calendars of the departments before 1 semester of the start of the academic year. This incorporates all the academic, semester, examinations, events, reviews, submission deadlines, vacations and inter-semester breaks. It acts as a guideline for all the departments, faculty, staff and students to plan out their activities and execute as per the calendar.

Process of preparing the academic calendar by the calendar management committee

1. Receive the academic plan calendar from MOHSER
2. Receive the respective calendar from all the departments
3. Check the annual leave calendar of UAE
4. Check the program commencement calendar
5. Refer all other operational calendars
6. Refer the events calendar

All the above points are taken into consideration while preparing the academic calendar and is normally published before the start of the academic year

The Academic calendar is placed on all the notice board, portal of student/staff/faculty, student handbook and website

The amendment to the academic calendar is made with the Dean's approval by Calendar Management Committee since it affects the workflow of all the departments.

B. 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. Academic 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 the 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.

C. ACADEMIC & ACADEMIC ADVISOR 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



D. 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.

E. 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.

F. 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.

G. SEMESTER READY RECKONER

The semester Ready Reckoner details the Academic calendar for all programs including AIPC & 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. Academic Calendar
- ii. Room Allocation [Weekdays & Weekend]
- iii. Schedules pertaining to each program
 - 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



H. INTERNSHIP STUDENT ALLOCATION

The administration department prepares the list of eligible students enrolled in Internship courses according to their area of major and the list is send to HOA for allocation of supervisors. The approved list is maintained in records.

Allocation is done based on the faculty expertise and the major selected by the students.

Refer “Internship policy” for further details.

I. STUDENT PORTAL & PORTAL UPDATION

Student portal is a comprehensive online source of communication to the students. The portal updation of students is carried out on semester basis to facilitate the students understanding of SUC policy procedures. It contains below mentioned details:

1. Information policy procedure
2. Handbooks
3. Orientation
4. Academic profile
5. CDP
6. Course materials
7. Current batch activities
8. Events calendar
9. Online request
10. Advisor
11. Downloads
12. News and updates.

J. PORTAL BLOCKING

The access to portal for students is blocked in case of non-adherence to SUC policy & procedures.

The major reasons for portal blocking by different departments:

- i. Books not collected from the library
- ii. Books not returned to the library
- iii. Tabs not collected from the library
- iv. De-activated students due to non-payment
- v. Temporary cancelation students
- vi. Graduated students
- vii. Non-submission of documents [Undertaking students]
- viii. Suspended students
- ix. Cancelled students
- x. Any other non-adherence case

The process of portal blocking

- i. Intimate the default students through email
- ii. Reminder after 2 weeks of the initial mail
- iii. SMS to the students
- iv. Letter to the students
- v. If no response the department will block the students until they resolve the issue.



K. 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. Retention rate

L. 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.

M. 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.

III. ORIENTATION TO STUDENTS

i. New Students

a. Induction Orientation

Orientation to the new students is given jointly by the Dean, Head of Academics of concerned School and Head of Student Affairs. 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.

1. Orientation by Dean

- a) **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.
- b) **Clubs and Committees:** During this orientation, students are informed about the various clubs and committees, which they may join and actively participate in the club activities
- c) **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.
- d) **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.
- e) **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.
- f) **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.
- g) **Student Grievance redressal:** The Dean informs the students about the procedure for redressal in case they would like to report any grievance



2. Orientation by Head of Academics

The Head of Academics provides information on the various programs, the courses offered under each of them along with the credit hours and the eligibility criteria to opt for the accelerated Program which provides them with the option to complete the Program in a shorter duration. Students are also informed about the various academic rules and regulation, the assessment procedures, attendance requirement, placement opportunities. The information on the usage of learning resources like library and IT resources is also being given.

3. Orientation by Head of Student Affairs includes the following:

a) Administrative Services

- i) 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.
- ii) 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.
- iii) 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.
- iv) Visa/Embassy Letter:** Students are informed that they can apply for VISA/embassy letter before 24 hours in the portal.
- v) 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.
- vi) Cancellation:** The procedure to cancel the registration is explained to the students
- vii) Temporary Cancellation:** In case of a prolonged absence of about three weeks, students are placed on temporary cancellation.
- viii) Re-activation:** Student placed in temporary cancellation have to pay the registration fee for reactivation of their admission
- ix) Postponement:** Student may postpone one semester in an academic year subject to approval only under mitigating circumstances
- x) 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.

b) 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.

ii. Continuing Students

a. Orientation for progression and career development

Orientation is also provided to the continuing students specifically the Junior accelerated and Senior Students of the Undergraduate Program. This orientation is comprised of the following:

1. Orientation by HSA

a) 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

- b) Various online requests & time for response
- c) Addition/Dropping of course
- d) Cancellation
- e) Temporary Cancellation
- f) Re-activation
- g) Postponement
- h) Scholarship [applying for the scholarship & required documents]

IV. PROGRAM TERMINOLOGY AND DEFINITION

For a standard communication students must refer to the standard terminology and explanation given below:

A. UNDERGRADUATE PROGRAM

i. 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 12 weeks. During the summer session, a student can earn a maximum of 12 credits.

ii. FULL TIME STUDENT

To be considered full-time, a student must carry a minimum course load of 12 credit hours per semester with the average being 15 to 18 credit hours.

iii. ACCELERATED STUDENT

After three semesters the academic records of the student are reviewed and those students who maintain 2.5 or above CGPA without failing in any of the courses are offered to opt for the accelerated program whereby they can take maximum of 12 credit hours during the summer semester. Even transfer admission students need to maintain the above requirement in the courses undertaken during the first three semesters at SUC where TOC courses are not taken into account for calculation of CGPA. All students opting for accelerated Program shall agree to the terms and conditions of revision in graduation plan, fee schedule, timings of class and the number of courses offered per semester.

Students opting for accelerated program should continue to progress as per the accelerated plan. Students wishing to withdraw from the accelerated program should submit an application form before the start of the semester. After the start of the semester, any withdrawal or postponement application will be treated under the Withdrawal Policy and student will be reverted to the four year program.

iv. PERIOD OF STUDY

Students enrolled for a Undergraduate (UG) 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 UG program within a maximum of 3 years by earning 120 credits.

B. GRADUATE PROGRAM TERMINOLOGY

i. 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 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. FULL TIME STUDENT

To be considered full-time, a student must carry a minimum course load of 9 credit hours per semester and 6 credits for quarter.

iii. PERIOD OF STUDY



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.

13. ANNEXURES

RISK MANAGEMENT MANUAL

I. INTRODUCTION

As an Educational institution SUC has a regular flow of various stakeholders which includes employees, students, visitors, service providers, parents and other guests at regular intervals. The risk associated with the infrastructure, facilities, processes, services provided and reputation of the institution are numerous and they arise from internal and external sources. All the risks have the potential to disrupt achievement of the University's strategic and operational objectives, impact the employees, students, visitors, resources and the infrastructure of the university. To minimize such risks SUC aims to manage risks on a continuous basis by identifying, analyzing, evaluating and responding to risks through informed decision process. The process is detailed in the policy below.

II. RISK STATEMENT:

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

III. PURPOSE

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

IV. RISK DEFINED IN SUC

Risk is defined as any event that has a potential to disrupt the normal operations, processes, cause damage to property, assets, fixtures and furnishings, equipment that does not allow SUC to carry out its functioning to attain its goals and objectives over a period of time. It



also includes the shortfall in enrollments and employees, financial and resource inadequacies that hampers the accomplishment of its mission and vision.

The risks arising from natural and physical environment can only be mitigated by creating awareness and providing necessary warning systems. Risks also arise from uncertainties in the socio - politico - economic environment impact businesses and will have an influence on the education sector too. In order to mitigate the risks from environment, socio-political conditions and from competitors; continuous process of evaluation of the hazards arising out of environment, equipment, furnishing and facilities, policies, processes and macro environment; it is essential to be prepared to face any eventuality and find alternative strategies to fulfill the university mission in a long run. It is required that all departments compile a risk report based on issues that needs to be addressed for effective risk mitigation within their purview so that a detailed risk report is regularly submitted for review and necessary improvements based on the recommendations by the review committee.

V. KEY TERMS DEFINITION:

- E. **Hazard/ Aspect:** Anything with the potential to cause harm, loss or damage to human, the environment or SUC property and assets which hampers the functioning of the institution
- F. **Risk/ Impact:** Is the potential harm that causes loss or damage to the assets and stakeholders and may lead to inability of SUC to achieve its mission and objectives.
- G. **Risk/ Impact Assessment:** It is a process of measuring the likelihood and the extent of damage to determine the severity of harm. (*loss or damage X Likelihood of its occurrence*)
- H. **Control Measures:** Necessary means to mitigate and reduce the impact of risks on the human health and safety and the environment for sustainability. The measures, precautions and procedures undertaken and implemented in order to control and handle all potential risks/ impacts is the policy frame for controlling risks. The purpose of the control measures are to identify and evaluate to reduce, eliminate or mitigate risks associated with preserving human health and safety.

VI. RISK MANAGEMENT COMMITTEE:

A. FORMATION

A risk Management Committee is formed for continuous assessment of risks and its timely control. The risk Management committee comprises of all the Heads of Department and Registrar. The committee will be headed by the Dean (Chair of the Risk Management Committee) and all decisions related to ensuring risk free environment will be the responsibility of the Dean. Any vacancies arising due to separation will be filled in by the new incumbent at that position.



B. OBJECTIVES OF THE RISK MANAGEMENT COMMITTEE

- iii. To ensure that all potential risks are identified, assessed and addressed timely.
- iv. To assign responsibility to departments to record incidents and manage all risks within their areas of control.

C. ROLES AND RESPONSIBILITIES OF CHAIR AND MEMBERS

- iii. Chair of Risk Management Committee:
 - g. To ensure adherence of Risk management policy by the employees in SUC
 - h. To monitor the external and internal factors that may impact the organization and report to BOG
 - i. To ensure sufficient resources are allocated to create risk mitigating culture in the institution
 - j. To review the risk management reports periodically and take actions to respond effectively to mitigate the risks.
 - k. To submit reports periodically to the EC regarding status of Risk Management
 - l. To review the policies and recommend changes

iv. MEMBERS OF RISK MANAGEMENT COMMITTEE

- f. To maintain a risk register in their respective departments
- g. To orient the staff regarding the risks arising out of fire, accidents, use of hazardous material and its associated responses
- h. Ensure displaying precautions, notices and relevant information regarding handling the equipment, furniture and fixtures
- i. Ensure recording and reporting incidents pertaining to the department and report on a regular basis
- j. Ensure implementation the mitigating actions as recommended

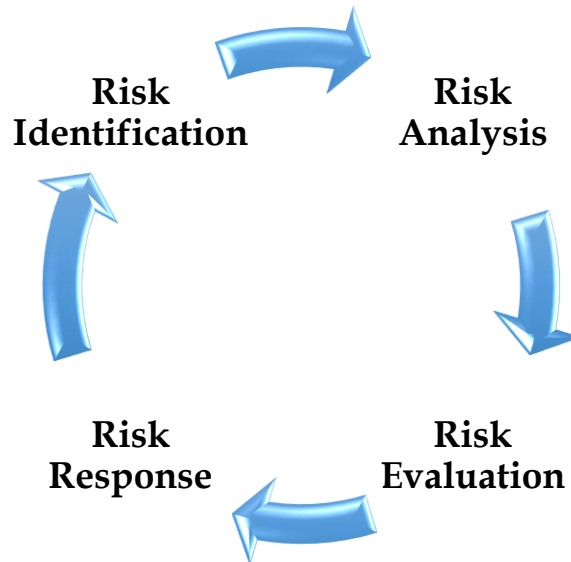
D. RISK MANAGEMENT PROCESS

- x. Forming the risk criteria
- xi. Identifying the risks and recording by each department / members
- xii. Risk analysis and evaluation of the risk event, its likelihood and impact
- xiii. Reporting the events likely to cause risks to the Risk Management committee on a regular basis through Risk reporting format available at each department
- xiv. Regular audits of risk register (Risk reporting format) is to be carried out by the committee
- xv. The committee is empowered to respond to the reported risks on regular basis and ensure action is taken timely
- xvi. The status of the resolved risks are recorded and sent back to the respective departments
- xvii. The risk reports to be included in the annual reports and presented to the BOG for further action



xviii. Suggest improvements in risk management process

E. RISK MANAGEMENT CYCLE



F. RISK REPORTING FORMAT:

Operations	Risks	Brief description	Likelihood	Impact	Evaluation of Initial Risk	Solutions	Time frame	Responsibility

G. Risk criteria:

Seriousness of the risks is evaluated based on the number of times the risk incident occurs and the impact is measured in terms of risk to the employees, students and other stakeholders injury, financial implications, damage to assets, building, property and students belongings.

H. Rating criteria for likelihood

Category	Occurrence rarely in a year	Occurrence Once in 6 months	Occurrence Once in 3 months	Occurrence almost monthly	Occurrence almost daily
low	1	2			



Medium			3	4	
High					5+

I. Rating criteria for impact

Category	People	Process	Product	Premises
low	1	1	1	1
Medium	2	2	2	2
High	3	3	3	3

J. Criteria defined:

- v. **Impact for people:** The impact of Health & safety hazards for the people in SUC is minimal. Only minor injuries will be treated as low, if the injuries are of partial impairment nature will be treated as medium and when a death or permanent impairment that causes incapacity to execute normal duties will be treated as high impact. Also the number of people affected is more, it will be considered as high impact.

- vi. **Impact for process:** When the disruptions in the processes of the college policies and procedures which are insignificant to the stakeholders will be treated as low impact. When the disruptions in the functioning of the institution takes place or affects the services provided in a manner that can cause a minimal loss to the stakeholders, will be called as medium impact. When the disruptions in the services severely affect the services rendered to stakeholders which cause losses to them significantly and affects the reputation of the institution will be treated as high impact.

- vii. **Impact for product:** The product in case of SUC is termed as the educational services provided, degrees and certificates awarded. When the errors in services and certificates are minimal and can be easily rectified will be treated as low. When the errors in services and certificates cause damage to the stakeholders will be considered as medium. When the errors in services and certificates significantly affects the stakeholders negatively, will be treated as high.

- viii. **Impact for premises:** Premises includes all the fixtures and furnishing, building, parking area, all facilities provided within the boundary of the campus. When minor damages occur which can easily be maintained with less effort and cost and does not have a potential to cause major damage will be treated as low impact. When the damages are significant to the land, building, furnishings and fixtures within the premises and have a potential to cause major damage to the people will be treated as medium. When the damages are serious and can cause damage to the people significantly and may even lead to permanent injuries or death.



K. RISK RESPONSE:

Risks are categorized based on the criteria of High risks, medium risks and low risks and are reported to the Dean on a regularly:

Category	Response	Responsibility	Timeframe
Low(1 - 5)	Will be tolerated by the organization but remedial measures are undertaken through orientations and training.	Faculty member / Heads of department / QA office through training / AAC members	Within a semester
Medium (6 - 9)	Remedial measures are taken within the beginning of next semester	Faculty member/AAC member/ HOA/ DEAN	Within a month or two
High (10 - 15)	Remedial measures are taken immediately	AAC/HOA/DEAN/ EC	Within a day or week

L. RECORDING OF INCIDENTS

Every incident causing risk is recorded as and when it happens in an Incidents Register which is maintained in all the above specified departments which are prone to risk.

M. RISK REGISTER FORMAT

Date	Time	Incident	Place	Descriptions	Impact

N. OUTCOMES AND MEASUREMENTS

The status of risk management activities are regularly evaluated by the Dean and EC and necessary steps are initiated to mitigate risks. The risk management activities are conducted on the basis of predetermined time frames the functioning of risk management framework is measured by the QA office to improve its operation as and when necessary. EC is authorized to evaluate the risk management activities and its impacts during their meetings.

O. MANAGEMENT RESPONSIBILITY

Executive Council along with the Risk Management 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 to understand the key risks in operations and ensure, through regular reviews and assessments that appropriate systems are in place to identify and manage these risks, receive regular reports on the management of material risks to SUC.

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

VII. RISK MANAGEMENT PLAN

Risk management plan is aimed at taking a pro-active approach to avoid / minimize any form of risks within the premises of the institution. It enables to ensure safety and security of the stakeholders who are regularly present and who visit the institution time and again. The Risk management plan incorporates calendars, training and auditing, reports that are generated on a continuous basis to help management to take appropriate decisions before any major incident effects its operations.

The risk Management at SUC can be broadly classified into following categories:

- A. Risk related to general facilities
- B. Risk related to specific units

A. MANAGEMENT OF RISK RELATED TO GENERAL FACILITIES

a. HAZARD MANAGEMENT FOR THE BUILDING, FURNITURE, FIXTURES AND THE PREMISES

The hazard management in the institution includes taking necessary precautions and recording of information to avoid any untoward event that may cause damage to people and assets in the main building and hostel.

1. Compliance Requirement for Campus Gates And Walls As Per MOE
 - 1.1. The doors should not be located and open on the main road.
 - 1.2. Barriers to be provided outside the gates to prevent students from rushing to the main road.
 - 1.3. Fence with adequate height must be provided.
2. Procedure for Managing Risk Related To Furniture And Fixtures

The Maintenance department to ensure maintenance of furniture and fixtures properly to provide safe working environment and place appropriate warning signs wherever perceived risks are noticed for issues related to items given below:

 - 2.1. Inadequate furniture, equipment and work environment in general for users and nature of work



- 2.2. Fall of equipment, tools and means suspended and installed in the sweeps and walls
- 2.3. Overburdening of the working environment beyond the limit for carrying public works
- 2.4. Exposure to Noise
- 2.5. Regular check-up of Walk areas, parking areas and stairs
- 2.6. Carpets which are inflammable must be avoided
- 2.7. Checkup of the health of furniture and fixtures

b. MANAGAMENT OF SECURITY INSIDE THE PREMISES

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:

1. SECURITY AT GATE

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

2. SECURITY INSIDE THE PREMISES

- 2.1. To ensure that all students in the SUC are attending classes, when classes are in progress.
- 2.2. To keep a strict vigil in the campus by taking timed rounds of the university.
- 2.3. To question students thoroughly whenever they are caught indulging in indiscipline.
- 2.4. To check the ID cards of the students randomly.



- 2.5. To report to the administration department any untoward incident which takes place in the campus
- 2.6. To ensure all movable and immovable assets of the university are well protected.
- 2.7. To ensure student discipline is maintained at all times.
- 2.8. To ensure that students are not moving as couples
- 2.9. To restrict the speed and movement of vehicles in restricted area inside the campus and ensure systematic parking systems.
- 2.10. To ensure authorized personnel and bona-fide students only use the SUC facilities. Conduct periodic checks of entire campus.
- 2.11. To control movement of student transports, as well as, safe embarking and disembarking of students from buses.
- 2.12. To control the entry of students into examination rooms - collect relevant entry slips.

i. MANAGEMENT OF RISK RELATED TO FIRE HAZARDS

Operations	Risks	Brief description	Likelihood	Impact	Evaluation of Initial Risk	Control measures	Time frame	Responsibility	Responsibility
Fire Hazards	Any possible fire hazard from the electric rooms, pump rooms, pantry, computer labs, server rooms etc.	1. Loss/damage to equipment and structures 2. Financial loss Possible loss of life	2	3	6	1. Call civil defense 2. Emergency evacuation 3. Provide First-Aid support to any casualty 4. Follow procedure for ensuring fire safety	Immediate	1. Health & Safety Manager Fire Marshal	

1. Procedure For Ensuring Fire Safety



It is imperative that the SUC provides a safe and conducive environment to everyone working and studying in it or visiting it, besides ensuring safety of its records, documents and property-moveable and immovable.

1. Fire Prevention Measures

- 1.1. It is of utmost importance to be aware of conditions that may cause a fire emergency and thereby endanger the safety of occupants in the workplace. The major causes of fire at the workplace include overloaded electrical outlets and extension cords, misuse of electrical items, mishandling of flammables, improper storage of combustibles, unsupervised cooking and improper disposal of smoking materials on campus grounds. Implementing fire prevention measures is the key in an attempt to insure one's personal safety and safety of officemates.
- 1.2. In case of a fire, emergency, serviceable fire extinguishers have been positioned at accessible locations. The SUC is well equipped with the automated fire system which is frequently monitored by the local fire department authorities. Frequent examinations are carried out by the authorities to test the fire system during emergencies. The SUC also provides information to employees and students on fire related issues and advice on fire prevention requirements as well as current fire protection practices.

2. Fire Preventive Awareness

- 2.1. To bring awareness about dos and don'ts in the event of fire through notices.
- 2.2. Encourage occupants to actively participate in fire prevention awareness programs.
- 2.3. Regularly observe all exits to keep them clear of obstructions at all times.
- 2.4. Report any tampering with the fire alarm, smoke.
- 2.5. Inspection of offices for overloaded circuits, frayed or damaged electrical cords, improperly used extension cords, improperly used appliances.
- 2.6. Forbid the use of open flame devices for any purpose in the SUC.
- 2.7. Respect the "No Smoking Policy" in all SUC facilities.

3. Safety precautions for Exits and Pathways

- 1.1. 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.

- 1.2. Inflammable and combustible materials must be placed in an approved storage area.

4. 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.

5. 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:

- 1.1. Buildings
- 1.2. Campus Equipment's
- 1.3. Fire protection and suppression systems

6. 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.

7. Compliance of fire safety requirements

- a. The Maintenance department undertakes a regular checkup of the fire extinguishers, expiry date, the pressure and placement of the fire extinguishers at a place that is easily accessible to fight the fire. The responsibility lies with the Maintenance Head who will report the status of the equipment & its maintenance on a monthly basis to the committee. In case of any discrepancies observed the committee takes a decision and the action will be initiated to resolve the problem depending on the severity of the risk. All high risk aspects will be treated immediately.
- b. Vendor finalization for fire safety equipments.
- c. To prepare a Vendor contract and renew it upon expiry.
- d. To adhere to the calendar for refilling the fire extinguishers.
- e. Appropriate placement of Fire exit boards at multiple places especially in high risk zones such as electrical rooms, labs, etc.
- f. Providing multiple exit points.



- g. Designating a space for assembly point with proper signboards.
- h. Display emergency numbers at different locations.
- i. Organizing Fire drills at regular intervals and training some members (Office staff, security personnel, faculty, staff and students) on how to use the fire extinguishing equipment.
- j. Displaying the right use of fire equipments. Also precautions to be taken while fire and smoke in the premises.
- k. Procuring fire resistant fixtures and furnishings from reliable vendors.

ii. MANAGEMENT OF RISK RELATED TO ELECTRICAL ROOMS

Operations	Risks	Brief description	Likelihood	Impact	Evaluation of Initial Risk	Control measures	Time frame	Responsibility
Electric Rooms	Poor ventilation and indoor air quality	Bad Health & Illness	5	2	10	Follow 'Procedure For Internal Air Quality Management'	Monthly	Head of Maintenance and Electrician
	Poor arrangement and hygiene	Bad Health & Illness	4	2	8	Follow 'Procedure For Risk Management In Offices' and 'Compliance Requirement For Drinking Water As Per MOE'	Monthly	
	Electricity	Serious Injuries & Death	1	3	3	Follow procedure For Managing Risks Related To Electrical Rooms	Immediate	
	Fire	Serious Injuries & Death	1	3	3	Follow procedure for ensuring Fire safety	Immediate	

1. Procedure For Managing Risks Related To Electrical Rooms

The electrical rooms should be ensured with proper ventilation and sufficient safety measures.

- 1.1. Checking electrical cables and points periodically.



- 1.2. To maintain proper ventilation and indoor air quality
- 1.3. To maintain hygiene in electrical rooms
- 1.4. To put warning signs near high voltage electricity points
- 1.5. Fire safety equipment to be placed in the electrical rooms
- 1.6. Signages to be placed at appropriate places
- 1.7. To ensure safety in all the electrical points in the building including classrooms, library, play area
- 1.8. Utilization of approved and suitable electrical supplies and equipment installed by qualified technicians and specialists in this field.
- 1.9. Carrying out the periodic and continued checkup and maintenance of sockets, electric exits and cables, as well as all other electrical supplies and equipment, isolating and preventing the use of damaged ones, notifying about them immediately to repair or replace them.
- 1.10. Installation of appropriate protection means such as current circuit breakers and fuses, carrying out periodic checkups and maintenance, changing the damaged ones immediately by qualified technicians and specialists in this field.
- 1.11. Using connectors and extensions suitable for electric cables sufficiently to meet the purposes thereof, covering them and isolating them safely away from corridors, walkways and roads in order to avoid risks of stumbling and falling, and avoiding being damaged and the arrival of wetness thereon.
- 1.12. Non-loading of electric exits with excess loads.
- 1.13. Closing lighting sources, all equipment, electric tools, and air-conditioners in the event of not using them, or leaving workplaces daily to avoid excessive loading and minimizing the fire dangers.
- 1.14. Detaching main electric sources upon having carried out any electrical maintenance.
- 1.15. Isolating the electric rooms and ensuring their closure in all times in order to prevent getting in except by duly authorized but qualified persons therefore.
- 1.16. Storage is absolutely prohibited in electric rooms, not using them for any other purposes.
- 1.17. Putting warning marks about electric risks, prohibiting entering into them via all electric rooms' doors.



iii. RISK MANAGEMENT IN OFFICES & CLASSROOMS

Operations	Risks	Brief description	Like lihood	Im pac t	Evaluati on of Initial Risk	Control measures	Time frame	Respon sibility
Worki ng in Offices and Classr ooms	Paper Consumption	Depletion of natural resources	5	2	10	Follow 'Procedure for risk management in offices' and 'Procedure for managing risk related to paper and printers ink consumption'	Mont hly	Head of Comput ing and Head of Mainten ance
	Using photocopiers and printers inks.	Air & Soil Pollution	5	2	10	Follow 'Procedure for managing risk related to paper and printers ink consumption'	Mont hly	
	Energy Consumption	Depletion of natural resources	5	2	10	Procedures For Managing Risk Related To Energy Consumption	Mont hly	Head of Finance and Head of Mainten ance
	Harmful gas / air emissions from furniture, paints, flooring (Vinyl, Carpets, Rugs), photocopiers and printers.	Air Pollution	1	3	3	Follow 'Procedure for managing risk related to fuel consumption & emission of harmful air gases' and 'Procedure for managing risk related to paper and printers ink consumption'	Mont hly	
	Office Debris and Garbage	Air, Soil & Water Pollution	5	2	10	Follow Procedure for waste management	Mont hly	Head of HR, Head of Admini stration
	Obstruction of emergency exits and corridors	Serious Injuries & Death	3	3	9	Follow 'Procedure for managing work risks in open places & external locations'	Mont hly	
	Coarse jokes and fights	Serious Injuries & Death	1	3	3	Follow' Procedure For Risk Management In Offices' and 'Procedure For Risk Management In Classrooms'	Imme diate	
	Falling from doors and windows	Serious Injuries & Death	1	3	3		Imme diate	
	Slipping, stumbling and falling	Serious Injuries & Death	2	3	6		Imme diate	



Poor ventilation and indoor air quality	Bad Health & Illness	5	2	10	Follow 'Procedure For Internal Air Quality Management'	Imme diate	Head of Finance and Head of
Poor arrangement and hygiene	Bad Health & Illness	4	2	8	Follow' Procedure For Risk Management In Offices' and 'Compliance Requirement For Drinking Water As Per MOE'	Imme diate	Mainten ance
Electricity	Serious Injuries & Death	1	3	3	Follow 'Procedure For Managing Risks Related To Electrical Rooms'	Imme diate	
Fire	Serious Injuries & Death	1	3	3	Follow procedure for ensuring safety	Imme diate	Head of Sports and Head of Mainten ance
Inadequate furniture, equipment and work environment in general for users and nature of work	Bad Health & Illness	2	2	4	Follow 'Hazard management for the building, furniture, fixtures and the premises'	Imme diate	
Fall of equipment, tools and means suspended and installed in the sweeps and walls	Serious Injuries	1	3	3		Imme diate	
Overburdenin g of the working environment beyond the limit for carrying public works	Bad Health, Illness & Serious Injuries in emergency cases	1	3	3		Imme diate	



CLASS ROOM ACTIVITIES	Consumption of paper, wood, plastic, carton & foam.	Depletion of natural resources	1	3	3	Procedure For Risk Management In Classrooms	Mont hly	
	Consumption of paints and adhesive substances	Air & Soil Pollution	1	3	3	Follow 'Procedure For Ensuring Health And Safety In Offices And Classrooms' and 'Procedure for managing risk related to fuel consumption & emission of harmful air gases'	Imme diate	
	Energy Consumption	Depletion of natural resources	5	2	10	Procedures For Managing Risk Related To Energy Consumption	Mont hly	
	Harmful gas / air emissions from paints and adhesive substances	Air Pollution	1	3	3	Follow 'Procedure For Ensuring Health And Safety In Offices And Classrooms' and 'Procedure for managing risk related to fuel consumption & emission of harmful air gases'	Imme diate	
	Office Debris and Garbage	Air, Soil & Water Pollution	5	2	10	Follow Procedure for waste management	Mont hly	
	Chemical Debris & Garbage	Air, Soil & Water Pollution	2	3	6		Mont hly	
	Emissions of harmful noise from musical instruments	Air Pollution	3	2	6	Follow 'Procedure For Noise Management'	Imme diate	
	Obstruction of emergency exits and corridors	Serious Injuries & Death	3	3	9	Follow 'Procedure for managing work risks in open places & external locations'	Imme diate	
	Coarse jokes and fights	Serious Injuries & Death	1	3	3	Follow 'Procedure For Ensuring Health And Safety In Offices And Classrooms'	Imme diate	
	Falling from windows	Serious Injuries & Death	1	3	3		Imme diate	
	Slipping, stumbling and falling	Serious Injuries & Death	2	3	6		Imme diate	



	Poor ventilation and indoor air quality	Bad Health & Illness	5	2	10	Follow 'Procedure For Internal Air Quality Management'	Imme diate	
	Poor arrangement and hygiene	Bad Health & Illness	4	2	8	Follow' Procedure For Risk Management In Offices' and 'Compliance Requirement For Drinking Water As Per MOE'	Imme diate	
	Electricity	Serious Injuries & Death	1	3	3	Follow 'Procedure For Managing Risks Related To Electrical Rooms'	Imme diate	
	Fire	Serious Injuries & Death	1	3	3	Follow procedure for ensuring fire safety	Imme diate	Head of Sports and Head of Maintenance
	Inadequate furniture, equipment and work environment in general for users and nature of work	Bad Health & Illness	2	2	4	Follow 'Hazard management for the building, furniture, fixtures and the premises'	Imme diate	
	Fall of equipment, tools and means suspended and installed in the sweeps and walls	Serious Injuries	1	3	3		Imme diate	
	Overburdening of the working environment beyond the limit for carrying public works	Bad Health, Illness & Serious Injuries in emergency cases	1	3	3		Imme diate	



Exposure to Dangerous Chemicals	Bad Health & Illness	1	3	3	'Procedure for managing risk related to fuel consumption & emission of harmful air gases'	Immediate
Exposure to Noise	Bad Health & Illness	1	3	3	Follow 'Procedure For Noise Management'	Immediate

1. Procedure For Internal Air Quality Management

- 1.1. Providing central ventilation systems (cooling and heating) or air-conditioners inside workplaces and do their periodic maintenance continually in order to ensure their proficiency and operational efficiency.
- 1.2. Using environmentally friendly substances in maintenance processes including the paints, glues and solvents and any other materials in order to minimize the harmful air and gas emissions.
- 1.3. Keeping paints, solvents and chemicals in tightly closed and isolated places with separated but very effective systems for ventilation and exhaust suction.
- 1.4. Decreasing the harmful air emissions through minimizing and declining the use of printing machines, provision of sufficient ventilation in well isolated rooms, ensuring their maintenance periodically and continually.
- 1.5. Smoking is absolutely prohibited and forbidden in all institutions and facilities within the scope of work of this system.

Internal Air Quality Standards	Permitted Limits (Time average of 8 hour observation)
Carbon Monoxide	9 portions per million> (Less than 10 microgram per square meter)
Carbon Dioxide	800 portions per million> (Less than 1440 microgram per square meter)
Ozone	0.06 portion per million> (Less than 120 microgram per square meter)
Total number of VOCs (Volatile Organic Compounds)	300 microgram per square meter>
Formaldehyde	0.08 portion per million>
Suspended Particles (10 micron)>	150 microgram per each square meter>
Humidity Ratio (%)	30% - 60%



Temperature (C)	22.5 – 25.5 C
-------------------	---------------

2. Procedure For Noise Management

- 4.1. Buying and using of quieter, low noise and environmentally friendly equipment and maintain them periodically and continuously to ensure their efficiency and operation proficiency.
- 4.2. Seeking engineering / or technical techniques and controls to minimize the levels of noise including the use of sound-proofing walls in workplaces with high noise levels.
- 4.3. Providing personal protection functions and equipment for staff and students at workplaces with high noise levels (Earphones and Earplugs).

Workplace	Limits permitted (Decibel-DB)
Offices	40
Meeting Rooms	40
Work Stations	40
Libraries	40
Classrooms	35
Laboratories	40
Theaters	35
Gymnasiums	45
Dining Rooms	45
Technical Workshops (Carpentry, Blacksmithing, etc.)	75

3. Procedure For Internal Lighting Management

- 3.1. Provision of suitable lighting levels as per the work nature and ensure the provision of reserve lighting sources (alternative) in the event of current disconnection to be fed from a reserve electric generator in order to ensure lighting of corridors, roads and emergency exits.
- 3.2. Maintenance of lighting sources periodically and continually to ensure their efficiency and operation proficiency, replace the damaged ones in order to ensure the provision of required lighting levels.
- 3.3. Using the natural light in workplace as possible whereas such is considered the best source of lighting.

Workplace	Internal Lighting Levels (LUX)
Corridors	300
Staircases	150
Water Currents	300



Libraries	500
Dining Rooms	300
Laboratories	500
Classrooms & Offices	500

4. Procedure For Ensuring Health And Safety In Offices And Classrooms

The maintenance department ensures proper health & hygiene in the offices and classrooms by checking the following at regular interval and takes necessary precautions to avoid the below:

- 4.1. Paper Consumption
- 4.2. Using and disposing photocopiers and printers inks in a proper manner
- 4.3. Awareness to optimize energy Consumption
- 4.4. Harmful gas / air emissions from furniture, paints, flooring (Vinyl, Carpets, Rugs), photocopiers and printers.
- 4.5. Office Debris and Garbage
- 4.6. Obstruction of emergency exits and corridors
- 4.7. Coarse jokes and fights
- 4.8. Falling from doors and windows
- 4.9. Slipping, stumbling and falling
- 4.10. Poor ventilation and indoor air quality
- 4.11. Poor arrangement and hygiene
- 4.12. Electricity
- 4.13. Fire
- 4.14. Inadequate furniture, equipment and work environment in general for users and nature of work
- 4.15. Fall of equipment, tools and means suspended and installed in the sweeps and walls
- 4.16. Overburdening of the working environment beyond the limit for carrying public works

5. Procedure For Risk Management In Offices

5.1. General:

- 1.1. Having security guards qualified and licensed by the competent authorities at the reception area of the building in order to organize the entering and exit operations, and carrying out the normal security duties.
- 1.2. Having surveillance system inside the building in general through the internal and external camera monitoring network, entrance of workers and customers by using attendance systems, identity definition and entering recording.



- 1.3. Area assigned shall not be less than (11) cubic meters per each person at the work station in offices (ceiling height with higher than 3 meters shall not be calculated).
- 1.4. Abiding by the use of assigned sockets for connection of office devices, with no excess loading.
- 1.5. Securing the tools of paper cutters well in the event of no use and closing safety valve.
- 1.6. Prohibiting the storage of chemicals or other flammable materials inside offices>
- 1.7. Prohibiting the use of water heaters for hot drinks or bread toasters.
- 1.8. Keeping the place clean and tidy daily and ensuring the lack of any debris or snags, that may be risky in the normal conditions in general, in emergency cases and in evacuation in particular.

5.2. Cupboards:

- 1.1. Fixing cupboards well, ensuring not having exceeded the maximum capacity thereof.
- 1.2. Ensuring the closure of doors and drawers well in order to make sure of not being easily drawn or opened automatically.
- 1.3. Not opening more than one drawer at each time in order to avoid the fall of cupboard and closing the drawers in the event of non-use.
- 1.4. Not putting any heavy items on top of cupboards to avoid their fall if opened suddenly.

2. Seats:

Comfortable and easily adjustable, with the possibility of adjusting the degree of back slope and high hand rests, equipped with a backrest and a handle to raise and lower the seats in proportion to the user and allow the spread of the foot on the ground or on the footrest.

3. Auto Computer Screens and Keyboards:

- 3.1.1. Putting screens away from users while keeping screen center blow the normal vision line with slope angle (15 to 25) degrees, controlling the screen for vision clearly.
- 3.1.2. Putting keyboards in easy and comfortable area that does not need the extension of arms or hands to reach thereto.
- 3.1.3. Using a padded wrist brace that allows typing without bending the wrist.



- 3.1.4. Ensuring the use of Headphones or loudspeakers when using handsets for long periods of time.

6. Procedure For Risk Management In Classrooms

Careful usage of harmful elements within the classroom should be avoided and necessary precautions to be taken by the Maintenance department in the aspects given below and report to authorities in case of any problems.

- 1.1. Consumption of paper, wood, plastic, carton & foam.
- 1.2. Consumption of paints and adhesive substances
- 1.3. Energy Consumption
- 1.4. Harmful gas / air emissions from paints and adhesive substances
- 1.5. Office Debris and Garbage
- 1.6. Chemical Debris & Garbage
- 1.7. Obstruction of emergency exits and corridors
- 1.8. Student Responsibility to be adhered.
- 1.9. Falling from windows
- 1.10. Slipping, stumbling and falling
- 1.11. Poor ventilation and indoor air quality
- 1.12. Poor arrangement and hygiene
- 1.13. Electricity
- 1.14. Fire
- 1.15. Inadequate furniture, equipment and work environment in general for users and nature of work
- 1.16. Fall of equipment, tools and means suspended and installed in the sweeps and walls
- 1.17. Overburdening of the working environment beyond the limit for carrying public works
- 1.18. Exposure to Dangerous Chemicals
- 1.19. Exposure to Noise
- 1.20. Area assigned shall not be less than (1.9) squared meter for each student inside the classrooms.
- 1.21. Distribution of students correctly and comfortably.
- 1.22. Size and design of school furniture shall suit the age stage of students.
- 1.23. Distance between the board or display screens and the first queue of the students shall not be less than 1.5 meters, ensuring the seating of those with weak vision at the front.
- 1.24. Distance between the board or display screens and the last queue of the students shall not be more than 7 meters.
- 1.25. Ensuring classrooms and corridors are amongst tables from a snags such as the bags or others in order to avoid risks of stumbling and falling in normal conditions in general, emergency situations and evacuation in particular.



- 1.26. Area of means and educational boards onto the walls of the classrooms in not exceeding the (20%) of the total area of the walls to avoid risks of fire spread when occurred.
- 1.27. Keeping the place clean and tidy daily well organized and providing container supplied with the garbage bags to be cleaned daily.

7. Compliance requirement for classrooms as per MOE

- 7.1. Windows to have fine wire mesh to keep away insects.
- 7.2. Each student to have a space of 1sq.meter,
- 7.3. Distance between front row of students and the black board wall should not be less than 1.8 meter.
- 7.4. Furniture should be in a good condition, free of cracks, made of smooth surfaces that are easily cleaned and suitable to the students.
- 7.5. Preferred to use white boards for educating students or other techniques such as projectors

8. Compliance requirement for internal Activity Hall/ student common room:

- 8.1. A suitable hall must allocated with sufficient equipment.
- 8.2. Surrounding floors must match the requirements of Public Safety Section in Public Health & Safety Department.
- 8.3. Floors made of shock absorbent materials must be provided.

iv. MANAGEMENT OF ENERGY AND WATER RESOURCES

Operations	Risks	Brief description	Like lihood	Im pact	Eval uation of Initial Risk	Control measures	Time frame	Respo nsibil ity
WATER RESOURCES	Energy Consumption	Depletion of natural resources	5	2	10	Procedures For Managing Risk Related To Energy Consumption	Monthly	Head of Finance and
	Water Consumption	Depletion of Natural Resources	5	2	10	Follow 'Procedure For Managing Risks Related Water Resources'	Monthly	Head of Maint
	Polluted Waste Water	Air, Soil & Water Pollution	4	3	12	Follow 'Procedure For Managing Risks Related Water Resources'	Monthly	enanc e



	Obstruction of emergency exits and corridors	Serious Injuries & Death	3	3	9	Follow 'Procedure for managing work risks in open places & external locations'	Immediate	
--	--	--------------------------	---	---	---	--	-----------	--

1. Procedures For Managing Risk Related To Energy Consumption

- 1.1. Turning off lights and switching off all equipment, tools and electrical appliances, including the computers and printers, before leaving the premises after work lapse.
- 1.2. Purchase of equipment, tools, and electric devices that are environmentally friendly of high quality electrical equipment, tools and electrical devices during non-operating periods throughout the day.
- 1.3. Supplying institutions and all facilities with electronic sensors to operate the lighting and air conditioners automatically when they are present and extinguish when leaving.
- 1.4. Maintaining the constant temperature within the workplace (22.5~25.5C), closing all windows and doors in order to preserve the place temperature and avoid wasting energy.
- 1.5. Carrying out checkup and periodic maintenance necessary for all electric equipment, tools, devices and appliances including the computers, printers, air-conditioners, and their own systems to ensure operational efficiency.
- 1.6. Using environmentally friendly, low-energy, long-lasting lamps.
- 1.7. Building ideal consumption culture of energy and preserving the same through carrying out workshops, symposiums, introductory means, awareness campaigns and training courses.

2. Procedures For Risk Related To Water Consumption

- 2.8. Closing all water sources during the non-usage periods and also after use.
- 2.9. Preparing all water facilities inside the institution, including the water currents with electronic sensors for the automatic operation of water when needed, until being used and switched off upon finishing their use and leaving.
- 2.10. Using environmentally friendly and low water consumption sprinklers.
- 2.11. Recirculation of waste water when possible and reusing it for cleaning and irrigation purposes after treatment.
- 2.12. Notifying about any water leakage inside any of the facilities of the institution.
- 2.13. Building ideal consumption culture of energy and preserving the same through carrying out workshops, symposiums, introductory means, awareness campaigns and training courses.



3. Procedure For Managing Risks Related Water Resources

- 3.1. Providing sufficient number of water currents for students, males and females, detaching them from each other, inside the joint schools, and as per the age stage in the joint stages.
- 3.2. Staff and visitors water currents shall be separated from those of the students.
- 3.3. Providing special and well-equipped bathroom for those with special needs.
- 3.4. Providing of liquid soap, cold and hot water, and suitable means of drying hands.
- 3.5. Providing suction fans and suitable ventilation.
- 3.6. Entrance doors shall be auto-closing, but internal doors can be opened from outside.
- 3.7. Height of washing basins shall be suitable for the age stage of students.
- 3.8. Keeping the place clean and tidy daily well organized and providing container supplied with the garbage bags to be cleaned daily.
- 3.9. Cleaning walls, floorings, washing basins and bathrooms periodically and continuously, while putting warning marks upon having cleaned the place to avoid slipping.

4. Compliance Requirement For Drinking Water As Per Moe

- 4.1. Safe drinking water sources should be available.
- 4.2. Water tanks should be kept clean and properly covered & water coolers must be maintained clean with filters changed periodically.
- 4.3. To have contract with water tanks Maintenance Company approved by Dubai Municipality to maintain tanks every six months.
- 4.4. Reports of water tanks cleaning, maintenance and laboratory tests must be provided. Results should be within the acceptable limits of Dubai Municipality regulations and must be uploaded on Building Health & Safety Self-Compliance program.
- 4.5. Guide students to use their own water bottles or provide plastic disposable cups for drinking in sufficient quantities.

v. PROCEDURE FOR MANAGING RISK RELATED TO FUEL CONSUMPTION & EMISSION OF HARMFUL AIR GASES

1. Turning off all cars and buses while awaiting.
2. Regular maintenance of college transportation
3. Security restricts the entry of vehicles which release high smoke
4. Awareness amongst the employee and students to avoid smoky areas



5. Encouraging and enhancing the use of environmentally friendly cars and buses which are supplied with electric energy systems or natural gas as it may be possible.
6. Building ideal consumption culture of energy and preserving the same through carrying out workshops, symposiums, introductory means, awareness campaigns and training courses.

vi. RISK MANAGEMENT PROCEDURE FOR WASTE MANAGEMENT

1. Separation and collection of waste, food waste and garbage away from other types of waste and disposal daily in the containers allocated to them.
2. Separation of all waste and dangerous debris including the damaged and expired chemicals from labs, garbage and medical waste from medical rooms, preserving them in containers and bags assigned thereto as per their nature and within the zones assigned thereof.
3. Putting warning signs apparent onto the garbage and debris containers in order to clarify their types and introducing them and their perils.
4. Contracting with service providers who are duly approved and licensed for the safe removal of waste and debris as per the laws and stipulations being duly approved by the competent authorities in the State.
5. Wearing personal protection and prevention tools and equipment during the dealing with waste of their kinds, cleansing the hands immediately after use, drying them and hence sterilizing them after finishing the same.

vii. PROCEDURE FOR MANAGING RISK RELATED TO PAPER AND PRINTERS INK CONSUMPTION

1. Printing only whenever necessary, not printing huge volumes of papers if unnecessary.
2. Non-printing of drafts, emails or their attachments whenever possible.
3. Communication via email instead of paper correspondences whenever possible.
4. Using the electronic documentation preservation systems.
5. Printing and copying on both sides of papers whenever possible.
6. Using environmentally friendly papers which are recycled and used once again.
7. Using environmentally friendly printer inks, getting rid of them through getting them back to the companies which supply them for recycling or for safe final removal.



8. Carrying out checkup and periodic maintenance for all printers to ensure their operation proficiency.
9. Recycling of papers whenever possible and reusing them for other purposes as much as possible before getting rid of them.
10. Building ideal consumption culture of energy and preserving the same through carrying out workshops, symposiums, introductory means, awareness campaigns and training courses.

viii. PROCEDURE FOR MANAGING WORK RISKS IN OPEN PLACES & EXTERNAL LOCATIONS

1. Following up and observing the official warnings about the meteorology and extreme weather conditions, staying away from areas where these may occur and avoiding external action until the weather is stable.
2. Avoiding direct exposure to sun during the noon times, working during the periods and times with lesser heating as much as possible with keen concern to have sufficient water quantities and also liquids.
3. Staying in shaded and air-conditioned areas to relax during breaks to reduce body temperature whenever possible.
4. Fixing structures, supplies and equipment that exist in open areas well in order to prevent their fall in cases of severe winds and storms.
5. Wearing glasses during the severe sand storms, covering nose and mouth and searching for safe resort until the weather stability.
6. Ensure Work Surfaces & Traffic Risks Management by complying to below points:
 - 6.1. Keeping all work surfaces and traffic clean and dry, free from any protrusions, sharp edges, inlets or pits.
 - 6.2. Putting warning signboards and precautions due to be followed, considering them during the cleaning of floorings or any other surfaces.
 - 6.3. Leaving distances and safe region around the machinery or the equipment for the protection of staff and students during working thereon or passing nearby them.
 - 6.4. Covering all connections and cables safely to prevent stumbling and falling.
 - 6.5. Preserving corridors and roads clean in good condition, having them free from snags that may be risky in normal conditions, emergency cases and evacuation in particular.
 - 6.6. Putting benchmarks that clarify routes of corridors, roads and exits.
 - 6.7. Carrying out periodic and continued maintenance necessary for the work surfaces and traffic, ensuring their being free



from any damages which may in turn expose those who exist there to dangers.

B. MANAGEMENT OF RISK RELATED TO SPECIFIC UNITS

i. RISK MANAGEMENT OF COMPUTING DEPARTMENT:

Risks regarding the facilities, labs, systems, future requirements are assessed and they are stated through their monthly and semester reports. The computing is assisted by CRDC committee to review the functioning and guide the department head for necessary actions.

Operations	Risks	Brief description	Likelihood	Impact	Evaluation of Initial Risk	Control measures	Time frame	Responsibility
EVENT-DRIVEN RISKS								
SERVER & NETWORK	Server Failure	Impacts the operation of the University college	3	2	6	D/R site - will up the server	Regular	Head of IT
	Network Failure (Switch, Router & Firewall)	Impacts the operation of the University college	4	2	8	D/R site - will up the server	Regular	Head of IT
	Power Failure	Impacts the operation of the University college	3	1	3	UPS (Uninterrupted Power Supply)	Regular	Head of IT
BUSINESS-DRIVEN RISKS								
PUBLIC DISCLOSURE	Email Vulnerability - Hacking / SPAM	Brand image and Impacts operation of the University college	3	2	6	Regular backup of database, Updates of OS, Firewall Updates on regular basis	Regular	Head of IT
	Website Vulnerability / Hacking	Brand image and Impacts operation of the	4	3	12	Regular backup of database, Updates	Regular	Head of IT



		University college				of OS, Firewall Updates on regular basis		
	Malfunctioning of projectors in classrooms	Impacts teaching efficiency	4	2		Providing ordinary white boards in classrooms as back-up		
DATA-DRIVEN RISKS								
	Data loss / Data corruption due to virus attack, hacking	Impacts the operation of the University college	5	2	Low	Regular Data backup. Firewalls, access controls,	Regul ar	Head of IT
HEALTH AND SAFETY OF USERS (STUDENTS AND STAFF)								
ERGONOMICS	Effect on Health	Physical damages, pain and posture related issues	5	2	10	Regular orientation and providing adequate facilities	Semester	Head of IT
ELECTRICAL SAFETY OF SYSTEMS AND POWERPOINTS	Electric Shock, gas emissions	Causes physical harm, impacts health and safety	5	3	15	Signages to be displayed on high risk equipments, power units	Semester	Head of IT

- a. **Managing risks related to Computer Labs**
Please refer section 'Risk related to general facilities'

ii. **RISK MANAGEMENT OF LIBRARY**



Operations	Risks	Brief description	Likelihood	Impact	Evaluation of Initial Risk	Risk response (control measures)	Time frame	Responsibility
Library operations	Timely availability of books	Affects the academic planning and students learning	3	2	6	Procurement process starts early.	2 Months before the start of the semester	Library Staff / Vendor
	Loss or damage to books and theft of library resources	Affects students learning and institutions image	1	2	2	Anti-theft system installed	Annually	Library Staff / Vendor
	Nonfunctioning of web links and WEBOPAC		5	2	10	AMC	Semester	Library Staff / IT Dept./ Vendor
	Maintenance of racks and shelves	Injuries to users	1	2	2	First Aid	Weekly	Maintenance
	Misuse of computers in library	Cultural issues	1	3	3	Firewall installed	Semester	IT Dept.
	Student Indiscipline and behavioral issues in Library	Ends up in fights, injuries and damage to library assets	4	2	8	Monitoring through Camera	Daily	Library Staff / IT Dept.
	Delays in weeding out	Space issues and increase in maintenance costs	1	2	2	Outdated editions will be replaced with new editions	Semester	Library Staff / Finance

a. Procedure For Managing Risk Related to Libraries

1. Distribution of students correctly and comfortably.
2. Size and design of school furniture shall suit the age stage of students.
3. Ensuring the lack of libraries, computer laboratories and corridors amongst tables from any snags such as the bags or others in order to avoid risks of stumbling and falling in normal conditions in general, emergency situations and evacuation in particular.



4. Keeping the place clean and tidy daily well organized and providing container supplied with the garbage bags to be cleaned daily.
5. Books and tools shall be stored on shelves correctly to avoid their falling.

b. Procedure For Managing Risk related to Library facilities

Please refer section 'Risk related to general facilities'

iii. RISK MANAGEMENT OF HUMAN RESOURCE DEPARTMENT

Operations	Risks	Brief description	Likelihood	Impact	Evaluation of Initial Risk	Risk response
HR	Compensation and benefits	Administering Compensation & Benefits programs can give rise to a risk of lawsuits for errors and omissions. HR as an Administrator of these policies has a challenge due to not only a growing number of employee benefit programs, but increasingly complex ones as well. Such programs include, Salary Compensation, Overtime, health insurance; etc.	1	2	2	<ol style="list-style-type: none"> 1. Communicate to Employees on their benefits & rights clearly & regularly. 2. Ensure Compliance to Law.
2	Hiring	Negligent hiring and retention are at	3	3	9	<ol style="list-style-type: none"> 1. Critical Assessments at the time of hiring



		<p>the top of the risk stack when it comes to curtailing effects on a company. People are sources of risk, and any time a company makes an improper hiring decision, the company potentially opens itself up to negative consequences. Apart from that Discriminatory practices, Gender Biased hiring etc. should be avoided.</p>				<p>& reference checks.</p> <p>2. Fair Right to Employment</p>
3	Occupational Health and Safety	<p>Environmental Safety & Personal injury or death can impact an organization in huge way in terms of manpower and Finances. This area cannot be compromised on in any case.</p>	1	3	3	<p>1. Safe Work Environment.</p> <p>2. Health & Safety related trainings on regular basis</p> <p>3. Ensuring availability & easy access of safety resources in work area</p>



4	Employee supervision	Employee is representing the organization and any release of personal information, use of Social Media etc. by an individual in a wrongful manner affects Reputation of the organization in the community.	1	3	3	<ol style="list-style-type: none"> 1. Employee Awareness & Orientation on their responsibilities & conduct. 2. Training to employees on Social Media Usage & limitations. 	
5	Employee conduct	Any misconduct by an employee has a reputational damage and could also negatively impact on recruitment, retention and engagement of other employees.	1	3	3	<ol style="list-style-type: none"> 1. HR is an organization's guardian of values, it needs to build a culture where ethical behavior is encouraged. 2. Regular Communication on code of conduct and ethics. 3. Monitor Behavior & alert from potential incidents. 	



6	Employee turnover	Whether someone leaves voluntarily or involuntarily, employee termination	2	2	4	<p>1. Before an employee departs, remind the employee of their contractual obligations to the company and their ongoing implied duties of fidelity, and mutual trust and confidence.</p> <p>2. By tasking the employee with less commercially and time-sensitive duties, an employee can minimize the risk of an employee causing damage. It can also help to avoid the negative impact from underperforming or lack of motivation in the final week of employment</p>
7	Critical skills shortage	Not having the right people in place with the skills you need to compete, innovate or grow can seriously hamper an organization's future.	1	1	1	<p>1. look at workforce planning in terms of risk management</p> <p>2. Translate that to the rest of the organization as it is responsibility of all to understand.</p>



8	Succession planning	Not having a future leadership plan in place can leave organizations at risk.	1	2	2	1. use internal audits and get it discussed on the EC Level
9	Improper Insurance policy	Putting employees at risk of having to make huge pay-outs when insurance claims are rejected is a big turnoff for employees and might result in employee dissatisfaction & turnover.	1	3	3	<p>1. Clearly Communicate the Insurance policy to employees on regular basis & at the time of hiring.</p> <p>2. Insurers only demand data once a year, so keep it up to date more regularly in case anything changes.</p>
10	Intellectual property loss or violation	Customer data is hugely sensitive and irreplaceable, organization deals with customer data, then losing it or having it defrauded by staff is something to be avoided at all costs	1	3	3	<p>1. Build a culture of Security, inform & train employees on code of conduct & data protection.</p> <p>2. Our screensavers in the office can have information about phishing and passwords. It's basic but gets people thinking about security."</p>



12	Compliance and regulation	Breaking any regulation, non-compliance with the Act or laws can cost business in a huge way.	4	3	12	<p>1. Have a tie up with a Law Firm to ensure compliance. Be aware of any updated law & ensure its compliances</p> <p>2. Frequent audit of all the policies to ensure compliance.</p>
13	Institutional closure	Issues with employee displacement & payment of end term benefits	1	3	3	Timely information to employees for seeking alternate employment

a. REPORTING DEATHS OR WORK RELATED INJURIES

As per the Ministerial Order No. 32 of 1982 on the determination of retentive methods and measures for the protection of workers from risks at work (articles 1, 2, 3, 4, 5, 7, 8, 9, 10, 11, 14, 15, 18 & 24) all deaths, work related labour injuries and diseases must be reported according to labour law and ministerial decisions.

1. Work injury definition:

A workplace injury is an injury or illness that occurs in relation to an employee's job.

2. Occupational disease definition:

An occupational disease is a disease or disorder that is caused by the work or working conditions. This means that the disease must have developed due to exposures in the workplace and that the correlation between the exposures and the disease is well known in medical research.

3. Cases of injuries to be reported

The employer must report injuries that cause the workers absence for minimum three days and within 24 hours after checking the following conditions:

- 3.1. Injury is caused during work or because of it.
- 3.2. Occurrence of an injury while going to work from home and vice versa.
- 3.3. Occurrence of injury during work related transportations away from the main office, which the employer entitled the worker to do.



3.4. Developing a disease mentioned in the occupational diseases chart in the labour law.

4. Procedures of reporting a work related injury

Work related injuries can be reported using Salama application

For further inquiries:

4.1. Contact the call center **800665** which is operational from 8am till 10pm

4.2. Download Salama application from Google Play and Apple Store

iv. RISK MANAGEMENT OF SPORTS DEPARTMENT

Operations	Risks	Brief description	Like lihood	Im pac t	Eval uatio n of Initia l Risk	Control measures	Time fram e	Responsi bility
SPOR TS	Any kind of injuries that may happen during physical activities. For eg: Bone Fracture, Joint Dislocation, Deep Cuts,	1. Movement restriction 2. Severe pain 3. Refrain from physical activities	4	3	12	1. Provide First-Aid support to the student/player 2. Call Ambulance if required	Dail y	1. Head-Sports 2. Sports Instru ctor 3. Coach es

1. Management Of Risk Related To Internal & External Playgrounds And Gymnasiums

Please refer section: 'Risk related to general facilities'

2. Procedure For Internal & External Playgrounds And Gymnasiums Risks Management

2.1. Internal & External Playgrounds:

- 1.1. Games shall be cleaned well and complaint with the specifications and measures of health department and the fitness.
- 1.2. Games shall be free from sharp edges and dangerous protrusions.
- 1.3. Selection of games shall be as per the age stages of students and their needs.
- 1.4. Training students onto the use of games safely and supervising them during the playing time.



- 1.5. Providing safe falling area around the games and the floorings shall be made of shock absorbent substances as per the nature and height of games for the aim of protecting students when falling thereon.
- 1.6. Ensuring that the playgrounds and corridors amongst the games lack of any snags such as the bags or others in order to avoid risks of stumbling and falling in normal conditions in general, emergency situations and evacuation in particular.
- 1.7. Keeping the place clean and tidy daily well organized and providing container supplied with the garbage bags to be cleaned daily.
- 1.8. Carrying out checkup and periodic maintenance to ensure the safety of games being safe and secured with operational proficiency.
- 1.9. Ensuring following health and safety requirements are met:
 - 1.9.1. Sufficient playing area to be available at a rate of 2 Sq. meter / student
 - 1.9.2. Floors must be made of shock absorbent materials
 - 1.9.3. Playgrounds must be free from ditches or obstacles that may harm the students
 - 1.9.4. To provide shaded playing area to protect students from sun rays and rain. Sunshade must be made of appropriate materials approved by Municipality. Asbestos is strictly prohibited.

2.2. Gymnasiums:

- 2.1. Devices, games and sportive equipment are lined edges and edges do not pose a risk to the safety of students.
- 2.2. Floorings are safe and do not form danger upon students falling.
- 2.3. Providing necessary training for the students onto the safe usage of sportive devices.
- 2.4. Providing card with safety procedures usage guidelines seen apparently onto all devices, tools and sportive equipment.
- 2.5. Having a supervisor during the students using gymnasiums.
- 2.6. Providing safety equipment for emergency such as fire brigades and first-aid bags.
- 2.7. Training staff onto the first aid and regulating the safe evacuation procedures.
- 2.8. Not leaving gymnasiums open in the event of having the person in-charge of them absent.
- 2.9. Ensuring that the gymnasiums and corridors amongst the devices, tools and sportive equipment free from any snags such as the bags or others in order to avoid risks of stumbling and falling in normal



conditions in general, emergency situations and evacuation in particular.

2.10. Keeping the place clean and tidy daily well organized and providing container supplied with the garbage bags to be cleaned daily.

2.11. Carrying out checkup and periodic maintenance to ensure the safety of the devices, tools and sportive equipment being safe and secured with operational proficiency.

3. Procedure For Managing Of Risk Related To Medical Room

Please refer section: 'Risk related to general facilities'

4. Compliance requirement for Medical rooms as per MOE

- i. Having a male and a female first-aid qualified staff members with full-time working hours during the scholastic day inside the educational institutions, and ensuring the provision of alternative in the event of absence from work for any circumstances whatsoever.
- ii. Shall be supplied with washing basin, liquid soap and paper kerchiefs.
- iii. Shall be supplied with emergency phone numbers.
- iv. Shall be supplied with bed, covers and cushions.
- v. Beds shall be covered and the cushions with single-use sterilized paper trays and replaced after each use.
- vi. Shall be provided with all supplies, equipment and tools as per the stipulations of the Ministry of Health and Health Authorities in the State.
- vii. Having first aid bag and supplies.
- viii. Keeping medicines and medical equipment in tightly closed place isolated and far from the reach of students.
- ix. Listing and recording all accidents, injuries and diseases during the scholastic day in a special register.
- x. Ensuring the medical room being free from any snags such as the bags or others in order to avoid risks of stumbling and falling in normal conditions in general, emergency situations and evacuation in particular.
- xi. Keeping the place clean and tidy daily well organized and providing container supplied with the garbage bags to be cleaned daily, being supplied with suitable types and sufficient number of medical garbage containers supplied with appropriate bags to be cleaned daily by service providers approved and licensed in order to get rid of them safely as per the conditions and stipulations approved by the competent authorities in the State.
- xii. Medical room must be of adequate size (at least 14 square meters) according to DHA requirements
- xiii. Treatment area shall not be less than 6 square meters, and additional separate area for sick students with infectious diseases.
- xiv. Provide appropriate cabins for maintaining student's medical records.



- xv. If there is a full time doctor in the school, an additional equipped room for consultation and examination with standard furniture shall be provided.
- xvi. Corridors and Doors shall be wide and permits wheelchair and trolleys (at least 90 cm for doors and 120 cm for corridors width). A “Medical room” sign board should be placed on the door.
- xvii. Provide hand wash basin surrounded by ceramic tiles, undiluted liquid soap and hand drier or tissues.
- xviii. Provide an observation bed that is movable, free of defects and covered with white cotton bed sheets. Pillows also should be covered with white cotton sheets. Sufficient number of sheets (12 for each) is preferred. Disposable sheets shall be used for covering bed.
- xix. Provide a well-closed closet to keep solutions, medicines and other medical supplies.
- xx. Provide stainless steel dressing trolley (2 layers with castor wheels) to put medical supplies for first aid purposes.
- xxi. Provide foot operated covered medical waste bin fitted with disposable plastic bags to dispose medical waste, and plastic boxes to keep used needles and sharp items.
- xxii. Provide a refrigerator with ice pack and vaccine carrier/box. Both refrigerator and vaccine box must have thermometers.
- xxiii. Wheel chair shall be provided.
- xxiv. Adult combined height/weight scale.
- xxv. ENT diagnostic set, Thermometers (mercury/digital) with disposable thermometer sleeves/covers, Disposable wooden spatulas.
- xxvi. Sphygmomanometer, Blood glucose instrument (Prick method), Stethoscope and Eye Chart.
- xxvii. Disposable Medicine cups.
- xxviii. All equipments and tools needed for First Aid in sufficient quantities and sizes.

5. HEALTH AND SAFETY REQUIREMENT FOR HEALTH SERVICES (AS PER MOE)

1. To have a MOU with a hospital/clinic for the medical support whenever required.
2. To provide a medical room equipped with necessary equipments.
3. To keep a medical file for each student.
4. Approved number of qualified first-aiders

1. Management Of Risk Related To Hostel Facility

Please refer section: 'Risk related to general facilities'

2. Management Of Risk Related To Hostel Safety And Security



Operations	Risks	Brief description of impact	Likelihood	Impact	Evaluation of Initial Risk	Control measures	Time frame
Hostel Rooms	Disciplinary and behavioral issues	Arguments/fights with students or staff	4	2	8	Monitoring	Daily
	Safety and security	-Mental strain -Physical injury	4	3	12	Ensure all safety measures	Daily
	Non-availability of medical records of hostel students	-Serious health issues -It can even be fatal	4	3	12	Obtain all necessary medical records / undertaking	Semester wise
	Non-availability of personal information of parents / guardians	-Behavioral issues -Involvement in Anti-social activities	2	3	6	Obtain necessary personal information of the student, parent and guardian; if any	Semester wise



v. **RISK MANAGEMENT FRAMEWORK OF FINANCE DEPARTMENT**
1. Management of Financial risk

Operations	Risks	Brief description	Likelihood	Impact	Evaluation of Initial Risk	Control measures	Time frame		R
Financial	Insufficient revenue generation	Shortage of funds and issues in institutional operations	1	3	3	Ensure proper auditing of balance sheet	Semester		H Fi
	Increasing fee outstanding		4	3	12	Regular monitoring of outstanding payments and necessary follow-ups to be done	Semester		H Fi
	Non-timely reporting of financial status	Improper financial decisions	2	3	6	Ensure report submission as per calendar	Semester		H Fi
	Improper recording of transactions	Non-Compliance to VAT	5	2	10	Ensure proper auditing of transactions	Semester		H Fi
	Errors in reconciliations	Auditing issues	5	2	10	Ensure proper auditing of reconciliations	Semester		H Fi
	Errors in payments and collections	Impact on cost and revenue	4	2	8	Ensure proper auditing	Semester		H Fi
	Allocation of insufficient budget	Issues in operations	1	3	3	Ensure budget allocations based past expense analysis and estimated cost for future needs of the institution based on strategic plan	Semester		H Fi H D
	Insufficient allocation for safety & security equipments	Increase in losses and damages to resources,	1	3	3	Allocate appropriate funds after carefully reviewing the	Semester		H Fi



		people and the assets				requirement of safety & security equipments in the institution and finding their estimated costs	
--	--	-----------------------	--	--	--	--	--

2. Management Of Risk Related To Transportation

Operations	Risks	Brief description	Like lihood	Im pac t	Evaluat ion of Initial Risk	Control measures	Time frame	Respon sibility
Drivin g Cars / Buses	Harmful gas / air emissions	Air Pollution	1	3	3	Follow Procedure For Managing Transportation Related Risks	Monthl y	Head of Finance
	Harmful Noise Emissions	Noise Pollution	4	3	12			
	Traffic Accidents (Collision, overrun, leaving students inside buses	Depletion of human resources	5	3	15			
	Fire	Serious Injuries & Death	4	5	20			
	Coarse jokes and fights	Serious Injuries & Death	4	4	16			
	Falling from doors and windows	Serious Injuries & Death	3	5	15			
	Slipping, stumbling and falling	Serious Injuries & Death	4	3	12			
	Not abiding by seating and fastening seatbelts.	Serious Injuries & Death	4	5	20			
	Poor ventilation and indoor air quality	Bad Health & Illness	4	3	12			
	Poor arrangement and hygiene	Bad Health & Illness	4	3	12			



3. Procedure For Managing Transportation Related Risks

3.1. Traffic Accidents -Collision, overrun, leaving students inside buses

- 1.1. In-campus traffic mobility is monitored by Security
- 1.2. Drivers are trained to drive carefully maintaining speed limits and safety of students and staff
- 1.3. Act reasonably in case of accidents and ensure safety of students and staff by evacuating from the bus in case of emergency and placing them on safer zones on the roadsides.
- 1.4. Inform immediately to the college authorities to communicate with the parents if necessary for the delays
- 1.5. Emergency numbers to be placed in the transport
- 1.6. Abiding by traffic laws, regulations and guidelines in all timings.
- 1.7. Not using mobile phones in all timings and for any reason whatsoever during the driving and being concerned in using earphones or wireless microphones.
- 1.8. Not exceeding the maximum speeds permitted on roads and inside the campus area of the institutions, following therein the safety instructions and secured driving in all timings.
- 1.9. Abiding by fastening seat belts in all timings while being inside cars/ buses.
- 1.10. Ensuring the safety of cars / buses, theoretical and periodic checkout on tires and control boards of fuel, heat and oil levels, ensuring the lack of any unnatural or urgent indicators, assuring the making of periodic checkup and maintenance thereof according to manufacturer's instructions, having them free from any risks which in turn may expose users to any dangers.
- 1.11. Using manned roads, avoid using unmanned roads as much as possible, and ensuring that drinking water and fast food are available on long trips.
- 1.12. Ensuring that the providers of transport services, means of transport used are duly licensed by competent authorities subject to the laws obliging thereto.
- 1.13. Ensuring that the drivers and supervisors of buses are qualified and trained to carry out the tasks entrusted to them, being aware of through providing programs of awareness and periodic training.
- 1.14. Ensuring the existence of statements of names of students on buses, details of communication with them and their parents, working on providing them and updating them periodically for transport service providers.



- 1.15. Having supervisors with the students on board of buses, to ensure having buses free of any students upon the end of the trip in morning or evening times or during the journeys' timings.
- 1.16. Having supervised assured of the bus driver's driving safely and legally, and informing about any non-abidance thereby.
- 1.17. Cars and buses shall be clean, air-conditioned and in good condition, further to provide them with first-aid bags, fire brigades appropriate, ensuring their maintenance, training drivers and supervisors onto the safe use of them periodically.
- 1.18. Providing suitable place for each student.
- 1.19. All students shall follow up bus supervisor's instructions, while observing silence, and keeping them seated in all times.
- 1.20. Having supervisors existed for the observation and organization of students while boarding and getting off the buses, accompanying them during the crossing of roads, not allowing students to offload or get off the buses except into the places allocated therefore.
- 1.21. Having supervisors assured the delivery of students of less than 11 years to their parents personally or to the persons commissioned by them officially.
- 1.22. Awareness and periodic training onto the safe evacuation processes for the buses in emergency cases for the drivers, supervisors and students.

4. Compliance Requirement For College Buses As Per MOE:

School buses must be air-conditioned, clean (both inside and outside) and as required from Emirates Transport (Emirates General Transport and Services Corporation). Supervisors must available in all buses. Suitable parking facility for buses should be provided within university premises.

4.1. General risk issues

- 1.1. The driver should report any disciplinary issues to the authorities during the transportation of students and staff
 - 1.1.1. Coarse jokes and fights
 - 1.1.2. Falling from doors and windows
 - 1.1.3. Slipping, stumbling and falling
 - 1.1.4. Not abiding by seating and fastening seatbelts.
- 1.2. The university should ensure the health & hygiene in the buses through regular services and maintaining cleanliness and reporting of any problems to the authority



4.2. Management of risk in Canteen and Pantry

Operations	Risks	Brief description	Like lihood	Im pac t	Eval uatio n of Initia l Risk	Control measures	Time fram e	Responsi bility
Canteen & Pantry	Food Safety & Quality	Bad Health, Illness & Death	5	3	15	Follow procedure for managing risk related general facility	Mont hly	Head of Finance

Please refer section: Risk related to general facility for managing risk related to canteen and pantry facilities

vi. RISK MANAGEMENT OF MAINTENANCE DEPARTMENT

a. Management of risk in storage and store rooms

Operations	Risks	Brief description	Like lihood	Im pac t	Eval uatio n of Initia l Risk	Control measures	Time fram e	Responsi bility
Storage and store rooms	Spilling or Leaking of Chemicals	Air, Soil & Water Pollution	2	3	6	Follow 'Procedure For Risk Management In Offices' and 'Procedure For Risk Management In Classrooms'	Imm ediate	Head of Finance and Head of Maintenance
	Energy Consumption	Depletion of natural resources	5	2	10	Procedures For Managing Risk Related To Energy Consumption	Mont hly	
	Harmful Gas/Air Emissions and Soils from chemicals, bad storage and public hygiene	Air Pollution	1	3	3	Follow 'Procedure For Ensuring Health And Safety In Offices And Classrooms' and 'Procedure for managing risk related to fuel consumption & emission of harmful air gases'	Imm ediate	
	Slipping, stumbling and falling	Serious Injuries & Death	2	3	6	Follow 'Procedure For Risk Management In Offices' and 'Procedure For Risk Management In Classrooms'	Imm ediate	Head of Administration and



								Head of HR
	Poor ventilation and indoor air quality	Bad Health & Illness	5	2	10	Follow 'Procedure For Internal Air Quality Management'	Immediate	Head of Finance and Head of Maintenance
	Poor arrangement and hygiene	Bad Health & Illness	4	2	8	Follow 'Procedure For Risk Management In Offices' and 'Compliance Requirement For Drinking Water As Per MOE'	Immediate	Head of Maintenance and Electrician
	Electricity	Serious Injuries & Death	1	3	3	Follow 'Procedure For Managing Risks Related To Electrical Rooms'	Immediate	Head of Maintenance and Electrician
	Fire	Serious Injuries & Death	1	3	3	Follow procedure for ensuring fire safety	Immediate	Head of Sports and Head of Maintenance
	Inadequate furniture, equipment and work environment in general for users and nature of work	Bad Health & Illness	2	2	4	Follow 'Hazard management for the building, furniture, fixtures and the premises'	Immediate	Head of HI and Head of Maintenance
	Fall of equipment, tools and means suspended and installed in the sweeps and walls	Serious Injuries	1	3	3		Immediate	
	Dealing with Loads & Manual Handling	Bad Health, Illness & Serious Injuries	4	3	12	Ensure training on safe handling techniques to concerned staff and providing necessary gadget to ensure employee safety	Immediate	Head of HI and Health & Safety Manager



vii. MANAGEMENT OF RISK RELATED TO ADMINISTRATION

Operations	Risks	Brief description	Likelihood	Impact	Evaluation of Initial Risk	Control measures	Time frame	Responsibility
Student Record Keeping	Incomplete records	Noncompliance of Ministry regulations and penalties	3	3	9	Follow-ups to be done for completion of records and Non-progression of students unless all the admission documents are submitted	Semester	Administration
	Loss or damage to records	Impacts students prospects in academic and employment careers	1	1	1	Fireproof cabinets, increase storage as per requirement, backup of soft copies stored in other locations	Yearly	
	Non-retrieval of past records with accuracy	Damages the stakeholders and loss of credibility to institution	1	1	1	Maintain proper records of each and every student since start of institution in soft copy or multiple hard copies	Semester	

viii. MANAGEMENT OF RISK RELATED TO MARKETING

Operations	Risks	Brief description	Likelihood	Impact	Evaluation of Initial Risk	Risk response (control measures)	Time frame	Responsibility
Marketing activities	Low Enrollment	Operational financial constraints	3	2	6	To revise strategies	Semester	HMCC
	Weak Promotional events	Insufficient mileage and poor brand building	3	2	6	To identify gaps and update		



	Inadequate Intelligence	Market	Issues in market expansion and segmentation	2	2	4	marketing plans		
--	-------------------------	--------	---	---	---	---	-----------------	--	--



ix. MANAGEMENT OF RISK RELATED TO MEDIA AND COMMUNICATION

Operations	Risks	Brief description	Likelihood	Impact	Evaluation of Initial Risk	Risk response (control measures)	Time frame	Responsibility
Public disclosure	Inaccurate public disclosure content	Bad image	4	2	8	i. Verification of public disclosure content by concerned authorities before publishing. ii. Compliance to publication policy	Monthly	HMCC
	Socio-culturally insensitive information disclosure	Legal issues	3	2	6			

x. MANAGEMENT OF RISKS RELATED TO CORPORATE AFFAIRS OFFICE

a. Corporate affairs activities

Operations	Risks	Brief description	Likelihood	Impact	Evaluation of Initial Risk	Control measures	Time frame	Responsibility
CAO activities	Inappropriate Internship as per specialization or selection of a reliable organization	Leads to inadequate experience to students	2	2	4	Appropriate selection of organization based on safety and security	Semester	Head of CAO
	Insufficient or inappropriate Placement opportunities	Loss of reputation	2	2	4	Ensure networking activities are carried out as per plan for placement and internship opportunities	Semester	
	Weak Alumni relations	Loss of exploring	2	2	4	Ensure constant communication with alumni and	Semester	



		opportunities of word of mouth				conduct of alumni activities as per calendar		
	Weak Industry links	Issues in placements, industry visits & guest lectures	3	2	6	Ensure networking activities are carried out as per plan	Semester	
	Improper Employer survey	Improper planning and low scope for program development	2	2	4	Ensure obtaining of accurate information from graduates related to their employers	Semester	

1. CRITERIA FOR SLECTION OF ORGANIZATION

To select an organization for internship or placement where safety and security of intern / candidate is ensured.

a. Events

Operations	Risks	Brief description	Likelihood	Impact	Evaluation of Initial Risk	Control measures	Time frame	Responsibility
Events	Improper planning and conduct of events	Issues with brand Image	3	2	6	Ensure proper & timely planning of events and its execution	Monthly	Head of CAO and Events Coordinator



ii. MANAGEMENT OF RISK RELATED TO STUDENT SERVICES DEPARTMENT

Operations	Risks	Brief description	Likelihood	Impact	Evaluation of Initial Risk	Control measures	Time frame	Responsibility
STUDENT SERVICES	Delays in providing services to students	Student Dissatisfaction	4	2	8	Ensure timely processing student requests in compliance to policy	Monthly	Head of Student Services department
	Inaccurate information to students and their parents		3	2	6	Verify all significant student related data before handing over	Monthly	

iii. MANAGEMENT OF RISK RELATED TO IR & QA

Operations	Risks	Brief description	Likelihood	Impact	Evaluation of Initial Risk	Control measures	Time frame	Responsibility
1	Delay in providing inputs to EC for decision making	Delay in decision making	2	2	4	Compliance to EC submission calendar	Semester	IR & QA
2	Error in reporting	Wrong decisions	2	2	4	Minimize errors by regular reviews	Semester	
3	Error in audits / reviews	Wrong decisions	2	2	4	Cross checking with other departmental reports	Semester	



4	Delay in completion of IE & feedback reviews and suggestions	Delay in decision making	3	2	6	Compliance to IE & Feedback calendar		
---	--	--------------------------	---	---	---	--------------------------------------	--	--

iv. MANAGEMENT OF ACADEMIC RISK

Operations	Risks	Brief description	Likelihood	Impact	Evaluation of Initial Risk	Control measures	Time frame	Responsibility
1	Low enrollment in specific majors	Affects planning and cost effective operations	4	3	12	Modifying or dropping of courses / majors	Annual	Dean
2	Faculty leaving the institution in a mid-semester	Affects planning and operations in conducting the course	4	3	12	Reallocation of courses to other faculty members		

a. TEACH OUT POLICY

1. 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.

2. 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).

3. Functions of the committee

3.1. To prepare a general 'Teach-out' plan to rehabilitate the students on rolls at the time of emergency.

3.2. To ensure the last student is rehabilitated as per the proposed plan



3.3. To refund the fee as per the provisions made by finance department for such contingencies

4. Process Flow

- 4.1. Gravity of the emergency situation is reviewed
- 4.2. A 'Teach-Out' plan is prepared to accommodate the students
- 4.3. Ensure the implementation of the 'Teach-Out' plan

5. 'Teach-Out' Plan

5.1. 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:

- 5.1.1. Students will be offered to transfer to the existing emphasis/major programs of their choice offered at SUC
- 5.1.2. 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.
- 5.1.3. If the student decides to cancel his registration with SUC, applicable refunds will be offered.
- 5.1.4. The applicable refund shall be paid over a period of one year.

5.2. 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:

- 5.2.1. 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.
- 5.2.2. If the student decides to cancel his registration with SUC, applicable refunds will be offered.
- 5.2.3. The applicable refund shall be paid over a period of one year.



6. Tenure and authority

Responsibility of forming ad-hoc 'Teach-Out' Plan Committee	Preparation of 'Teach-Out' Plan	Approval of 'Teach-out' Plan for Major/Emp basis /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

iv. 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:

e. Planning And Budgeting

The planning and budgeting process is used to set objectives, action plans, and allocate resources.

f. Risk Management Assessment

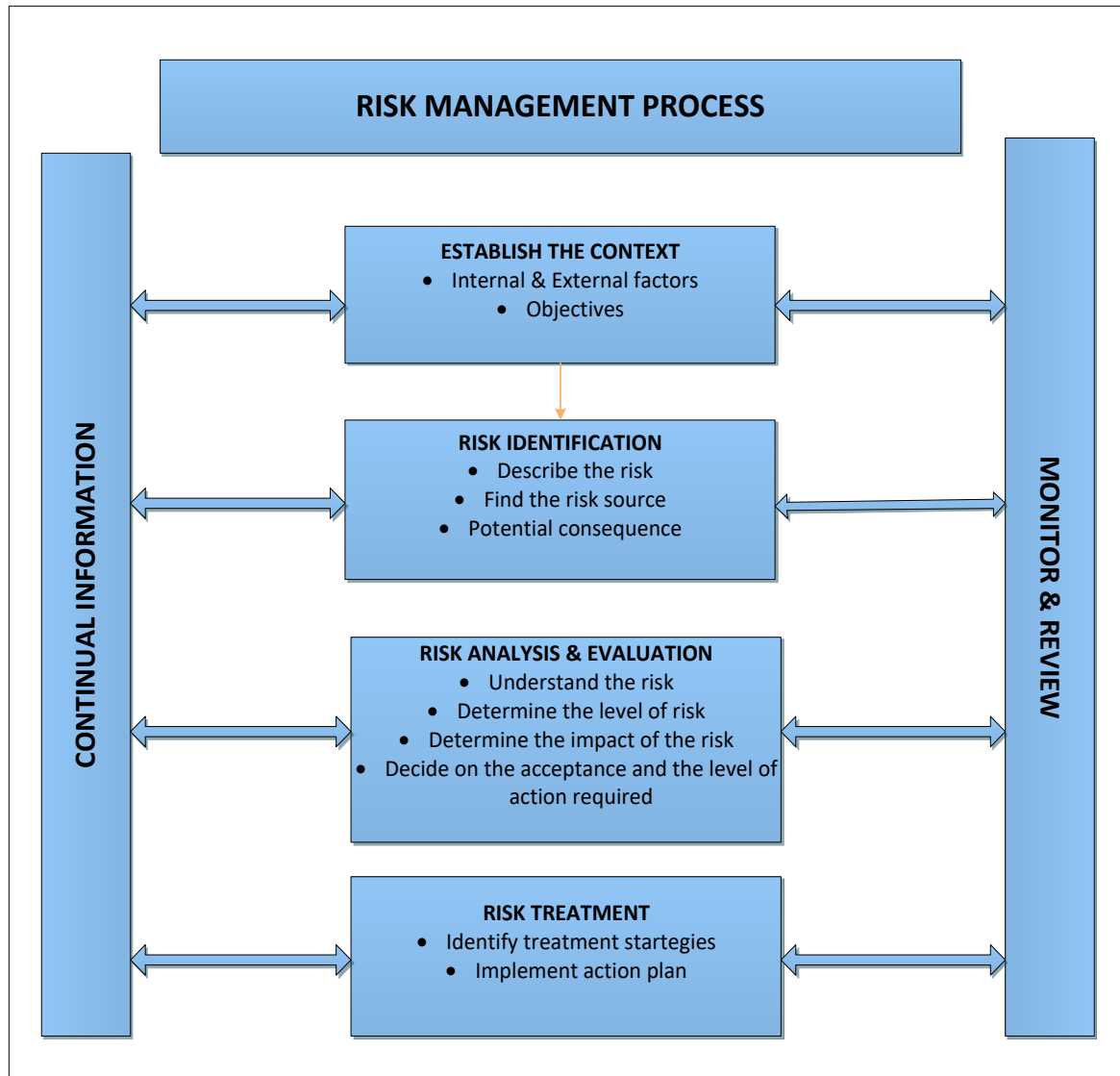
Risk management assessment is compiled by the Finance Department and facilitates the identification, assessment and ongoing monitoring of major risks to which SUC may be exposed. The document is reviewed annually and emerging risks are added as required. Corrective actions and risk indicators are monitored regularly.

g. 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.

h. Regular Reporting

Regular reporting is designed to monitor key risks and their controls. Decisions to rectify problems are made at regular meetings.



v. **Annual Review Of Effectiveness**

- b. 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.

vi. **Responsibility And Authority**

