SKYLINE UNIVERSITY COLLEGE

SUC POLICIES AND PROCEDURES MANUAL

AY 2023-24

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SUC Vision, Mission, Goals and Objectives

A. Vision

SUC envisions itself to be a globally renowned university that nurtures Creativity and Innovation with emphasis on diversity and cultural integration towards building a knowledge based society.

B. Mission

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

C. Goals and Objectives

i. Institutional Goal

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

a. Institutional Objectives

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

ii. Student Goal:

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

a. Student Objectives

1. To orient students with knowledge through undergraduate and postgraduate programs thereby preparing them for suitable career opportunities globally.
2. To equip students with creative and entrepreneurial skills suitable for lifelong career building
3. To integrate general education at the undergraduate level programs

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

iii. Employee Goal:

To engage competent employees from diverse cultural background and ensure their welfare and facilitate development

a. Employee Objectives

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

School of Business Vision, Mission and Goals

A. Vision

To be an innovative and leading provider of quality business management education to serve the society.

B. Mission

To impart knowledge, develop skills and inculcate values to develop responsible managers and leaders in the field of business management.

C. Goals

1) To review and update academic programs as per the emerging national, regional and global trends.
2) To provide knowledge, skills and competencies among students for managing various aspects of businesses.
3) To ensure continuous improvement in the areas of teaching, research, and community services.
4) To strengthen stakeholders' involvement in achieving the mission of the school.
5) To develop ethically responsible business managers and leaders.

School of Computing Vision, Mission, Goals and Objectives

I. Vision

To be an internationally recognized school that nurtures academic excellence, innovation, research and emerging ICT skills.

II. Mission

To serve industry and society by offering futuristic academic programs in the fields of Computing Sciences and Information Technology that are carefully planned, executed, and continuously improved for stimulating excellence, creativity, innovation and leadership in related areas of research and education for faculty as well as students, and to prepare graduates who will be successful professionals, be engaged in lifelong learning, and who will be committed to serve their community.

III. Goal

To continue to serve with dedication in the fields of Computing Sciences and Information Technology education to meet the changing needs of society and to develop responsible professionals, who are engaged in lifelong learning and community service.

IV. Objectives

1) To develop and offer academic programs in Information Technology and Computing Sciences that adhere to national and international standards in line with emerging industries and global trends.
2) To use continuous improvement procedures in academic programs, research, learning resources and learning environment, and community service.
3) To develop graduates who are professionally ready to compete in local and global job markets, and who are capable of continuing their education and research activities.
4) Encourage students to use their effective communication skills, innovative thinking, and technical background to conduct themselves in a professional and ethical manner to provide services that support the community and the region

5) To strengthen stakeholder's involvement and extend the collaboration with top worldwide educational and research institutions as well as industry leaders and government agencies to arrive at an eco-system that fosters innovation and research, academic excellence, and industrial expertise for both students and faculty.

MOE Standard 1. Mission, Organization and Governance

1a. Mission Development, Approval and Review.

Policy number	IRQA_POLICY_22
Policy name	Mission development, approval and review
Policy version	Version 5
Standards applicable	MOE Standard 1: Governance and Management- Annex 3: 1a
Policy owner	IRQAOA
Date of policy development	14 July 2019
Review date	26 April 2023
Date of recent modification	26 April 2023
Approved by	DIRQAOA

A. Introduction

The Institutional Governance and Management committee periodically reviews or revisits the vision, mission, goals and objectives of SUC 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 Institutional Governance and Management committee is chaired by the Vice Chancellor by virtue of the position. Please refer 1c. Terms of Reference of Standing Committees for the structure and responsibilities of this committee.

C. Quorum

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

D. 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 Institutional Governance and Management 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 Trustees 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.

E. 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 board for their opinions and approvals.

Steps:

i. Review of feedback of 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 VC
x. Incorporate the suggestions and amend the vision, mission and goals statement
xi. Submit the final draft to Vice Chancellor for presenting it to the Board for opinion and approval
xii. The IRQAOA Department disseminates the approved vision, mission, goals and objectives

Frequency and authority of review

Components	Preparation of Plans	Preparation frequency	Review frequency	Timeline	Responsible to implement	Basis of amendment	Approval Authority
SUC Vision, mission	IRQAOA	As and when required	Yearly	January	Vice Chancellor	Inputs from all stakeholders, External Advisory Council and BOT	BOT
SUC goals and objectives	IRQAOA	As and when required	Yearly	January	Vice Chancellor		BOT
SOB Vision mission goals	Dean-SOB	As and when required	Yearly	January	Dean-SOB	Inputs from faculty members and External Advisory Council members	BOT
SOC Vision mission goals and objectives	Dean-SOC	As and when required	Yearly	January	Dean-SOC		BOT

Values	Dean of respective schools	As and when required	Yearly	January	Vice Chancellor		BOT
Graduate Attributes	Dean of respective schools	As and when required	Yearly	January	Vice Chancellor		BOT
Program goals and Learning Outcomes	Dean of respective schools	Yearly	Yearly	April	Vice Chancellor	Program review, course reports and inputs received from employers, industry experts and external supervisors	BOT
Goals and objectives of institutional units	Respective AAC member / Chairs / Heads	Yearly	Yearly	July	Respective AAC member/ Chairs / Heads	Structural / Operational changes	Vice Chancellor
SWOT analysis	IRQAOA	Yearly	Yearly	July	Vice Chancellor	Situational changes	BOT

1b. Organization policy

Policy number	HUMR_POLICY_01
Policy name	Organization policy
Policy version	Version 9
Standards applicable	MOE Standard 1: Governance and Management
Policy owner	Human Resource Department
Date of policy development	14 July 2019
Review date	24 July 2023
Date of recent modification	24 July 2023
Approved by	Human Resource Department

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

I. **Organization Structure**

SUC Organizational Chart portrays the hierarchy and reporting structure of the positions in the organization. It further defines how activities such as task allocation, coordination and supervision are directed toward the achievement of organizational vision. It determines the modes in which SUC channel of communication operates and decision making is done to achieve organizational goals.

SUC Organization Chart
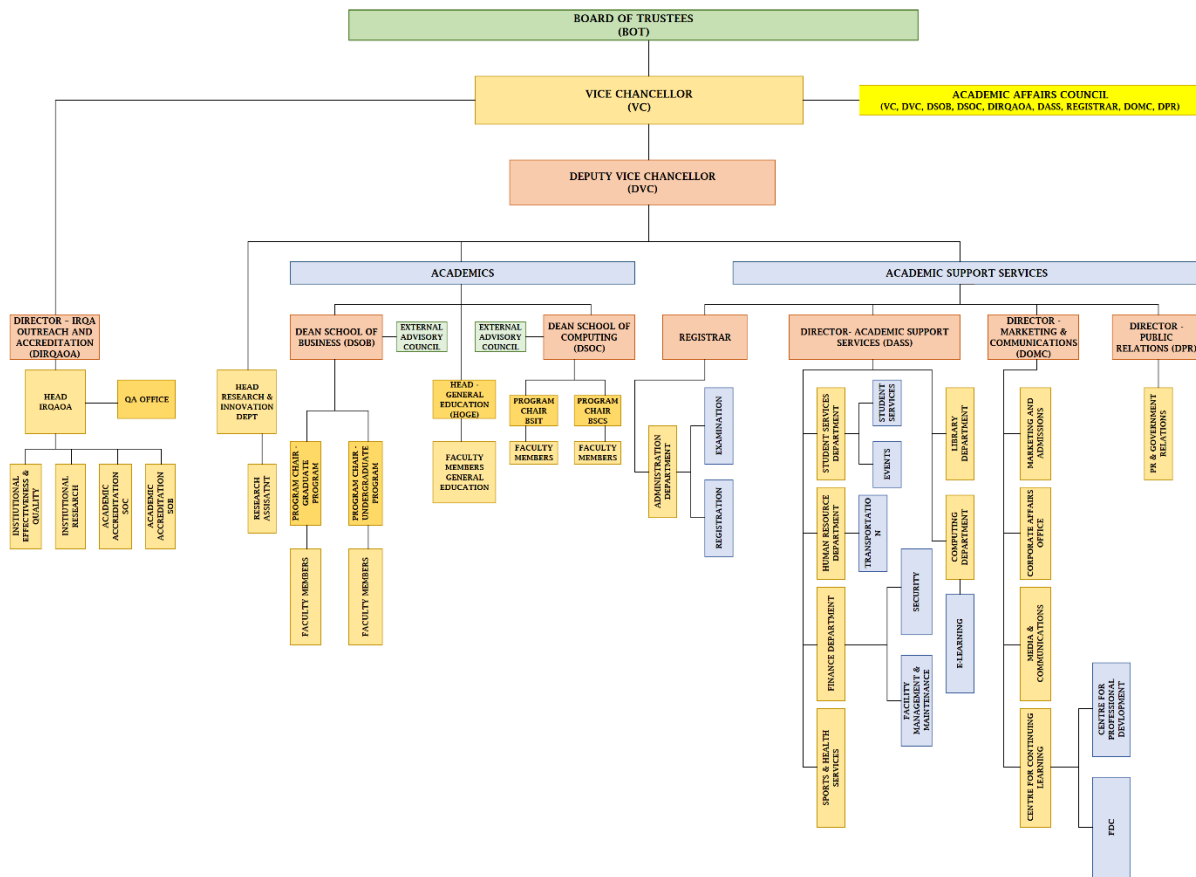
II.   Review of Organization Chart

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 Institutional Governance and Management committee.

C.   Responsibility of the Committee

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

D.   Process Flow

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

Steps:

   i. Review of MOE & International accreditation requirements
   ii. Review of inputs from BOT
   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 AAC
   vi. Submit the final draft to Vice Chancellor for presenting it to the Board for opinion and approval
   vii. The Human Resource department disseminates the approved Organization chart

1c. Terms of Reference of Standing Committees

Policy number	IRQA_POLICY_29
Policy name	Terms of Reference of Standing Committee
Policy version	Version 7
Standards applicable	MOE Standard 1: Governance and Management
Policy owner	IRQAOA
Date of policy development	14 July 2019
Review date	4 September 2023
Date of recent modification	4 September 2023
Approved by	DIRQAOA

I.   Standing Committees

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

1. Institutional Governance and Management Committee
2. Quality Assurance Committee
3. Academic Planning and Operations Committee
4. Learning Resource Committee - Library
5. Learning Resource Committee - Information Technology
6. Teaching Effectiveness Committee
7. Research and Scholarly Activities Committee
8. Community Services Committee
9. Administration and Examination Committee
10. Student Support Services Committee
11. Faculty and Professional Staff Committee
12. Fiscal Resources, Financial Management and Budgeting committee
13. Health, Safety & Environment committee
14. Marketing and Creative Communication committee
15. Community Engagement Committee (Corporate Relations)

II. Terms of Reference of Standing Committees

A. Formation of IE Committee

The VC in coordination with Academic Affairs Council is responsible for the formation of IE Committees in SUC for two academic year.

B. Constitution

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

C. Functions

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

D. Appointment & Term

The VC appoints members and chairs of committees for a period of 2 years. The continuation or removal of the chair and members is based on the performance appraisal during the tenure.

E. Overall Responsibilities of Committees

i. To plan the committee activities and provide directions to the members to execute
ii. To oversee the activities of all subcommittees
iii. To conduct regular meetings for smooth functioning of the committee and timely decision making
iv. To ensure all records are maintained related to each subcommittee
v. To review and prepare self-evaluation reports

F. Responsibilities of the IE 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. Prepare self-evaluation reports and forward Reports and recommendations to IR unit as per the IE Calendar.

G. Responsibilities of the IE Committee Members

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

H. Details of IE Committees

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

I. IE Committee Structure and Responsibilities

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.

i. Institutional Governance and Management Committee

The Institutional Governance and Management Committee has been assigned following subcommittees:
Section A - Vision Mission (Re–visit of Vision, Mission, Goals and Objectives)
Section B - Institutional Planning (Preparation and Review of Strategic Plan)
Section C -Institutional Management and Administration
Section D - Organization (Review of Organization Chart)
Section E – Policies and Procedures
Section F - Risk Based Evaluation and Risk Management

a. Committee Structure

IE Committee	Functional Area	Chair	Members
Institutional Governance and Management Committee	Vision Mission	Vice Chancellor	AAC Members
	Institutional Planning		DIRQAOA, DVC, DSOC, DSOB, Program Chairs, Assistant Manager - Quality Assurance
	Institutional Management and Administration		AAC Members, , Head GE Dept., One Faculty member from each school
	Organization		DASS, Head HR
	Policies and Procedures		AAC Members , Assistant Manager - Quality Assurance, IRO-In-charge
	Risk Based Evaluation and Risk Management		DIRQAOA, Assistant Manager-Quality Assurance, Head of Academic Support Services, SOB, SOC and GE Dept. faculty.

b. Responsibilities of Institutional Governance and Management Committee

To ensure achievement of objectives related to the functional areas given below:
Section A – Vision Mission (Re–visit of Vision, Mission, Goals and Objectives)
A.1. To align the organization with the dynamic external environment

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

B.1. To achieve strategic goals of SUC

B.2. To evaluate status of SUC Strategic plan achievement

B.3. To prepare for developing new strategic plan.

B.4. To evaluate status of SUC's annual plans achievement

Section C - Institutional Management and Administration

C.1. To ensure smooth day to day operations of SUC

Section D – Organization (Review of Organization Chart)

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

Section E – Policies and Procedures

E.1. To ensure smooth function of the Committees, departments and functional heads

E.2. To ensure control over policy and procedure modifications

Section F - Risk Management and Risk Based Assessment

F.1. To ensure that all potential risks (sources of risk) are identified, assessed and addressed timely.

F.2. To ensure insurance coverage for liability and other potential losses (in coordination with insurance committee under finance)

F.3. To coordinate with concerned units for submission of status of Risk assessment parameters

F.4. To evaluate the Department and report progress

F.5. To suggest actions for closing of gaps and ensure its implementation

ii. **Quality Assurance Committee**

The Quality Assurance Committee deals with the following sub committees :

Section A: Institutional Effectiveness (IE) Committee

Section B: Annual Planning and closing

Section C: Feedback conduct and review committee

Section D – Quality Audit - Academic and Academic Support services

Section E- Assurance of Learning

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

Section G-Benchmarking and Best Practices

a. **Committee Structure**

IE Committee	Functional Area	Chair	Members
Quality Assurance	Institutional Effectiveness	DIRQAOA	Chairs of IE Committees, Assistant Manager -Quality Assurance, IRQAOA staff
	Annual Planning and closing		AAC Members, Heads of Departments, Assistant Manager -Quality Assurance
	Feedback Conduct and Review		AAC Members , Assistant Manager -Quality Assurance, IRQAOA staff, Program Chairs

Quality Audit - Academic and Academic Support services		(i). Academic Audit : IRQAOA staff, Faculty members from SOB, SOC, GE Dept.
Program Learning Outcomes and Course Learning Outcomes Measurement		Head GE Dept., Program Chairs, Discipline Leaders ,Faculty members from each school, Assistant Manager - Quality Assurance
Accreditation Planning		Program Chairs, Discipline Leaders, Assistant Manager - Quality Assurance, IRQAOA staff
Benchmarking and Best Practices		Program Chairs, Assistant Manager -Quality Assurance, Head CAO, IRQAOA staff and at least 1 faculty member

b. **Responsibilities of the Quality Assurance Committee**

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

Section A: Institutional Effectiveness (IE) Committee

A.1. To aid in achieving SUC's Objectives

A.2.To allocate different committee to manage Institutional Effectiveness system

A.3. To plan, monitor and review the institutional effectiveness system

A.4. To suggest and recommend necessary amends to the Institutional Effectiveness system including organization process

A.5. To provide professional development opportunities for QA staff

Section B: Annual Planning and closing

B.1. To coordinate with AAC and Departments for preparing annual planning documents in line with the strategic plan

B.2. To coordinate for the review of semester and closing reports

Section C: Feedback conduct and review committee

C.1. To conduct the feedbacks as per the feedback calendar

C.2. To comprehensively evaluate the academic and academic support services through the feedbacks and surveys

C.3. To provide feedback to improve the academic and academic support services

Section D – Quality Audit – Academic and Academic Support Services

D.1. To identify the areas of improvement and suggest corrective action in academic and academic support services

D.2. To maintain academic records for references (Faculty portfolio and course file)

D.3. To review course syllabi

D.4. To review course files

Section E- Assurance of Learning

E1. To Review the PLO, QF and CLO mapping

E2. To review the achievement status of Assurance of Learning Measurements

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

F.1. To accomplish renewal of institutional licensure, Program accreditation and/or submit application for new major/emphasis in meeting the requirements of MOE

F.2. To fulfill the requirements of international accreditation process

Section G– Bench marking and Best Practices

G.1.To identify institution at the regional and international level for benchmarking purposes

G.2. To collect data related to benchmarking and best practices

G.3. To prepare and disseminate report on Benchmarking and best practices

iii. Academic Planning and Operations Committee

The Academic Planning and Operations Committee has been assigned following subcommittees

Section A - Academic Planning and Operations
Section B - Program Review and Revisit
Section C - General Education Department (Including PSDP, Toastmasters and IEEE chapter)
Section D - Management Development Program and project consultancy
Section E: Internship

a. Committee Structure

IE Committee	Functional Area	Chair	Members
Academic Planning and Operations Committee	Academic planning and Operations	Deputy-Vice Chancellor	DSOC, DSOB, Program Chairs, Discipline Leaders
	Program Review and Revisit		Program Chairs, Discipline Leaders ,Head of General Education, All EAC members, Faculty members from School of Business and School of Computing and at least 2 students, at least 2 alumni
	General Education Department(Including PSDP and Toastmasters)		**PSDP-**DASS, Head of Corporate Affair Office, At least one General Education faculty member, Head of General Education **Toastmasters-** DASS, Head of General Education, At least two General Education faculty members
	Management Development Program and project consultancy		DSOC, DSOB, Program Chairs, Discipline Leaders, Head of Research and Innovation, Head of CAO
	Internship		Registrar, Deputy Director-Administration, Head of

			CAO, Program Chairs, At least One Faculty member from each school

b. Responsibilities of Academic Planning and Operations Committee

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

Section A - Academic Planning and Operations

A.1. To prepare academic plan and review

A.2. To plan and recommend academic faculty requirement

A.3. To plan and allocate courses to faculty members, as per MOE Standards

A.4. To provide platform for professional development of faculty

A.5. To assist in national and International Accreditation and rankings

A.6. To adhere to MOE curriculum requirement

Section B - Program Review and Revisit

B.1. To review the curriculum and learning resources in line with the needs of industry.

B.2. To add or delete courses based on currency, relevancy and competency required by the industry.

B.3. To incorporate latest teaching methodologies for program effectiveness.

Section C – General Education Department (Including PSDP, Toastmasters and IEEE chapter)

C.1. To plan and conduct General Education subjects for both School of Computing and School of Business

C.2. To develop and maintain a program which provides students with well-rounded competence in: critical thinking and problem solving, core life skills, UAE society, Islamic culture, math, basic IT skills, English and composition skills

C.3. To oversee and coordinate academic resources and programs related to General Studies such as coordination of PSDP and Toastmasters.

Section D - Management Development Program and project consultancy

D.1. To identify corporates seeking trainings in management in the region

D.2. To develop and conduct programs and course as per the requirement of the corporate clients

D.3. To provide consultancy service to the government, semi government and private organizations

Section E - Internship

E.1. To provide an opportunity for the students to apply the concepts in real life situations.

E.2. To make them aware of the organizational culture and practices

E.3. To create an awareness among students about their strengths and weaknesses in the work environment.

E.4. To provide students a platform to take up on the job training and develop a network that will be useful in enhancing their career prospects.

E.5. To equip the student with the knowledge of actual functioning of the organization and problems faced by them for exploring feasible solutions and suggestions.

E.6. To provide an opportunity to get involved in research / project conducted by the organization / company.

iv. **Learning Resource Committee - Library**

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

a. **Committee Structure**

IE Committee	Functional Area	Chair	Members
Learning Resource Committee - Library	Learning Resource Committee - Library	DSOB	DSOC, Head-Research & Innovation, Discipline Leaders, Head of Library, Program Chairs, Faculty members from School of Computing and School of Business and at least 2 students

b. **Responsibilities**

To ensure achievement of objectives as given below:

A.1. To provide guidelines and suggestion for maintaining adequate library resources

A.2. To regularly upgrade existing library resources for meeting the future requirements on annual basis including procurement of E-Resources and discarding the outdated editions of the current stock

A.3. To orient the students, faculty and staff with regards to the usage of library resources, eBooks and facilities

A.4. To enrich the resources with most relevant online & offline materials

A.5. Facilitate conducive research and consultancy environment for faculty to pursue scholarly activities

A.6. Implementation of virtual teaching technologies

v. **Learning Resource Committee - Information Technology**

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

a. **Committee Structure**

IE Committee	Functional Area	Chair	Members
Learning Resource Committee - Information Technology	Learning Resource Committee - Information Technology	DSOC	DVC, DSOB, DSOC, HOIT, DYF, Head-Research & Innovation, Program Chairs, Discipline Leaders, Head of General Education, Faculty members from School of Computing and School of Business and at least 2 students

b. Responsibilities

To ensure achievement of objectives as given below:

A.1. To review the adequacy of IT resources as per the strategic plan

A.2. To provide suggestion and recommendation to improve the IT resources

A.3. To assess adequacy of hardware and software requirement for creating conducive learning environment in the SUC with the help of IT integration.

A.4. To regularly upgrade existing IT resources for meeting the future requirements on annual basis.

A.5. To prepare and implement preemptive maintenance plan.

A.6. To procure IT equipment as per annual approved plan and based on post audit annual report

A.7. To provide regular updates of information to users on up-gradation and implementation of various new IT resources.

A.8. To equip class rooms with adequate audio, video & internet facilities

A.9. To procure the updated antivirus, firewall and other protective devices for preventing external intrusions for network & security

A.10. To maintain cloud based data backup on regular basis

A.11. To regularly upgrade the backup devices

A.12. To regularly D/R Site Backup

A.13. To develop, upgrade & implement software & various online services to meet academic, academic support services & students

A.14. To develop ERP implementation plan

A.15. To provide online support to academic, academic support services and students through portal services.

A.16. To provide and process the online survey & interaction from the SUC community.

A.17. To assess the training needs of faculty, staff & students.

A.18. To train and orient faculty, staff & students on IT operational and learning resources

A.19. To train and support students and staff on computer related operational issues including accessing wi-fi in the university campus.

A.20. To provide training & orient to users regarding various software tools & web services implemented in the campus

A.21. To provide customized training for individual to improve the usage of IT resources.

A.22. To promote eco-friendly environment and proper disposable of hardware equipment.

A.23. To encourage cost cutting measures in utilization of various IT resources.

A.24. To audit the ERP, DMS, CMS, DMS, Infrastructure, Website, Portal, and FAQs on monthly basis.

A.25. To prepare and implement risk plan with respect to data backup, outsourced agencies and maintenance of equipment

A.26. To maintain health and safety in the labs, server rooms, data backup

A.27. To develop, upgrade & implement in Mobile Apps online services to meet academic, academic support services & students

A.28. To develop, upgrade & implement in DMS services to meet academic, academic support services & students

vi. Research and Scholarly Activities Committee

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

Research and Scholarly Activities Committee has been assigned following subcommittees:
Section A: Research (Journals, Books Publication, Skyline Business Journal (SBJ) Conference Presentation, Symposium, Workshop, Webinar, Events and Colloquium, Website, Database and all Research Activities by SUC, Research Ethics, and Rewards)
Section B: Case Study and Consultancy Committee (Case Study Center, Knowledge and Industrial Update, Consultancy)
Section C: Skyline Innovation and Entrepreneurship Center (SIEC) Committee (Entrepreneurial Agencies, Incubation Center, Prototypes Projects, Patents)

a. **Committee Structure**

IE Committee	Functional Area	Chair	Members
Research Committee	Research (Journals, Books Publication, library, Skyline Business Journal (SBJ)),Conference Presentation, Symposium, Workshop, Webinar, Events and Colloquium, Website, Database and all Research Activities by SUC, Research Ethics, and Rewards	Head-Research & Innovation	6 SOB Faculty members, 2 SOC Faculty members and 3 General Education Faculty members
	Case Study Center, Knowledge and Industrial Update, Consultancy	Faculty member	2 SOB Faculty members and 2 SOC Faculty members
	Skyline Innovation and Entrepreneurship Center (SIEC) Committee	Faculty member	2 SOB Faculty members and 2 SOC Faculty members

b. **Responsibilities**

To ensure achievement of objectives related as given below:

Section A: Research (Journals, Books Publication, Skyline Business Journal (SBJ) Conference Presentation, Symposium, Workshop, Webinar, Events and Colloquium, Website, Database and all Research Activities by SUC, Research Ethics, and Rewards)

A1. Review of faculty candidate profile (if required)
A2. Mentoring new faculty members on research and scholarly activities
A3. Planning for Future Research Strategy
A4. Promote Interdisciplinary research at SUC
A5. To develop a research culture of collaboration
A6. Research updates to the office of VC and external regulatory authorities through Dean's offices- Business/ Computing
A6. Motivate and enable faculty members to publish in quality and indexed journals.
A6. To coordinate with Skyline Business Journal Editorial team and ensure its smooth publication as per the timelines
A9. Building a strategic plan and action plan to improve the SBJ publications and to become in the Scopus index.
A10. Increasing the level of publication and number of publications in SBJ
A11. Identification of good conferences and sharing of information
A12. To organize international conferences with recognized international bodies once a year for the School of Business & School of Computing alternatively
A13. Feedback on Conference attending proposals with paper presentation
A14. Review of conference conducting, and other research program proposals
A15. Feedback on Post Conference Presentation
A16. Coordination with Faculty for Conference presentations
A17. Coordinate workshop, webinar, symposium and events
A18. Provide support in maintaining the database of all research activities related to Skyline University College
A19. Collaborate with IT-Department to update all reports and statistics required in research fields
A20. Collaborate with IT-Department to update all reports and statistics required in research fields
A21. Collaborate with Director-MC to update SUC website data
A22. Review of research protocols and their supporting documents. Approval or disapproval is based on the ethical acceptability of the research.
A23. Progress research report since last approval
A24. To receive a factual statement of the unethical practices in faculty research
A25. To seek a written explanation from the researcher being questioned
A26. To initiate an investigation of the matter
A27. To collect evidence or facts in the process of investigation
A28. Report the findings to VC for review and decision-making

Section B: Case Study and Consultancy Committee (Case Study Center, Knowledge and Industrial Update, Consultancy)

B1. Facilitating development Cases to get it published and used for Class Delivery
B2. Managing Case Study Center
B3. Look for collaboration with other research organizations worldwide
B4. Providing support in improving the quality of student's research projects
B5. Managing Knowledge and Industry updates
B6. Managing Newsletters
B7. Conducting bi-annual research forums/ seminars
B8. Coordinate with faculty members to contribute to Knowledge and Industry updates.

B9. Consulting based on case study

Section C: Skyline Innovation and Entrepreneurship Center (SIEC) Committee (Entrepreneurial Agencies, Incubation Center, Prototypes Projects, Patents)
C1. To write the policies of SIEC
C2. Building collaboration with global and local network
C3. Encourage students for participating in Research/ Innovation contest
C4. To promote all research and scholarly activities related to faculty members and students.
C5. Community engagement activities
C6. Suggest AI and IOT testbed
C7. Review of Internal/External Research Projects, prototypes, Consulting, and Fund allocation
C8. Track the process of patents
C9. Prepare innovation events, workshops, Field trips, idea competitions

vii.   Teaching Effectiveness Committee

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

Teaching Effectiveness Committee has been assigned following subcommittees:
Section-A: Teaching Effectiveness
Section B – Learning Management System
Section C - Innovation and Entrepreneurship Center

a.   Committee Structure

IE Committee	Functional Area	Chair	Members
Teaching Effectiveness Committee	Teaching Effectiveness	DVC	Program Chairs, Discipline Leaders, Head Of General Education, Faculty members from School of Business and School of Computing, and GE Dept.
	Learning Management System		Program Chairs, Discipline Leaders, Faculty members from School of Business and School of Computing, and GE Dept.

b.   Responsibilities

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

Section-A: Teaching Effectiveness Committee

A.1. Facilitate faculty training and development on selected Teaching effectiveness methods

A.2. Coordinate and conduct Peer Reviews and provide feedback for improvement

Section B – Learning Management System

B.1. Facilitate interaction between faculty and students through LMS

viii. **Community Services Committee**

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

a. **Committee Structure**

IE Committee	Functional Area	Chair	Members
Community Engagement Committee - Community Services	Community Services	Registrar	Faculty members from School of Business, School of Computing and General Education

b. **Responsibilities**

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

A.1. To collaborate with Corporate, Government agencies and Social organizations for CSR activities.

A.2. To propose community service activities to Government Agencies, Social Service Organizations and Corporates and organize events in collaboration with them.

A.3. To determine the themes of Community service activities of SUC and roll out a schedule for the Academic year.

A.4. To Plan and execute the events, CSR activities, school workshops & activities and facilitate teams.

A.5. To encourage Stakeholders, Faculty members, Staff and students to submit proposals for community service activities

A.6. To disseminate the information to various stakeholders through various media sources.

A.7. To orient faculty, staff and students to participate in community services activities

ix. **Administration and Examination Committee**

The Administration and Examination Committee has been assigned following subcommittees:

Section A: Registration Committee - Undergraduate and graduate registration

Section B: Examination conduct and result analysis

Section C: Academic Progression (Progression, Retention & Graduation, Satisfactory Academic Progression Review Postponement, Re Activation, Course Withdrawal and Cancellation)

Section D: Student Request Processing

Section E: TOC Committee

a. **Committee Structure**

IE Committee	Functional Area	Chair	Members
Student Administration and	Registration	Registrar	Program Chairs, Deputy Director - Administration, Examination-Supervisor
	Examination conduct and result analysis		

Examination committee	Academic Progression		
	Student Request processing		DASS, Deputy Director - Administration, Examination-Supervisor, Student Services Department Staff
	Transfer of Credit		DSOC, DSOB, Subject Expert related to TOC Request, Deputy Director - Administration

b. Responsibilities

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

Section – A: Registration Committee - Undergraduate and graduate registration

A.1. Implement the standardized registration procedures for undergraduate and graduate programs

A.2. To ensure the registration criteria are met as per the registration policies for all students including for MBA students.

A.3. Ensure physical safety of documents with proper storage facility.

A.4. Ensure confidentiality of records and documents as per policy and procedure

A.5. Ensure accessibility of student record by authorized persons

A.6. To analyze status of TOC admissions during each intake.

A.7. To plan, schedule and execute placement test during the intakes.

A.8. To analyze the placement test and foundation course results

A.9. To analyze the student's progression, retention and graduation rate during the academic year.

A.10. To process the student request as per the stipulate time line

A.11. Ensure availability of soft copy of student (Transcript)

A.12. To maintain continuous electronic backup

Section-B: Examination Conduct and Result Analysis

B.1. To plan, control and conduct midterm and final exams as per published schedule.

B.2. To compute, compile and finalize exam results for declaration.

B.3. To analyze semester wise results and maintain records.

Section – C: Academic Progression

C.1. To analyze the student's progression, retention and graduation rate during the academic year.

C.2. To ensure the student meet the qualitative & quantitative requirements.

C.3. To observe the students' improvement in their academic performance during the semesters.

Section – D: Student Request Processing

D.1. To process the student request as per the stipulated time line

Section – E: Transfer of Credit

E.1. To review mapping of the course and TOC Application

E.2. To review and approve TOC Application

E.3. To issue the final TOC approval letter to students

x. Student Support Services Committee

The Student Support Services Committee has been assigned following subcommittees:

Section A - Academic Advising and mentoring

Section B - Student Counselling

Section C - Suggestion and Complaints process

Section D - Involving Class Representatives in decision making

Section E - Ensuring Discipline within SUC campus

Section F- Events

a. Committee Structure

IE Committee	Functional Area	Chair	Members
Student Support Services Committee	Academic Advising	DASS	Registrar, Counselor, Program Chairs, Head of General Education, Deputy Director - Administration, At least 2 faculty members, Counselor
	Student Counselling		
	Suggestions and Complaints process		
	Involving Class Representatives in decision making		
	Ensuring Discipline within SUC campus		
	Events		Student Services Department Staff, Head of Sports,, Faculty members from School of Business and School of Computing and at least 2 students

b. Responsibilities

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

Section A - Academic Advising and mentoring (Advising Services)

A.1. To provide guidelines to academic advisors and mentors regarding student advising process

A.2. Plan and execute advisory activities during the academic year.

A.3. To monitor the effectiveness of the advising system and recommend improvements

A.4. To Liaison with the various departments, clubs and committee involved in the advising process

Section B - Student Counselling

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

Section C - Suggestion and Complaints Process

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

Section D - Involving Class Representatives in Decision Making

D.1. To encourage CR to interact and have meeting with the students' body to understand their important areas of concern

D.2. To encourage CR committee to communicate the issues and suggestion for improvement to the management.

D.3. To communicate the management response back to the students in a convincing manner to enhance satisfaction level of the student.

Section E - Ensuring Discipline within SUC Campus

E.1. To maintain a disciplined educational environment.

E.2. To take corrective action in case of reported in-discipline.

Section F- Events

F.1. To plan & conduct year round events

F.2. To encourage students to display their hidden talents by participation in various committees and clubs as well as individual events

xi.   **Faculty and Professional Staff Committee**

The Faculty and Professional Staff Committee has been assigned following subcommittees :

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

Section B – Maintaining information related to Faculty and Staff (Faculty qualification, Graduate Faculty, Professional Staff, Employee Records) – (Faculty and Staff Information)

Section C – Allocating courses to faculty (Faculty workload) (Faculty Schedule and Semester Wise Allocation)

Section D – Conducting Faculty and Staff Development programs (Faculty and Staff Development Program)

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

Section F – Evaluation (Evaluation)

Section G – Employee Disciplinary Action and Appeals

a.   **Committee Structure**

IE Committee	Functional Area	Chair	Members
Faculty and Professional Staff Committee	Identifying and Recruiting competent faculty and staff	DASS	Head -HR, Program Chairs, Subject Experts(As per requirements) and Heads of Departments (for Staff recruitment)
	Maintaining information related to Faculty and Staff		IRQA staff & Head -HR
	Allocating courses to faculty	DVC	DSOB, DSOC, Registrar, Program Chairs, Deputy Director-Administration, Head of HR
	Conducting Faculty and Staff Development programs	DASS	DSOC, DSOB, Head -HR, , Discipline Leaders, Head of General Education
	Review of Faculty and Staff Satisfaction		DSOB, DSOC, Head of General Education, Head -HR, IRQA staff
	Evaluation		

	Employee Disciplinary Action and Appeals		DSOB, DSOC, Head of General Education, Head -HR

b. Responsibilities

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

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

A.1. To plan for faculty resources requirement for the academic year.

A.2. To identify and recruit suitable candidate for the academic support services position.

Section B – Maintaining information related to Faculty and Staff

B.1. To maintain required student-faculty ratio, part time-faculty member ratio and grade wise ratio.

B.2. To maintain diversity policy of SUC.

Section C – Allocating courses to faculty (Faculty workload)

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

C.2. To maintain the teaching load as per SUC policy.

Section D – Conducting Faculty and Staff Development Programs

D.1. To improve teaching methodologies and efficiency in work.

D.2. To provide platform for professional development.

D.3. To enable faculty and staff compatible to cultural environment and Information technology tools.

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

E.1. To understand the gaps and deficiencies that has a bearing on the institutional effectiveness with a focus on optimizing faculty and staff satisfaction.

Section F – Evaluation (Evaluation)

F.1. To review and update AAC, Faculty and Staff performance evaluation policies and forms annually

F.2. To conduct the process of performance evaluation of all employees as per policy

F.3. To handover and discuss the performance evaluation report with each employee

Section G – Employee Disciplinary Action and Appeals

G.1. To review and initiate disciplinary action related to employee disciplinary issues

xii. **Fiscal Resources, Financial Management and Budgeting Committee**

The Fiscal Resources, Financial Management and Budgeting Committee has been assigned following subcommittees:

Section A – Financial Audit

Section B: Budget Review

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

a. Committee Structure

IE Committee	Functional Area	Chair	Members
Fiscal Resources, Financial Management and Budgeting committee	Financial Audit	DVC	DASS, Deputy Director-Finance, Finance Staff
	Budget Review		
	Fee Waiver and Scholarship		
	Student Debit Credit Audit		
	Financial Risk Management		
	Facilities Resources		DASS, DOMC, Deputy Director-Finance, Maintenance Supervisor
	Student Protection Plan/Teach-out Reserve		DASS, DPR, Deputy Director-Finance, Finance Staff
	Insurance		DASS, Deputy Director-Finance, Head -HR

b. Responsibilities

To ensure achievement of objectives related to the subcommittees as given below:
Section A – Financial Audit
A.1. To generate financial audited reports useful for taking rational financial decisions.
A.2. To provide reliable indication of SUC's financial position and operating results.
A.3. To report income and expenses statements for appropriate financial control

Section B: Budget Review
B.1. To ensure financial stability
B.2. To prepare the annual budget

Section C: Fee Waiver and Scholarship Committee
C.1. To allocate fund for various MOU and non MOU scholarship every year
C.2. To assess the effectiveness of Various MOUs signed

Section D: Student Debit Credit Audit Committee
D.1. To conduct monthly audits for identifying discrepancies
D.2. To conduct meetings with the departments to resolve the discrepancies
D.3. To prepare debit and credit audit reports

Section E: Financial Risk Management
E.1. To monitor significant risks to reduce the likelihood of unwelcome surprises.
E.2. To review the effectiveness of the system of internal control and report to the Management.

Section F: Facilities Resources

F.1. To provide and maintain adequate facilities to support the academic and academic support services operations.

F.2. To assess the requisition for adequate resource requirement for the departmental functions.

Section G: Student Protection Plan/Teach-out Reserve

G.1. To maintain sufficient fund for teach out reserve

G.2. To enter into MOU with UAE accredited institution

Section H: Insurance

H.1. To identify and maintain insurance policy to mitigate risk

xiii.   **Health, Safety and Environment Committee**

The Health and Safety Committee has been assigned following subcommittees:
Section A - Sports activities for SUC Students, Faculty and Staff
Section – B Health, Safety and Environment
Section C - Student Accommodation

a.   **Committee Structure**

IE Committee	Functional Area	Chair	Members
Health, Safety & Environment committee	Sports activities for SUC Students, Faculty and Staff	DASS	Head-Sports, faculty members from General Education, SOC, SOC
	Health, Safety & Environment Management		Registrar, DPR, Head-Sports, Deputy Director-Finance, Head of Maintenance, DOMC, Nurse, SOC, SOB Faculty members
	Student Accommodation		Registrar, DPR, Head-Sports, Deputy Director-Finance

b.   **Responsibilities**

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

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

A.1. To identify the Sports activities to be conducted

A.2. To conduct Sports orientation program for students, faculty and Staff

A.3. To train Skyline University College teams for Inter University level participation.

Section – B Health, Safety & Environment

B.1. To create awareness of Health, Safety and Environment among Faculty, Staff and Student

B.2. To conduct Health, Safety & Environment related events

B.3. To provide first aid medical facilities for students and employees

B.4. To train students and employees on first aid and fire safety

B.5. To ensure that the University building is free of any hazards as per the Government standards

B.6. To monitor and maintain the Fire safety equipment and emergency exit plans

B.7. To ensure health and safety of employees students and other stake holders

B.8. To assign responsibility to departments to record incidents and manage all risks within their areas of control.

Section C - Student Accommodation

C.1. To have adequate hostel rooms for girls and boys as per the policies of SUC

C.2. To provide hygienic and comfortable living atmosphere to the hostel students

C.3. To ensure safety and security of the hostel students

xiv. **Marketing and Creative Communication**

The Marketing and Creative Communication Committee has been assigned following subcommittees:

Section A – Enrollment Analysis

Section B – Media and Communication

Section C - Newsline

a. **Committee Structure**

IE Committee	Functional Area	Chair	Members
Marketing and Creative Communication	Enrollment Analysis	DOMC	Program Chairs , Registrar, Deputy Director - Administration
	Media and Communication		MCD Staff and At least 2 faculty members from each school
	Newsline		Head of General Education, At least two faculty members and at least 5 students

b. **Responsibilities**

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

Section – A – Enrollment Analysis

A.1. To formulate, implement and review marketing strategies as per strategic plan

A.2. To gather market intelligence; for evaluating, analyzing and identifying industry requirements for employment opportunities locally & internationally

A.3. To develop plans for building brand image in local and international markets

A.4. To enroll students as per SUC admission policy & target allocation as stated in the strategic plan

A.5. To maintain enrollment balance within majors and emphases

A.6. To ensure completion of documentation at the time of admission

A.7. To focus and develop market plans for schools and colleges locally for Full time and part time BBA, MBA, BSIT and BSCS programs

A.8. To focus and develop market plans for government, semi government and private sector companies in UAE for Full time and part time undergraduate and graduate programs

A.9. To focus and develop market plans for schools and colleges internationally for enrollment in Full time and part time undergraduate and graduate programs

A.10. To submit a detail report of the marketing activities carried out throughout the academic year and propose new marketing plan based on gaps identified

A.11. To explore schools and universities locally and internationally, online marketing and appoint agents for Full time and part time undergraduate and graduate programs

A.12. To explore government, semi government and private sectors companies in UAE for Full time and part time undergraduate and graduate programs

A.13. To develop plans for building brand image in local and international markets; preparing media plans and maintaining relationship with media

A.14. To enhance online marketing efforts, website update and optimizing E-marketing sources for brand building

A.15. To conduct workshops and participate in exhibitions, locally & internationally.

A.16. To assist Corporate Affairs Office and Events Coordinator for brand building activities

A.17. To analyze and report market information

A.18. Analyze the caller and visitor profile

A.19. Assess the satisfaction of the visitors on the services provided by SUC staff

A.20. To allocate fund for various MOU and non MOU scholarship every year

A.21. To assess the effectiveness of Various MOUs signed

Section – B – Media and Communication

B.1. To ensure SUC website is updated as per accreditation agencies requirements

B.2. To enhance website, online marketing efforts and optimizing E-marketing sources for brand building

B.3. To ensure media contents are published on time with accuracy

B.4. To promote University college content in various media channels.

Section C - Newsline

C1. To compile, design and publish copy of the Newsline Publication by students

xv. **Community Engagement Committee (Corporate Relations)**

The Community Engagement Committee has been assigned following subcommittees:

Section A – Corporate relations

Section B – Alumni Relations

Section C – Articulation

Section D – Employment rate measurement

Section E – Employer Feedback

Section F: Executive Development Program (EDP)

Section G: - Outreach

a. **Committee Structure**

IE Committee	Functional Area	Chair	Members
Community Engagement Committee (Corporate Relations)	Corporate Relations	DPR	Head of Corporate Affairs Office, at least Two faculty members
	Alumni Relations		Registrar, Student Services Department Staff, Head of Corporate Affairs Office, Faculty members,
	Articulation		DIRQAOA, Head of Corporate Affairs Office, Corporate Affairs Office Assistant, Faculty members from school of Business and School of Computing
	Employment rate measurement		DIRQAOA, Head of Corporate Affairs Office, Corporate Affairs Office Assistant, Faculty members from school of
	Employer Survey		

			Business and School of Computing
	Executive Development Program		Head of Corporate Affairs Office, Head of General Education, Head of CCL
	Outreach		Program Chairs, Discipline Leaders, Faculty members from school of Business and School of Computing

b. Responsibilities

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

Section A – Corporate relations

A.1. To identify and maintain relationship with organizations that can add value to SUC and to build corporate relationship

A.2. To identify organizations for resource personnel for CEO lecture, guest lectures, field visits, internships and placements opportunities

A.3. To invite corporate people for review of SUC Programs

A.4. To promote consultancy and joint research projects with the identified organizations

A.5. To identify and participate in conferences, events, organized by institutions, corporate, A.6. organizations at all levels.

A.7. To identify organizations which are engaged in community related services so that SUC can collaborate with them and create awareness among the students to pursue community engagement services during their study period and continue throughout their life.

A.8. To identify organizations which are leaders in their own domain, where students can get employment and internship and carve a career for themselves.

A.9. To identify corporate and explore areas of cooperation by offering scholarship to their employees who plan to go for higher education and dream a big career ahead; but are restricted due to financial constraint

A.10. To identify the need of industry for assistance in trainings/ EDP/ professional courses

A.11. To promote SUC brand at national, regional and international level

Section B – Alumni Relations

B.1. To strengthen ties with Alumni.

Section C – Articulation

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

Section D – Employment rate measurement

D.1. To measure the employability of the current SUC graduates.

D.2. To analyze the market value by specialization and levels of the SUC's graduates

Section E – Employer Feedback

E.1. To evaluate SUC graduates' employability.

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

Section F: Executive Development Program (EDP)

F.1. To identify corporates seeking trainings in management in the region

F.2. To develop and conduct programs and course as per the requirement of the corporate clients

F.3. To provide consultancy to the government, semi-government and private organizations

Section – G – Outreach

G.1. To be member of professional bodies and have agreements with certification agencies.

G.2. To participate in academic extension and outreach services.

G.3.To develop an academic partnership with reputed national/international organizations. (In coordination with Articulation committee)

G.4. To encourage faculty and students to participate in academic and outreach activities

1d. By-Laws of the Governing Body

Policy number	BOAR_POLICY_01
Policy name	By-Laws of the Governing Body
Policy version	Version 6
Standards applicable	MOE Standard 1: Governance and Management
Policy owner	Board of Trustees
Date of policy development	14 July 2019
Review date	15 Jan 2024
Date of recent modification	15 Jan 2024
Approved by	Board of Trustees

I. **Board 0f Trustees**

A. **Introduction**

The Board of Trustees (BOT) 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 insists that alternative strategies and plans be considered and that considerations be given to regional and societal changes that impact the institution. The Board of Trustees' 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.

B. **Goals**

1. To establish an effective governance, and organizational structures for the University
2. To ensure SUC achieves its vision, mission and financial stability
3. To appoint or remove members of the Board of Trustees
4. To review and approve the Strategic Plans of the institution
5. To review and approve budgets to ensure institutional effectiveness and academic excellence
6. To review the Risk Management Plan and audited financial statements

C. **Roles, Responsibilities and Authority**

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

i. **Vision Mission Review and Approval**

The Institutional Governance and Management Committee reviews and updates the Vision, Mission Goals and Objectives of SUC once required. The revised Vision, Mission, goals and objectives are presented by the Vice Chancellor to the BOT for their review and approval. Upon approval by the BOT, Vision, Mission, goals and objectives are disseminated to all employees and updated in relevant publications and website.

ii. **Approval of Institutional Policies:**

Board is responsible for approval of SUC policies and procedures manual including all institutional policies developed by the departments as and when required in order to help the smooth functioning of the University and comply with all regulatory stakeholders directions or guidelines. The board also approves policies that are aimed at promoting the sound development of the University and welfare of the employees, and approves and monitors the fiscal, legal, and ethical integrity policies.

The board is also responsible for approving all the policies and procedures of the standing committees.

iii. **Organization Structure Review**

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

iv. **Approval of By Laws:**

The BOT shall review and approve the by-laws defined for governing the Board's responsibilities, and other institutional Bylaws.

v. **Approval of Substantive Changes:**

Any change in the programs offered, addition / deletion of programs /concentrations majors, change of name of the institution, legal status, control of the institution, ownership or merger with any other institution shall be approved by the BOT.

vi. **Academic Programs:**

It is the responsibility of the board to approve the programs and ensure the educational programs are consistent with quality standards and are in line with the QF Emirates, SUC's vision and mission thereafter approves new programs or terminates existing programs.

vii. **Strategic Plan Approvals:**

The Academic Affairs Council along with the Strategic Plan Committee formulates the Strategic plans which is assessed and approved by the Board for dissemination to concerned units for implementation. The Board reviews the progress and makes sure the implementation of the Strategic Plan is effective as guided by the Vision, Mission, Goals and Objectives, including the launching of new processes and new programs as per the strategic plan. The Board shall also approve specific plans of SUC for Community Engagement, Research and Scholarly Activity and Sustainability. The Board shall monitor the progress in the achievement of the strategic plan.

viii. **Financial Information, Systems and Internal Controls:**

The Board has responsibility to approve the appointment of the internal and external auditors, approve the annual budgets and major capital expenditures including risk

management on the recommendation of the Vice Chancellor and Fiscal Resources, Financial Management and Budgeting Committee. The board, on the advice of Vice Chancellor asserts that, Fiscal Resources, Financial Management and Budgeting Committee is established and is applying appropriate audit, accounting and financial reporting principles. It is also responsible to verify that internal financial, business control and information systems are in place and functioning satisfactorily, reviews and approves the annual audited financial statements and ensure financial results are reported fairly and in accordance with generally accepted auditing standards. The Board shall receive, and follow up on, the external auditor's report and accompanying management letter.

ix. **Fund Raising Authority:**

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

x. **Risk Management:**

The BOT authorizes the Vice Chancellor 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 ensures that the strategies are developed to manage such risks. The board approves the Risk Management Plan of the institution. The Board has responsibility to understand the key risks in operations and ensures, 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 the Risk Management Committee. An annual risk assessment review and ensures good management and sound fiscal practices.

xi. **Monitoring and Reporting:**

The BOT has responsibility to:
1. Direct The Vice Chancellor to develop, implement and maintain a reporting system.
2. Follow systems that accurately measure SUCs performance against the performance expectations set out in its strategic plan.
3. Review annually SUCs' progress toward the objectives set out in the Institutional Accountability Plan, reports submitted to external agencies, revise and alter its direction, keeping in mind the changing environment.
4. Ensure publication and dissemination of annual report & Fact Book to various stakeholders.
5. Reviews and evaluates the Institutional Effectiveness and Feedback reports to ensure appropriate academic standards and quality of provision for students are being maintained

xii. **Communications:**

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

xiii. **Resource Maintenance:**
It is the responsibility of the board to approve unless otherwise delegated; the 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

xiv. **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.

xv. **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.

xvi. **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.

xvii. **Indemnification:**
SUC shall hold each Trustee free from loss as a result of actions taken by the Board of Trustees.

xviii. **Awarding Degree:**
The Board has the responsibility to confer or authorize the conferral, or qualifications including honorary degrees.

xix. **Last Resort of Addressing Grievance:**
In case of any issue remains unresolved at the AAC level or the appellant is dissatisfied with the decision awarded, then the appellant may approach the BOT.

xx. **Assurance of Strong Financial Management (Budget):**
It is the responsibility of the BOT to secure the financial resources necessary to support the achievement of the institution's goals at all times. Review and approve the Annual Budgets, contracts, and campus plans and financial reports, which are timely prepared and submitted by the Fiscal Resources, Financial Management and Budgeting Committee. Employees of SUC are not authorized to commit for any Item of expense beyond the budget without prior approval of the Vice Chancellor.

xxi. **Appointment of Vice Chancellor**
The appointment of the Vice Chancellor is based upon scrutiny of the applicants applied for the position by Search Committee and selecting an appropriate candidate for the position who has a competency to pursue the vision and develop the institution as envisaged by the Vision and Mission statements. The BOT reviews the recommendations of the Search Committee and finalizes an appropriate candidate who can lead the institution and fulfill the Vision and Mission of the institution. The Vice Chancellor is appointed for a period of five years and

depending on the performance evaluation, the appointment may be renewed for another term.

An appointee to this position must hold a Doctorate in the discipline of his specialization or have the minimum 10 years of administrative and professional experience of managing a higher education institution or a university. The appointee must have minimum fifteen years of full-time teaching experience in a University or worked in SUC at the rank of Professor Level for 5 years with a proven track records in academics & research work with a minimum of 15 publications in Scopus out of which at least 4 must be in Q1 or Q2 in the last 4 years. The appointee should demonstrate exceptional leadership and consensus building skills in development, implementation, maintenance & advancement of the university.

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

xxii. **Conduct Performance Evaluation:**
The Board is responsible for the evaluating the performance of the Vice Chancellor Chair on the following parameters, which show a significant contribution towards the growth and development of the University and progressing satisfactorily on the path of Vision and Mission. The evaluation of the Vice Chancellor is done by the BOT as a body based on the progress report presented upon which the members evaluate on a scale of 100 with different weights on the given parameters.

xxiii. **Employee And Student Welfare:**
The Board has the responsibility to ensure the welfare of employees and students and provide facilities for their wellbeing.

xxiv. *Governance Of Single Campus / Multi Campus*
The board is responsible for governing its single-campus governance responsibilities that is currently operating, whereas in case of multi-campuses are organized under the same governance then the board will be responsible to govern the same**.**

D. **By Laws**

i. **Membership & Eligibility of Board of Trustees:**
The affairs of SUC shall be managed by its BOT. Members shall include an appropriate balance of individuals with the range of expertise including academic expertise and professional expertise necessary to guide policies and strategic planning of the institution. The Board shall include representatives, well-known personalities from the U.A.E business community, experts from the field of education with long standing experience of minimum 15 years in teaching or

administration of academic institutions / Universities and representatives with significant contribution in Community engagement.

ii. Appointment of Board of Trustees:
New Board of Trustees members shall be appointed if a vacancy occurs on the board for any reason. To ensure the smooth functioning of the BOT, the Board may also decide to expand and add more members. Vacancies or new additions shall be filled by individuals nominated by the Board nominations committee and approved by the BOT. The credentials of Board members with respect to their academic qualifications, professional experiences and contact addresses shall be collected and maintained in the records. In case any member of the Board of Trustees appointed from outside UAE, SUC will provide the Visa, return Air ticket, accommodation to attend the meeting physically for at least once in a year, while the other meeting maybe attended virtually.

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 shall consists of a minimum Five (5) members excluding Ex-Officio members, who are duly appointed as mentioned in the **"Appointment of Board of Trustees"** above. The board shall have no more than one-third of members having financial interest in SUC. Among the board members, at least one member shall be an independent Trustee whose term will be for a period of three years and upon expiry of the term shall be replaced with another independent Trustee who can contribute through his expertise to the progress of the institution.

v. Appointment of the Chair of the Board:
The Chair of the Board shall be nominated by the majority of the members approval. The Chair shall not be an owner, investor or shareholder and shall not have any financial interest in the institution. The nomination is then approved by the Board members. The term of the Chair of BOT is generally for a period of four years and may be extended further based on their performance as a Chair of the Board.

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

vii. Compensation of Trustees:
Trustees shall not be paid compensation or fees for their services as Trustees, 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 Trustee from serving SUC in any other capacity and receiving compensation for such other service.

viii. **Resignation & Removal**:
A member of the Board 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 Board of Trustees can take a decision on removal of any Board member except the Ex-Officio members at any time with or without cause, by giving a letter of discontinuation.

ix. **Quorum for Meeting:**
Fifty percent of the Board members shall be present in the meeting in person or through virtual platform provided by the University for conducting the meeting. In case it is less than 50%, then the meeting shall be rescheduled on an appropriate date.

Each member is expected to attend at least one of the two meetings. In the event of absenteeism, the Chairman of the Board 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.

x. **Proxy Consent:**
Great value is placed upon participation of every board member in deliberations before the board in person or virtual participation. Therefore, the use of proxies on behalf of absent Trustees is expressly prohibited.

xi. **Time, Place of Meeting and Records:**
The board meets twice in a year, or whenever deemed necessary, either in person at a pre-designated location within UAE or through virtual meetings organized through an official channel by SUC. The Secretary shall maintain the minutes of the meetings in accordance with board direction. The approved records of the minutes of BOT meeting shall be maintained with the Office of Vice Chancellor with due signatures / e-signatures of all the board members present in the meeting. The BOT minutes shall include date and time of the proceedings taken place. These documents shall be made available to all the regulatory authorities, legal bodies and to the board members as and when required.

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 and shall be considered as fulfilling the quorum requirement.

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 Trustees. At least two days written notice or twenty-four hours personal notice by telephone or fax be provided to each Trustee. 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 Trustees. The proposed amendment may then be presented at the meeting following such notice of motion and a two thirds majority of the Trustees present shall be required to pass the amendment. Amendments so made shall be effective when approved by the Board..

E. **Code of Conduct:**
     The BOT 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 BOT 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 its members, unless otherwise required by law.

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

     The essential objective of this policy is to uphold ethical standards in all of the Board's activities.
     a. In exercising their powers and discharging their duties, Board of Trustees shall:
          1. Establish, and update from time to time as required, a Code of Conduct for Board of Trustees.
          2. Act with honesty, truthfulness and integrity and all acts of decision making and dealings are performed in good faith with a view to enhance the interests of SUC.
          3. Exercise care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.
          4. Ensure that their personal interest and their duty to SUC are not brought into conflict.
          5. 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.
          6. All board members shall be prohibited from having any dealings that has financial implications and directly accrue to the board members
     b. The BOT is expected to consider and represent the interests of SUC and its community as a whole in preference to any other interests which a Trustee may also have or represent.
     c. The BOT must declare a conflict of interest with respect to their fiduciary responsibility in accordance with Board by-laws and applicable laws, regulations and directives.
     d. The BOT shall be familiar with the by-laws and policies of the Board so that any decision of the Board may be made in an efficient, knowledgeable and expeditious fashion.
     e. Board members will be properly prepared for Board deliberations.
     f. The BOT shall take part in development activities that will assist them in carrying out their responsibilities.
     g. The BOT shall not be involved in management decisions or the day-to-day operation of the institution

h. Member of The BOT may not attempt to exercise individual authority over SUC except as explicitly set forth in Board policies. Trustees' interaction with the Vice Chancellor or with staff must recognize the lack of authority in an individual Board of Trustee or group of Board of Trustees, except as set forth in Board policies.

i. Member of The BOT will make no judgment of the Vice Chancellor or staff performance except when assessing the Vice Chancellor's performance in accordance with explicit Board policies.

j. Member of The BOT 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.

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

l. Member of The BOT 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 BOT 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. The Chair of BOT communicates the decisions / approvals taken by the Board to the VC, bi-annually for necessary actions.

G. Evaluation of Board of Trustees

i. Introduction

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

ii. Purpose

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

iii. Evaluation Process

1. Self-Evaluation
   Self-evaluation is carried out using a structured questionnaire and data is compiled by the IRQAOA department and summary of the results are submitted to the chair of the board. The self-evaluation form is attached as Annexure A

2. Evaluation by the chair of the board
   The Chair of the Board shall evaluate the Members of the board based on the following parameters:
   2.1. Regularity in attending the meetings
   2.2. Significant suggestion and contributions for development of the institution
   2.3. Contribution in improving function of the board
   2.4. Active participation in developing linkages with industry, academia and community
   2.5. 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 overcoming the weak areas. It also helps in improving the performance of the board and the institution. The suggestion and recommendation of the board are forwarded to Vice Chancellor of the institution for implementation. The members with active participation in the functions of the board offering constructive suggestions during their tenure will be encouraged to stay with the board while those showing less interest in the functioning of the board shall not be recommended for renewal of board membership.

1e. Board Appointments, Term of Office and Replacement

Policy number	BOAR_POLICY_02
Policy name	Board Appointments, Term of Office and Replacement
Policy version	Version 4
Standards applicable	MOE Standard 1: Governance and Management
Policy owner	SUC
Date of policy development	14 July 2019
Review date	25 July 2023
Date of recent modification	17 January 2023
Approved by	Board of Trustees

Please refer 1D. By-Laws of the Governing Body (B) By laws – (i) to (vii) for policies related to Board Appointments, Term of Office and Replacement

1f. Policy Development, Review, Control and Dissemination

Policy number	IRQA_POLICY_12
Policy name	Policies Development, Review, Control and Dissemination policy
Policy version	Version 5
Standards applicable	MOE Standard 1: Governance and Management
Policy owner	IRQAOA Department
Date of policy development	18 July 2019
Review date	25 July 2023
Date of recent modification	29 June 2022
Approved by	DIRQAOA

A. **Introduction**

The SUC policies are developed and reviewed in coordination with the IRQAOA department by ensuring the polices comply to the latest MOE standards as well as the International Accreditation requirements. This policy development, review and dissemination will normally follow a

systematic approach through a continuous improvement cycle.   The various stages of the policy development and review process have been detailed below.

B. Developing a New Policy

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

  i.   Deans and Heads of Department should contact IRQAOA department to seek information on the standards requirements for developing a policy
 ii.   Respective Deans and Heads of department after seeking information from IRQAOA department and reviewing the best practices adopted by similar units of reputed academic institutions., shall develop policies in coordination with AAC members based on the requirements
 iii.   The initial draft of the policy is submitted to IRQAOA department for review
 iv.   IRQAOA department reviews the policy and if required suggests changes
  v.   The updated draft is submitted again for IRQAOA department review
 vi.   IRQAOA department reviews and approves the updated draft
vii.   The policy is then submitted to Vice Chancellor for review
viii.   Vice chancellor reviews, suggests changes if any in the policy for amendments
 ix.   Upon VC's recommendations, the Deans and Heads of department shall present the updated policy in AAC meeting for their review and feedback
  x.   Any changes suggested during the AAC review meeting shall be incorporated by the concerned Head of department
 xi.   The updated policy is then endorsed by VC
xii.   The Vice Chancellor presents the new policies to Board of Trustees during the scheduled BOT meeting to seek their feedback and approval.
xiii.   The approved policies are then disseminated to concerned employees and updated in relevant publications
xiv.   The Quality Assurance Committee audits the implementation of the policies and identifies the gaps and gives a feedback to concerned units and VC

C. Amendment in Existing Policy

All policies are reviewed annually for identifying any gaps, which may come from the inputs received from various stakeholders or structural changes in the institution or legislative changes. IRQAOA Department reviews policies annually and amends as required.

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

The process, which needs to be followed for amending an existing policy, has been detailed below:
  i.   Deans and Heads of Department should contact IRQAOA Department to seek information on existing policy and standards requirements for updating a policy

ii. Respective Deans and Heads of department after seeking information from IRQAOA department and reviewing the best practices adopted by similar units of reputed academic institutions., shall update the Policies in coordination with AAC members based on operational changes, structural changes and changes in MOE & international accreditation standards

iii. The revised policy is submitted to IRQAOA department for review

iv. IRQAOA department reviews the policy revisions and provides his input for further changes if required

v. The Deans and Heads of department shall update the policy based on IRQAOA review and submit again

vi. IRQAOA department reviews and approves the revised policy

vii. The policy is then submitted to Vice Chancellor for review

viii. Vice chancellor reviews, suggests changes if any in the policy for amendments

ix. The Head of department presents the revised policy in AAC meeting for their review and feedback

x. Any changes suggested during the AAC review meeting shall be incorporated by the concerned Head of department

xi. The revised policy is then endorsed by VC

xii. The Vice Chancellor presents the revised policies to Board of Trustees during the scheduled BOT meeting to seek their feedback and approval.

xiii. The approved policies are then disseminated and updated in in relevant publications

xiv. The Quality Assurance Committee audits the implementation of the policies and identifies the gaps and gives a feedback to concerned units and VC

D. Policy Control

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

E. Policy Information Table Format

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

Policy number	
Policy name	
Policy version	
Standards applicable	
Policy owner	
Date of policy development	
Review date	
Date of recent modification	
Approved by	

F. Policy Number Format

Example of policy number: IRQA_POLICY_01

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

G. Dissemination

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

H. Policy Compliance Audit

The Deans and Heads of department need to document all evidences related to policy implementation. The Quality Assurance Committee shall audit the implementation of policies by each department after the closing of every semester by verifying the documents maintained as evidences.

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

A. Institutional Planning

Policy number	IRQA_POLICY_23
Policy name	Institutional Planning
Policy version	Version 4
Standards applicable	MOE Standard 1: Governance and Management
Policy owner	IRQAOA
Date of policy development	18 July 2019
Review date	24 July 2023
Date of recent modification	20 April 2022
Approved by	Vice Chancellor

i. **Introduction**

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

ii. **Planning Premise**

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

iii. **Formation of Strategic Planning Committee**

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

iv. **Strategic Planning Process**

a. BOT Provides Strategic Directions

b. VC adds inputs from review of previous Strategic Plan and market conditions

c. Strategic Planning Committee receives inputs from VC and departments for planning

d. Strategic Planning Committee prepares plans based on SWOT analysis of the external environment and internal resources

e. Draft Strategic Plan is forwarded to VC and respective department Heads of Departments for review and discussion

Plans	Preparation of Plans	Preparation frequency	Revisit/Review frequency	Timelines	Responsible to implement	Persons responsible to amend	Approval Authority
Strategic Plan	Institutional Governance and Management Committee	Once in 5 years	Yearly	June	Vice Chancellor	Institutional Governance and Management Committee	BOT
Annual Departmental plan	Heads of Department	Yearly	Semester wise	April to June	Heads of Department	AAC	Vice Chancellor
Semester Plan	Heads of Department	Semester	Monthly	December, April, July	Heads of Department	AAC	Vice Chancellor

B. Specific Plans for Community Engagement, Research and Scholarly Activity and Sustainability

Policy number	INST_POLICY_03
Policy name	Specific plans for Community Engagement, Research and Scholarly Activity and Sustainability
Policy version	Version 4
Standards applicable	MOE Standard 1: Governance and Management
Policy owner	SUC
Date of Policy Development	20 May 2020
Review date	24 July 2023
Date of recent modification	24 July 2023
Approved by	Vice Chancellor

i. **Specific Plans for Community Engagement focused towards Sustainability**

SUC is also envisions to serve the community to various activities that encourages faculty and students to be active participants in serving the community. To inculcate the habit of engaging in lifelong community services, SUC provides the opportunity to stakeholders through the activities of services committee:

Description	AY 2023-24
Theme	• UN sustainable development goals for UAE on Domestic and industrial waste management
New Initiatives	• Work closely with Special needs center (Al Manzil or Sharjah Humanitarian services) and provide them support in their web presence by creating the contents according to their activities)
Collaboration	• 1 government and 2 corporate
Sharjah Correction center	• Strengthen Sharjah Correction center

ii. **Specific Plan for Research and Scholarly Activities**

SUC encourages its faculty members to engage in quality research activities so as to enable the faculty members to incorporate research based teaching methodologies and inculcate research orientation among the students.

The research and scholarly activities planned by the School of Business is given below:

Description	SOB Plan for AY 2023-24
Research Publications	i. On an average 2.5 Research Articles published per faculty in SCOPUS indexed journals. ii. 20% articles in Q1 category of SCOPUS indexed
Research Support	i. At least 2 FDPs on Research ii. Support with Software, databases, etc. iii. Funds will be provided for Research project submissions iv. At least 1 Collaborative Research project
External Research income per academic staff	Projects from External sources ex: Government , Corporates with overall income of 250000 AED
Publication in collaboration with graduate students	At least 2 Faculty Publication in collaboration with SUC students
Patents applied and awarded	At least 2 international patents applied and awarded in consecutive year in collaboration with top 200 universities or independently
Consultancy and projects	Worth AED 50,000

The research and scholarly activities planned by the School of Computing is given below:

Description	SOC Plan for AY 2023-24
Research Publications	i. On an average 2.5 Research Articles published per faculty in SCOPUS indexed journals. ii. 20% articles in Q1 category of SCOPUS indexed
Research Support	Prepare a list and circulate to faculty members and focus on empirical research Signing MOUs/orientations for publishing in these journals
External Research income per academic staff	Projects from External sources ex: Government , Corporates with overall income of 250000 AED
Publication in collaboration with graduate students	Plan for at least 2 publication by students in collaboration with faculty
Patents applied and awarded	At least 2 international patents applied and awarded in consecutive year in collaboration with top 200 universities or independently
Consultancy and projects	Worth AED 50000
Case Studies	2
International Case workshop	3
Editorial Board Membership	3
Funded Projects with local & external funding	At least 2 per year

Improve research and project funding policy	2 locally funded projects
Create a scientific indexed Journal	Plan & Develop
Improve number of Citations	15 % increase

iii. **Sustainability Initiatives**
   SUC incorporates sustainable practices at the program level, University College operations, Community engagement and faculty members research

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

   a. **Program level – Undergraduate course in Innovation Entrepreneurship and Sustainability**
   SUC conducts Innovation Entrepreneurship and Sustainability course which enables undergraduate students to understand the elements of sustainability and its role in the development of the economy. Students understand the impact of sustainability and are capable of evaluating strategies used in managing natural resources and sustainable economic development.

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

   c. **Community awareness program on sustainability**
   SUC organizes the event of World Water day annually in cooperation with government and non- government agencies to create awareness about conservation of water resources during the United Nation's World Water Day.

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

1h. Risk Management

Policy number	INST_POLICY_04
Policy name	Risk Management Policy
Policy version	Version 3
Standards applicable	MOE Standard 1: Governance and Management
Policy owner	IRQAOA
Date of policy development	18 July 2019
Review date	24 July 2023
Date of recent modification	17 August 2022
Approved by	DIRQAOA

A. Introduction

As an educational institution SUC has a regular flow of various stakeholders which includes employees, students, visitors, service providers, parents and other guests at regular intervals. The risk associated with the infrastructure, facilities, processes, services provided and reputation of the institution are numerous and they arise from internal and external sources. All the risks have the potential to disrupt achievement of the University's strategic and operational objectives, impact the employees, students, visitors, resources and the infrastructure of the university. To minimize such risks SUC aims to manage risks on a continuous basis by identifying, analyzing, evaluating and responding to risks through informed decision process. The process is detailed in the policy below.

B. Risk 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.

C. Risk Statement

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

D. 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.

To meet the institutional requirement for its sustainable growth and development, and compliance of CAA and EHS Directorate and avoid duplication of work, SUC identify all risks, evaluates its likelihood and impact, and develop necessary preventive and corrective measures, in two policies.

1. HSE Policy (Stipulation 7 of CAA and EHS Directorate Framework)
2. Risk Management Policy (Section 1.6 of Stipulation 1 of CAA)

E. HSE Policy

HSE policy of SUC, aims to best manage the anticipated risks, reduce and control risks in order to safeguard employees, students and other stakeholders (i.e. visitors, contractors and service providers) and to protect the environment and its sustainability during regular operations and emergency situations. The policy includes the mechanism of implementation, monitoring, assessment and auditing, the occurrence of emergency, disaster and crisis management, accidents reporting and investigation, periodical management review for its continual improvement.

The HSE policy also covers all aspects related to the safety and maintenance of institution's physical infrastructure such as buildings, grounds, parking areas, residence and prayer halls class rooms, auditoriums, common areas, and other physical resources. This policy also deals with technology infrastructure and maintenance and upgradation of technological equipment, data security. It also facilitates initiatives towards the ease of life for people of determination, identifies special needs of male and female students, employees and visitors, maintains hygiene in catering facilities, wash areas etc. Responsibilities are delegated to the HSE team towards the implementation of this policy.

F. Risk Management Policy

The risk management policy of SUC has a detailed risk management plan for
i.   failure of information technology infrastructure,
ii.   loss of key personnel,
iii.   financial risks arising from insufficient enrolment,
iv.   loss of access to learning resources, and to ensure that risk management plan is approved and monitored by the governing body on a regular basis.

G. Goals, Objectives and KPIs

Goals	Objectives	KPIS	Benchmark	Responsibility
To review and update the risk management plan	To identify risk factors impacting the functioning of the institution and update the control measures.	Submission of reviewed and updated Risk assessment for IT infrastructure, Financial and Learning resources	before start of every academic year	Chair of Risk Management Committee and Heads of Departments
	To evaluate effectiveness of	Submission of evaluation of risk	End of every semester	Chair of Risk Management

	control measures in mitigating these risk	mitigating control measures		Committee and Heads of Departments
To record all risk incidents for proper monitoring	To maintain a risk incident register for failure of information technology infrastructure, less enrollment and loss of learning resources.	Recording of risk incidents in a Risk Incident register	Immediately upon occurrence of the incident	Heads of Departments
To assess the need for additional resources required for controlling risk	To review all risk assessment for resource requirement	Review of resources required in the risk assessment	End of every semester	Chair of Risk Management Committee and Heads of Departments
To facilitate management for Risk management reports for appropriate decision making	To present risk analysis report to Management for decision making	Submission of risk analysis reports	End of every semester	Chair of Risk Management Committee
To assess the Health, Safety and Environment related risks to safeguard the stakeholders	To develop a HSE risk management plan	Submission of HSE risk analysis reports	End of every semester	Chair of HSE Committee

H. Key Terms Definition

i. **Hazard/ Aspect:** Anything with the potential to cause harm, loss or damage to human, the environment or SUC property and assets which hampers the functioning of the institution

ii. **Risk/ Impact:** Is the potential harm that causes loss or damage to the assets and stakeholders and may lead to inability of SUC to achieve its mission and objectives.

iii. **Risk/ Impact Assessment:** It is a process of measuring the likelihood and the extent of damage to determine the severity of harm. *(product of loss or damage and **Likelihood** of its occurrence)*

iv. **Control Measures:** Necessary means to mitigate and reduce the impact of risks on the human health and safety and the environment for sustainability. The measures, precautions and procedures undertaken and implemented in order to control and handle all potential risks/ impacts is the policy frame for controlling risks. The purpose of the control measures are to

identify and evaluate to reduce, eliminate or mitigate risks associated with preserving human health and safety.

I. Risk Management Committee

i. Formation

A risk Management Committee is formed for continuous assessment of risks and its timely control. The Risk Management committee is chaired by the Head - Institutional Research, Quality Assurance, Outreach & Accreditation and comprises of one faculty and two staff members. The committee reports to the Vice Chancellor and consults with the Vice Chancellor direction and advice. Vacancies arising due to separation of employees for any position will be filled up at that position appropriately .

ii. Objectives of the Risk Management Committee

a. To ensure that all potential risks related to failure of information technology infrastructure, loss of key personnel, financial risks arising from insufficient enrolment, loss of access to learning resources are identified, assessed and addressed timely.

b. To assign responsibility to concerned departments to record incidents and take proactive approach in reporting and managing all risks within their areas of control.

iii. Roles and Responsibilities of Chair and Members

a. Roles and Responsibilities of Chair of Risk Management Committee:

1. To ensure adherence to risk management policy by the concerned departments in SUC
2. To identify the external and internal risk factors that may impact the organization and report to the VC
3. To ensure sufficient resources are allocated to create risk mitigating culture in the institution
4. To review the risk management reports periodically and suggest actions in order to respond effectively to mitigate the risks.
5. To submit reports periodically to the Vice Chancellor regarding status of Risk Management
6. To present Risk analysis reports to the VC
7. To review the policies and recommend changes, as and when required.

b. Roles and Responsibilities of members of Risk Management Committee

1. To orient the HOD/ nominated employee of the department on maintaining a risk incident register in their respective departments
2. Ensure taking precautions and communicating to all concerned in handling the equipment, furniture and fixtures
3. Ensure recording and reporting incidents on a regular basis
4. Ensure implementation of risk mitigating actions as recommended

J. Risk Management Process

i. Forming the risk criteria
ii. Identifying and recording the risks by concerned department
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 is recorded and sent back to the respective departments

viii. The risk reports to be included in the annual reports and presented to the BOT for further action

ix. Suggest improvements in risk management process

x. Update Risk Management manual

xi. Update Risk Management calendar

xii. Update Risk register formats

xiii. Orientation to departments on registering Risks and its control measures

xiv. Receiving monthly risk incident updates from departments

xv. Review of incidents reported by department for appropriateness before recording them in Risk register

xvi. Audit of physical risk register

xvii. Presenting risk analysis to Risk Management Committee for important decisions

xviii. Dissemination of committee's decision to concerned department

xix. Implementation of decisions by concerned departments

K. Risk Assessment and Mitigation

As each department in SUC undertake an assessment of potential risks associated with each operational activity, manpower, infrastructure, etc. to evaluate the severity of the risk based on its impact on the organization, which includes potential risk identified for the Academic Year. These potential risks are reviewed by the department before start of every academic year and updated based on the operational / structural / policy changes of the concerned department. These risk assessments also include the required measures for mitigating the risk and required resources including budget, manpower, approval from concerned authority, etc. for implementation of the risk mitigating measures.

Information Technology, Maintenance, Finance and HR department shall include requirements of risk management policy for failure of information technology infrastructure, loss of access to learning resources, financial risks arising from insufficient enrolment and loss of key personnel in assessing and mitigation. These departments, in addition to risk associated with HSE, will monitor and evaluate the impact of these risk post implementation of risk mitigating measures to assess the effectiveness of these measures in reducing the impact of risk and enabling the organization to manage its risk efficiently. The evaluation of control measures for risk mitigation shall be done by these departments every semester and submitted in the Risk Assessment format given in below Table 1 to the Risk Management Committee Chair. The Risk Management Committee Chair shall review individual assessment forms and submit a consolidated analysis of the evaluation of control measures to Vice Chancellor. Vice Chancellor shall recommend corrective actions in case the risk mitigating measures implemented by the department could not reduce the impact of risk significantly. The corrective actions are disseminated to the concerned department who shall revise the measures of risk mitigation and continue to monitor and evaluate the impact of risk post implementation of revised measures.

Table 1: Evaluation of Risk Mitigating control measures

Opera tions	Ri sk s	Brief descri ption	Before implementation of control measures			Implementation of Control measures					Post implementation of control measures		
			Proba bility	Impact (Conseq uences)	Evalu ation of Initia l Risk	Proce dures, means of contro l and additi onal tools	Reso urces requi red	Ti me fra me	Respon sibility	Status of impleme ntation	Proba bility	Impact (Conseq uences)	Evalu ation of Final Risk

L. Risk and Threat Severity Matrix of SUC

Based on the severity of consequences, the risks and threats at SUC are classified in to five categories from insignificant to catastrophic as shown in Table 2.

Table 2: Risk and Threat Severity Matrix of SUC

Likelihood (Probability)	Severity (Consequences)				
	Insignificant (1)	Low(2)	Moderate (3)	High (4)	Catastrophic (5)
Very Unlikely (1)	1	2	3	4	5
Unlikely (2)	2	4	6	8	10
Probable (3)	3	6	9	12	15
High (4)	4	8	12	16	20
Frequent (5)	5	10	15	20	25

M. Risk Evaluation

The seriousness of the risk can be evaluated by computing the product of Likelihood and severity as shown in the above table 2.3.

N. Classification of Risks

Based on evaluation of risks, all risks and threats are assessed and classified at SUC into four types as shown in Table 3.

Table 3: Risk and Threat Rating Criteria

Risk Rating	Risk Category
1-3	Low
4-6	Moderate
7-15	High
16- 25	Catastrophic

As each department in SUC maintains a Risk Incident Register for HSE policy, Information Technology, Maintenance, Finance and HR department shall maintain a Register for loss of revenue/ personnel or failure of IT/learning resources. Recording of these incidents of risk register should be done based on format given in Table 4.

Table 4: Risk Incident Register Format for Risk Management

< Department Name>									
Registration of Operational / Legal / Health & Safety Risk Incidents									
S.No.	Risk Incident	*Risk Type (Operational / Legal/ Health & Safety)	Date	Time of occurrence of risk incident	Place	*Risk severity (To be updated by IRQAOA)	Impact of risk incident	Actions Taken to control risk	Measures required for preventing recurrence of risk incident

P. Institutional Risk Management Plan

Risk management plan is aimed at taking a pro-active approach to avoid / minimize any form of risks associated with failure of IT, loss of revenue, personnel and learning resources to the institution. It enables to ensure efficient and effective functioning of the institution. The Risk management plan enables the management to take appropriate decisions before any major incident affects its operations.

Based on the category of the risk incident, appropriate and timely measures are taken by concerned department heads for controlling the risks effectively and efficiently. The actions taken for various risk categories have been detailed below as per the Table 5.

Table 5: Risk Management timeframe for actions

Risk Rating	Required Actions	Effect on operations	Responsibility	Timeframe
Low (1-3)	Will be tolerated by the organization but remedial measures are undertaken through orientations and training.	Operations, activities or tasks can be carried out by the current procedures.	Concerned Department head / Committee Chair	Within a semester
Moderate (4-6)	Remedial measures are taken within the	Operations, activities or tasks can be maintained along with recommending the provision	AAC member/ Dean of both	Within a month

(Yellow)	beginning of next semester	and implementation of other additional measures or procedures	schools/ DVC	
High (7-15) (Orange)	Remedial measures are taken immediately	Operations, activities or tasks can be maintained; however, they necessitate providing obligatory additional measures and procedures to control and handle within a specific period of time, while they are continuously monitored until additional measures and procedures are met, complete and re–evaluated. **Operations, activities or tasks shall immediately cease function, if obligatory additional measures and procedures are not provided or achieved within the specified time agreed to.**	AAC/ Dean of both schools/ DVC	Within a week
Catastrophic (16-25) (Red)	Remedial measures are taken immediately. Immediate management decisions	**Operations, activities and tasks shall not be initiated in the current situation. It must cease immediately until they are reconsidered as well as taking necessary control measures and procedures and carrying on re–evaluation for impacts and risks**	Vice Chancellor	Within a day

Q. Risk Determination, Implementation and Control Measures

All the departments will have to take measures in implementation of the control measures with an aim of eliminating the risk, minimize the risk or avoid the risk in future. All these risk management can be in short run and long run. Short run measure are to immediately control high risk situation and long term measures are proactive to avoid such risks in future so that gradually their impact is reduced to nearly zero or eliminate if possible. This can also include training manpower to be proactive to avoid future risks. All department will also generate reports on the status of implementation and its effect on controlling the risks.

i. Procedure for control measures

Procedure for control measures are based on the following steps:

a. Identification of the Risk level by the concerned department based on the review of semester or annual reporting systems or as and when a situation arises

b. Classify the nature and level of risk into high medium or low categories and based on the severity of the risks the control measure are classified into short term and long term controls

c. Based on the category of risk and its impact on the institutional reputation, financial implication, sustainability and effective conduct of operations, the control measures are designed after assessing the cost benefit analysis of control measures versus versus the impact.

d. Allocating necessary and appropriate resources and budget as per the control measures in the short and long term solutions of the risks
e. Selecting and implementing the viable control measures as per the timelines defined in the risk management plan by concerned departments
f. Taking a feedback and reporting status of risk resolution and corrective measures to increase its effectiveness
g. Reporting the closure of risk resolution and avoiding repletion of the risk incident in future

Department Name-						Academic Year	
Responsible person:							
Risk level	**Risk impact**	**Risk control action**	**Time frame**	**Feedback after implementation**	**Measures required for preventing recurrence of risk incident**	**Resources required**	**Remark**

Note: The risk impact is calculated on the extent of severity and damages in terms of qualitative and quantitative aspects of the institutional activities and resources

R. Risk Incident Analysis and Review

Vice Chancellor reviews the risk incidents reported by the concerned departments every month and recommends appropriate course of action. The chair or risk assessment committee presents a summary risk analysis report to the VC at the end of every semester. VC reviews the report, recommends necessary course of action and approves resources required for mitigating such risks in future. The AAC decisions are sent to concerned department for implementation. Departments shall update the status of implementation in their monthly report, which will be reviewed by Vice Chancellor during a monthly review meeting with the department.

S. Teach Out Policy

*Please Refer details in **10d. Teach out policy***

T. Outcomes and Measurements

The VC and AAC reviews the status of risk control measures implemented 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 IRQAOA office to improve its operation as and when necessary. AAC is authorized to evaluate the risk management activities and its impacts during their meetings.

U. Management Responsibility

Vice Chancellor 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.

V. Review of Policy, Plan and Implementation

Description	Responsibility	Timeframe
Review of Risk Management policy	Vice Chancellor	Annual
Approval of Risk Management Policy	Board of Trustees	Annual
Developing a Risk Management Plan	Heads of Departments	Annual
Review of Risk Management Plan	DIRQAOA	Annual
Approval of Risk Management Plan	VC & BOT	Annual
Implementation of Risk Management	Head of Departments	Monthly
Monitoring implementation of risk Management policy	Chair of Risk Management Committee	Monthly
Timely and accurately registering risk incidents	Head of Departments	As and when incident occurs
Review of Risk incidents registered by various units	DVC	Monthly
Review of Risk analysis	VC	Semester

W. Annual Review of Effectiveness of Risk Management Plan
The Board of Trustees shall review the effectiveness of internal control of SUC for each significant risk identified. The Board of Trustees will:

i. Review the previous year and examine SUC's track record on risk management and internal control,
ii. Consider the internal and external risk profile of the coming year and consider if current internal control arrangements are likely to be effective.
iii. Make provision for overcoming unforeseen circumstances.

Please refer Risk Management manual for further details

1i. Multiple Campus Coordination Policy.
Not applicable for SUC

1j. Campuses of UAE Institutions in Other Countries.
Not applicable for SUC

1k. Branch Campuses of Foreign Institutions.
Not applicable for SUC

1l. Terms Of Reference of Academic Affairs Council (AAC)

Policy number	INST_POLICY_02
Policy name	Terms of Reference of Academic Affairs Council
Policy version	Version 3
Standards applicable	-
Policy owner	SUC
Date of policy development	19 July 2020
Review date	24 July 2023
Date of recent modification	21 April 2022
Approved by	Vice Chancellor

A. Formation of the Academic Affairs Council:

The Academic Affairs Council is formed to facilitate the smooth operations of the institution. This council is responsible for managing different academic and academic support operations of Skyline. The council is a committee of operational heads of the university and comprises of the Vice-Chancellor, who is the Chair of the Academic Affairs council, the Deputy Vice Chancellor, the Dean of School of Business, the Dean-School of School of Computing, the Registrar, the Director of Academic Support Services, the Director of Marketing and Communications, the Director of Government and Public Relations and the Director of Institutional Research, Quality Assurance, Outreach and Accreditation, who are responsible for the implementation of strategies and the daily operations of Skyline University College.

B. Appointment & Term

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

C. Delegation of Powers to Academic Affairs Council:

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

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

D. Goals of the Academic Affairs Council

1. To oversee the operations of the departments to achieve the Vision and Mission of the institution
2. To identify the gaps in their operations and suggest changes for the satisfaction of the stakeholders
3. To resolve inter-departmental issues and facilitate better coordination in accomplishing departmental goals
4. To report the progress for the semester and the annual operations to the Vice-Chancellor

E. Overall Responsibilities of the Academic Affairs Council:

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

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

Responsibility of AAC includes the following:

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

F. Conduct AAC Performance Evaluation:
The VC is responsible for the evaluation of performance of the Members of the AAC.

1m. Meetings Policy

Policy number	INST_POLICY_05
Policy name	Meetings Policy
Policy version	Version 4
Standards applicable	NA
Policy owner	Office of Vice Chancellor
Date of policy development	1 November 2020
Review date	26 April 2023
Date of recent modification	26 April 2023
Approved by	Vice Chancellor

A. Introduction

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

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

B. Purpose

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

C. Types and Frequency of Meetings

  i. BOT Meeting- As per the Bylaws, there shall be at least two (2) regular meetings per annum. In case of necessity, emergency meetings can be called in short notice.
  ii. External Advisory Council Meeting- There shall be at least two (2) regular meetings per annum.
  iii. AAC Meeting-Shall be held once in every month but may be held at any other time in case of urgent circumstances
  iv. Academic Meeting- There shall be at least one (1) regular meeting monthly meeting.
  v. Academic and Academic Support Club Meeting- There shall be at least one (1) regular meeting per semester.
  vi. IE Committee Meeting- There shall be at least two (2) regular meetings per semester.

vii.   Departmental Meeting- There shall be at least one (1) regular monthly meeting.

viii.   Operational Staff Meeting- There shall be at least one (1) regular monthly meeting.

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

In case the concerned individual is unable to attend the above meetings physically, they may attend the scheduled meeting through a virtual channel provided by SUC.

D.   Principles and Regulatory Requirement of Meeting Agenda and MOMs

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

The following principles will be used.

i.   A proper agenda should be prepared and circulated 3 days prior to the meeting.

ii.   Agenda items should be aligned with the terms of reference of the committee/council.

iii.   Agenda should have the following permanent items:

a.   Review of previous MoM dated …..

b.   Matters Arising

c.   Last item should be AOB (Any other Business)

iv.   Authorized person or the assistant to the chair of the committee shall take minutes at all meetings including those that are held in-person and through a conference call or webinar.

v.   The minutes should include the title of the meeting, academic year, date, time, venue and location; the names of those in attendance and absent. The minutes should follow the order of the agenda along with the name of the person who presented the agenda.

vi.   Authorized person or the assistant to the chair of the committee is responsible for entering the minutes in the calendar management system of SUC and the minutes to be available within 2 days after the meeting for the purpose of informing the attendees of the proceedings.

vii.   Minutes will begin with the review of the previous meeting minutes and apprising matters at a subsequent meeting in order to provide attendees with the opportunity to validate the status of the decisions taken. There should be a statement that the minutes of the previous meeting were reviewed and approved and had been distributed.

viii.   All pending and in progress action points should be recorded in the subsequent meetings until it is completed.

ix.   Minutes shall record all actions taken during the meeting, including the full text of all motions or decisions or resolution.

x.   The office of Vice Chancellor will ensure that the approved Minutes of meetings has been stored accurately in the calendar management system for a period of not less than five years.

E.   Review and Approval of MOMs

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

F. Access and Privacy

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

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

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

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

G. Principles for Recording Online Meeting Minutes

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

MOE Standard 2. Quality Assurance

2a. Quality Assurance Policy

Policy number	IRQA_POLICY_10
Policy name	Quality Assurance Policy
Policy version	Version 5
Standards applicable	Standard 2.a Standard 2: Quality Assurance- Annex 3: 2a
Policy owner	IRQAOA
Date of policy development	18 July 2019
Review date	26 April 2023
Date of recent modification	26 April 2023
Approved by	DIRQAOA

A. **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.

B. **Policy Statement**

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

C. **Objectives:**
  i. To keep all employees informed about the institution's approach to quality
  ii. 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
  iii. To ensure appropriate structures are in place to monitor and review the effectiveness of such policies
  iv. To ensure timely coordination and orientation on the system in order to attain maximum effectiveness.
  v. To continuously monitor the quality of service delivered by academic and academic support units through evaluation of the quality assurance system

D. **Quality Assurance Policies and Procedures**

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

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

  i. **Academic program effectiveness**

Academic programs are the core of an educational institution where a student acquires the knowledge, skills and competencies to be used in solving the problems in the work place and the society. The effectiveness of academic programs is measured by the IRQAOA in order to

understand the gaps and improve their functioning on a continuous basis. The sections mentioned below details the evaluation system.

a. **Measuring Effectiveness of Teaching and Learning**
   The quality of teaching and learning in the BSCS program will be evaluated based on the inputs received from direct and indirect measures on various components such as:
   1. Planning the course delivery
   2. Planning the assessments
   3. Selection of appropriate teaching pedagogy for courses
   4. Mapping the CLO with QF Emirates strands for each course
   5. Ensuring rigor and depth of the subject matter
   6. Using formative and summative assessments
   7. Evaluating the student performance on assessment components against the rubrics and marking scheme
   8. External evaluation reports on internship
   9. Evaluation reports on graduation projects
   10. Evaluation of Lab work assessments
   11. Providing feedbacks on student performance
   12. Measuring CLO achievements as per the criteria
   13. Measuring the respective CLOs with the PLOs on semester basis
   14. Evaluating course reports submitted by the faculty members
   15. Student feedback on the effectiveness of the course

   The Program effectiveness is measured based on the reports received from Discipline leaders / course leaders of respective schools and Internal Quality Assurance Committee. The Discipline leaders / course leaders regularly oversee the planning and execution of the course delivery at three different stages. Before start of the semester they ensure the completion of course syllabus including teaching pedagogy and assessments to meet the requirement of CLO achievement. The course leaders also evaluate the progress of the courses as per plan during the mid-review.
   The Discipline leaders / course leaders also ensure that the questions in the assessment instruments are having sufficient rigor and depth to assess the students' knowledge skills and competencies.

b. **Course planning delivery and assessment**
   For program effectiveness, the course planning and delivery is the starting point for ensuring the teaching and learning are effectively carried out during the semester. Based on the course planning, the course leaders and the IQRMC shall evaluate the effectiveness of the course using various institutional effectiveness tools that are managed by the IE committees relevant to evaluating academic programs. The same will be used for the BSCS program.

   1. Academic Planning and Operations
   2. Program Review and Revisit
   3. General Education Department
   4. Internship
   5. Program Learning Outcomes and Course Learning Outcomes Measurement
   6. Benchmarking and Best Practices
   7. Learning Resource Committee -Library

8. Learning Resource Committee -Information Technology
9. Teaching Effectiveness
10. Academic Progression
11. Feedback from Academic Advising
12. Feedback from Class Representatives In Decision Making
13. Suggestions and Complaints Process
14. Conducting Faculty and Staff Development Programs

c. **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.

d. **Course File and Course Report Review**

Faculty members prepare and submit their course file at the end of each semester to respective Dean's office/Head of General Education as per the Annex 16 of MOE-CAA December 2019 standards. The course file contains the syllabus, teaching material, assessment tools, marking guidelines and rubrics, sample of students answer scripts, students' attendance data, course report, quantitative analysis of student performance, summary of student feedback, instructor's proposals for any course improvements, summary of actions taken to improve the course. Course files also provide evidences related to the delivery of the course in a particular semester. Course file needs to be submitted in hard as well as soft copy format. Internal Quality Review and Moderation Committee (IQRMC) from each school verifies all the course files before submitting to IRQAOA. The initially verified course files are allocated to the course file evaluators to evaluate course files.

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

ii. **Academic Support Services Effectiveness**

Academic Support Services are the services which are extended by various departments and committees to facilitate students in enhancing their learning experience. The effectiveness of these services is measured by the IRQAOA in order to understand the gaps and improve their functioning on a continuous basis. The sections mentioned below details the evaluation system.

i. **Strategic Plan**

The IRQAOA Department has a major role in developing Institutional Strategic plan for five years in line with the institutional plan with a purpose to accomplish the institutional

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

ii. **Operational Planning**

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

iii. **Annual Planning**

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

iv. **Institutional Effectiveness System**

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 program and services and type of evidence which is required to be collected & analyzed. The manual also includes the steps detailing dissemination of the results of assessment, including what will be disseminated and to whom.

v. **Feedback**

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

iii. **Dissemination of Suggestion & Recommendation of Feedback and IE Reports**

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

iv. **Follow-Up on Implementation of Suggestion & Recommendation of Feedback and IE Reports**

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

v. **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 (QA) Unit based on the overall changes in the institution with respect to addition of academic programs, services provided by the institution and additional activities undertaken. Vice Chancellor reviews the updated institutional goals and objectives and approves or suggests further amendment as may be required. Upon approval by the Vice Chancellor, the revised Institutional Goals and objectives are presented to the Board of Trustees (BOT) for their approval. The goals and objectives approved by BOT are disseminated to departments along with the vision and mission of SUC.

b. **Program Goals and Outcomes**

The IRQAOA department coordinates with the Academic Planning and Operations Committee for reviewing and updating the Program Goals & Outcomes on an annual basis through direct & indirect measurements and submits the output to the Vice Chancellor for his review and approval. Upon approval by VC, the Academic Planning and Operations Committee takes necessary action for implementation of the revised Program Goals and Outcomes.

c. **Academic Affairs Council**

The IRQAOA department coordinates with Academic Affairs Council for updating their goals and objectives upon receiving the directions from the Vice Chancellor. The updated document is discussed with the Vice Chancellor and necessary changes are made after receiving his inputs. The final document is then submitted to the Vice Chancellor for approval.

d. **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 The IRQAOA department. Once reviewed by the IRQAOA department, the document is submitted to the Vice Chancellor for final review and approval.

E. **Evaluation of Institutional Research & Quality Assurance Department**

i. **Introduction**

The IRQAOA department is responsible for assisting in planning, monitoring and evaluating the academic and academic support services through its Institutional Effectiveness (IE) system. The VC appointed committee evaluates IRQAOA department at regular intervals and provides feedback for improvement.

ii. **Evaluation**

The evaluation of the department is undertaken in two forms

a. **Self evaluation**

DIRQAOA performs self - evaluation on annual basis of the department based on its goals and objectives to assess the achievement of KPI's, progress made on the plans, identify gaps and suggest necessary corrective actions to improve the performance. The self - evaluation report is available for review by the internal and external stakeholders.

b. **VC Evaluation**

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

iii. **Evaluation Criteria**
a. IRQAOA performance with respect to the departmental objectives and KPIs
b. Appropriateness of assessment tools and surveys used by IRQAOA and its
c. Validity and reliability
d. Result of qualitative improvements with respect to the programs, courses and academic support services
e. Maintenance of SUC policy and procedures in line with the CAA standards
f. Accuracy of analysis, evaluation and reporting

iv. **Policy Review:**

The Institutional Governance 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 Vice Chancellor 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.

MOE Standard 3. The Educational Program

3a. Program Planning and Development

Policy number	ACAD_POLICY_01
Policy name	Program Planning and Development Policy
Policy version	Version 4
Standards applicable	MOE Standard 3: Educational Programs
Policy owner	Academics
Date of policy development	14 October 2019
Review date	20 July 2023
Date of recent modification	18 August 2022
Approved by	Dean-School of Business and Dean-School of Computing

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

A. Committee Responsible for Implementation Of Policy

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

B. Responsibility of the Committee

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

C. Process Flow

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

Steps:

    i. Appointment of program planning and development committee by VC

    ii. Market analysis for the need and future of the program

    iii. Benchmarking of the program with other similar program at national/international level

    iv. Take inputs from Prospective employers

    v. Preparation of the full curriculum

    vi. Analysis of competing programs and projections of resource requirements

    vii. Preparation of Feasibility study

    viii. Preparation of detailed financial analysis

    ix. Timed Action Plan

    x. The committee will submit the report for IRQAOA department review to ensure compliance with CAA standards and send for VC review

    xi. Present the same to AAC

    xii. Approval from BOT

3b. Program Specifications

Policy number	ACAD_POLICY_02
Policy name	Program Specifications Policy
Policy version	Version 4
Standards applicable	MOE Standard 3: Educational Programs
Policy owner	Academics
Date of policy development	14 October 2019
Review date	20 July 2023
Date of recent modification	23 August 2022
Approved by	Dean-School of Business and Dean-School of Computing

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

    A. **Committee Responsible for Implementation of Policy**

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

staff members, subject experts, industry experts to the Vice Chancellor for performing specific tasks related to Program specifications.

B. Responsibility of the Committee

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

C. Process Flow

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

Steps:
   i. The Dean of the respective school in consultation with the VC will appoint a committee to carry out the program review.
  ii. For new program, this committee will take all the details prepared by the program planning and development committee to prepare the program specifications
 iii. The committee prepares the program specification and presents to the faculty members of the schools for their inputs
  iv. The Dean presents the Program specification in AAC for their inputs
   v. The Dean then presents it to the VC for his review
  vi. VC presents it to BOT for their approval
 vii. After BOT approval, VC's office in coordination with IRQAOA department will disseminate the same to all the stakeholders and ensure it is available for reference

3c. Undergraduate Completion Requirements

Policy number	ADMN_POLICY_01
Policy name	Undergraduate Completion Requirements
Policy version	Version 5
Standards applicable	MOE Standard 3: Educational Programs
Policy owner	Administration
Date of policy development	16 July 2019
Review date	20 July 2023
Date of recent modification	18 May 2023
Approved by	Dean-School of Business and Dean-School of Computing

A. Completion Requirement

i. BBA / BBA in Accounting

Bachelor of Business Administration / Bachelor of Business Administration in Accounting degree is awarded to a student upon fulfilling the following requirements:

a. Students enrolled for a Full time Undergraduate Program must have completed the program within a maximum duration of 6 years and attempted not more than 180 credits. Those enrolled for a Part time Undergraduate program must have completed the program within a maximum duration of 7.5 years and attempted not more than 180 credits.

b. The successful completion of 120 credit hours

c. The number of credit hours as specified in the core, major and concentration

d. Achievement of CGPA not less than 2.00 in the following:
   1. Overall 120 credits earned
   2. In Major / Concentration Courses

e. Students must attain a minimum of "C" grade in every Capstone course

f. Students are required to fill the graduation application along with fee as applicable.

g. Recommended for graduation by Graduation Board

ii. BSIT Graduation Requirement

Bachelor of Science in Information Technology degree is awarded to a student upon fulfilling the following requirements:

a. Students enrolled for a Full time BSIT Program must have completed the program within a maximum duration of 6 years and attempted not more than 180 credits. Those enrolled for a Part time Undergraduate program must have completed the program within a maximum duration of 7.5 years and attempted not more than 180 credits

b. The successful completion of 120 credit hours

c. The number of credit hours as specified in the as specified in the core and concentration

d. Achievement of CGPA not less than 2.00 in the following:
   1. Overall 120 credits earned
   2. In Concentration Courses

e. Students must attain a minimum of "C" grade in every Capstone course

f. Students are required to fill the graduation application along with fee as applicable.

g. Recommended for graduation by Graduation Board

iii. **BSCS Graduation Requirement**
Bachelor of Science in Computer Science degree is awarded to a student upon fulfilling the following requirements:
   a. Students enrolled for a Full time BSCS Program must have completed the program within a maximum duration of 6 years and attempted not more than 192 credits. Those enrolled for a Part time Undergraduate program must have completed the program within a maximum duration of 7.5 years and attempted not more than 192 credits
   b. The successful completion of 128 credit hours
   c. The number of credit hours as specified in the as specified in the core and concentration
   d. Achievement of CGPA not less than 2.00 in the following:
      1. Overall 128 credits earned
      2. In Concentration Courses
   e. Students must attain a minimum of "C" grade in every Capstone course
   f. Students are required to fill the graduation application along with fee as applicable.
   g. Recommended for graduation by Graduation Board

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

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

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

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

Step 2: Graduation Board will verify the following components are met:
1. Entry requirements
2. Academic requirements

3. Graduation Requirements
4. Financial Requirements
5. Departmental clearance
6. Signing on certificates

Step 3: Degree Certificate Preparation process
1. Verify list of graduating students by program
2. Place chips on the Degree and hologram on the transcript
3. Segregate the degrees major wise
4. Academic excellence letter is placed in the folder
5. Toppers list /scholarship letter if applicable is placed in the folder
6. Medals are placed in the graduation kit as per graduation honors list

3d. Graduate Completion Requirements

Policy number	ADMN_POLICY_02
Policy name	Graduate Completion Requirements
Policy version	Version 4
Standards applicable	MOE Standard 3: Educational Programs
Policy owner	Administration
Date of policy development	16 July 2019
Review date	20 July 2023
Date of recent modification	17 January 2023
Approved by	Dean-School of Business and Dean-School of Computing

A student will be awarded the Masters of Business Administration degree upon fulfilling the following requirements:
  i. Students enrolled for a Full time Graduate Program must have completed the program within a maximum duration of 27 months and attempted not more than 57 credits. Those enrolled for a Part time Graduate program must have completed the program within a maximum duration of 42 months and attempted not more than 57 credits
 ii. The successful completion of 39 credit hours
iii. Achievement of CGPA not less than 3.00 in the following:
    a. Overall 39 credits earned
    b. Capstone course [CGPA of 3 on a scale of 4]
    c. Dissertation / Thesis [CGPA of 3 on a scale of 4]
 iv. Students are required to fill the graduation application along with fee as applicable.
  v. Recommended for graduation by Graduation Board

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

Cum Laude	An average of 3.70 – 3.79
Magna Cum Laude	An average of 3.80 – 3.89
Summa Cum Laude	An average of 3.90 or higher

B. Graduation Board

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

C. Procedure:

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

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

Step 3: Certificate Preparation process
1. Verify list of graduating students by program
2. Place chips on the Degree and hologram on the transcript
3. Segregate the degrees program-wise
4. Academic excellence letter is placed in the folder
5. Toppers list /scholarship letter if applicable is placed in the folder
6. Medals are placed in the graduation kit as per graduation honors list

3.e. Course Substitution

Policy number	ACAD_POLICY_03
Policy name	Course Substitution Policy
Policy version	Version 4
Standards applicable	MOE Standard 3: Educational Programs
Policy owner	ACADEMICS
Date of policy development	14 October 2019
Review date	20 July 2023
Date of recent modification	18 January 2023
Approved by	Dean-School of Business and Dean-School of Computing

Student have to select elective courses during their program by giving three options. Students are expected to select the electives as per their choice and the selected elective will be offered if the class size policy is met. In case the minimum class size policy is not met then the student will be offered as per his second choice and this will continue till the choices are exhausted. In extreme cases and based on the approval from the Dean of the respective school and the Registrar, only one course at undergraduate level may be given as independent study to a student where a faculty member will be assigned and there will be one-to-one interactions with the faculty to discuss the course and carry out the assessments. Courses under independent study, must have to be conducted in the same manner like regular semester course with a proper course syllabus; a minimum of three assessments administered during the independent study period and the conduct of the course must be closely monitoring by the assigned faculty throughout the duration of the independent course.

i. **Committee Responsible For Implementation Of Policy**

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

ii. **Process Flow**

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

Steps:
   a. Dean or senior faculty member will give a presentation to students on the various electives available in the program
   b. The students are given one-week time to finalize their electives
   c. After students finalize the electives, it will be offered as per the class size policy
   d. Students cannot change their electives once finalized
   e. Class size policy will be followed and in case of not meeting the substitute electives can be offered if students are interested.
   f. If the student decides to continue the same elective then he may have to wait till the next time it is conducted.
   g. If the student wants to take the course in other CAA approved university he will be allowed to pursue the course and the credits will be transferred according to the TOC policy.

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

Policy number	ADMN_POLICY_03
Policy name	Joint Degree Policy for Undergraduate Program
Policy version	Version 3
Standards applicable	MOE Standard 3: Educational Programs
Policy owner	Administration
Date of policy development	31 May 2021
Review date	20 July 2023
Date of recent modification	18 August 2022
Approved by	Dean-School of Business and Dean-School of Computing

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

The partner institutions for joint degree programs abide by the following requirements

a. Each institution in the partnership is recognized and/or accredited as a HEI in the higher education system in which they operate;

b. Institutions offering programs jointly with other institutions based outside the UAE assume primary responsibility for the programs' compliance with the *SPA*, while also meeting the requirements of the partner institutions;

c. Each partner HEI should be legally allowed to offer the joint program, even if the joint degree is to be awarded by a partner;

d. The joint program is offered in accordance with the legal frameworks of the relevant (sub) national higher education systems involved in the partnership;

e. Faculty of partner institutions teaching in joint degree programs must have appropriate experience and qualifications;

f. Not more than fifty percent (50%) of the program curriculum shall be delivered by the partner institution;

g. If the courses offered by the partner institution are delivered through e-learning or distance teaching, an appropriate portion of each course is delivered face-to-face by a qualified faculty member;

h. A *Quality Assurance Manual*, or a section within a *Manual*, that clearly describes how all quality assurance activities are integrated into a single system to continually appraise and improve the institution as a whole, and specifically any joint programs

i. Faculty of the partner institution are involved in program development and evaluation, utilizing both formal and informal mechanisms to gain information to evaluate the program Students visiting a partner institution, as part of the joint degree program, must offered same learning experience and safeguards;

j. Students visiting a partner institution, as part of the joint degree program, are afforded the same learning experience and safeguards as detailed in the SPA;

k. Visiting faculty from main campuses and partner institutions are available for an adequate period of time on campus to facilitate an appropriate level of interaction with students outside of the classroom;

l. The joint degree is awarded in accordance with the legal frameworks governing the awarding institutions, and is recognized as a joint degree in the higher education systems of the awarding institutions.

3g. E-Learning

Policy number	ACAD_POLICY_04
Policy name	Contingency Distance Learning (E-Learning) Policy
Policy version	Version 5
Standards applicable	MOE Standard 3: Educational Programs
Policy owner	DSOB , DSOC & Registrar
Date of policy development	25 March 2020
Review date	20 July 2023
Date of recent modification	25 August 2022
Approved by	DVC and DIRQAOA

A. Introduction

This policy is an update to Contingency Distance Learning (E-Learning) Policy. However, the initial policy focused towards offering education through Distance Learning mode, but based on the guidelines of government authorities and easing of restrictions, policy modifications are defined to delivering sessions through Hybrid Learning mode, and supports Synchronous Learning, taking essence from Annex 15 of CAA-2019 standards. This policy broadly covers the issues related to E-Learning for students, Academic Staff (faculty members) and academic support department/services. The policy is reviewed at the start of each Academic Year and is based on the guidelines of government department for any updates or roll back to normal mode of operations.

B. Background

In view of the Corona virus (COVID-19) outbreak and subsequent directives of Ministry of Education to the academic institutions to plan for students and faculty, as well as for conduct of classes and assessment online to complete the semester. In the light of the pandemic, and the directives of MOE, UAE, Vice Chancellor of SUC formed a task force on March 3, 2020, which included the Deans of the Schools, Director-Institutional Research, Quality Assurance, Outreach and accreditation, and Head of Computing department, chaired by the Dean-School of Computing to find various sources/ platforms and suggest a suitable one which can be integrated with our Learning Management System for online teaching and examination. The task force submitted their recommendations within a week to the Vice Chancellor including the details of all resources, training, updates and changes required for conducting online classes and preparation for examinations later. Based on the recommendation of task force a contingency distance learning (E-Learning) policy was prepared. In the pretext to the change in environment and easing of restrictions, this policy encapsulate Computing and Library resources, so that an integrated approach to offering knowledge and Computing services are to be delivered to students, staffs and faculty members, and provide an environment to support hybrid-learning methodologies.

C. Purpose and Objectives

The purpose of this policy is the use of Information and Communication Technologies to impart education synchronously provide collaboration between the students and faculties using hybrid-teaching methodologies, share educational resources, and to provide a digital framework to provision support and administrative services. Objectives of the policy are:

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

D. Operational Structure

The policy is shaped by forming a fully functional Learning Resources Department and operating under strategic guidelines from the Dean(s) of both the Schools. The department encapsulates the functioning of Library and Computing Resources in a holistic manner, and work closely for implementation through existing IE Committees of Learning Resource-Library Committee and Learning Resource-Information Technology Committee.

E. Budget

The E-Learning Committee reviews the requirements and propose the yearly budget for an academic year to fulfill those requirements. This budget for E-Learning generally covers expected expenses on ICT related b and software, Scorm Creations, outsourcing, training and human resources, procurement of e-resources etc. The proposed budget is sent to Finance Department where it is reviewed and amendments made if required in consultation with the Finance committee is proposed. Finance department presents this budget of E-Learning to the VC. VC reviews and approves the budget after reviewing the long-term and short-term requirements.

F. E-Library

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

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

The complete access to Library Resources and services can be availed through Active Directory Login ID and password provided to all students, faculty and staff by authenticating it from Learning Management System (LMS) Portal (https://lmsserver.skylineuniversity.ac.ae/) Stepwise e-library access manual is prepared and can be referred in the E-Learning Manual.

G. Blended Learning Classes

SUC right from the beginning, since the pandemic affected on-site classes is using Microsoft Teams to conduct classes online following the suggestion of the task force formed by SUC to conduct qnline classes.

As soon as a course batch is created, and students are enrolled, the Student Management System [Admin Module] automatically pushes the Course Details to Moodle based Learning Management System [LMS], and TEAMS are created by IT Department in **MS-TEAMS** through an automated PowerShell Script. As and when student is added in the Course, or removed from the Course, the script

synchronizes the student's Active Directory ID's with LMS (using API) and MS-TEAMS (using PowerShell Script).

In all the Classrooms Smart Interactive boards, with Artificial Intelligent Voice Recognition Video Conferencing System with inbuilt Computer is fitted. The Faculty logs in using their portal, enters their TEAMS's profile, and selects the appropriate class for delivering Blended Learning Session.

The framework governing the use of MS-Teams is defined in Synchronous Learning under Information Security policy (Annexure-5) of SUC, and detailed usage of MS-Teams for students and faculties can be referred in the E-Learning Manual. The usage of Learning Management System to access the e-Services is provided in e-Services manual can be referred in the E-Learning Manual.

Faculty will be allotted the courses for E-Learning as per the workload defined in faculty handbook and the same compensation will be applicable for all faculty members as was followed by regular classes on campus. Faculty members will be responsible to identify relevant tools/methodologies /simulations etc. to ensure active engagement of students during e-learning classes. Any content prepared exclusively for the online classes will belong to SUC and the faculty member.

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

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

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

H. Adjustment to Course Syllabi

In order to ensure that Synchronous and Asynchronous component of imparting education through Distance Learning mode is taken care, SUC recommends all the faculties to ensure:

i. The Core Text Books, wherever possible, is replaced with e-Book from Pearson MyLab or Vital Source.

ii. Academic Teaching Strategies should include online Learning strategies such as E-Learning, SCORMS, Simulations, Activity based Learning, Pearson MyLab/Vital Source, Live Projects etc are included as a part of Course Syllabus.

iii. The Subjective Assessments, Case Studies, Project-Work should be integrated with Turnitin to avoid Plagiarism, with clear reference to Plagiarism Policy.

iv. While specifying the assessment, its type, its weightage, and CLO's measured should be clearly mentioned, with the presence of Assessment-CLO-PLO matrix.

v. In the Weekly plan, it is must to fill the Additional reference section, wherein the e-Resources specified should be available and mentioned in the Reference book and Resource section of Course Syllabi.

vi. The Exam Assessments in Online Exam Server must be created based on Course Learning Outcomes, wherein in case faculty wants to measure multiple CLO's, then a separate section must be created in the Online Assessment for the same.

vii. In order to ensure rigor is maintained, no course syllabi is accepted in MS-Word format, but needs to be submitted through Academic Management System. Once created, it is reviewed by the Dean, and on approval forwarded to the Vice-Chancellor for the final approval. After receiving the

confirmation the Course Syllabi is auto loaded in the LMS server, with a blank template of 16 weeks.

I. Course Development & Approval

Faculties of both the schools seeking to design a new blended or online course, or convert face-to-face course for blended or online delivery needs to coordinate with E-Learning department, wherein the complete script of the course needs to be created before it is transferred to Instructional design team, consisting of Designer, Animator and Developers. The faculties must take a formal approval through dean and submit their detailed plan so that E-Learning department can create a scope document with an estimated delivery timeline. Once the scripted and chapter/topic wise contents are received, and scope of work is approved, the designers and developers will create the SCORM's and once approved by Faculty, it will be forwarded to respective Dean to take necessary approval before it is transferred to Learning Management System.

J. Online Assessment and Examination

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

i. Online Exam server was upgraded with Moodle System and Safe Exam Browser in order to conduct for online examination.
ii. E-Proctoring system should be used to verify the integrity of the examination.
   1. For secure and monitor the environment to prevent cheating.
   2. locks the operating system and prevents unauthorized access to other pages, software or communication tools.[Safe Exam Browser]
   3. monitors all exam activity in real-time and will detect fraud attempts and report them to the administrator.[using MS-TEAMS]
iii. Faculty members are provided with regular training to conduct online examination
iv. Monitoring & Exam schedule are prepared and communicated to all concerned by administration department well in advance.
v. Maximum number of students for examination at a time will be restricted to manage and utilize IT resources effectively.
vi. e-circular is sent to the students for online exams by administration department

Faculty members are advised to accept assignments, case studies, projects, exercises and other submissions by the students for continuous valuation through Turnitin plagiarism software, which is already integrated to the LMS. Faculty members are also advised to educate, inform and follow SUC Academic integrity and Plagiarism Policy.

K. Information Security

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

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

The policy includes information security issues related to online classes, assessment, examinations, and online services. The details on information security policy can be can be referred in the E-Learning Manual.

L. Copyright

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

M. Online Industry Interactions

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

N. Online Internship/Project

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

O. Student E-Services

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

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

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

Students can authenticate themselves using their Single Sign on (SSO) Active Directory Student ID and password, and can select the services they want to avail from the landing page (https://lmsserver.skylineuniversity.ac.ae). E-Service manual is prepared and can be referred in the E-Learning Manual.

P. Training and Orientation Programs

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

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

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

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

Q. Review of the Policy
This policy shall be reviewed at the beginning or every academic year. The updated/amended policy will be placed for approval of Vice-Chancellor and the Dean(s) of both the Schools.

Refer details and annexures in the E-Learning Policy Manual

3h. Additional Degree from the Same Institution

Policy number	ADMN_POLICY_04
Policy name	Additional Degree
Policy version	Version 4
Standards applicable	MOE Standard 3: Educational Programs
Policy owner	Administration
Date of policy development	21 July 2019
Review date	20 July 2023
Date of recent modification	18 January 2023
Approved by	Dean-School of Business and Dean-School of Computing

A. Additional Undergraduate degree

Students who have earned an undergraduate degree in SUC with a Cumulative Grade Point Average (CGPA) of 2.0 or above, are eligible to earn an additional undergraduate degree from SUC by completing additional 30 credits from other undergraduate program in the related field which is distinct from the first degree. For the additional undergraduate degree program the student must complete Thesis / dissertation / projects/ internship applicable for the additional undergraduate degree opted. Thesis / dissertation / projects/ internship completed in the first degree will be not be considered as a substitute for the additional degree requirement.

B. Additional Master degree

Students who have earned a Master's degree in SUC with a Cumulative Grade Point Average (CGPA) of 3.0 or above, are eligible to earn an additional Master's degree from the same institution by completing additional 15 credits from other major or program in the related field which are distinct from the first degree. For the additional Master's degree program, the student must complete Thesis / dissertation / projects applicable for the additional degree opted. Thesis / dissertation / projects/ completed in the first degree will be not be considered as a substitute for the additional Master's degree requirement

C. Additional degree application requirements

Students who are interested in obtaining an additional degree should submit the following:
1. Fill an application for admission to additional degree
2. Submit the transcript / degree certificate
3. Pay the applicable fee for obtaining additional degree

3j. Academic Progress.

Policy number	ADMN_POLICY_06
Policy name	Academic Progress / Academic Standing Policy
Policy version	Version 2
Standards applicable	MOE Standard 3: Educational Programs
Policy owner	Administration
Date of policy development	16 July 2019
Review date	20 July 2023
Date of recent modification	18 August 2022
Approved by	Dean-School of Business and Dean-School of Computing

A. Academic Standing Undergraduate Program

All students enrolled at SUC shall be monitored very carefully for the qualitative and quantitative satisfactory academic work completed during their study. A student will be evaluated at the end of every spring semester by Student Administration and Examination Committee 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' status will be treated as attempted but not completed, however, it is not counted for the purpose of CGPA calculations.

iii. Probation / Warning

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

iv. Final Warning

Student is placed on final warning at the end of Spring Semester if s/he is unable to perform well and

meet the requirements during probation period and the student is expected to improve his academic performance during summer and fall semesters. In case the student does not improve, he is served with a suspension for the next semester.

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

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

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

a. **Suspension 1**
Case 1
Student is allowed to take 1 to 3 courses ['F'grade or new course], if his/her CGPA greater than 1.5.

Case 2
Student is allowed to take 1 to 3 courses ['F' grade or 'D' Grade only], if his/her CGPA between 1 & 1.5.

Case 3
Student is allowed to take 1 to 2 courses ['F' grade or 'D' Grade only], if his/her CGPA less than 1.

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

Example:

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

Case 1
The student scores the above grades decided by the committee at the end of this semester if the student achieves a good standing at the end of this semester, he has to appeal to the committee and the above process will continue till he achieves the good standing.

Case 2
The student does not score the above grades decided by the committee at the end of this semester the student will be suspended for one semester and may be provisionally readmitted to classes after one semester of suspension to improve their CGPA. The student may take the courses in which they have secured a 'D' or an 'F' grade.

c. **Dismissal**
In case the student has not achieved 'Good Standing' as per section (i) & (ii) above at the end of

Suspension-2 semester, the student shall be dismissed and dismissal will be reflected in his transcript. In this case No refund of fees is allowed.

B. Academic Standing - Graduate Program

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

a. Qualitative Requirements (Quality Of Academic Work Completed)

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

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

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

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

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

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

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

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

3. k. Assessment and Grading Policy

Policy number	ADMN_POLICY_07
Policy name	**Assessment and Grading Policy**
Policy version	Version 5
Standards applicable	MOE Standard 3: Educational Programs
Policy owner	School of Business and School of Computing
Date of policy development	16 July 2019
Review date	5 December 2023
Date of recent modification	5 December 2023
Approved by	Vice Chancellor

A. Assessment

Assessments in higher education provide vital inputs to the university about the effectiveness of teaching-learning process, ability of students to comprehend and apply the concepts. Assessments also provide a direction and scope for improvement in quality and rigor of the course as well as the program.

School of Business (SOB) and School of Computing (SOC) assess students through a variety of assessment tools in each course in their programs. These assessments are aligned to the requirements of Ministry of Education (MoE) standards, UAE, and to meet the requirement of SUC QF Emirates Strands: Knowledge, Skill, and Competence (Autonomy / Responsibility, Role in Context and Self-Development) framework.

Assessment tools are developed to be consistent with the course learning outcomes (CLOs) in all levels of programs offered. All assessment tools are expected to evaluate the students based on the rubrics for grading purposes. Assessments are done at two major levels, one at the course level direct measurements leading to the fulfilment of the graduation requirements, whereas, the indirect measurements ensures effectiveness at the level of the program.

i. Assessment of a Course

Courses offered in all SUC programs are assessed out of 100 marks in following two different summative assessments with total respective weightages,
1. Continuous Assessment – 60% weightage
2. Final Assessment – 40% weightage

ii. Continuous Assessment

The continuous assessment must be of 60% of the total weightage of the course. Depending on the nature, level and course requirements, the faculty member determines and specifies a judicious mix of different types of continuous assessments in the course syllabus along with its weightage, nature, scope, and its completion schedule. All assessments need to be prepared as per the mapped Course Learning Outcomes (CLOs) with applicable QF Emirates level and sub-strands. The faculty members are advised to have between 2-3 continuous assessments in a course, with weightage of each assessment ranging between 10-30% (inclusive and preferably in multiples of 5), which may include following types of assessments:

1. Class Test
2. Individual / Group Assignment
3. Individual / Group Project
4. Case Study
5. Mid Term Assessment
6. Lab Assessment
7. Research based Assessment
8. Presentation
9. Dissertation Proposal
10. Internship Internal Assessment
11. Any other, prior approved, assessment tool as per CAA/MOE standards

Faculty member must ensure that no multiple choice, Yes/No, True/False, mapping type of questions are asked in any assessment component, and conduct all continuous assessments as per the schedule in Course Syllabus and during scheduled classes. Faculty should assign appropriate time/duration of the continuous assessment depending upon nature and scope of the assessment. Faculty member must inform all the enrolled students for any deviation or adjustment in the assessment schedule and mention in the course report.

iii. **Final Assessment**

All eligible students (having at least 75% attendance in class as per, student attendance policy) should be allowed to appear in any of the following final assessments, which will be of 40% weightage,

1. End Term Examination
2. Individual Project including Presentation
3. Business Plan including Presentation
4. Term Paper including Presentation
5. Dissertation / Thesis Final Report with Viva Voce (for graduate students)
6. Internship Final Report with Viva Voce (for undergraduate students)
7. Any other, prior approved, assessment tool as per CAA/MOE standards

All End Term Examinations of the courses offered in the semester will be conducted by the Examination Department, in the last week of the semester as per the Academic Calendar for two-hour duration and 40% weightage for both undergraduate and graduate programs. Any other type of final assessment planned and approved in the course syllabus must be completed in the last week of the semester with proper scheduling and information to all concerned in advance. Final Assessment must ensure coverage of maximum number of CLOs.

iv. **Formative Assessment**

In addition to above mentioned summative assessments for grading of the course, faculty member may include a variety of formative assessment in line with summative assessments, depending upon course requirement and level of the program.

v. **Assessment of Internship**

For Assessment of Internship, please refer Internship guideline in the **Internship Manual** of respective schools**.**

vi. **Quality Check, Moderation and Audit of Assessments**
The quality and rigor of all the assessment tools in each course is monitored through a process of **pre-assessment quality review** and **post assessment moderation**.

a. **Pre-assessment quality review**
The quality check of the assessment tool, is done by the Internal Quality Review and Moderation Committee (IQRMC) consisting of Discipline Leader, Program Chair, Dean, Head-General Education and an Internal Subject Expert (other than the faculty teaching the course).
Faculty members need to submit the following documents to the IQRMC at least one week before conducting the assessment for seeking the approval.

1. Course syllabus
2. Pre-Assessment Quality Review Form
3. Assessment instrument (2 sets for each assessment-continuous and final)
4. Rubrics and Marking Scheme

The faculty member must incorporate the suggestions given by the IQRMC committee and revise the assessment tool. Following which below actions must be undertaken by respective faculty member;
1. In case of continuous assessment, the faculty member needs to administer his/her assessment as per schedule.
2. In case of final term assessment, submit the revised final assessment tool as per the Examination policy.

B. **Evaluation of student Responses**
Faculty member need to evaluate each student responses of all the assessment components according to the rubrics and marking scheme as per the CLOs and QF Emirates sub-strands. Faculty member should provide the comments for improvement and award the marks for each sub-strand, on each student response for all the assessments.

Faculty member must ensure completion of evaluation of all assessments and uploading marks on Academic Management System(AMS)/ SUC ERP as per the schedule/calendar and decide samples of three evaluated soft and hardcopies of students responses (best, average and low) for each assessment tool for preparation of course file.

Faculty member must also maintain the hard and/or soft copies of the entire cohort of evaluated student responses with remarks for audit by the IQRMC or by any other accreditation body at any point of time after the conduct of assessments and their evaluation. Faculty member need to preserve the student responses of entire cohort for all assessments for all courses for a period of at least one academic year. Student responses older than one academic year should be handed over to the Administration Department.

C. **Marks Entry in Academic Management System (AMS)**
The marks entry system in AMS enables the faculty member to enter the marks as per the CLOs and mapped QF Emirates sub-strands. Marks entry of each assessment component must be entered by the faculty member in AMS/ ERP as per the due dates specified in the course syllabus/ examination calendar.

D. Academic Integrity and Plagiarism Policy

Faculty member must follow the applicable Academic Integrity and Plagiarism Policy in all assessments and academic matter. All cases of violation of academic integrity and plagiarism must be dealt with as per the policy and the action/faculty comments/decision to deal with plagiarism violations must be entered in AMS/ ERP.

E. Grading of Course

Each course, irrespective of program, level and credits will be assessed out of 100 marks inclusive of continuous and final assessments. The grades awarded for the BBA, BBA in Accounting, BSIT, BSCS and MBA programs are detailed in following sections.

i. **BBA / BBA in Accounting / BSIT/ BSCS Program Grading System**

The BBA / BSIT/ BSCS course grading system of the university is mentioned in the Table-1 given below.

Table 1- BBA / BBA in Accounting /BSIT/BSCS Grading Levels

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
I	Incomplete		
W	Withdrawal		

a. Pass grade for the Capstone course is C. Students must repeat all capstone courses with grades less than (C) to qualify for graduation.

b. Minimum grade of D for individual courses is considered as pass grade. However to meet the graduation requirement an overall CGPA of 2 is required.

c. "W" status indicates that a course has been withdrawn (Dropped) by the student. Any withdrawn course must be re-taken to fulfil graduation requirements. A "W" status does not affect the CGPA, but will remain in the student's records.

d. When a student does not complete a particular course enrolled for a semester due to any reason where he /she has partially completed the assessments but not fully, an Incomplete "I" is denoted in the transcript. Incomplete is a temporary and exceptional status which may be assigned at the faculty member's discretion to a student whose completed coursework has been satisfactory but who has been unable to complete all course requirements before the end of the semester due to illness or other circumstances beyond his/her control. In such cases, a student may opt for resit exam and if S/he still continues to be unable to appear for the exam faculty may seek permission from the Dean to conduct the Final exam at a later date. Only upon completing the academic requirements for the course status "I" can be changed.

e. An Incomplete status "I" is assigned temporally to the following cases only:

2. Absence from Final exam
3. Incomplete Internship requirements
4. Incomplete Senior/Graduation/Computing Project requirements
5. Incomplete Dissertation or Thesis requirements

Conditions for assigning 'Incomplete' grade:
The following conditions must be met at all times when assigning an Incomplete Grade:
a) Proper excuse (Medical or otherwise) must be submitted and approved before the commencement of the next semester.
b) Student attendance must be acceptable as per the attendance policy until the date of the execution of the 'Incomplete' status.
c) An "I" status is not to be assigned in place of a Failing grade "F".

ii.   Grade Point Average (GPA) – BBA / BBA in Accounting / BSIT / BSCS Program

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 as shown in Table-2 (Transfer of Credits from other Universities is not included in CGPA calculations).

Table -2 GPA/CGPA Calculation

Grade Points	Multiply	Credits	Equals to	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

1. To be eligible for graduation a student must achieve the following:
   a. an overall CGPA of 2.0 or greater
   b. a GPA of 2.0 or greater in concentration courses

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

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

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

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

GPA - Grade Point Average

CGPA - Cumulative Grade Point Average

iii. MBA Program Grading System

The Table 3 below depicts the grading levels followed in **MBA** program

Table – 3 MBA Grading Levels

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. Pass grade for the MBA program Capstone course is B. Students achieving lower than B grade in capstone course will be considered as fail (F Grade).

b. Minimum grade of C for individual courses is considered as pass grade. However to meet the graduation requirement an overall CGPA of 3 is required.

c. "W" status indicates that a course has been withdrawn (Dropped) by the student. Any withdrawn course must be re-taken to fulfil graduation requirements. A "W" status does not affect the CGPA, but will remain in the student's records.

d. When a student does not complete a particular course enrolled for a semester due to any reason where he /she has partially completed the assessments but not fully, an Incomplete "I" is denoted in the transcript. Incomplete is a temporary and exceptional status which may be assigned at the faculty member's discretion to a student whose

completed coursework has been satisfactory but who has been unable to complete all course requirements before the end of the semester due to illness or other circumstances beyond his/her control. In such cases, a student may opt for resit exam and if he still continues to be unable to appear for the exam faculty may seek permission from the Dean to conduct the Final exam at a later date. Only upon completing the academic requirements for the course status "I" can be changed.

e. An Incomplete status "I" is assigned temporally to the following cases only:
   1. Absence from Final exam
   2. Incomplete Internship requirements
   3. Incomplete Senior/Graduation/Computing Project requirements
   4. Incomplete Dissertation or Thesis requirements

Conditions for assigning 'Incomplete' grade:

The following conditions must be met at all times when assigning an Incomplete Grade:

a) Proper excuse (Medical or otherwise) must be submitted and approved before the commencement of the next semester.
b) Student attendance must be acceptable as per the attendance policy until the date of the execution of the 'Incomplete' status.
c) An "I" status is not to be assigned in place of a Failing grade "F".

iv. **Grade Point Average (GPA) – Graduate (MBA) Program**

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.

Table 4 - 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

$$\text{GPA / CGPA / SCGPA} = \frac{\text{GradePoints x Credit hours}}{\text{Total Credit Hours}}$$

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

$$\text{CGPA} = 3.16$$

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

v. **Mitigation/ Grade Improvement Examination**

After declaration of results by examination department as per the university calendar, students meeting following conditions can apply for Mitigation/grade improvement examination in specified time duration and with applicable fee.

a) Students have scored F grade or were absent in End-Term Examination or Presentation/viva voce.

b) Undergraduate student scored D+ or D grade only, for grade improvement.

c) Graduate student scored C+ or C only, for grade improvement.

Examination department will coordinate and schedule Mitigation/Grade Improvement examination/Presentation/Viva Voce with respective faculty member/Program Chair/Dean and update the marks/grades scored by the student.

Mitigation/Grade Improvement will not be based on any Continuous Assessment component. Grade scored by the student appearing in Mitigation/Grade improvement examination MUST replace previous grade (including lower grade) and is restricted maximum up to B+.

vi. **Post Assessment Moderation**

Upon completion of every assessment and its evaluation in each semester, the Program Chair allocates a full-time faculty member (Moderator to review all assessments, including continuous and Final, for each course. The moderator selects a minimum of 2-low, 2-high and 5-randomly selected evaluated student samples from the entire cohort for review and moderation. In case of cohort size up to 10, all student assessments need to be reviewed by the Moderator. A Self-study course is not eligible for Moderation. This sample review of students' assessments done by the Moderator is to verify that the marks and feedback given by the instructor/faculty members (first evaluator) are appropriate for the level of study, awarded fairly and consistently, and in line with the relevant assessment criteria, rubrics and marking scheme. The Moderator shall submit his "Post Assessment Moderation Form" for assigned courses to the Program Chair. The "Post Assessment Moderation Form" submitted by the Moderator will be shared with the concerned faculty member for inclusion as a part of his course file. In case, a Moderator finds any major inconsistency, the Program Chair will ask the faculty member to reevaluate the assessment for the entire cohort, and will discuss the matter with the Dean for further consideration.

Post Assessment Moderation must be included in the Course File.

vii. **Consolidated Course Assessment Analysis**

As the marks scored by the students on each sub-strands of QF Emirates for all assessments are entered in Academic Management System, the system will generate a Consolidated Course Assessment Analysis Matrix as part of the Course Report.

Table 5: Sample of Consolidated Course Assessment Analysis Matrix															
Applicable Sub-strands of QF Emirates ->												Undergraduate		Graduate	
Assessments	Applicable CLOs (at least 2)	K1	K2	...	S1	S2	S3	...	C1	C2	C3	...	≤70	>70	≤80	>80
Assessment-1	CLO1															
	CLO2															
Assessment-2	CLO3															
	CLO4															
Assessment-3	CLO1															
	CLO2															
	CLO3															
End-Term Exam	CLO2															
	CLO3															
	CLO4															
Undergraduate	≤70															
	>70															
Graduate	≤80															
	>80															

Faculty members are expected to review and reflect on this matrix and incorporate necessary learning in designing and conducting assessment tools in future.

viii. **Qualitative Assessment and Feedback of course**

At the end of the semester, each course is qualitatively assessed by both; the faculty member and the students. Faculty members provide feedback of each course in the course report, which is compiled and discussed in the discipline meeting for corrective measures. Course assessment by eligible students are done at the end of the semester before final assessment through a survey form having quantitative and qualitative feedback. Survey data is analyzed by the IRQAOA department and shared with the Dean/Program Chairs to review with Discipline Leaders and faculty members. These assessment and feedback provide valuable insight for course review and to take corrective measures.

F. **Program Assessment**

Program assessment is an important element in knowing the effectiveness of the program. All programs in school are assessed in two ways. The first one is aggregated through direct measurement of student performance in each courses of the program and the second one is by obtaining feedback from other stakeholders.

i. **Assessment through Direct Measurement**

The direct measurement of program effectiveness is assessed through aggregation of student's performance on each sub-strands of QF Emirates mapped with Program Learning Objectives/ Outcomes (PLOs). Criteria for each PLO achievement for Undergraduate-BBA / BSIT /BSCS program is, students achieving 70% or above on aggregate of mapped QF Emirates sub-strands and CLOs, whereas the criteria for Graduate-MBA program is 80%. This assessment will be

similar to Table 5, mapped with aggregated score of achievements on each course with all strands of QF Emirates. A sample matrix is shown below.

Table 6: Program Assessment Analysis Matrix													Undergraduate		Graduate	
Applicable Sub-strands of QF Emirates on PLOs->		**K1**	**K2**	**...**	**S1**	**S2**	**S3**	**...**	**C1**	**C2**	**C3**	**...**				
Courses													≤70	>70	≤80	>80
Course-1																
Course-2																
Course-3																
.....																
Undergraduate	**≤70**															
	>70															
Graduate	**≤80**															
	>80															

Program Chair/Dean will review and discuss the achievement levels and program effectiveness with Discipline/Course Leader and faculty members for necessary action to improve effectiveness level of the program.

ii. **Assessment through Indirect Measurements (Stakeholders)**
The second approach to assess the effectiveness of the program is to obtain qualitative and quantitative feedback from Student Academic Faculty Feedback, Internship Feedback, Employers Feedback, Alumni Survey, Graduating Student Survey and feedback from external advisory council meetings. For indirect measures, the IQRMC engage other academic support departments such as Institutional Research, Quality Assurance, Outreach and Accreditation (IRQAOA), Corporate Affairs Office (CAO), and Student Services Department (SSD) to regularly float indirect measurement tools/feedback forms and collect responses and be analyzed by IRQAOA department. Indirect measures in both the Schools are identified to gather semester-wise and annual feedback to measure for identified Program Learning Goals. The below mentioned assessment/feedback tools are used to seek inputs from internal and external Stakeholders;

Undergraduate Indirect Measurement Tools (BBA /BBA in Accounting/ BSIT /BSCS Program)
1- Student Course Feedback/ Student Academic Faculty Feedback
2- Internship Feedback
3- Undergraduate Employers Feedback
4- Alumni Survey
5- Graduating Student Survey
6- External Advisory Meeting/ Survey

Graduate Indirect Measurement Tools (MBA Program)
1-Student Course Feedback/ Student Academic Faculty Feedback
2-Graduate Employers Feedback
3-Alumni Survey

4-Graduating Student Survey
5-External Advisory Meeting/ Survey

The criteria for all quantitative assessment/feedback will be 70% or above for BBA, BBA in Accounting, BSIT, BSCS and MBA programs. All qualitative and quantitative assessments/feedback from different stakeholders will be summarized by the IRQAOA department and provided to the Dean/Program Chairs for review and necessary action. Both direct and indirect measurement/feedbacks findings of each program will be reviewed and discussed by the respective Deans with Discipline/Course Leaders, Program Chairs and faculty members for corrective measure to improve the effectiveness of the program.

PRE-ASSESSMENT QUALITY REVIEW FORM

(Attach Assessment tool, guideline, Rubric and Marking Scheme as per Assessment and Grading Policy)

Select Assessment Type from the below list: _____

List of Approved Assessment Type:				
Class Test	Individual / Group Assignment	Individual / Group Project	Case Study	Mid Term Assessment
Lab Assessment	Research Based Assessment	Presentation	Dissertation Proposal	Internship Assessment
Computing Project	Final Assessment		Any Other Assessment approved internally and at par with CAA/MOE standards	

Program	□ BBA □ BBA in Accounting □ BSIT □ BSCS □ MBA	Shift	□ Morning □ Evening
Course Title		Course Code	
Semester		Academic Year	
Duration of Assessment (if applicable)		Assessment Weightage/ Marks allocated	
Date of Assessment conducted		Assessment Type	□ Continuous □ Final
Date submitted to IQRMC by Faculty Member/ Instructor			

To
The Internal Quality Review and Moderation Committee (IQRMC)
Skyline University College, Sharjah

The above-mentioned students' assessment tool has been prepared by me/us, and it conforms to the Assessment and Grading Policy of the institution. I/We take full responsibility of this assessment and declare that it is an authentic document in all respects. I/We declare that utmost confidentiality, is maintained in preparation of this assessment and it has not been exposed to any unauthorized person, in any form. I/We also take full responsibility of any errors in this assessment.

Name(s) of Faculty Member(s)/ Instructor (s)	Signature (s) of Faculty Member(s)/ Instructor (s)
1. _____ 2. _____ 3. _____	_____ _____ _____
DATE:	

Review Criteria	Remarks of IQRMC (use separate sheet, if required)
Clarity of Instructions, Total Weightage & Rubrics and its application	
Coverage of course contents/ materials in the Assessment	
Alignment of assessment with CLOs	
Question-wise Distribution of Marks as per CLOs	
Rigor and Quality of Questions as per CLOs	
Any Other Remarks:	

Status of Approval	Approved	Advised to revise as per the above remarks	Approved after revision

Names of IQRMC Members	Signature of IQRMC Members
Subject Expert:_____ Discipline/Course Leader:_____ HOGE/Program Chair/Dean:_____	_____ _____ _____
DATE:	

POST ASSESSMENT MODERATION FORM

(Provide Assessment, Assessment Guideline, Rubric, Marking Scheme and Assessment and Grading Policy)

Select Assessment Type from the below list: _____

List of Approved Assessment Type:				
Class Test	**Individual / Group Assignment**	**Individual / Group Project**	**Case Study**	**Mid Term Assessment**
Lab Assessment	**Research Based Assessment**	**Presentation**	**Dissertation Proposal**	**Internship Assessment**
Computing Project	**Final Assessment**		**Any Other Assessment approved internally and at par with CAA/MOE standards**	

Program	□ BBA □ BBA in Accounting □ BSIT □ BSCS □ MBA	**Shift**	□ Morning □ Evening
Semester		**Academic Year**	
Course Code		**Course Title**	
Duration of Assessment (if applicable)		**Assessment Week as per Course Syllabus**	**Assessment Weightage/ Marks allocated**
Date of Assessment Conducted		**Date received by the Moderator**	
Total No. of registered students			
Faculty Member's Name		**Faculty Member's Signature**	
Assigned Moderator's Name			

Assessments Reviewed

Total No. of students Assessments Reviewed	
Remarks based on the reviewed assessments cases: Minimum 2-High, 2-Low and 5-Random Samples	

Student ID	Marks Achieved	Moderator Remarks

Review Criteria	Remarks of Moderator (use separate sheet, if required)

Moderator Comments on assessment	
Marks awarded as per assessment criteria, rubrics and marking scheme	
Fairness and consistency in awarding marks	
Distribution and totaling of Marks is consistent with CLOs	

Name of Moderator	Signature of Moderator
Date:	

Policy number	ADMN_POLICY_08	
Policy name	Examinations Policy	
Policy version	Version 4	
Standards applicable	MOE Standard 3: Educational Programs	
Policy owner	Administration	
Date of policy development	16 July 2019	
Review date	24 January 2024	
Date of recent modification	24 January 2024	
Approved by	Registrar	

A. Examination Committee:

Examination Committee (EC) shall oversee the planning, and conduct of Final and Re-sit Examination/Assessment and preparation of result for declaration in each semester/term. The final assessment may be any one of the following (Refer SUC-Assessment and Grading Policy)

1. End Term Examination
2. Individual Project including Presentation
3. Business Plan including Presentation
4. Term Paper including Presentation
5. Dissertation Final Report with Viva Voce
6. Internship Final Report with Viva Voce
7. Any other, prior approved, assessment tool as per CAA/MOE standards

The examination committee shall be comprised of DSOB, DSOC, DASS, Head-General Education, one senior faculty member from each of the school, Registrar and Deputy Director – Administration. The examination committee is appointed by the Vice Chancellor for a period of two years.

B. Planning and Conduct of Final and Re-Sit Examination/Assessment:

The Examination Committee is responsible for all planning and conduct of Final and Resit Examination. Deputy Director – Administration prepares the calendar and schedules for Final and Resit Examination and make all the arrangements for the smooth conduct of the examination. These include Answer Booklets. Supplementary sheets, seating arrangements in the classrooms and labs, list of invigilators, printing and safe custody of the question papers etc. The Examination Committee reviews the planning and execution of examination related activities before, during and after the Final and Resit Examination. The courses which do not have End Term Examination and does not require question paper to be prepared, Deputy Director – Administration will coordinate with–concerned faculty members to conduct final assessment in assigned week/duration.

The Examination Committee in coordination with Registrar will communicate to the students about the process and procedure of the final examination and the required discipline to be maintained during the examination. It also highlights unfair means, cheating and compliance to the instructions of the invigilators during the examination. Refer Academic Integrity and Plagiarism Policy.

C. Quality of Question Paper:

Deputy Director – Administration in coordination with respective Deans and Head-General Education will ensure that the main and re-sit both question papers for all courses scheduled for End Term Examination are received as per schedule after quality check by IQRMC (refer Assessment and Grading Policy) to be prepared well in advance for the examination.

D. Duration of Final Term and Re-Sit Examination:

Duration for Final Term and Re-sit Examination for all courses of undergraduate and graduate programs are **Two Hours.**

E. Invigilation Guidelines:

Deputy Director–Administration in coordination with respective Deans and Head-General Education will prepare the Invigilation duty and viva/presentation schedule for End Term and Re-sit examination and present to the Committee for approval and then dissemination to all concerned. Deputy Director–Administration facilitate faculty members having Viva-Voce and project presentation as final assessment by allocating classrooms for presentation and inform the students for scheduling and conducting these assessments in designated examination week. Following guidelines will be followed for allocation of invigilation duty.

i. Prepare invigilation schedule based on the availability of Full time and Part time faculty members during the examination period.
ii. Invigilation schedule will be presented to the Committee for review and approval.
iii. Part time faculty members will be allocated invigilation duty on the days of their class schedule.
iv. Disseminate the role of invigilators to concerned faculty members
v. Orient the invigilators about examination responsibilities
vi. Invigilation schedule to be sent to all the invigilators at least 1 week before the exam.
vii. Any adjustments in the invigilation duty are considered if request is received by the committee at least 3 days in advance.
viii. In case the assigned invigilator is unable to invigilate due to unavoidable or emergency circumstances, the same should be notified to the Dean of the concerned School well in advance so that the Dean can request the Deputy Director–Administration to arrange for an alternate invigilator.
ix. Faculty members having presentation schedules will not be allocated the invigilation duties.

F. Role of the Examination Committee:
i. Examination Calendar
a. To cross check and verify the exam week/dates with the institutional calendar
b. To assess the courses that require exams, viva, presentation etc.
c. To plan Main and resit Exam schedules for all the Courses.
d. The exam schedule is sent for approval from the Vice Chancellor
e. Upon approval, the schedule is disseminated to finance, computers, administration and faculty at least 2 weeks in advance

ii. Invigilation Schedule
a. Any genuine requests from the faculty members for adjustments in invigilation schedule to be assessed and take appropriate action
b. Preparation, approval and dissemination of invigilation schedule of end term and resit exams

c. Invigilation schedule is prepared as per the teaching load assigned to full time and part time faculty members

d. Proper orientation for invigilators to be carried out

iii. Schedule for Viva & Project Presentation
a. Courses that require viva, or presentation are identified for the semester
b. Coordination with conerned faculty members for arranging venue (classroom, lab) and preparing schedule for Viva/presentations
c. Facilitation is carried out in coordination with the faculty member
d. Coordination with faculty and respective Deans for any orientation/logistical support.

iv. Submission of Question Paper
a. Ensures the question paper for end term and re-sit examinations are submitted to the examination office as per the timelines and Assessment and Grading Policy of the University.
b. Ensure availability of relevant question paper in the examination hall.

v. Printing of Question Paper
a. Printing of proof read, approved question papers

vi. Onsite Exams
a. The institutional calendar is the source of drawing exam schedule, examination office follows the exam schedule
b. Administration department announces semester-wise End Term Examination schedule by the first week of the start of each semester.
c. The schedules will be available on the Examination Notice Board as well as on the student portal.
d. As per the exam schedule the faculty is informed about the submission of question papers, refer Assessment and Grading policy of the university.
e. Each faculty member is required to submit two sets of question papers one for the main exam and one for the Re-sit exam.
f. Registrar is responsible to keep the question papers under safe custody till the exam is conducted.
g. All the approved formatted question papers will have to be proof read by the concerned faculty member to check for final correction and sign for confirmation.
h. All the approved question papers are printed 48 hours before the exam; sets are packed in envelope and are handed over to the Registrar for security and safety.
i. All involved and concerned are required to keep strict confidentiality of the exam papers
j. On the day of the exams the sealed papers are handed over to the invigilators 15 minutes before the exam.
k. 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.

vii. Online Assessment and Examination (If Applicable)
Regular trainings are provided to the faculty members to create online assessments using LMS and online examination server so that they can create & conduct the assessments as per the examination schedule, if applicable (Refer to **Online Exam Conduct and Assessment Guide**). If applicable, faculty members should conduct formative and summative assessments as per the Course Syllabus. E-learning committee in consultation with Examination Committee, and Head-IT and Administration department ensure the safety sanctity of online assessment and examination. Following initiatives have already been taken,

a. Online Exam server upgraded with Moodle System and Safe Exam Browser in order to conduct online examination.
b. Use of E-Proctoring system to verify the integrity of the examination.
   1. For secure and monitor the environment to prevent cheating.
   2. locks the operating system and prevents unauthorized access to other pages, software or communication tools.[Safe Exam Browser]
   3. monitors all exam activity in real-time and will detect fraud attempts and report them to the administrator.[using MS-TEAMS]
c. Faculty members are provided with regular training to conduct online examination
d. Monitoring & Exam schedule are prepared and communicated to all concerned by administration department well in advance.
e. Maximum number of students for examination at a time will be restricted to manage and utilize IT resources effectively.
f. E-circular is sent to the students for online exams by administration department

viii.   Notification of Exams
a. Final exam schedule is notified to the students at least 2 weeks before the exams.
b. The notification is displayed on the notice boards and student portal.
c. The information is also displayed in the classroom notice boards.
d. Information to collect the hall ticket, clearance of all the dues including fee is clearly stated and communicated to students by the administration department.

ix.   Post Exam Activities
a. The examination committee is responsible to distribute the answer scripts to the concerned faculty members
b. Along with the answer scripts a list of students appeared in the exam will be handed over to the faculty members
c. Examination Committee will coordinate with faculty members to ensure timely evaluation and submission of marks and grades by the faculty members.
d. All evaluated answer scripts, dissertation and project works need to retained by the faculty members for preparation of course files.
e. Submit a report at the end of examination in each semester

x.   Re-Sit Examination
a. Re-Sit will be conducted only for courses of End Term Examinations based on comprehensive syllabus. All other final assessments will have no re-sit examination.
b. Re-Sit of end term examinations will be normally held after 1 week of declaration of first-sit results.
c. Students secured F (Fail) grade or D grade (in undergraduate course), C grade (in graduate course) will be eligible for appearing in re-sit of end term examination, based on their performance in the continuous modes of assessments. Otherwise students will be counseled to repeat the course.
d. Re-sit examinations will be conducted as per the pre-released schedule.
e. Eligible students for Re-sit examination must apply for re-sit by paying applicable fee during the mentioned time period.
f. Students failed in main examination and not applied for res-it or failed in re-sit need to repeat the course.

xi. **Eligibility of the Student to Appear for Exam:**
   a. Administration department finalizes the list of eligible students for the exam based on the requirement of minimum 75% attendance for undergraduate and graduate students as per the attendance policy.
   b. All cases with exemptions will also be allowed to appear in final assessment, refer attendance policy of the university.
   c. Students not allowed to appear in final examination/assessment need to repeat the course.
   d. Students who do not meet the requirement will be notified through email.
   e. Students who have short comings with necessary requirements (other than attendance) for appearing for the exam will be informed to fulfill the requirements two weeks before the exam.
   f. Students having completed all the requirements and a clearance from finance will receive a hall ticket.
   g. Only students with valid hall ticket & ID card will be permitted into the exam.

xii. **Repetition of Course**
   In any one of the following condition, student have to repeat the course, when available by paying applicable fee, which may also delay his/her graduation.
   a. Student failed in Final Assessment and did not appear in Re-sit or Re-sit is not applicable.
   b. Student failed in Final Assessment and Re-sit examination
   c. Student not allowed to appear in Final Assessment.
   d. Student missed the Final Assessment and does not appeal by applying for re-sit/reconsideration within a week.
   e. Student missed the Final Assessment and his/her appeal for re-sit/reconsideration is denied by the Examination Committee.

xiii. **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 in End Term or Re-sit exam

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

xiv. **Invigilation**
   Administration department assist Examination Committee in the smooth conduct of examinations including VIVA & scheduling of project presentations.

   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.
      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 the examination committee before the schedule is published

Step 8: In case of emergency the faculty member should inform examination committee or arrange for an alternative invigilator

xv.   General Instructions for Students 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 Hall Ticket 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, all electronic gadgets, 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 60 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 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.   Write using pen for all examinations, on both the 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 indicates any rough work in the answer book and strikeout by a single diagonal line to avoid any confusion.

8. Any candidate caught in the act or believed to be using unfair or dishonest means shall be 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 Examination Committee and will be communicated to the students in writing. Such decision of the Examination Committee cannot be challenged or overturned.

xvi. **Students are strictly restricted from the following to avoid Punishments:**
   a. To communicate or enter into any conversation with other students. whilst in the examination hall before, during or after the examination, under any circumstances whatsoever.
   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 leave their seats without the permission of an invigilator.
   f. To carry any written material, slips, papers, etc. whether relevant or not into the examination hall.
   g. Any student requiring special arrangements or seating should put in an application to the Student Services Department at least 48 hours before the examination.

xvii. **Security of Examination Centre and Process:**
   CCTV surveillance is activated to monitor security guards, locks, access control, fire protection, automatic fire equipment, alarm systems and other systems assigned to protect persons, property and process of examination.

xviii. **Moderation and Publication of Results**
   a. **At the end of the each semester/term examination**
      1. The examination committee is responsible for declaration of the result as per the schedule after comparing the grades of the all courses of a cohort for any significant deviations. In such cases examination committee will coordinate with IQRMC to resolve the issue or recommend an appropriate decision for approval from Vice Chancellor.
      2. The examination committee also coordinate with IQRMC for review and moderation of student assessments (refer Assessment and grading policy of the university).
      3. Examination Committee reviews and finalizes the grades of all courses of each cohort and submits to the Vice Chancellor for approval before declaration of result.
      4. The Examination Committee reviews the grade appeals by the students and genuine cases will be sent for the necessary action

   b. **Preparation of grade report at the end of an academic year**
      Examination Committee reviews the grade reports prepared by Administration department and submits to the Vice Chancellor for disseminating to departments for records and display in Fact book and annual report.

xix. **Plea for Consideration of Mitigating Circumstances for Final Examination (First Sit)**
   If a student is unable to take a scheduled first sit final examination due to sickness, accident, death in family, a mitigating circumstance form must be submitted by the student through the Learning Management system on the day of the examination prior to its commencement. 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 Registrar along with necessary documentary evidence.

The Registrar, based on their best judgment will decide whether to accept or reject such an appeal. The decision of the Registrar in this case is not 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.

3. m Curriculum Approval and Revision

Policy number	ADMN_POLICY_09
Policy name	Curriculum Approval and Revision Policy
Policy version	Version 3
Standards applicable	MOE Standard 3: Educational Programs
Policy owner	Administration
Date of policy development	16 July 2019
Review date	22 July 2023
Date of recent modification	23 August 2022
Approved by	Dean-School of Business and Dean-School of Computing

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

A. Introduction

Development, Modification and Revision of the Curriculum at SUC are undertaken by the Program Review Committee (PRC). Program Review Committee revisits the Curriculum every year and reviews it on a cycle of four years. If these annual revisits indicate imminent need of a major change within the cycle of four-year period, approval from the BOT shall be required.

The purpose of the program review is to review the currency, relevancy and competency of the courses offered in the curriculum to achieve the program learning outcomes.

B. Formulation of Committee

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

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

D. Process Flow
   i.   The requirements of the industry and trends in academia are reviewed periodically.
   ii.   Committee reviews the internal and external reports such as the Faculty Course Reports, Internship, Dissertation, Employer Survey and Alumni Survey Analysis reports.
   iii. Committee revises the Course Contents, Prerequisites, Structures, Sequences, Learning Outcomes, Academic Strategies, Assessment Modes and Core Texts based on the reviews from internal and external sources.
   iv.   Committee includes or discards courses from the curriculum

v. Committee forwards its recommendations to Vice Chancellor for review and for recommendation to the BOT 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 IRQAOA Department	BOT	Vice Chancellor	Every Academic year	Once in four years

3. n Internship/Practicum

Policy number	**ADMN_POLICY_10**
Policy name	Internship / Internship Project Policy
Policy version	Version 5
Standards applicable	MOE Standard 3: Educational Programs
Policy owner	Administration
Date of policy development	21 July 2019
Review date	22 July 2023
Date of recent modification	20 May 2023
Approved by	Dean-School of Business and Dean-School of Computing

A. **Introduction**

The Internship is an important component of the undergraduate program of School of Business / School of Computing at Skyline University College. It's an experiential learning which provides an opportunity for the student to apply the theoretical concepts learnt in the class room in an organization. It enables the student to interact with various decision makers of the organization across all domain areas of management. The student develops multi-dimensional decision-making skills and learns the art of facing the day-to-day challenges involved in running an organization smoothly and successfully.

By working in an organization during the internship, the student gets exposed to the real-time professional work environment, acquires both technical and soft skills and develops self-learning capability. It also provides the opportunity for the student to explore the areas of his / her interests in pursuing future career.

B. **Objectives of Internship**
i. To provide an opportunity for the students to apply the concepts learnt in real life situations.
ii. To make them aware of the organizational culture and practices
iii. To create an awareness among students about their strengths and weaknesses in the work environment.
iv. To provide students a platform to take up on the job training and develop a network that will be useful in enhancing their career prospects.

C. Internship Learning Outcomes

i. BBA Internship Learning outcomes

a. Gain meaningful work experience, which supplements knowledge acquired through academics
b. Demonstrate technical, analytical and communication skills
c. Demonstrate the ability to work in a team and learn work ethics
d. Apply concepts, tools and techniques independently in an organizational environment

ii. BSIT Internship Course Learning Outcomes

a. Apply computing knowledge and skills to produce IT solutions in real-world environment.
b. Demonstrate the ability to identify IT problems, undertake a critical enquiry and communicate effectively through written and oral means.
c. Demonstrate the ability to work with diverse teams of professionals, exhibit ethical and social responsibility in making informed decisions in computing practices.
d. Evaluate assigned work processes, and recommend IT solutions to improve work effectiveness..

iii. BSCS Internship Course Learning Outcomes

a. Apply computing knowledge and skills to produce computing solutions in real-world environment.
b. Demonstrate the ability to identify computing problems, undertake a critical enquiry and communicate effectively through written and oral means.
c. Demonstrate the ability to work with diverse teams of professionals, exhibit ethical and social responsibility in making informed decisions in computing practices.
d. Evaluate assigned work processes, and recommend computing solutions to improve work effectiveness

D. Criteria for Selecting Internship Site

SUC follows the below criteria for selecting the internship site to place the students for internship during the study period. Upon satisfying the criteria, students will be oriented

i. The legal status of the company
ii. Verification of the company to the compliance of UAE labor laws
iii. Collection of Internship task description
iv. Assignment of onsite supervisor responsible to guide the student
v. Letter of agreement for accepting internship

E. Internship Feedback

Students are required to provide a feedback on specific parameters that would help in analyzing the way the internship was conducted and in identifying the areas of improvement that will further help in the overall improvement of the internship course.

The feedback focuses on following areas:

i. Necessary documents including labor laws of UAE
ii. Evaluation guidelines

iii. Orientation on the internship course

iii.   Orientation on the internship course
iv.   Support provided by the University
v.   Support provided by the internship organization
vi.   The nature and scope of learnings are in line with the internship learning outcomes
vii.   Highlight the key areas of learning
viii.   Any difficulties or challenges faced during the internship
ix.   Suggestion for improving internship
x.   Overall experience of the internship

F. Internship Organization Supervisor Feedback

The Internship Organization Supervisor provides overall feedback about the internship focusing on the following areas:

1. Communication and coordination of SUC staff with the organization
2. Proper information on the internship Guidelines and evaluation criteria
3. Appropriate application of knowledge and skills by the intern in accomplishing the jobs assigned
4. Personality Traits and Attitude of the intern
5. Communication Skills and General Performance of the intern

G. Internship Credits & Duration

The internship is of six credits for a duration of 16 weeks. Students will not be allocated any other course during the period of internship.

H. Types of Internships

School of Business and School of Computing offers two types of internships one for non-working students and the other for working students. The non-working students are expected to pursue the Internship and submit an Internship Report. The working students are expected to submit an Internship Project

I. Internship Faculty Supervisor Work Load

Each intern allocated to the faculty supervisor will be considered as 0.25 credit hours of work load in the allocated semester. Number of allocated internship students will be multiplied by per student credit hours to arrive at the total internship workload of the faculty.

J. Procedure of Internship: Non-Working Students

The non-working students should pursue an internship and submit an Internship Report as per the guidelines below

i.   Students enrolled for academic internship have to fill the online internship form
ii.   Corporate Affairs Office will communicate internship opportunities to the students through student's portal and other means of communication.
iii.   Students need to go through the internship details and discuss with corporate office.
iv.   Students need to discuss the internship details with the concerned supervisor.
v.   Students should then make a decision whether to apply or not to apply for the internship.
vi.   Once student sends a written consent to corporate office he has to appear for the interview.
vii.   If after giving consent a student does not appear for the interview it will be considered as chance taken.
viii.   A student is given only two interview opportunities.

ix. Once the internship of the student is approved from the provider (company), the Corporate Affairs Office issues the Internship Kit to the intern which consists of internship handbook.

x. The Student Handbook consists of all the guidelines, processes and evaluation criteria and formats of reports (Initial, Interim and Final) to be submitted by the intern along with the timelines.

xi. Students are allocated a Faculty Supervisor based on the study area to guide the intern in their internship course.

xii. Throughout the internship, the intern is expected to be in constant touch with faculty and organization / company supervisor.

xiii. The Faculty Supervisor is also available through online platform based on the weekly schedule of internship prepared and communicated to the intern and faculty supervisor by the Administration Department

K. Procedure of Internship – Working Students

The working student may pursue the internship in the same organization in which he / she is currently working and submit an internship project as per the guidelines below.

i. Students are required to fill an online registration form.

ii. Corporate Affairs Office issues the Internship Kit to the intern which consists of internship handbook and other relevant documents

iii. The Student Handbook consists of all the guidelines, processes and evaluation criteria and formats of reports (Initial, Interim and Final) to be submitted by the intern along with the timelines.

iv. Students are allocated a Faculty Supervisor based on the study area to guide the intern in their internship course.

v. Throughout the internship, the intern is expected to be in constant touch with faculty and organization / company supervisor.

vi. The Faculty Supervisor is also available through online platform based on the weekly schedule of internship prepared and communicated to the intern and faculty supervisor by the Administration Department.

L. Responsibilities of Company, Company Supervisor, Faculty Supervisor and Students

i. Responsibilities of Company and Company Supervisor:

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

a. The Company issues a signed agreement and letter of acceptance of internship to the student indicating the a) Start Date and b) End Date

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

c. 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.

d. Company and Industry Supervisor will inform immediately to Faculty Supervisor and 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. The intern is provided with the opportunity to learn and progress

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

ii. Responsibilities of Faculty Supervisor

a. Faculty Supervisor of School of Business will assist the student with the selection and planning of a suitable and manageable Internship title / topic / Task / Activity.
b. Faculty Supervisor will conduct initial orientation for the student and handover the internship kit to the student which includes;
   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 and research as per meeting schedule.
d. Faculty Supervisor will respond to student on internship work by 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.
e. Faculty Supervisor will be responsible for evaluating the student's internship report as per the mentioned evaluation criteria and submit the final result to examination department as per the schedule.

iii. Responsibilities of Student

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 allocated to SUC Supervisor and they have to meet them as per agreed schedule till internship report 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. Students are expected to pursue their internship as per the concentration area and abide by the job description provided by the organization where the internship is pursued
f. Students have to submit all the required reports and annexures as per the Internship Student Handbook.
g. Students should present a summary of their internship at the end of it.
h. Student must catch up and meet deadlines related to internship of SUC.
i. Confidentiality of both organizations to be maintained by student to maintain high ethical standards.

M. General Guidelines and Process of Internship
i. Criteria for selecting Internship Company:
The following criteria are used in order to select the right type of organization for student internships:
   a. The company profile
   b. The professional growth of the company

    c.   The company's national and international operations
    d.   The stability of the company
    e.   The size and operations of the company

  ii.   **Process of Internship**

    a.   During the Internship, the organization / company will assign a task/project / activity to the student

    b.   At the end of internship, the student will submit a detailed report to the Faculty Supervisor, at Skyline University College.

    c.   The report should reflect in depth study of micro problem, ordinarily assigned by the organization where student undergoes Internship.

    d.   The average size of Internship Report ordinarily will be 25 to 30 typed pages in standard Times New Roman font size (12) and single spacing. The report will be typed in A-4 size paper.

    e.   The detailed formats of Initial, Interim and Final Reports are provided in this handbook. Please refer to each section for more details

    f.   One spiral bound hardcopy along with softcopy of the internship report as per the Internship Report Format need to be submitted to the faculty supervisor for review and approval.

    g.   After the approval of the report by the faculty supervisor, THREE hardbound copies of internship report (One Student Copy and Two Copies to Faculty Supervisor for institutional purpose) shall be submitted for evaluation purpose and record.

N. **Internship Structure and Evaluation Criteria**

Students who have spent 16 weeks of time at workplace as per SUC attendance policy will be qualified for Internship Evaluation. Overall Internship will be evaluated in three phases.

    Phase – I: Initial Report (Weightage-10%)

    Phase – II: Interim Report (Weightage–40%)

    Phase – III: Final Report (Weightage–40%),

    Presentation and Viva (Weightage-10%)

The intern should give a presentation followed by a viva voce in the presence of an evaluation committee consisting of a panel of faculty members.

Table -1: Internship Structure and Criteria of Evaluation (as per QF Emirates sub-strands)

Evaluation Phase	PLO	CLO	QF Emirates	Weightage	Evaluator
Initial Report (Phase-I) 10%	PLO1	CLO1	K2 – Functional Knowledge	4%	Faculty Supervisor
			K3 – Applied Knowledge	6%	
Interim Report (Phase-II) (20% + 20%)	PLO2.1 PLO2.2 PLO4 PLO5	CLO2	S1 – ICT Skills	5%	Faculty Supervisor
			S2 – Communication Skills	5%	
		CLO3	S1 – ICT Skills	2%	
			S2 – Communication Skills	3%	
			CAR3 – Functional Competence	2%	
			CSD2 – Professional Competence	3%	
	PLO2.1 PLO2.2 PLO4 PLO5	CLO2	S1 – ICT Skills	5%	Company Supervisor
			S2 – Communication Skills	5%	
		CLO3	S1 – ICT Skills	2%	
			S2 – Communication Skills	3%	
			CAR3 – Functional Competence	2%	
			CSD2 – Professional Competence	3%	
Final Report (Phase-III) (40%)	PLO2.1 PLO2.2 PLO3 PLO4 PLO5	CLO2	S1 – ICT Skills	1%	Faculty Supervisor
			S2 – Communication Skills	2%	
		CLO3	S1 – ICT Skills	2%	
			S2 – Communication Skills	10%	
			CAR3 – Functional Competence	5%	
			CSD2 – Professional Competence	2%	
		CLO4	S5 – Analytical Skills	5%	
			CSD2 – Professional Competence	5%	
			CAR3 – Functional Competence	5%	
			CRC1 – Regional and Global Issues	3%	
Presentation and Viva (Phase – IV) (10%)	PLO2.1		S1 – ICT Skills	10	Faculty Panel
			Total	**100**	

Grading of internship report will be done as per the policy of Skyline University College. The details of each of the above mentioned three reports are as follows. Each evaluation will be done based on QF Emirates sub-strands whose weightages are provided in Table – 1.

O. Initial Report

An intern should submit an Initial Report after joining in the company and commencing the internship task / project / work in the format as per **Annexure – C** to the Faculty Supervisor along with the appointment letter issued by the organization / company. The Initial report should be submitted in the second week and 10% weightage is allocated for evaluating the initial report

P. Interim Report

Interim Report is a document submitted after the completion of the half of the internship. This report should be submitted to the Company Supervisor and the Faculty Supervisor in the following format. This report will be evaluated individually by both the Company Supervisor and Faculty Supervisor. The Interim report should be submitted in the ninth week.

The Interim report carries a weightage of total **40% which** includes 20% weightage for evaluation by Company Supervisor and 20% weightage for evaluation by Faculty Supervisor.

The contents of Interim Report should be as mentioned below:

a. **Title Page** – title of report, your name, place of Internship, training supervisor's name and date, and Faculty Supervisor's Name
b. **Table of Contents**
c. **Introduction**
   The introduction section of Interim Report should have the following contents
   1. Title of Internship
   2. Objectives of the Project / Tasks given to you
   3. Purpose of your study / research
   4. Company Profile (Vision, Mission, Goals, Objectives, Organization Structure)
   5. Products, Services and Nature of Business
   6. Industry Profile and Competition / Organizational Performance

d. **Main Body of Interim Report**
   The main body of the interim report should have the following contents

   1. Nature of your work in the organization
   2. Activities and tasks completed by you till the Interim Report
   3. Methodology of completing the assigned tasks
   4. Literature Review (from Research Articles / Newspaper articles / Web References / Databases)
   5. Challenges and learnings by the intern
   6. Value-addition to you
   7. Value-addition to the company
   8. Action Plan for completing the remaining work

e. **References** (only in APA format)

Q. **Final Report (Weightage: Report-40%, Viva and Presentation-10%)**

The final report is submitted to the Faculty Supervisor by the intern after the completion of internship. It is evaluated for 50% where 40% weightage is given for the report and 10% weightage is given for the Presentation and Viva.

The Final Report should have the following contents.
   a. Title Page – title of report, your name, place of Internship, training supervisor's name and date, and Faculty Supervisor's Name
   b. Table of Contents
   c. Latest CV
   d. Initial Report
   e. Certificate and Letter of Appointment from the Organization / Company
   f. Acknowledgement
   g. Consolidated Weekly Report
   h. Introduction
   i. Details of Work / Project
   j. Methodology / Approach
   k. Analysis and Interpretation
   l. Conclusions
   m. Recommendations / Suggestions
   n. References (In APA Format)

Students will be given 10 minutes to present their internship report through a PowerPoint presentation (Maximum 10 slides) followed by a viva for approximately 10 minutes. Faculty Supervisors will guide the interns on contents of the presentation.

R. Detailed Guidelines for Writing Final Report

All interns need to submit an internship report at the end of their Internship. The report should be of minimum 3500 words.

The Final Report of Internship should be prepared as per the following format

a. **Title Page** – title of report, your name, place of Internship, training supervisor's name and date, and Faculty Supervisor's Name
b. **Table of Contents**
c. **Latest CV**
d. **Initial Report**
e. **Certificate and Letter of Appointment from the Organization / Company**
f. **Acknowledgement**
g. **Consolidated Weekly Report**
h. **Introduction**
   The Introduction section should cover the following contents.

   1. Objectives of the Project / Tasks given to you / Title of the project
   2. Purpose of your study / research
   3. Company Profile
   4. Products, Services and Nature of Business
   5. Industry Profile and Competition

i. **Details of Work / Project**
   This section should contain the following information
   1. Task(s) assigned to you
   2. Objectives of these tasks and your overall internship
   3. Details of Responsibilities of the department assigned to you

j. **Methodology / Approach**
   1. Identification of Problems / Issues in the Organization / Company
   2. Literature Review (if required) from Research Articles / Newspaper articles / Web References / Databases
   3. Application of theoretical concepts studied by you
   4. A brief description of methodology adopted by you for completing the tasks assigned to you.

k. **Analysis and Interpretation**
   1. Comparative Financial Performance of Organization / Company
   2. Business / Information Technology Strategies of the Organization / Company
   3. Analysis and Interpretation
   4. Applications Technologies / Software
   5. Creative and Innovative Practices
   6. HR practices and Work Environment
   7. Positive and the negative aspects of the Internship

8. Challenges faced during your internship

l. Conclusions

The conclusions of your internship work should be written here. These conclusions should match with your internship title, objectives and purpose.

m. Recommendations / Suggestions

The student should provide the recommendations / suggestions for further improvement of issues involved during the internship

n. Internship learnings and Takeaways

The student should list out the learnings and takeaways from the internship

o. References (In APA Format)

Please refer Internship Manual for School of Business and School of Computing for further details

3.0. Teaching and Learning Methodologies

Policy number	ACAD_POLICY_05
Policy name	Teaching and Learning Methodologies
Policy version	Version 3
Standards applicable	MOE Standard 3: Educational Programs
Policy owner	Academics
Date of policy development	14 October 2019
Review date	20 July 2023
Date of recent modification	17 August 2022
Approved by	Dean-School of Business and Dean-School of Computing

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

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

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

C. **Role of Course Leaders**
In each semester one internal full-time faculty will be appointed as course leader for each course taught in different batches, who will meet the other faculty members teaching the same course (full time and/or part-time) for at least three times in a semester. The first meeting is before preparing the Course Syllabus where the team will decide on teaching methodologies to be followed, assessments to be conducted and finalize the flow of course to ensure uniform academic delivery

across batches. The second meeting for mid-review and the third meeting is before completion of the course to discuss about the progress of the course, issues faced if any and finalize the assessments and discuss students' performance.

D. Role of the Faculty Member

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

E. Responsibility of the Deans

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

F. Process Flow

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

Steps:

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

3p. Course Syllabus.

Policy number	ACAD_POLICY_06
Policy name	Course Syllabus
Policy version	Version 3
Standards applicable	MOE Standard 3: Educational Programs
Policy owner	Academics
Date of policy development	14 October 2019
Review date	20 July 2023
Date of recent modification	18 August 2022
Approved by	Dean-School of Business and Dean-School of Computing

The main purpose of the Course syllabus is to provide students and other stakeholders understand how the course will benefit the students in line with program and course learning outcomes and also have a clear understanding of the requirements of the pre requisites required if any in doing a particular course. Faculty members who are allotted the course will prepare the course syllabus as per the Master Course Syllabus and forwarded for the approval of respective Dean and VC.

A. **Committee Responsible for Development, Review and Implementation of Course Syllabus**

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

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

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

D. **Contents of the Course Syllabus**
Each course syllabus should include course title and course code/ number, credit hours (or equivalent), pre-requisites (if any) co- requisites (if any), name and contact information of instructors, brief course description (as in the catalog), intended learning outcomes of the course, linkages and contribution of course leaning outcomes to the program outcomes, course topics and contents on a week-by-week basis including sessions for assessments, scheduling of

laboratory, studio, external visit and other non-lecture sessions, including online sessions as appropriate, information on out of class assignments with due dates for submission, methods and dates of examinations and students assignments including the relative weight of various assessment elements in determining the course grade, teaching met Heads of Departments including any use of online instructions, course texts and recommended readings listed in standard bibliographic details and any other learning resources.

E. Process Flow

Faculty members are allotted courses to prepare course syllabus.

Steps:

i. Faculty members teaching the course will review the course reports of the faculty who handled the courses earlier
ii. Faculty members will prepare the Course Syllabus based on the Master Course Syllabus and while preparing will update reference textbooks, additional reading materials, online resources, case studies, teaching methodologies, lab assessments, assessment methods, technology integrated teaching methods to achieve the learning outcomes
iii. After preparing the Course syllabus it is sent for review and approval by the Dean and VC
iv. After the approval of Course syllabus, it is uploaded on the portal

3q. Course File and Course report review

Policy number	IRQA_POLICY_05
Policy name	Course File and Course Report Review
Policy version	Version 6
Standards applicable	MOE Standard 3: Educational Programs
Policy owner	IRQAOA
Date of policy development	18 July 2019
Review date	26 April 2023
Date of recent modification	26 April 2023
Approved by	DIRQAOA

A. Components of Course File and Course Report

Course file reflects how effectively the course was delivered during the semester and contents of the course file are in line with Annex 16 of MOE-CAA Dec 2019 Standards. The course file should contain following components:

i. syllabi for the current and most recent previous offerings of the course, including any summer session offerings;
ii. copies of all instructor teaching materials;
iii. copies of all assessment instruments;
iv. instructor worked answers and marking schemes for all assessment instruments;
v. examples from across the range of student performance of graded responses to all assessment instruments;
vi. student attendance data;
vii. 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;

viii. quantitative analysis of student performance including individual student grades, both cumulative and for each assessment, and grade distribution;

ix. summary of student feedback on the evaluation of the course;

x. instructor's proposals for any course improvements;

xi. summary of actions taken to improve the course.

B. Course File Submission and Review Process Flow

The IRQAOA department ensures a comprehensive verification of the course file submissions to be in compliance with the Annexure 16 of the MOE standards 2019. This evaluation of course files will be undertaken in two phases. The first phase comprises of complete review of course files by the Dean of School, Head of General Education, discipline/course leaders along with the Program Chair and the team of experts for it's completeness of all the documents required. A completed course file will be submitted to IRQAOA department after which the Director of IRQAOA forms teams of experts from both the schools to review the files and submit their findings for completeness, academic delivery and maintenance of desirable rigor. The findings of the committee along with DIRQAOA comments will be forwarded to respective Deans for improvements and implementation in the future conduct of the courses. The Course files including the course reports are maintained in hard and soft copy

i. Faculty members prepare their course file and course report as per the Course File Checklist and course report format

ii. Faculty submits the course file to Respective Dean's office/Head of General Education

iii. Dean of School, Head of General Education, discipline/course leaders along with the Program Chair and the team of experts to review the course file for completeness

iv. Faculty member and internal reviewer signs the course file check list form for ensuring the completeness of the course file

v. Quality Review and Moderation Committee (IQRMC) from each school verifies all the course files before and then forwards to IRQAOA

vi. DIRQAOA allocates course files to the Quality Assurance Committee comprising of subject experts selected as and when required

vii. The comments of Quality Assurance Committee are compiled and forwarded to the Deans to be used for improving the delivery of the course and is also used for faculty performance evaluation.

viii. Course file review reports are forwarded to Dean of respective schools/Head of General Education who conducts meeting with faculty members and discusses the course file review comments along with the student feedback analysis report, LO analysis, exam result analysis for improving the course delivery in future

ix. IRQAOA department prepares the summary report on course reports and course file evaluation and forwards it to Program Review/Revisit Committee at the end of the year

x. Program Review Committee reviews the report and provide recommendations to be implemented in the curriculum during its review process

Course files submission and Review Responsibility

Course file Submission	Phase 1-Course file internal review team	Phase2-Course file review and Evaluation	Course file review Meeting with Faculty members	Implementation of previous course report suggestions	Review of course report suggestion	Timeline
Faculty Members	Discipline / course leaders, Program Chair and the team of experts	DIRQAOA, Quality Assurance committee including Subject Experts	Dean of respective schools / Head of General Education	Faculty Members	Program review	At the end of every semester

Note:

Please contact IRQAOA department for below mentioned documents:

1. *Course Syllabus Format*
2. *Course File Submission checklist*
3. *Course File evaluation report format*
4. *Course File Internal review and checklist form*
5. *Course report format*

3. r Class Size

Policy number	ADMN_POLICY_11
Policy name	Class Size Policy
Policy version	Version 5
Standards applicable	MOE Standard 3: Educational Programs
Policy owner	Administration
Date of policy development	21 July 2019
Review date	20 July 2023
Date of recent modification	20 September 2022
Approved by	Registrar

A. Introduction

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

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

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

B. Process Flow for Formulating and Amending Class Size Policy

```
┌─────────────────────────────────────────┐
│         Inputs From Departments          │
└─────────────────────────────────────────┘
                    │
           ┌─────────────────┐
           │       AAC        │
           └─────────────────┘
                    │
           ┌─────────────────┐
           │       VC         │
           └─────────────────┘
                    │
┌─────────────────────────────────────────┐
│        VC Submits to BOT For Approval     │
└─────────────────────────────────────────┘
                    │
     ┌───────────────────────────────┐
     │        Approval by BOT         │
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┌─────────────────────────────────────────┐
│       Disseminated to Departments        │
│         for Planning and Operations       │
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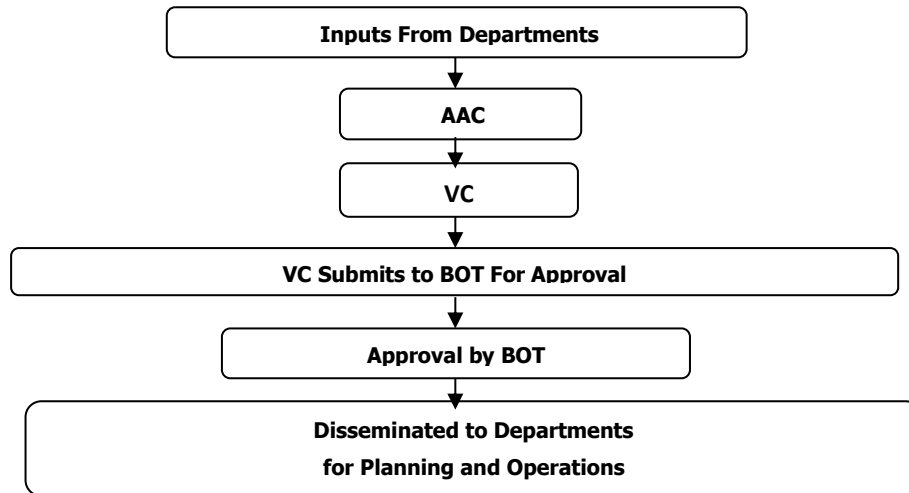
C. Class Size Limits

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

i. Undergraduate Class Size Limit

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

Areas of study	Minimum class size	Maximum class size	
		Lecture	Lab session
General Education courses	10	50	40
Business / Core courses	10	50	40
Concentration courses	6	40	40

ii. Graduate Class Size Limit

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

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

D. Implementation of Class Size Policy

Number of students in each class should follow Class size limit mentioned in Section III above. Following measures are adopted by SUC, when the class size falls out of the permitted limits:

i. Students are required to sign an undertaking at the time of admission by giving specific choice for any one additional major / concentration from amongst those offered at SUC which will be considered in case the class size policy is not met

ii. In case, number of students exceeds the maximum class size for undergraduate or graduate courses, the class will be further divided into smaller sections to meet the class size policy.

iii. In case number of students falls below the minimum class size for undergraduate or graduate courses, SUC provides following options to the concerned students:

a. If Class Size is Not Met at the Beginning of the Batch/ Cohort

1. Student will be shifted to another major / concentration as per the undertaking form signed by the student at the time of admission in which case the fees paid will be adjusted

2. If the student, after shifting to another program at SUC, wishes to cancel his admission within one week of commencement of the semester, fees paid will be refunded.

b. If Class Size is Not Met at Any Stage During the Conduct of the Program

1. If the class size policy is not met at any stage during the conduct of the program, the student will be shifted to another major/concentration as per the undertaking form signed by him at the time of admission. After joining the new major / concentration and if the student is not satisfied and decides to cancel within one week of the commencement of the semester, fees paid for the semester will be refunded. However, if he cancels after one week of commencement no refund will be applicable.

2. Student may cancel his admission and transfer to any other University. In such case the required letters will be given by SUC to the student at no additional charges. The transcript for the completed courses will be given provided no dues are outstanding.

3. In case the courses are not available in other university and the number of students are more than 5 but less than 10, Dean may request VC's permission to conduct the class. In case if it is less than 5, SUC may request the MOE for offering independent study and upon approval from MOE, the student can continue at SUC. In this case there could be a possibility of some delay till the MOE approval is received.

c. If Class Size is Not Met for Graduating Students

In case minimum class size is not met for graduating students, the student can complete the remaining courses from other University by seeking transfer of credits from SUC.

3.s. Intensive Modes of Course Delivery

Policy number	ADMN_POLICY_12
Policy name	Intensive Modes of Course Delivery
Policy version	Version 2
Standards applicable	MOE Standard 3: Educational Programs
Policy owner	Administration
Date of policy development	16 July 2019
Review date	20 July 2023
Date of recent modification	23 August 2022
Approved by	Registrar

I. **Introduction**

According to the MOE 2019 standards, The term —intensive modes of delivery refers to courses that are offered over a shorter duration than the generally accepted period of a standard —semester‖ (15 to 17 weeks) or —weekend‖ (9 to 12 weeks).

The academic courses conducted under intensive modes of delivery should be for 6 to 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.

i. 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;

ii. 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;

iii. The full content of the approved syllabi will be taught during the condensed period;

iv. Learning outcomes of the courses and programs are achieved by all enrolled students;

v. 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

vi. Faculty workload will include the courses which are conducted under the intensive mode of delivery

Policy number	ADMN_POLICY_13
Policy name	Academic Misconduct.
Policy version	Version 3
Standards applicable	MOE Standard 3: Educational Programs
Policy owner	Academics
Date of policy development	18 July 2019
Review date	
Date of recent modification	25 August 2022
Approved by	Vice Chancellor

A. Types of Violations

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   Academic dishonesty, cheating, using unfair means in exam
ii   Any misbehavior or misconduct, which may distort the image of the SUC.
iii   Misconduct in classroom, computer lab, or library.
iv   Any insult to faculty or staff members.
v   Any damage to SUC property.
vi   Any misconduct during exams.
vii   Moving around as couples.
viii Dress code
ix   Fighting.
x   Theft.

B. Disciplinary Action Committee

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

1. Chairman of DAC Committee
2. One faculty member teaching the student who has been called for hearing
3. Vice Chancellor
4. Registrar
5. DASS
6. The Advisor of the student
7. Class Representative
8. Deputy Director–Administration Department

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

C. Levels of Disciplinary Action, Responsible Authority

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

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

3u: Independent study Policy

Policy number	ADMN_POLICY_14
Policy name	Independent study Policy
Policy version	Version 4
Standards applicable	MOE Standard 3: Educational Programs
Policy owner	Administration
Date of policy development	16 July 2019
Review date	17 January 2024
Date of recent modification	17 January 2024
Approved by	Dean-School of Business and Dean-School of Computing

SUC offers Independent study for a course, which is not offered, to facilitate students to complete the graduation requirement as per the course plan. Independent study is only allowed for undergraduate program and it is not permitted for a graduate program. SUC shall offer an independent study to undergraduate students under following conditions:

1. The batch does not meet the minimum class size policy
2. Student is unable to attend the regular class due to medical reasons or emergency duties of the government or in attendance of the parental obligations
3. SUC is unable to offer the course as a regular class
4. A student(s) who is/are graduating within the academic year
5. Student is in good standing with the required CGPA to graduate
6. A maximum of 1 course with 3 credits can be offered can be offered as independent study to a student in the complete undergraduate program
7. In case a student is left with more than 3 credits to complete the degree program and those courses are not available during that semester, then a student may apply for a permission to the Vice Chancellor. The VC will send a request for approval from CAA in such special circumstances and will allow the student to take the courses only after receiving prior approval from CAA
8. Faculty member shall be allocated to the independent study students
9. Minimum of 15 contact hours for a three credit course needs to fulfilled as per schedule

The conduct of the course should maintain the same level of academic rigor, assessments and evaluation that fulfills the Learning Outcome requirement of the course when offered as a regular course in the specific program.

3v: Duplicated Courses Policy

Policy number	ADMN_POLICY_14
Policy name	Duplicated Courses Policy
Policy version	Version 2
Standards applicable	MOE Standard 3: Educational Programs
Policy owner	Administration
Date of policy development	26 December 2021
Review date	22 July 2023
Date of recent modification	10 March 2022
Approved by	Dean-School of Business and Dean-School of Computing

In order to avoid candidates duplicating their studies by repeating the courses that contain similar knowledge or skills which have been acquired either by certificates or diploma or work experiences, SUC provides for accommodating students with prior learning through their RPL policy. Refer Recognition of Prior Learning policy for more details.

The courses which have been exempted or equated with the prior learning will not be awarded any credits but such courses will appear on the transcript without credit value.

A duplicate course is one that student have received credit for before, but have to retake due to failure or to improve the grades. For example, student might need to repeat a course less than "A" grade to get a better grade. Student will not get credit, but he/she can use the new grade to meet program requirements.

If student complete the duplicate course, his/her new grade will not replace the old grade. Instead, both grades will show on his/her transcript and higher grade will be used in any GPA calculations.

If student registered in a duplicate course, a note will be added to the course after the term has begun. It will appear on student transcript as "R" .

There can be situations in which the student may end up with duplicate credit in any of the following ways:

i. By wrongly enrolling in courses and completing, a course for which they have already been awarded external credit (via transfer, away, departmental or advanced placement credit).

ii. By enrolling in and completing a course that they have previously completed for credit

Duplicate credits are resolved in the following ways:

i. In the first case mentioned above, the external credit shall be deleted.

ii. In the second case of duplicate credit, the repeated course credit shall be considered for calculation of the Grade Point Average as well as to the student's total number of credits. However, credits of both courses will be reflected in the transcript.

3w: General Education Policy

Policy number	ACAD_POLICY_09
Policy name	General Education Policy
Policy version	Version 2
Standards applicable	MOE Standard 3: Educational Programs
Policy owner	Academics
Date of policy development	26 December 2021
Review date	22 July 2023
Date of recent modification	24 August 2022
Approved by	Dean-School of Business and Dean-School of Computing

A. Introduction

As per the CAA Standard 3 on educational program, under sub point 3.6 general education requirements are to be met in order to provide a broad based education background for the students at the undergraduate program. The curriculum management policy ensures that the requirements of general education are met while planning their program.

B. Guidelines of the Policy

i. To offer at least 21 credits hours of general education courses throughout the curriculum that encompass the broad based education for the students.

ii. General education must include at least one of the following courses
   a. English
   b. Arabic language
   c. Islamic Studies.
   d. UAE studies

iii. Apart from the above; a course in innovation, entrepreneurship and sustainability should be incorporated into the General Education program, unless it is addressed in other courses across the institution's programs.

C. Formation of the Committee

The committee comprises of Dean and Program Chairs, course leader and subject experts as deemed necessary.

D. Tenure of the Committee

The tenure of the committee is two years from the date of formation

E. Responsibilities :

i. To conduct meetings and discuss the requirements of General education program

ii.   To record and maintain minutes of the meeting
iii. To assess and ensure general education program requirements are met and in compliance with the standards as and when required
iv.   To develop and design general education course syllabus meeting the internationally acceptable levels.
v.   To define and measure the General education learning outcomes with reference to students achievement.
vi.   To review and prepare self-evaluation report.

MOE Standard 4. Research and Scholarly Activities

4a. Research and Innovation Policy

Policy number	**RESR_POLICY_01**
Policy name	Research and Innovation Policy
Policy version	Version 4
Standards applicable	MOE Standard 4: Research and Scholarly Activities
Policy owner	Department of Research and Innovation (DRI)
Date of policy development	18 July 2019
Review date	7th September 2023
Date of recent modification	31 August 2022
Approved by	Vice Chancellor

I.   **Introduction**

Skyline University College (SUC) research philosophy fosters the production, integration, and application of knowledge through research and scholarly activities in order to create positive impact on society, whereby research and intellectual contribution of its faculty members and students become the university's primary strategic goals. The faculty members are encouraged to be actively engaged in order make a remarkable impact in academic, industry, and social research by publishing in peer-reviewed journals, international conference presentations, participating in seminars, and collaborative work in the form of research projects, filing patents, and offering their consultancy services to industries, educational establishments, and research organization across UAE, MENA and rest of the World.

SUC offers academic & financial support to faculty members to perform impactful research, preferably applied, in areas of Business, Management, Finance, Marketing, Tourism, Public Administration, Computing, and Information, Communication & Technology (ICT). Interdisciplinary research is encouraged in various application fields by looking at emerging and disruptive solutions. In this regard, Department of Research and Innovation (DRI) was formed in the Academic Year 20-21 to have dedicated mentoring of Research & Scholarly Activities and creating a research culture to explore relevant research areas and identify funding opportunities for Faculty and Students.

II.   **Research Vision**

SUC Research Vision is to be a vital contributor to the growth and success of research and innovation across UAE and the world. To take the lead in developing an excellent research environment, where cutting-edge, innovative and socially relevant research can thrive and achieve international prominence.

III. Research Mission

1. To Inspire and encourage faculty members to expand their knowledge through an environment that could effectively produce high-quality research and innovation throughout the institution.

2. To stimulate collaboration among researchers in both SUC and other universities to enhance the new knowledge discovery process, and transform the new knowledge into actual benefits to the general population.

3. To promote the research interests of SUC community and a culture of research excellence across the institution through optimal use of intellectual, financial, and physical resources.

IV. Research Goals

1. To provide learning resources for quality research, innovation, entrepreneurship and Case Study Center for significant outcomes and impact.
2. To support research collaboration, projects, consultancy, networking with academia and industry.
3. Research and scholarly activities adhering to the UAE laws of material copyright and patents.
4. Encouraging research & scholarly activity that support principles of sustainability.
5. Involving students in research and scholarly activities including creativity and innovation.
6. Professional development programs for academic staff to improve research and scholarly activities.

V. Research Objectives:

1. To support and encourage research activities that will promote professional growth and recognition of faculty members.
2. To develop a creative research partnership for projects & consultancy with businesses, universities, government & non-governmental organizations based on mutual benefits.
3. To strengthen and update the library and IT resources that support research activities.
4. To provide research funds to effectively perform research and other scholarly activities.
5. To facilitate faculty to publish and present impactful research work in relevant discipline/ specialization and interdisciplinary stream domains.
6. To facilitate faculty in their interdisciplinary research.
7. To disseminate knowledge and proposals for funded projects and research.

VI. Strategic Plan (2022-2027)

SUC reviewed its five-year performance of current research strategy ending the academic year 2021-2022 with significant progress in its research output and impact and with an aim to achieve more in the next five years through its **Research** & **scholarly activity, and Innovation Strategy 2022-27.** In the establishment of a knowledge-based economy, UAE recognizes the importance of research and innovation. In its celebration of its **50 years journey,** UAE announced its endeavors towards transformative change for the next 50 years. In line with that, the Federal Ministry of Education has included Research & scholarly activity, Innovation and Entrepreneurship as one of the four pillars in higher education institution performance evaluation. Through the DRI, SUC aligns its research and innovation strategy to national

development goals and Vision-2030 and the Ministry of Education Classification Framework and Vision, Mission, and Goals of the institution.

SUC framed its Research and Innovation Department Strategy 2022-2027 with an aim to develop resources and competency to increase the outcome and impact of research & scholarly activity, innovation and entrepreneurship to be among **the top 15 higher education institutions in UAE by the year 2027.**

This strategy acknowledges the research & scholarly activity, innovation, entrepreneurial dynamic, competitive landscape and the role SUC can play at national, regional, and global level. Research and scholarly engagement of faculty members and students, innovation, and entrepreneurial activities become the focus of SUC, to achieve high-quality learning and employability. Consequently, SUC could achieve international accreditations, leading to its high rating and ranking at regional and international levels.

The Department of Research and Innovation (DRI) aspires to achieve superior research, innovation, and entrepreneurial outcome and impact. Equally, DRI strives to offer quality research service, facilities, and infrastructure, and strives to create and sustain reliable and meaningful relationships with research partners and research collaborators, and advance research into commercial applications to achieve better outcome and impact. Accordingly, the recruitment, development and support to faculty members and high-quality researchers as its strategy, will result in excellent differentiation for SUC in order to achieve its Strategic Goals.

DRI makes decisions on allocating its resources for research, innovation, patent, project, conference participation, case study development, patent, project, and knowledge updates through the strategic plan, and in the form of Research and Innovation Policy which is reviewed yearly.

This policy aims to achieve the following aspects in line with Research Goals and Objectives:

1. To identify key research fields, focusing on sustainability and innovation, through SUC 2023, the Abu Dhabi Economic Vision 2030, and the UAE Vision 2023.
2. To improve the research and scholarship rankings of SUC on a national, regional, and international scale by attracting, retaining, and rewarding the research active academic staff.
3. To increase research cooperation through collaboration with other researchers, businesses, and government agencies.
4. To develop an environment that encourages research, intellectual activity, creative endeavors, and innovative thinking among academics, and undergraduates in all fields.
5. To identify the study fields crucial to academic institutions, universities, and the community in general.
6. To provide adequate resources for faculty research grants, professional development, and performance enhancement, and improve the volume and quality of externally sponsored research grants.
7. To attract the best and brightest local and international graduate students through scholarships and rewards.
8. To improve undergraduate programs to fulfil the needs of both local and regional markets.
9. To encourage, host and support competitions and research conferences.

10. To provide financial and non-financial incentives to faculty members for performing high-impact research.

VII. KPI and Benchmark - 2022-27

Items	KPI	Benchmark				
		AY 2022-23	AY 2023-24	AY 2024-25	AY 2025-26	AY 2026-27
Research Publications	Average Publication per SUC faculty in Scopus index journal	2 Research Articles	2.5 Research Articles	2.75 Research Articles	3 Research Articles	3.25 Research Articles
	Percentage of Q1 Category of Scopus Index Journals	15%	20%	25%	30%	35%
Research Support	Number of Faculty Development programs	At least 2 FDPs on Research	At least 2 FDPs on Research	At least 2 FDPs on Research	At least 2 FDPs on Research	At least 2 FDPs on Research
Research Collaboration	Number of Collaborative research projects	At least 1	At least 1	At least 1	At least 1	At least 1
External Research income	Income from Projects from External sources - Government , or Corporates (AED)	At least 250000.00	At least 250000.00	At least 250000.00	At least 250000.00	At least 250000.00
Faculty Publication in collaboration with SUC students	Number of Joint Publications with Students	At least 2 publication	At least 2 publication	At least 2 publication	At least 2 publication	At least 2 publication
Patents applied and awarded	Number of Patents Applied and awarded	At least 2	At least 2	At least 3	At least 3	At least 3
International Conferences	Organization of Conferences in collaboration	1	1	1		1

Items	KPI	Benchmark				
	with Top 200 universities	AY 2022-23	AY 2023-24	AY 2024-25	AY 2025-26	AY 2026-27
Consultancy and projects	Income from Consultancy	Worth AED 50000.00	Worth AED 50000.00	Worth AED 100000.00	Worth AED 200000.00	Worth AED 500000.00
Case Studies	Number of case studies published	1	2	2	2	2
International Case workshop	Number of International Case workshop	2	3	4	5	6
Editorial Board Membership	Number of Editorial Board Membership	2	3	3	3	3
Funded Projects with local & external funding	Number of Funded Projects with local & external funding	At least 2 per year	At least 2 per year	At least 3 per year	At least 3 per year	At least 5 per year
Improve number of Citations	Percentage of increase in Citations (YoY)	10 % increase	15 % increase	15 % increase	15 % increase	20 % increase
Startups/SpinOffs	Number of Start-ups	At least 1	At least 2	At least 2	At least 2	At least 2

VIII. Committee Structure of Research and Innovation

A. Introduction

This document transparently describes the functioning structure of Research and Innovation department and elaborates various subcommittees that work in unison to achieve the Research and Innovation objectives.

B. Purpose

Research and Innovation policy document consolidates relevant operational policies into one convenient reference for the School of Business (SOB), the School of Computing (SOC), and the General Education Department, to establish a conducive research culture, and to design and manage all research activities.

C. Role Of Department Of Research And Innovation

1. To ensure excellent research support services and mentorship.
2. A commitment to quality in research, consultancy, projects, and publication.
3. To foster collegiality and to create a conducive environment for research, consultancy, and projects.
4. To ensure full compliance with ethics and values in all research and scholarly activities.

D. Appointment & Removal

Appointment of Head-Research and Innovation is done at the university level, whereas various subcommittes of Research and Innovation are recommended by the Head of Research and innovation (Head-RI) in consultation with Deans of both the Schools, and Head-General Education (HOGE) and are vetted by the Vice-Chancellor. The committees constitute the IE committee chaired by Head-Research and Innovation. The continuation or removal of the Head-RI and members of various subcommittees is based on the yearly performance of each committees measured in the form of KPI's set in above section.

IX. Structure of Research and Innovation
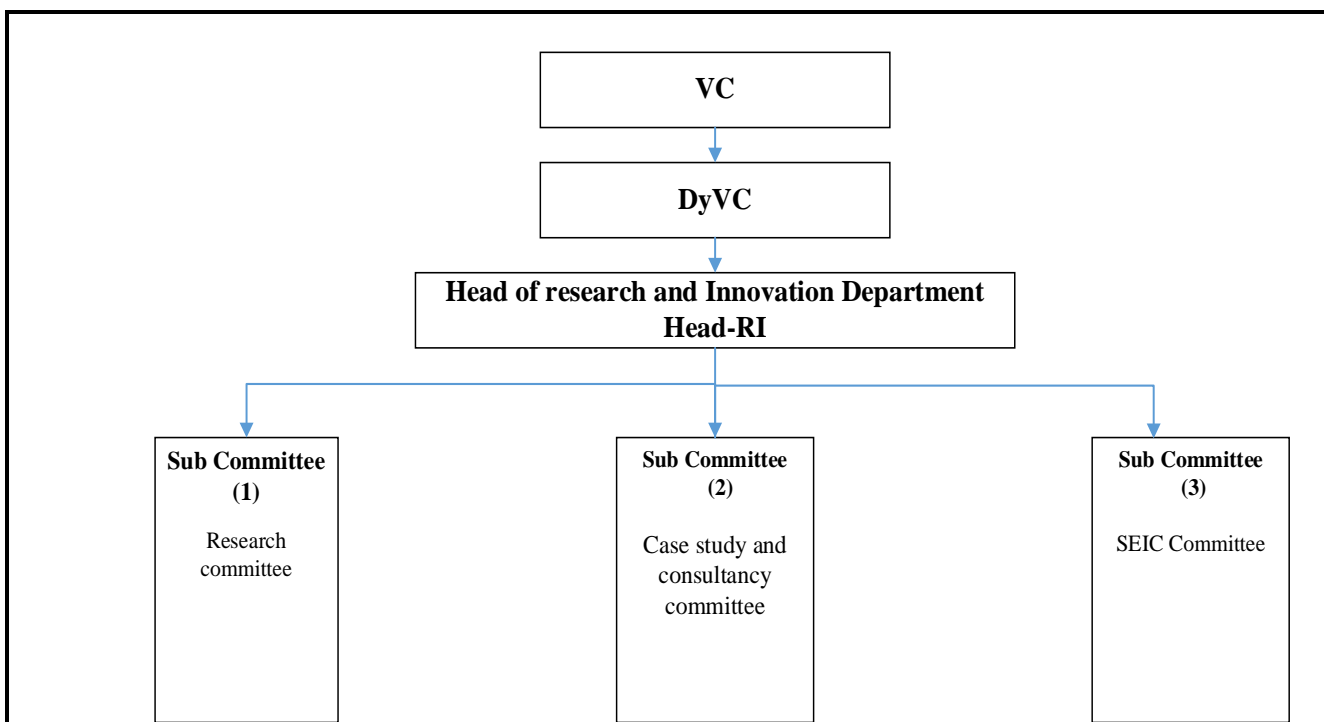
Figure2.1: Structure of Research and Innovation

X. Subcommittee Structure of Research and Innovation

The Department of Research and Innovation Committees consists of SIX (3) subcommittees as detailed below:

No	Sub-Committees	Covers	Chair and Members	Responsibilities of the DRI Committee
1.	**Research Committee**	**Research (Journals, Books Publication, library,** **Skyline Business Journal (SBJ))** **Conference Presentation, Symposium, Workshop, Webinar, Events and Colloquium** **Website, Database and all Research Activities by SUC** **Research Ethics, and Rewards**	**Chair: Head of Research and Innovation Department** **Members:** 6 SOB Faculty members, 2 SOC Faculty members and 3 General Education Faculty members	1) Review of faculty candidate profile (if required) 2) Mentoring new faculty members on research and scholarly activities 3) Planning for Future Research Strategy 4) Promote Interdisciplinary research at SUC 5) To develop a research culture of collaboration 6) Research updates to the office of VC and external regulatory authorities through Dean's offices- Business/ IT 7) Motivate and enable faculty members to publish in quality and indexed journals. 8) To coordinate with Skyline Business Journal Editorial team and ensure its smooth publication as per the timelines 9) Building a strategic plan and action plan to improve the SBJ publications and to become in the Scopus index. 10) Increasing the level of publication and number of publications in SBJ 11) Identification of good conferences and sharing of information 12) To organize international conferences with recognized international bodies once a year for the School of Business & School of Computing alternatively 13) Feedback on Conference attending proposals with paper presentation 14) Review of conference conducting, and other research program proposals 15) Feedback on Post Conference Presentation 16) Coordination with Faculty for Conference presentations 17) Coordinate workshop, webinar, symposium and events

			18) Provide support in maintaining the database of all research activities related to Skyline University College 19) Collaborate with IT-Department to update all reports and statistics required in research fields 20) Collaborate with IT-Department to update all reports and statistics required in research fields 21) Collaborate with Director-MC to update SUC website data 22) Review of research protocols and their supporting documents. Approval or disapproval is based on the ethical acceptability of the research. 23) Progress research report since last approval 24) To receive a factual statement of the unethical practices in faculty research 25) To seek a written explanation from the researcher being questioned 26) To initiate an investigation of the matter 27) To collect evidence or facts in the process of investigation 28) Report the findings to VC for review and decision-making
2.	**Case Study and Consultancy Committee**	**Case Study Center, Knowledge and Industrial Update, Consultancy**	**Chair: Faculty Member** **Members:** 2 SOB Faculty members and 2 SOC Faculty members	1) Facilitating development Cases to get it published and used for Class Delivery 2) Managing Case Study Center 3) Look for collaboration with other research organizations worldwide 4) Providing support in improving the quality of student's research projects 5) Managing Knowledge and Industry updates 6) Managing Newsletters 7) Conducting bi-annual research forums/ seminars 8) Coordinate with faculty members to contribute to Knowledge and Industry updates. 9) Consulting based on case study

3.	SIEC Committee	Skyline Innovation and Entrepreneurship Center (SIEC) Entrepreneurial Agencies, Incubation Center, Prototypes Projects, Patents	**Chair:** Faculty Member **Members:** 2 SOB Faculty members and 2 SOC Faculty members	1) To write the policies of SIEC 2) Building collaboration with global and local network 3) Encourage students for participating in Research/ Innovation contest 4) To promote all research and scholarly activities related to faculty members and students. 5) Community engagement activities 6) Suggest AI and IOT testbed 7) Review of Internal/External Research Projects, prototypes, Consulting, and Fund allocation 8) Track the process of patents 9) Prepare innovation events, workshops, Field trips, idea competitions

XI. Research Output Categories

There are different categories of research output that are considered by SUC for faculty evaluation. The categories are presented in the following subsections:

a. Journal Articles

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

1. Must be published in a scholarly journal
2. Must be published in the current collection year and the year of publication must be stated within or on the claimed work.
3. Must have been peer-reviewed or indexed in Scopus/ ABDC/ ACM/ IEEE, and fulfill at least one of the criteria below:
   a. Critical scholarly texts which appear in article form
   b. Articles reviewing multiple works or an entire field of research
   c. Invited papers in journals
   d. Articles in journals that are targeted at both scholars and professionals
   e. Articles in a standalone series
   f. Book reviews
   g. Case studies

b. Conference Proceedings

To be included in this category the conference publication must meet the following criterion:

1. Is a full publication paper and may appear in several 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, or a conference or organizational website.
2. Must be a research published in the current Academic Year.

3. Is peer-reviewed.
4. Has been presented at conferences, workshops, or seminars of national or international significance available to the wider audience.
5. The author of the paper is affiliated with SUC.
6. The Keynote speech and invited papers may be included where all other papers for the conference are peer-reviewed.
7. Complete copy or offprint of paper
   a. Complete photocopy of the table of contents, preface, introduction, and pages showing all bibliographical information as appropriate (ISBN or ISSN, authors(s), editor, publisher, and all dates referring to copyright, publication, printing, and distribution)
   b. Proof of national or international significance. The national/international significance of a conference may be indicated by the presence of interstate/international speakers, or a listing of previous conference venues showing that the conference is held in a range of national/international locations, and
   c. Evidence indicating the author's affiliation to the SUC. This can be indicated as a by-line or footnote or statement in the publication
   d. Proof of peer review can be in the form of a:
      a. statement in proceedings that full papers are refereed, or
      b. statement from the conference organizer/editor, or
      c. copy of assessment showing assessment made on full paper

c. Books & Book Chapters

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

1. Must be a major work of scholarship
2. Must be published in the current Academic Year.
3. Must have an International Standard Book Number
4. Can be written entirely by a single author, or by joint authors who share responsibility for the whole book.
5. Must have been published by a reputed publisher (e.g., Pearson, Cengage, McGraw Hill, Routledge, Oxford University Press, IGI Global, Palgrave MacMillan) or have been peer-reviewed.

d. Researcher's Activities Categories

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

1. Invited Keynote Addresses at International Conferences
2. Editorial Board Memberships of International Journals
3. Research Visitors such as adjunct researcher
4. Guest Editorship of a Special Edition of a Refereed Journal
5. International Research Collaborations (Top 200 QS ranked universities)
6. National Research Collaborations
7. Evaluation and revision for national and international projects

e. Knowledge Updates

Faculty members of SUC are expected to write at least two short articles of around 500-1000 words, known as Knowledge Update (KU) for regular online publication through the SUC website. HRI will share a template and schedule for all faculty members, for timely submission of the KU article. Faculty members will submit the KU article to the Head-Research and Innovation, who will review/ get it reviewed, check its relevance, originality, and plagiarism, and approve it for publishing online as per the KU calendar.

f. Industry Updates

SUC believes that its management officials, faculty members, and staff to be aware of recent developments in the industry, government policies, and another socio-economic environment. With this objective, Head-Library makes sure that a brief document with a list of major events from authentic online sources is compiled and sent to Head-Research and Innovation every week for verification. After verification/update, the Head-RI will forward the list to the Media and communication department to set the list in the desired format. The refined list will then be returned to Head-RI who will then forward the mail to management, faculty, and staff for their kind perusal and update.

g. Patents, Inventions, and Commercialization of Research

The SUC Intellectual Property (IP) policy states that all intellectual property issues and commercialization of research outcomes or projects are the responsibility of the DRI committee adhering to the following:

1. To be regarded as an invention under the terms of the patent laws, all findings, methods, or designs including computer software, apps, materials, and technological advancements can be included.
2. All faculty members, students, and employees of SUC are eligible to be an inventor.
3. DRI protects the inventor's intellectual property rights, and handles all IP-related concerns confidentially.

4b. Faculty responsibilities and publication evaluation criteria

Policy number	RESR_POLICY_03
Policy name	Faculty Responsibilities and Publication Evaluation Criteria
Policy version	Version 4
Standards applicable	MOE Standard 4: Research and Scholarly Activities
Policy owner	Department of Research and Innovation (DRI)
Date of policy development	21 July 2019
Review date	7th September 2023
Date of recent modification	31 August 2022
Approved by	Vice Chancellor

I. Introduction

This policy defines the timelines for submission and evaluation of Research and Scholarly activity during an Academic year. It also differentiates Participating and Supporting Faculty Engagement, and lays down the Faculty qualification criterion. This policy details the criterion for granting Research Points and the methodology for evaluation of faculty publications. It also lays down the recruitment selection criterion for faculty in both the schools.

II. Purpose

The purpose of the department is to create a research environment, improve the quality of paper publications, promote participation in quality conferences, and write cases/Project showcases /Business cases as required at undergraduate and graduate levels.

III. Timeline

All research and scholarly activity records will be collected and maintained as soon as they occur. However, with respect to faculty members' research points, rewards and awards will be based on considered research and scholarly activities from 1st September to 31st August (inclusive of both days) in a given academic year.

IV. Categories of Intellectual Contribution

The Intellectual contributions of faculty members may fall into any of the following three categories:

i. **Basic or Discovery Research** is directed toward increasing the knowledge base and the development of theory.

ii. **Applied or Integrative/Application Research** draws from basic research and uses accumulated theories, knowledge, methods, and techniques to solve real-world problems and/or issues associated with the practice.

iii. **Teaching and Learning Research** explores the theory and methods of teaching and advances new understandings, insights, content, and methods that impact learning behavior.

V. Definition of Participating and Supporting Faculty

SUC regards all its full-time faculty as participating and part-time/adjunct researchers as supporting faculty. The definitions are as follows.

i. **A participating faculty member** is employed full-time to carry out teaching and research responsibilities and to actively participate in the school's primary academic activities through active participation in the school, including serving on committees, advising and guiding students, regularly participating in engaging students through student clubs and committees, and dedicating time for growth and progress of the school. Examples of the expected engagement is shown in Table 3.1

ii. **A supporting faculty member** is employed part-time to carry out only teaching (up to a maximum of six credits per semester) and related student responsibilities, as indicated in Table 3.1.

Table 3.1: Participating and Supporting Faculty Responsibilities

Participating Faculty Engagement	Supporting Faculty Engagement
1. Teaching undergraduate or graduate students 2. Research and scholarly activities 3. Strategic planning 4. Academic planning and operations 5. Development of courses and programs 6. Curricular reviews 7. University and School committee members 8. Guide to part-time faculty 9. Academic advisers to students 10. Administration and examination 11. Examination invigilation duties 12. Student support and engagement 13. Community engagement activities 14. Corporate relations 15. Academic administrative work	1. Teaching graduate or undergraduate students up to a maximum of 6 credits per semester 2. Academic advisers to students 3. Examination invigilation duties

VI. Faculty Qualification Criterion

Faculty qualification criterion (Refer Table 3.5) aims to qualify faculty as Scholarly Academics (SA), Practice Academics (PA), Scholarly Practitioners (SP), and Instructional Practitioners (IP). The faculty not qualifying for one of these categories is regarded as Additional (A).

To maintain faculty qualification status in one of the above categories, the faculty is expected to fulfill initial academic criteria, sustained scholarly engagement (SSE) (Refer Table 3.2), and other sustained engagement (OSE) (Refer Table 3.3 and 3.4) areas. Faculty whose initial academic and sustained engagement does not meet the criteria established for SA, PA, SP, or IP status will be classified as "Additional" Faculty.

The following are the initial academic criteria and sustained scholarly engagement (SSE) and other sustained engagement (OSE) expectations of faculty qualification and sufficiency ratios:

A. Initial Academic Criteria for Scholarly Academic (SA) and Practice Academic (PA)

1. Faculty members possess a doctoral degree in a business, management, ICT, or any other discipline relevant to teaching.
2. Faculty members with fresh doctoral degrees are automatically SA or PA for five years from the date of referral of the terminal degree.
3. Faculty members with doctoral degrees in law or Master's Degree in law, who teach business law courses, will be considered appropriate for SA for five years from the date of conferral of the terminal degree.

B. Initial Academic Criteria for Scholarly Practitioner (SP)

Master's degree in a discipline relevant to teaching + Minimum 3-5 years of significant experience relevant to the field of teaching

C. Initial Academic Criteria for Instructional Practitioner (IP)

Master's degree in a discipline relevant to teaching + Minimum of five years of significant professional experience

Table 3.2: Sustained Scholarly Engagement (SSE) for SA/PA/SP/IP

Faculty Status	Sustained Scholarly Engagement (SSE)
Scholarly Academic (SA)	A research paper published in peer-reviewed journals indexed with ABDC or SCOPUS or Web of Science or SCIE/SSCI/ESCI or IEEE database.
Practice Academic (PA)	A research paper published in peer-reviewed practice-focused journals of repute as per the list of journals approved by the Dean of respective school (Refer Table 3.6)
Scholarly Practitioner (SP)	1. A research paper published in peer-reviewed journals indexed with SCOPUS/ Web of Science or SCIE/SSCI/ESCI or IEEE database. 2. A research paper published in other peer-reviewed national and international journals in a field relevant to teaching as approved by the Dean of respective school.
Instructional Practitioner (IP)	Publication in the peer-reviewed practice-focused journal in a field relevant to teaching.

Table 3.3: Other Sustained Engagement (OSE) for SA and PA

Faculty Status	Other Sustained Engagement (OSE)
Scholarly Academic (SA)	1. Paper presented at a national and international conference/ symposium and published in conference proceedings. 2. Publication of Scholarly Text Book (considered as equivalent to 1 PSA for SA) 3. Publication of peer-reviewed cases/ case studies 4. Publication of Chapter within a book 5. Publication of Book Reviews 6. Served or served as Editor/ Associate Editor/Co-editor in refereed journals or conferences 7. Served or served as a Reviewer of national and international journals or conferences 8. Scholarly Award / Research Award received within last five years in teaching discipline outside SUC.
Practice Academic (PA)	1. Developed and delivered programs for professionals, a short-term executive program for academic institutions/companies in the past five years, or delivered a workshop, Training, and Seminars outside SUC in past five years. 2. Leadership position with any association, or served on the board of a company in the past five years 3. Continued Engagement with a not-for-profit in the last five years. 4. Academic Awards and Recognitions received over in past five years outside SUC 5. Continued Consulting assignment as approved by Dean 6. Chair / Board Member/ or serve in a leading role in academic institutions outside SUC for the past five years. 7. Actively engaged as an advisory member on the board of directors 8. Publication in a practice-focused Business and ICT magazines such as Harvard Business Review, Financial Times, Forbes Wall Street Journal, Business Line, Wired, Computer World and other equivalent magazines of global repute.

Table 3.4: Other Sustained Engagement (OSE) for SP and IP

Faculty Status	Other Sustained Engagement (OSE)
Scholarly Practitioner (SP)	1. Paper presented at a national and international conference/ symposium and published in conference proceedings in past five years. 2. Publication of peer-reviewed cases/ case studies 3. Publication of Chapter within a book in the past five years 4. Publication of Book reviews in the past five years 5. Research Awards and Recognition received in the past five years 6. Maintenance and Acquisition of Professional Certifications with emphasis on business management and ICT teaching. 7. Active Professional Membership with Professional Bodies 8. Served or served as Editor/ Associate Editor/Co-editor in refereed journals or conferences 9. Served or served as a Reviewer of national and international journals or conferences Served in an academic advisory role in a higher education/ research center/ policy institution for the past five years.
Instructional Practitioner (IP)	1. Maintenance and Acquisition of minimum 1 Professional Certifications with emphasis on business management teaching. 2. Minimum of 1 Active Professional Membership/ Active Membership/ Life Membership with Professional Bodies or with recognized bodies relevant to business management, science and ICT education. 3. Minimum 1 invitation as a panelist/ discussant in national and international events/conferences/ workshops/ seminars etc. having business management as a focus. 4. Continued Appearances in Media, TV, Radio, newspapers, etc. and publication in Business & ICT Magazines/ Newspapers, etc. with a minimum of 1 in the past five years. 5. Min 1 Leadership role with any association, or served on the board of a company in the past five years 6. Active Participation in Board of Governors meetings of an organization, company, not-for-profits, etc. in the past five years. 7. Developed and delivered a minimum 1 program for professionals, a short-term executive program for academic institutions/companies in the past five years, or delivered a workshop, Training, and Seminars outside SUC in past five years. 8. Minimum of 1 Professional Award and recognition received in the past five years inside and outside SUC 9. Continued Engagement with not-for-profit with a minimum 1 engagement in the last five years 10. Other Professional Activities include consulting activities as approved by the Dean.

Table 3.5: Faculty Qualification Criteria

Faculty Status	Initial Academic Criteria	Qualifications Criteria to sustain Faculty Status
Scholarly Academic (SA)	Doctoral Degree	Minimum 3 SSE (Either in ABDC or SCOPUS or WOS or IEEE) in the past five years. OR Min 2 SSE + Min 2 OSE (in the past five years)
Practice Academic (PA)	Doctoral Degree	Min 1 SSE + Min 3 OSE (in the past five years)
Scholarly Practitioner (SP)	Master's Degree+ 3-5 years of significant experience	Min 2 SSE + Min 2 OSE (in the past five years)
Instructional Practitioner (IP)	Master's Degree + 5 years of significant experience	Min 1 SSE + Min 4 OSE (in the past five years) OR Min 5 OSE (in the past five years).
Additional Faculty (A)	Doctoral Degree/ Master Degree	Sustained Activities other than SSE and OSE or activities performed without validation

VII. **Publications, Patents, Conferences, and Other Research Output/Participation (Academic/ Industry)**

    A. **Granting of Research Points**

        Based on Faculty's Research and Scholarly Contribution, the Research Points are granted, and the details of same are presented in Table 3.7 below

Table3.7: Publication evaluation criteria /Details of Research Points (RP)

Category	Research and Scholarly Contribution	Research Points	Cap on Max. RP considered in FES
1	SCOPUS Q1	12	No limit
2	SCOPUS Q2	9	No limit
3	SCOPUS Q3	7	No limit
4	SCOPUS Q4	6	No limit
5	Patent filed (recognized by the MOE, UAE)	12	No limit
6	Patent awarded (recognized by the MOE, UAE) (In case of a patent filed and awarded both happen in the same academic year, only awarded RPs will be considered)	20	No limit

7	Working Model/Prototype of Product developed- get International award	20	No limit
8	Working Model/Prototype of Product developed- get National award	15	No limit
9	Working Model/Prototype of Product developed- leads startup	25	No limit
10	Successful Completion of Consultancy or funded Research Project (excluding publications etc.,) with funding of less than or equal to AED 50,000	15	No limit
11	Successful Completion of Consultancy or funded Research Project (excluding publications etc.,) with funding of more than AED 50,000	20	No limit
12	Citations (only SCOPUS indexed journals for previous calendar years, i.e. the calendar year 2023 for AY 2023-24). Every 10 citations will be considered as one Unit	1	4
13	Peer-reviewed National/International Journals (Non-Indexed)	2	4
14	Journal publication with a co-author from one of the QS/ THE/ Shanghai top 400 universities (points to be added to each SUC author in addition to the Total Research Points as stated in categories 1-4 only).	4	No limit
15	Cases published with any of the following reputed international case houses: HBS, Ivey, Babson, Dartmouth.	12	No limit
16	Cases published with other reputed international case houses such as case centers etc.	9	No limit
17	Book (from a reputed international publisher such as Pearson, Cengage, McGraw Hill, Routledge, Oxford University Press, IGI Global, Palgrave MacMillan)	20	No limit
18	Edited Book (from a reputed international publisher such as Pearson, Cengage, McGraw Hill, Routledge, Oxford University Press, IGI Global, Palgrave MacMillan)	14	No limit
19	Book Chapters (Published internationally in an edited book from a reputed publisher i.e. IGI Global, Palgrave MacMillan, etc.)	6	No limit

20	Paper presented in national/International Conferences by reputed universities, associations, etc. (Proceedings are SCOPUS/IEEE indexed and submitted to the research committee)	4	8
21	Paper presented in national/International Conferences by reputed universities, associations, etc. (Proceedings to be submitted to the research committee)	2	4
22	Editorial work (Editor-in-chief, Associate editor, Article editor, Keynote Speaker, Conference chair… etc.)	2	4
23	Reviewed research paper for SCOPUS/ABDC/SCI/IEEE journals, preferred by web of science database	.5 points for each paper reviewed	4
24	Publication of Knowledge Update article on the SUC website	2	4
25	Evaluation of Ph.D./DBA Thesis	2	4
26	Supervising Ph.D./DBA per candidate	2	4
27	Award of Ph.D./DBA degree to supervising the candidate	5	No limit

Note: An additional **2 RP** will be added in each Research and Scholarly Output, in case it has a collaboration/co-authored with at least one skyline student.

B. Sharing of Research Points (RP)

Research papers co-authored with faculty members not affiliated with SUC will get full Research Points, whereas co-authored with SUC faculty member(s) will get RP in equal proportion. For example, 3 authors from SUC, will get one-third of equivalent Research Points, as per the Category defined in Table 3.7 above.

C. Position Based Minimum Research Points (RP) to be Achieved during the Research Timeline (1st September till 31st August)

The Total Research Points achieved by individual faculty either individually or through point sharing will be aggregated into Total Research Points Earned (TRPE), and every faculty member in SUC has to meet the following minimum criterion:

Table 3.8: Details of Minimum Research Point (RP)

Position	Total Research Points Earned (TRPE)	Minimum Research Points
Instructor	8	A minimum of a total of 8 RP from all categories.
Senior Instructor	12	A minimum of a total of 12 RP from all categories.

Lecturer	20	A minimum of a total of 6 RP from categories 1-11 is mentioned in the evaluation criteria.
Assistant Professor	30	A minimum of a total of 13 RP from categories 1-11 is mentioned in the evaluation criteria.
Associate Professor	35	A minimum of a total of 16 RP from categories 1-11 is mentioned in the evaluation criteria.
Professor	40	A minimum of a total of 20 RP from categories 1-11 is mentioned in the evaluation criteria.

VIII. Evaluation of Faculty's Intellectual Contribution

The percentage achieved by any faculty member will be the average percentage score of Total Research Points Earned (TRPE) and percentage score of the condition. The average score will be calculated by dividing the faculty score by the minimum required score.

Example:

For an Assistant Professor with a total research points of 28 of which, 12 RPs are from categories 1-11, and 16 RPs are from the remaining categories. (As per Table 3.7)

The **average score** will be: $[((12/13) + (16/17)) / 2] =$ **93.2%**

All faculty members are expected to achieve a **minimum of 80%** under Research and Scholarly activity in their FES.

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

IX. Research Requirements for Faculty Promotions

SUC faculty members applying for promotion to the next level should have consistently scored 90% and above in Research and Scholarly Activity in the past three years. SUC Promotion Policy for Faculty members will be applicable. For details refer promotion policy.

X. Recruitment Selection Based on Research Experience

The recruitment committee will seek DRI assistance for the review of the candidate profile if required. Based on the recruitment criteria, DRI will do a detailed analysis of faculty research and forward the report to Head, Research and Innovation. Below are the criteria for the recruitment selection based on the research experiences of the candidates.

Table 3.9 – Research criteria for the recruitment selection

Designation	Research Publication + Conference Presentation (Publications in SCOPUS indexed	Total Research Publication + Conference Presentation

	journals + Conference in last 4 yrs.)	
Professor	10+3	15
Associate Professor	7+2	10
Assistant Professor	4+2	7
Lecturer	1+1	3
Sr. Instructor	2	2
Instructor	1	1

XI. Evaluation of Research & Scholarly Activities for Probation   Confirmation

DRI is responsible to conduct probation review on the Research Plan of faculty Research. DRI will recommend the confirmation of Faculty members on any evidence of scholarly work such as publication, conference participation, internal document, or case study, involving single/double author. DRI will also recommend any work in progress or any organized documents such as paper, case, project award, article, and so forth.

XII. MOUs with Other Institutions for Collaborative Research

Head-RI along with DRI will engage all universities and other institution with which SUC have already signed MOU for academic and research collaboration in consultation with Deans. DRI will also initiate some fresh MOUs to be signed based on the requirements of SUC for academic collaboration, research collaboration, and project collaboration with other reputable Universities, Research organizations, and Industries in UAE and outside.

4c. Research Grant

Policy number	RESR_POLICY_04
Policy name	Research Grant
Policy version	Version 4
Standards applicable	MOE Standard 4: Research and Scholarly Activities
Policy owner	Department of Research and Innovation (DRI)
Date of policy development	21 July 2019
Review date	7th September 2023
Date of recent modification	31 August 2022
Approved by	Vice Chancellor

I. Introduction

Research grants are awarded as support to the research or development work of those individuals involved in creating publications which are highly valued to academia, society and/or industry. These grants can be in the form of sponsorships, rents, expenditure reimbursements, and fellowships, and are awarded internally from SUC or external corporate and government bodies.

II. Grant Categories

SUC offers yearly grants for research projects on a competitive basis, under the following categories:

A. Internal Research Grant (IRG) to support internally funded projects
B. Interdisciplinary Research Grant (IDG) to support Interdisciplinary projects
C. External Research Grant (ERG) to support internal or Interdisciplinary project/Consulting project

SUC researchers are encouraged to apply for these available grants as the grants could increase the effectiveness of their research, leading to high-quality peer-reviewed publications. The grants also can facilitate researchers in forming collaborations with international universities/institutions. Consequently, researcher could submit the external research grant proposals, both within and outside UAE.

Those awarded with IRG/IDG funding can also switch to External Research Grant (ERG) from the industry, state, local governments, and international organizations such as the European Union (EU) and the Gulf Cooperation Council (GCC).

III. Grants, Funding and Resources For Projects

A research project is a scientific investigation, usually using scientific methods, to achieve defined objectives for the betterment of society. There are two broad categories of projects,

A. **Non-Funded Projects**: Faculty members of SUC involved in any non-funded project(s) are required formally to inform the institution through Head-Research and Innovation, who will maintain school-wise records, project progress details.

B. **Funded Projects**: These types of projects are divided into two categories,
(i). **Internally Funded Projects (IFP):** Projects funded by the school or SUC in IDG/IRG category.
(ii). **Externally Funded Project (EFP):** Projects funded by external agencies/ Consulting project

In order to support **Internally Funded Projects** in IDG/IRG category, a budget allocation of **AED 400,000.00** for the AY 2023-24 is done by DRI. Faculty members are encouraged to perform a collaborative research with researchers from globally renowned research institutions in order to have global outreach and impact. In order to support the faculties further a 3 Credit hours load reduction per semester may be granted, provided there is availability of full time faculty with lower teaching hours in the similar discipline area, and a prior approval of Research Committee, before it is submitted to the Vice Chancellor for final approval.

IV. Terms and Conditions for Research Grants

i. Through yearly announcements, DRI will invite researchers to submit ideas for IFP and/or EFP.
ii. IRG and/or IDG and/or ERG grants are available to all SUC faculty members, with the inclusion of research associates, and research teams.
iii. The faculty can be awarded a maximum one SUC-funded research grants at one time. However, with permission from the Head of research and innovation (Head-RI), more than two grants may be awarded to the Principal Investigator (PI). It is strategically important to initiate a research relationship with an existing collaborating institute.

iv. All projects are to be completed within 24 months, and this time frame requirement will be stated in the award (notice of acceptance) email/letter. The project will be automatically terminated after the stipulated time duration has ended.

v. Principal Investigator (PI) is responsible to ascertain the ethical compliance of the awarded project before commencing the project work.

vi. All hardware, software, equipment, and supplies acquired through the funding will remain within the SUC campus at all times, and they must be returned to DRI after the project has completed. All hardware/software/equipment purchased from SUC-funded research grants will be kept at a research center selected by DRI.

vii. Proposals for IRGs fall into one of the two categories listed below:

1. Category-1 (Cat-1)
   a. Research proposals with requested budget of less than 20,000 AED.
   b. Researcher may request funding for Hourly Paid Research Assistants (HPRA), data gathering, licensed software (temporary licenses), and consumables.
   c. External peer review (i.e., from a reviewer outside SUC) is not required.
   d. At project closure, it should cover the expected project outcomes.
   e. **Category-1 (Cat-1)** application must be first approved by the research committee, before sending for final approval of the Vice Chancellor.

2. Category-2 (Cat-2)
   2.1. Research projects with a requested budget of between 20,000 AED and 50,000 AED.
      2.1.1. Researcher may request funding for HPRAs (Hourly Paid Research Assistants), software/hardware/data collection/consumables, etc.
      2.1.2. Two peer-review reports from external/internal expert reviewers (i.e. outside SUC) are typically required.
      2.1.3. For interdisciplinary research grant (IDG) proposals, the requested budget typically includes members from different colleges/disciplines, and the proposal describes the interdisciplinary nature of the research.
      2.1.4 At project closure, the researcher needs to submit a project completion report, it should cover the expected project outcomes.

   2.2. High-quality and impactful interdisciplinary research projects with a funding greater than 50,000.00 and less than 100,000 AED, and may involve adjunct researcher from foreign countries.
      2.2.1. At project closure, the researcher is to needs to submit project completion report it should cover the expected project outcomes.
      2.2.2. The ERG proposal must be approved by external reviewers, the Research Committee, before sending for final approval of the Vice Chancellor.

viii. The following research proposals will be prioritized:
   a. Research proposals with strong possibility for publication in a high-quality journal such as the SCOPUS index.
   b. Researches that attract external funding must meets the following criteria:
      1. The Research is aligned with the strategic research direction of the respective schools, and is performed in involves SEIC or Case Study Centre.

2. The Research Area is in-line with UAE's Vision, UN Sustainable Development Goals, or leads to an invention, innovation or development of a disruptive solution.

    c.   Research Proposals with a requested budget of less than AED 20,000.00.

    ix.   The main author may be given an exemption of 3 credit hours less during the semester provided, if there is availability of other full-time faculty with lower teaching hours in the similar discipline area, and a prior approval of the Research Committee is taken before submitting to the Vice Chancellor for final approval.

    x.   Principal Investigator (PI) will be eligible for funding the following year, after completing the previous research projects.

    xi.   A research assistant or adjunct researcher can be included in the research proposal.

V.   Procedures Involving Financial Matters.

    i.   All SUC-funded research projects must abide by the policies and procedures of the Finance Department.

    ii.   Principal Investigator (PI) is responsible in identifying the project tools, hardware and software and acquire them in line with the policies of SUC. Upon completion of the project, all tools, with the exception of the expendables, must be returned.

    iii.   Each approved research project (IRG, IDG, and ERG) is given a unique Project Number provided by the Secretary/Coordinator of Head-Research and Innovation. The unique Project Number must be used when communicating with the Finance Department.

    iv.   Payment to Hourly Paid Research Assistants (HPRA) HPRA's or Monthly Paid Research Assistants (MPRA's) or Adjunct Researchers (AR) is prepared by Department of Research and Innovation in liaison with Finance department.

VI.   Procedure for Internally Funded Projects

    i.   Principal Investigator (PI) can apply for funds to perform research projects, and each project can have four faculty members.

    ii.   Head-RI will evaluate the project proposals with project committees comprising specialist in research areas and submit the recommendation to the VC for final approval.

    iii.   DRI may return the proposal to the PI for further revision, improvements and or updates.

    iv.   The group must submit two progress reports every semester, and a yearly and final report to Head-RI for research committee review, so that the funds can be released (funds are released based on the approved Project Milestone and Deliverables).

    v.   The final project output will also be evaluated by the Project committee selected by Head-RI.

    vi.   Projects must be completed within 24 months, but permission to extend the completion time (or obtain additional budget) may applied if needed. Extension application should be submitted to the Head-RI, and successful applications will receive approval from VC and the dean. The maximum time extension to be received is 6 months, while the maximum additional budget cannot exceed 20% of the original approved budget.

VII.   Procedure for Externally Funded Projects

    i.   SUC faculty members may apply for projects funded by an external agency.

    ii.   Communications between the team and the funding agency must be through Principal Investigator (PI) and Head-RI.

    iii.   DRI submits and maintains the copy of all progress, annual, interim and final reports.

    iv.   The final project output will also be evaluated by a Project committee recommended by Head-RI, and approved by the Vice Chancellor.

VIII. **External Research & Consultancy**

Experienced and senior researchers are encouraged to attract external research funds into the University. University public appreciations and honoraria are awarded to researchers who have successfully secured these external funds.

SUC provides advice and expertise to the external clients for certain fees. The payment received from the client (university, company, organization, etc.) is revenue which is broken down follows:

Case 1: Employee-arranged consultancy

The payment, after deduction for SUC external expenses and taxes (if any):

1. **more than 80%** of the payment goes to the Faculty member(s).
2. **less than 20%** of the payment goes to SUC

Case 2: SUC-arranged consultancy

1. **more than 65%** of the payment goes to the Faculty member(s)
2. **less than 35%** of the payment goes to SUC

4d. Adjunct Researcher's Appointment Policy

Policy number	**RESR_POLICY_05**
Policy name	**Appointing Adjunct Researcher**
Policy version	Version 4
Standards applicable	MOE Standard 4: Research and Scholarly Activities
Policy owner	Department of Research and Innovation (DRI)
Date of policy development	20th July 2021
Review date	7th September 2023
Date of recent modification	31 August 2022
Approved by	Vice Chancellor

I. **Introduction**

This policy provides a framework and lays down the criterion necessary for recruiting an Adjunct Researcher by the Faculty, Schools, and/or the Department of Research and Innovation (DRI). An **Adjunct Researcher (AR)** is a person appointed to contribute their professional standing and specialist expertise to the teaching and/or research activities of a particular School at SUC. In order to be classified as an adjunct researcher, the following criteria must be fulfilled:

1. AR must have an outstanding academic record.
2. AR has necessary Skills and Competence to significantly contribute in research activities of the desired discipline.

II. **Recruitment Guidelines for Adjunct Researcher**

i. The candidate qualified as AR shall also be qualified and affiliated with other academic institutions.

ii. The professional qualifications of the candidate for position shall be evaluated based on academic experience and the number of citations and publications in Scopus indexed journals.

iii. The appointment of a candidate for an adjunct researcher is supported through a proposal and other relevant documents such as CV, academic certificates, and research accomplishments. These are submitted to the human resources department for further process and for final approval of VC.

iv. The appointment entitles the individual to an emolument based on terms and conditions of SUC, and is agreed at the time of appointment. The AR is supported as a visitor to SUC campus, and will have an access to all Learning Resources and Electronic Databases.

v. The AR is appointed for a term of one year, but the term can be extended by the Vice Chancellor, based on the recommendation of Deans, HRI. The contract must include the minimum number of patents and publications (Scopus Q1, Q2) that Adjunct researcher is supposed to produce in a year

vi. The impact of appointment of AR is analyzed by the Head of Research of Innovation at the end of every academic year. An annual list of adjunct researchers in an academic year with the details of their contract expiry dates is submitted to respective Deans by the Human Resource Department.

vii. The AR accredits their academic publications to the SUC.

viii. The AR should accredit their standard affiliation, and academic publications to the SUC.

ix. The total budget for research projects through adjunct researchers should not exceed AED 200,000.00 within the research period of 1st September to 31st August.

x. The contract should include the specifications of the research process support such as monthly salary of researcher, and fees for programmers, language editing, publication, and other equipment. The contract conditions must be approved by HRI and VC before the appointment.

xi. The Contract may also include special conditions based on the position and experience of the Adjunct researcher.

4e. Conference Attendance Policy

Policy number	RESR_POLICY_06
Policy name	Conference Participation
Policy version	Version 4
Standards applicable	MOE Standard 4: Research and Scholarly Activities
Policy owner	Department of Research and Innovation (DRI)
Date of policy development	20th July 2021
Review date	7th September 2023
Date of recent modification	31 August 2022
Approved by	Vice Chancellor

I. **Introduction**

An academic conference is a venue in which attendees present their paper in front of peers from similar or relevant study fields, and exchange ideas on their areas of interest.

II. **Purpose**

In line with its research strategy and core values, SUC is committed to disseminating faculty research and academic activities to a wider audience and in making a positive impact on the academic community and society as a whole. Conference attendance policy sets out guidelines for

funding and motivating SUC faculty members to attend conferences and workshops. The policy has five key aims as follows:

i.   To encourage innovative research,
ii. To increase SUC participation in international forums,
iii. To increase SUC Scopus indexed research outputs, and
iv. To provide opportunities for all SUC researchers to gain knowledge and experience in their respective research fields.

III.   Conference Attendance Policy:

i.   This policy can be availed by full time SUC Faculty members whose research paper has been accepted for conference presentation. This policy also covers professional events, workshops and the like.
ii.   The primary or first affiliation in the paper must be the correct SUC affiliation for the applicant.
iii. A budget must be allocated for professional development, including faculty's participation in research conferences and the presentation of their work.
iv.   Eligible applicant may receive funding for one international and one regional conference in 3 years, effective from their academic year of joining.
v.   Exception to point (4) is, wherein the faculty member is recommended by the Dean to participate in conference more than once per year, or more than two in 3 years, subject to the approval of the VC.
vi.   A faculty member is allowed to attend more than one conference (e.g., as a keynote speaker or invited speaker) during the academic year, provided that he is willing to cover all his costs.
vii. SUC faculty member may not attend a conference if the dean of their respective school perceives that their presence at the university is essential, e.g., during academic accreditation teams, during examinations, or any other logical contingency.
viii. Attending a previously postponed event after the issuance of participation mandate is permitted, provided that Head-RI is notified and a copy of conference postponement announcements and new dates are submitted at least 1 month in advance.
ix.   Participants and faculty members are encouraged to submit papers and attend prestigious international conferences that are **generally indexed by Scopus or IEEE**.
x.   SUC faculty members with previous travel support from SUC for a research conference based on abstract submission are eligible to apply for the next conference travel support **if the published abstract is indexed by SCOPUS/IEEE and citable**, or if the faculty member has submitted, published, or demonstrated substantial work for a publication based on the previously presented abstract in a SCOPUS/IEEE indexed journal.
xi.   Within one week of receiving confirmation of acceptance from the conference, the applicant must apply for the conference participation.

IV.   Conference Proceedings

Papers eligible for conference presentation must fulfil the following criteria:

i.   Papers that have been published in full, and may appear in several different formats, e.g. a volume of proceedings, a special edition of a journal, a normal issue of a journal, a book, a monograph, conference, or organizational website.
ii. Researches published in the current collection year, and the year of publication must be stated within or on the work being claimed except for the expanded year of publication.

iii.   Papers that have been peer-reviewed
iv.   Papers that have been presented at conferences, workshops, or seminars of national or international significance, and are available to the wider audience.
v.   Papers whose author is affiliated with SUC..

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

a. Procedure (Before the Conference):
The faculty member will submit the Conference Participation form on their Portal, which will be forwarded to Conference Committee for their approval. Once approved by Conference Committee, the HRI and Deans will review, and once approved it goes to the Vice Chancellor for final approval.

Research Topic:
Conference Theme:
The conference is referred 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 and take written approval from the faculty who agreed to handle the classes
Faculty Cover Letter with a request to visit for a Conference etc.

Note: Faculty members going to the international conference must work on outreach activities such as visiting various universities, meeting university representatives, and exploring possibilities of long-term collaborations in areas of research and teaching.

b. Procedure (After the Conference):
The faculty member will submit all the necessary documents, invoices & other related papers as mentioned in the form to DRI. DRI will review and send it to the Finance department and Dean's Office for the reimbursement of Funds.

After attending the Conference, the author is required to submit the following documents:

1. Certificate of Presentation / Participation
2. Registration invoice copy
3. Presentation to Faculty members (SUC) if the paper was presented/ Sharing of Conference/workshop experience if participated only.

c. Conference (Academic/ Industry)

Each Faculty member is eligible to attend maximum of two conferences in three (3) years (maximum AED 21000.00), namely international conference (maximum allocation = AED 14000.00) and regional conference (maximum allocation = AED 7000.00). These benefits cover the expenses of a conference presentation & participation, and faculty members are encouraged to participate as a presenter:

1. The amount will be paid before/after the conference
2. The Faculty members are required to give a presentation after the completion of the conference,
3. Faculty members will be supported at Local, Regional, and International Conferences.
4. Per Diem allowance will also be given to faculty members as per conference days in the following categories as shown in Table 6.1:

Table 6.1 – Conference fund break up

S. No.	Region	Maximum Fund (AED)	Conference Leaves (Days)
1	MENA region	7000.00*	Conference Days + 2 (The Day before and after the Conference)
2	International Conference (excluding MENA region)	14000.00*	Conference Days + 3 (The Day before and 2 days after the Conference)

* Note:
1. Registration, Air ticket reimbursements, and other expenses is as per actual spent, and overall amount disbursed will be less than or equal to Maximum Fund allotted as per the policy.
2. For UAE participation, there is no per diem, Conference Participation Amount as per actuals will be reimbursed, and Conference Leaves are only on the conference days.

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

Faculty members need to apply for conference leave as mentioned in the above table as per Skyline University policy for Conference participation as a presenter.

4.f Research Publications Reward and Award Policy

Policy number	RESR_POLICY_07
Policy name	**Research Publications Reward and Award Policy**
Policy version	Version 4
Standards applicable	MOE Standard 4: Research and Scholarly Activities
Policy owner	Department of Research and Innovation (DRI)
Date of policy development	20th July 2021
Review date	7th September 2023
Date of recent modification	31 August 2022
Approved by	Vice Chancellor

I. Introduction

Publishing work is among the main responsibilities of SUC faculty and researchers. These faculty and researchers are encouraged and required to have their work published in high-quality publications that have a significant impact on the field of study. Various measures have been implemented by SUC to assist its faculty in fulfilling their responsibilities, like monetary incentives for the publication of high-quality research in SCOPUS/IEEE/ABDC /ACM and other indexed journals, with high impact.

II. Purpose

The SUC Research Publications Rewards policy recognizes and rewards the contributions of SUC faculty and researchers to the advancement of academic research. The policy has to primary goals as follows:

i. To increase the number and quality of SUC SCOPUS/IEEE/ABDC /ACM indexed papers in leading international journals,

ii. To encourage and motivate faculty/researchers to be actively involved in collaborative research with international collaborators.

a. Eligibility for Research Reward:

i. Restriction of scientific research rewards – Rewards only to faculty those who published papers within their areas of specialization.

ii. The applicant's affiliation with SUC must be prominently displayed in the published research.

iii. The same research output cannot be submitted more than once in all categories.

iv. Research Article's findings published in SCOPUS/IEEE/ABDC /ACM indexed journals are accepted for financial incentives only, except for special cases such as patents, books, Case studies, and citations.

v. Conference proceedings research, presented research articles, abstracts, and book chapters are not eligible for the reward.

vi. A conference paper that has been extended and published in a SCOPUS/IEEE/ABDC /ACM indexed journal qualifies for the SUC publication reward. Applicant must clarify the extension and publication of the paper, and submit both versions; the conference and journal versions.

vii. Only SUC faculty or full-time researcher or teaching assistants/associates are eligible for the financial reward.

viii. Only SUC faculty or full-time researcher or teaching assistants/associates are eligible for the financial reward.

ix. SCOPUS must be indexed at the time of published for all categories of journal/book.

x. Faculty members can obtain reward for Six publications, up to 2 awarded patents (as per the approved list of Commission for Academic Accreditation (CAA), within a year as per Table 7.1, 7.2 and 7.3 below.

xi. Faculty members need to apply for rewards in the prescribed format immediately after publishing a research paper or patent at DRI.

xii. In the case where the same article is published as a patent, either the research paper or the patent will be eligible for reward and only one author of SUC could claim the reward.

xiii. Faculty members will not be paid any applicable article publication fees.

xiv. Application forms for reward will be reviewed by Research, Ethics and Reward Committee and the recommended application will be forwarded to the Vice-Chancellor for final selection.

III. SUC Research Publications Reward/Award Policy

The SUC research publications rewards are classified into the following five (5) categories:

Category 1: Reward of Patent **granted** and published (as per the approved list of CAA)

Category 2: Reward of Papers Published

Category 3: Reward of Books Publications

Category 4: Reward of Case Study

Category 5: Best Researcher Award

The Rewards are based on evaluation of the Faculty's Intellectual Contribution as per RESER-POLICY-03 (Faculties Responsibilities and Publications Evaluation Criteria).

Category 1: Reward of Patent awarded

A maximum of Two (2) patents are awarded each year **(as per the approved list of CAA, UAE)**.

Note: SUC will cover Patent rewards per faculty member, regardless of the order of the author's members from SUC on any awarded patent. Only one author can take the award for each patent (even when the patent has more than one author), as per Table 7.1 below.

Category 2: Reward for Papers Published/ in Scopus-Indexed Journals

The faculty members are rewarded for research publications in SCOPUS-indexed journals as per Table 7.1 below.

Only the Scopus website is used to evaluate quartiles "https://www.scopus.com/", SCImago (https://www.scimagojr.com) journal quartile classification will not be used to evaluate quartiles for identifying Scopus Quartiles as shown in Table 7.1.

Case 1: Faculty members who published six articles, in their area of discipline, in Scopus indexed journals may apply for financial reward for the publication of the articles. They may also make additional claim of up to AED1,000 for each article if they co-author the article with scholars from the top 200 universities.

Case 2: Different subject areas may be classed in different quartiles for the same journal title. However, the journal's ranking will be based on the highest quartile, either according to the author's specific field of expertise or overall quartile.

Table 7.1 –Reward for Research Paper Publication

Journals/ Patent	Reward Amount	Reward Amount for Publication with top 200 universities
Patent	AED 10,000	X
Scopus Quartile 1	AED 5,000	AED 6000
Scopus Quartile 2	AED 4,000	AED 5000
Scopus Quartile 3	AED 3,000	AED 4000
Scopus Quartile 4	AED 2,000	AED 3000

Category 3: Reward for Books Publications

Case-1: For a published peer-reviewed book of more than 50,000 words indexed in Scopus, one SUC author of the book (if written by more than one author) shall receive a net amount of AED 15,000.00. If the book is not in the Scopus index, and is published with well-known publishers such as Springer, Elsevier, IGI, Wiley, and TAYLOR, Emerald etc. one SUC author of the book (if written by more than one author) shall receive a net amount of AED 10,000.00.

Case-2: For a published peer-reviewed Edited book indexed in Scopus of more than 50,000 words, one SUC author of the book (if written by more than one author) shall receive a net amount of AED 7,000.00. If the book is not in Scopus index, it should be published by well-known publishers such as Springer, Elsevier, IGI, Wiley, and TAYLOR, Emerald etc.

Table 7.2: Reward for Publications of Books

Book Categories	Reward Amount
Book, SCOPUS and consisting of more than 50,000 words (One Reward)	AED 15,000.00
Book, Not SCOPUS and published with well-known publisher, consisting of more than 50,000 words (One Reward)	AED 10,000.00
Edited book, SCOPUS/ Well known publisher consisting of more than 50,000 words (One Reward)	AED 7,000.00

* Only 1 Book reward is approved for each faculty member (total 1 Book from all 3 reward categories)

Category 4: Reward for Case Study

SUC strives to create and maintain a repository of case studies on all domains of Business Management and ICT. Faculty members can be rewarded for maximum 2 Case Studies, in the area of their discipline, that are published in the Scopus index/Reputed publishing house, as detailed in Table 7.3 below:

Publisher/index	Reward Amount
Scopus Quartile 1	AED 5,000.00
Scopus Quartile 2	AED 4,000.00
Scopus Quartile 3	AED 3,000.00
Scopus Quartile 4	AED 2,000.00
Case Study By Reputed Publishing Houses such as Harvard Business Review, MIT Sloan School of Management Learning Edge Case Studies, or The New York Times Case Studies	AED 5,000.00
Any official Case Center	AED 2,000.00

Category 5: Best Researcher Award

DRI will compile the overall Intellectual performance of faculty members as per RESR-POLICY-03, and suggest the faculty having highest Evaluation as per Section 3.8 of RESR-POLICY-03.In Case, if more than one Faculty members have similar evaluation, then highest Research Point Score in Category 1-7, as per Table 3.7 in RESR-POLICY-03.

The Best Researcher Award is given on the closing of each Academic Year, and includes a cash award of "AED **5,000.00",** and memento to recognize the faculty's effort along with an appreciation letter. This reward is separate from all the previously mentioned reward categories

IV. **Allocation of Research Fund for Academic Year 2023-24**
In order to encourage the Faculty members to provide their Intellectual Contributions as per the SUC Strategic Plan, and in-line with DRI objectives, SUC allocates the following Research Fund (as per Table 7.4 below), and is revised on the commencement of each Academic Year.
Table 7.4: Allocation of Funds for Academic Year 2023-24

S.No	Research Category	Faculty Member Maximum eligibility (Direct)	Probability (1.00=100%)	Fund Allocation per year based on Probability (AED)	Average per Faculty (AED)
1	Research Grants	Depends on the Number of faculty members in the team	1.00	400,000.00	11,764.71
2	Adjunct Researchers		1.00	200,000.00	5,882.00
3	Conference Participation	7,000.00	1.00	238,000.00	7,000.00

4	Research Articles [Assuming each Faculty Publishes 6 Scopus Publications with Top 200 Universities]	36,000.00	0.80	979,200.00	28,800.00
5	Books Publications [Assuming each Faculty Publishes One Book Per Year]	15,000.00	0.20	102,000.00	3,500.00
6	Case Studies [Assuming each Faculty published 2 Case Studies per year]	10,000.00	0.40	136,000.00	4,000.00
7	Patents Filed [Assuming each Faculty Files a max of 2 Patents per year]	20,000.00	0.30	204,000.00	6,000.00
8	Best Researcher Award	5,000.00	1.00	5,000.00	147.06
9	SIEC Budget			200,000.00	
	Total	**93,000.00**		**2,464,200**	**67,093.77**

4.G. Ethical Research Policy

Policy number	RESR_POLICY_8
Policy name	Ethical Research Policy
Policy version	Version 2
Standards applicable	MOE Standard 4: Research and Scholarly Activities
Policy owner	Department of Research and Innovation (DRI)
Date of policy development	20th July 2021
Review date	7th September 2023
Date of recent modification	31 August 2022
Approved by	Vice Chancellor

The Ethical Research policy includes, as appropriate, regulations on copyright issues.

I. **Introduction**

SUC expects its faculty members to be accountable for academic integrity and to uphold high standards of professional ethics. They must use the concepts of justice, truthfulness, fairness, and respect for others in all aspects of their profession, particularly when making judgments with ethical quandaries. They must ensure that people are treated fairly and are not discriminated against, abused, or exploited. They must respect the rights of others and avoid causing harm to anyone. They must appreciate cultural diversity and recognize fundamental human rights. They must keep in confidence all privileged information gained while employed at SUC. They must attempt to be fair and objective when working as referees.

SUC expects that all faculty members engaging in research activities to adhere strictly to the ethical practices particularly during data collection, analysis and presentation, and in the dissemination of conclusions and findings as per internationally acceptable standards. Also, any scholarly work produced by SUC faculty members must be free from any unfair practice. In SUC, the policy on human subjects in research relates to seeking permission to be a part of a sample voluntarily and respects the rights and welfare of human subjects which are covered under the ambit of legal and privacy requirements of the region. There are ethical guidelines that protect the researcher and community. In case of a breach of ethical practices, the penalty varies depending on the unethical practices, and it can go up to the end of the career of the researcher.

II. **Purpose**

This policy aims to ensure that scientific publications, patents, and applications for research funding fully adhere to the guidelines of SUC, and that all faculty members (full-time and part-time) and students are aware of these guidelines.

III. **Patent and Copyright Issues**

DRI will facilitate organizing regular workshops/webinars for faculty members, staff, and students about patents, and copyright issues. The committee will make sure that Federal Law No. 7 of 2002 on Copyrights and related rights is understood and followed by everyone in the institution. Any violation of these issues will be reported and handled by the Disciplinary Action Committee.

IV. **Human Research Ethics**

A. Policies related to ethical considerations in research, including, as appropriate, the use of human, children, and animal subjects

B. All applications involving animals, people, human tissue, or animal tissue must go through a thorough screening process such as :

    i. all forms of clinical studies.

    ii. These compare several types of interventions to control groups.

    iii. biological investigations

    iv. cell culture research

    v. material analyses

    vi. Research on behavior and surveys (including online surveys)

    vii. systematic evaluations

    viii. studies on the epidemiology of culture, social concerns, disease prevalence, and risk

    ix. analysis of factors, etc.

V. Responsibility of the Researcher

    i. Ensure all researches emanating from SUC seek prior permissions from the human subject to be a part of the sample and the same should be documented.

    ii. Ensure all the data collected from the research subject comply with the privacy laws and should be exclusively used for research purposes only

    iii. Ensure the information relating to the subject may be revealed only to Government officials subject to an order from the court.

    iv. Ensure only trained investigators will be permitted to be part of the survey team.

    v. Ensure compliance with the cultural sentiments of the region.

    vi. Regularly monitor the research process.

    vii. Authors should not add research collaborators merely to receive money

    viii. All authors whose name stated on the paper should have a clear scientific contribution to the paper.

    ix. Any conflict in the authorship or order of authorship that cannot be amicably resolved shall be referred to DRI to resolve.

VI. Research Ethics and Reward Committee (RERC)

Research ethics & reward committee is formed based on recommendation of VC. The committee comprises of Head-RI, Program Chair-SOB Undergraduate, Program Chair –SOB Graduate and Program Chair-BSIT and Program Chair-BSCS. The committee is chaired by Head-RI with the following responsibilities related to ensuring ethical intellectual contributions are added:

    i. Performs review on research protocols and supporting documents. The research will be approved or disapproved based on its ethical acceptability.

    ii. Progress research report since last approval.

    iii. Handles factual statement of unethical practices in faculty research

    iv. Seeks written explanation from researcher under investigation

    v. Initiates an investigation on arising matters

    vi. Collect evidence or facts during investigation

    vii. Reports findings to VC for review and decision-making

Policy number	RESR_POLICY_08
Policy name	Student Involvement in Research
Policy version	Version 2
Standards applicable	MOE Standard 4: Research and Scholarly Activities
Policy owner	Research And Scholarly Activities Committee
Date of policy development	21st July 2019
Review date	7th September 2023
Date of recent modification	2 September 2022
Approved by	Vice Chancellor

SUC is committed to inculcate research orientation among the students irrespective of the programs they join.

A. Programs and Courses

BBA Students are required to complete a course on Business Research Methods and MBA students are required to complete a course on Research Methods for Business Decision Making as part of their curriculum. In these courses, they are not only taught theory and practices of contemporary research but are expected to do research in small groups as part of the assessment. Students submit a written report and make oral presentations after completing the research work. Apart from these specific courses on research, students are also given minor projects based on research inputs in other core and major courses.

In the BSIT- program, courses such as Innovation, Big Data Analytics and Computing project require students to do research.

B. Events and Activities Organized by SUC

SUC organizes student seminars every semester, in which students are encouraged and mentored by the faculty members to participate and present their research work. Participating students are judged and given prizes and certificates. SUC also organizes Innovation Exhibition where students are encouraged to research and create innovative models which are displayed in the exhibition.

C. Participation of Students in External Competition

Students at SUC are encouraged to participate in various competitions conducted at the National level such as Undergraduate Research Competition in Abu Dhabi, Sharjah Sustainability Award and Dubai Innovation Week.

D. Engagement of Students in Research

SUC has students at both undergraduate and post graduate level. At undergraduate level the students are exposed to study and develop skills in Research methods through the courses that are offered. These students have the basic knowledge of Research methods and can be used by the Faculty researchers in the following ways:

i. Preparing questionnaires
ii. In data collection
iii. Preliminary literature reviews
iv. Pilot studies
v. In basic data analysis using software
vi. In preparing tables and graphs
vii. In documenting the research works

Apart from this, the students can also be engaged in project works or other consultancy works relevant to the areas of concentration.

At post graduate level the students can be engaged more deeply in research activities wherein they can be involved in joint Research and publications.

E. Recognizing Students Involvement in Research
Students who are engaged in research along with the faculty members are recognized by issuing them with certificates. In funded researches or project / consultancy works a stipend shall be defined on case to case basis and will be disbursed to students upon satisfactorily completing the research task assigned to them.

4.i. Commercialization of Research Output.

SUC is currently not involved in the Commercialization of Research Output.

4j. Case Study Center

Policy number	**RESR_POLICY_09**
Policy name	Case Study Center
Policy version	Version 2
Standards applicable	MOE Standard 4: Research and Scholarly Activities
Policy owner	Department of Research and Innovation (DRI)
Date of policy development	21 July 2019
Review date	7th September 2023
Date of recent modification	31 August 2022
Approved by	Vice Chancellor

A. Introduction
Case Study Center in Skyline University College (SUC) develops high-quality case studies and provides full support for the various types of teaching projects in SUC. Relying on the expertise of professors and supported by top management of SUC, this center links theory with practice and collaborates with corporations and higher education institutions to enable the use of research and case teaching. The center promotes the improvement and global dissemination of UAE's local management theory. The center also cooperates with regional and international institutions, and participate in case study exchanges with these institutions.

B. Vision
The center aspires to be the leading case study center that provides, facilitates, and employs high standards of business and IT practices for a vast range of audiences within SUC, across UAE, and in both regional and international arenas.

C. Mission
The mission of the center is to facilitate research practices and case teaching to improve the understanding of cross-cultural management and the globalization of UAE institutions in terms of strategy, marketing, leadership, human resource management, business operations, and IT.

D. Goals
The goals of SUC Case Study Center are as follows:

1. To develop case studies every year
2. To develop skills of faculty staff in case writing and case-based teaching.
3. To support the vision and mission of SUC in building a knowledge-based society.
4. To bridge the gap between industry and academia.
5. To provide consultations to local and regional organizations.

E. Responsibilities:

Case study center of SUC has the following responsibilities:

i. Clarify the process of writing cases.
ii. In collaboration with CAO, contact corporations with MoUs with SUC to allow academic staff members to visit them and write cases.
iii. Coordinate with all academic staff members to collect data and develop case studies.
iv. Analyze and discuss written case studies before publishing them in journals or posting them on the website of SUC.
v. Follow all steps of preparing a case study. The steps include: contact the organization, visit them, collect data, write the case, send the case to other academic staff members for review, and publish the case study.
vi. Collaborate with various case study centers, and the Center will identify and initiate GCC / MENA region-specific cases to support case-based teaching.

F. Case Study Center Proposals

Cases will be comprehensively discussed and reviewed to maintain high quality work. The drafted case study can be used in class and also shared with colleagues for review purposes. SUC strives to create and maintain a repository of case studies on all domains of Business Management and ICT. Faculty members can be rewarded for maximum 2 Case Studies, in the area of their discipline, that are published in the Scopus index/Reputed publishing house, as detailed in Table 9.1 below:

Table 9.1 –Reward for Case Study

(SCOPUS / Case Study By Reputed Publishing Houses)

Publisher/index	Reward Amount
Scopus Quartile 1	AED 5,000.00
Scopus Quartile 2	AED 4,000.00
Scopus Quartile 3	AED 3,000.00
Scopus Quartile 4	AED 2,000.00
Case Study By Reputed Publishing Houses such as Harvard Business Review, MIT Sloan School of Management Learning Edge Case Studies, or The New York Times Case Studies	AED 5,000.00
Any official Case Center	AED 2,000.00

4k. Knowledge Update & Industry Update

Policy number	RESR_POLICY_10
Policy name	Knowledge Update & Industry Update
Policy version	Version 2
Standards applicable	NA
Policy owner	Department of Research and Innovation (DRI)
Date of policy development	21st July 2019
Review date	7th September 2023
Date of recent modification	31st August 2022
Approved by	Vice Chancellor

A. Introduction & Purpose

Knowledge update and Industry update at Skyline University College (SUC) is an online platform for communicating knowledge with SUC stakeholders, industry, and the outside world about the current trends of business development, technology, and social changes. The platform helps in branding SUC as a leading institution of updated knowledge base and in encouraging faculties, students, and others to create and contribute under different streams of domain and application. The platform also acts as a catalyst for learning and sharing knowledge in various areas.

B. Goals

The goals of this policy are as follows:

1. To manage faculty contributions in various short article publications online in the skyline line knowledge update and industry update in collaboration with the Marketing and Media Team.
2. To form a Committee for knowledge updates and industry updates
3. To assign the roles and responsibilities of knowledge update & industry update committee
4. To design the process of approval of faculty contributions to knowledge update articles
5. To evaluate and approve knowledge update and Industry Update articles for suitable publication
6. To manage the design, contents, storage, and processes of knowledge updates & industry updates in coordination with the Media & Communication and IT department.
7. To execute the process of Digital Object Identification (DOI) for knowledge update articles and professional citations.
8. To communicate to different stakeholders about the latest knowledge updates and industry updates.

C. Policy & Procedures

The policy reflects the knowledge update and industry update article publication in SUC portal. Knowledge-based article publication by faculty members is considered as part of the research goal-setting of each academic year, and the number of articles published by faculty members depends on the decision of knowledge update and industry update committee decisions for the academic year.

D. Committee Formation

At least two faculty members from the school of business and the School of Computing are nominated each academic year. Head-RI and Dean of both schools will determine the committee coordinator based on the approval from the Vice-chancellor.

E. Role & Responsibilities

The roles and responsibilities of the committee coordinator are as follows:

1. To facilitate and encourage the faculty members to create a better knowledge base of online information resources.
2. To manage and ensure faculty contribution in each academic year
3. To determine the target for knowledge-based article each year
4. To process the DOI for each article for professional citations
5. To circulate the industry updates in coordination with media and IT departments

F. Knowledge Article Publication

Faculty members should contribute to Knowledge updates in their area of expertise or interest for possible publication in skyline portals.

G. Procedure

i. *Article Submission* – Each faculty member is to submit the article to the coordinator of the knowledge update and industry update committee. The coordinator will check the overall suitability of the topic and initiate the process of approval.

ii. *Article Review & Approval* – The coordinator will send the article to the expert for feedbacks and then revert it to the author for content modification as necessary. Once the article has been approved, it will be sent to the media team for proofreading – the author of the article will be in direct coordination with the media team during this process. The proofread article will be submitted to Head-RI for approval, and any comments from Head-RI will be accordingly addressed by the author. Once approved, Head-RI will seek opinion from the Dean of respective school, for information purpose only, and any suggestion to improve the article is communicated to the author. The finalized article will be forwarded to the committee coordinator.

iii. *Assigning DOI* – Upon approval, the community/or committee coordinator will forward the article to the Library department which will generate DOI for the article using Cross Reference resources. Then, the Library department will forward the generated DOI with the article title to the media team in coordination with the knowledge update and industry update committee. Note: https://www.doi.org/index.html, is the website of the International DOI Foundation (IDF). IDF is a not-for-profit membership organization governing the federation of Registration Agencies that provide Digital Object Identifier (DOI) services and registration.

iv. *Final Publication:* The media team will take necessary webpage development and article submission in the skyline knowledge update portal

v. *Communication*: Once published, the article will be communicated to the concerned faculty member and subsequently to all stakeholders, by e-mail.

vi. *Social Media, Citations & Search Engine Optimization*: The marketing team and Media team will determine the best channel to circulate the article on social media. The search engine optimization of the article as a resource will be facilitated for citations.

vii. *Storing online:* All published articles should have DOI and faculty photo and affiliation details, and should be organized in the online repository based on year and month to increase their distinguishability.

H. Industry Updates

Industry updates are generally current trends taking place in the surrounding environment, and these updates are extracted from news sources, magazines, or industry bodies. The updates can be initiated by any SUC stakeholder, including staff, IT people, Library, Faculty member, student, industry advisors, and Industry personnel.

i. *Article Submission* – Stakeholder needs to submit the link to the coordinator of knowledge update and industry update committee, and the coordinator will check the overall suitability of the topic.

ii. *Copyright & Approval* – The coordinator will send the article to the media team to obtain report authentication in legal public domain without violating copyright. If copyright is issued, the article initiator needs to seek permission from the source or seek assistance from the media team. Upon approval of the copyright, the article will be sent for committee review led by Head-RI.

iii. *Communication*: The article approved for publication will be communicated to the concerned initiator and subsequently to all stakeholders by email.

iv. *Social Media*: The marketing team and media team will determine the appropriate channel to circulate the article on social media.

1. Number of contributions of Knowledge articles by faculty members in an academic year
2. The number of Knowledge articles cited in a different database or public forum with DOI.

4l. Innovation and Entrepreneurship Center policy

Policy number	RESR_POLICY_11
Policy name	Innovation and Entrepreneurship Center policy
Policy version	Version 2
Standards applicable	MOE Standard 4: Research and Scholarly Activities
Policy owner	Department of Research and Innovation (DRI)
Date of policy development	25 July 2020
Review date	30 July 2023
Date of recent modification	30 July 2023
Approved by	Vice-Chancellor

This document briefs about the fundamental components of the policy framework for the Skyline Innovation and Entrepreneurship Center (SIEC) at Skyline University College (SUC). The following sections discuss the conceptual framework for a university-based innovation and entrepreneurship center; operational framework; scope of activities; management committee; assigned roles and responsibilities; idea submission and selection process; mentoring phase; business incubation and funding options; infrastructure support; division of profits; MoU and partnership agreements; licensing process and conditions; and mechanism for resolving the conflict of interest related issues.

A. The conceptual framework for a University-based Innovation and Entrepreneurship center

The government policies and innovation strategies outlined in many developed countries increasingly emphasize on establishing university-based innovation and entrepreneurship centers, preferably inside the university premises, while keeping their strong linkages with

external stakeholders and working in close collaboration with the local market and industry, public and private research institutions, and public-sector (government) institutions. The purpose of this initiative is to transform the traditional teaching and research-based universities into innovation-led 'entrepreneurial universities'. Such a paradigm shift in the assigned role for the university is expected to reposition its image from being perceived as a marginal or a peripheral actor to a central player of the innovation arena.

The universities are usually composed of different departments, schools, or colleges based on the offered educational disciplines, and these departments are usually not tightly knitted to each other, due to having quite different teaching domains and research requirements. Therefore, there is often found an isolation or even a sort of tension between their activities, relative position, power, and exerted influence during the decision making and resource allocation processes. For innovation, this internal rift, mutual distrust, and inherent tension is perceived as counter-productive, because innovation requires the members of the cross-functional teams – belonging to different departments – to work on inter-disciplinary projects as a seamless web of relations and interactions for the smooth and effective flow of ideas, resources, technologies, expertise, experiences, and people. Innovation encourages boundary less, direct, and open communications between interdepartmental and cross-functional team members with least bureaucratic protocols, formalities, and red-tapes for an effective teamwork. Therefore, in order to establish an innovation and entrepreneurship center inside a university, we first need to challenge many of the existing myths, and to change the departmental mindset and working culture. We need to remove the cultural and communication gaps caused by the departmental brick walls whether they are physical, virtual, or mental; and to replace the rigid approaches towards decision making, organizational structure, resource allocation, and formal communications with a fluid, congenial, open, and pragmatic work environment which is conducive to support innovative and entrepreneurial interdisciplinary projects.

Therefore, our conceptual framework suggests creating a link or bridge between various interdisciplinary departments, schools, and colleges within a university through establishing a unifying unit, which is named as an innovation center, entrepreneurship center, business incubator or accelerator, depending upon the scope of activities and assigned mandate of the proposed unit. The evolution of this university-based innovation and entrepreneurship center would essentially connect the students, faculty members, researchers, and the internal resources of different schools and colleges through forming cross-functional teams to accomplish the interdisciplinary projects.
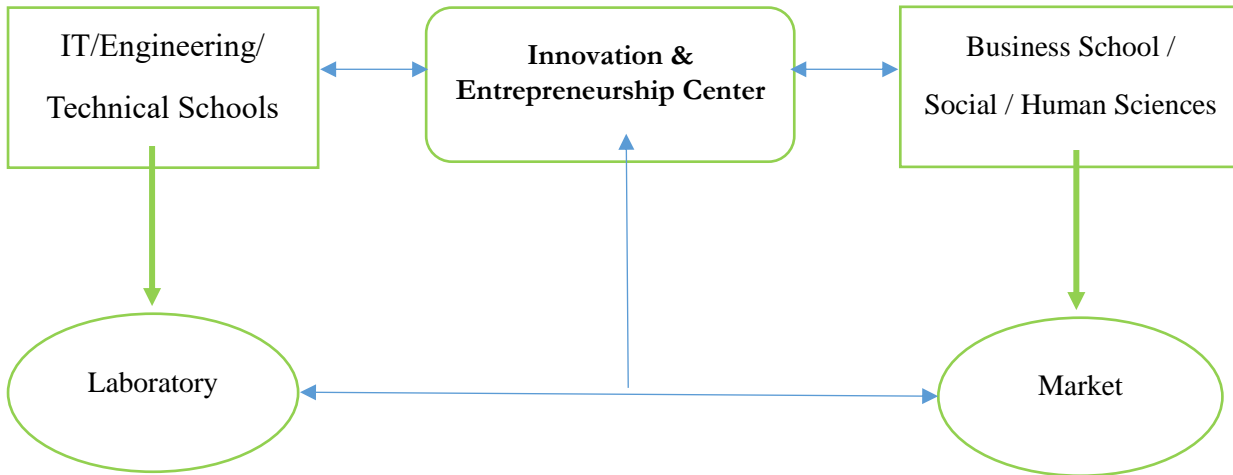
Figure 1: The evolution of an innovation and entrepreneurship center inside a university

The primary focus of this conceptual framework (figure 1) is to connect the laboratories (i.e., the hypotheses, ideas, theoretical research, class room lectures, lab experiments, technologies, licenses, and patents) with the actual user requirements and market needs (i.e., the issues and challenges of the real world faced by the potential users of the created knowledge in different domains such as businesses, industries, governments, and local communities).

Once the fundamental outline and sketch for the scope of an innovation or entrepreneurship center is principally agreed and supported by the University's higher administration, then the next step is to further expand the initially proposed operational framework to better understand how the different stakeholders and beneficiaries would be engaged with the Center at different levels.
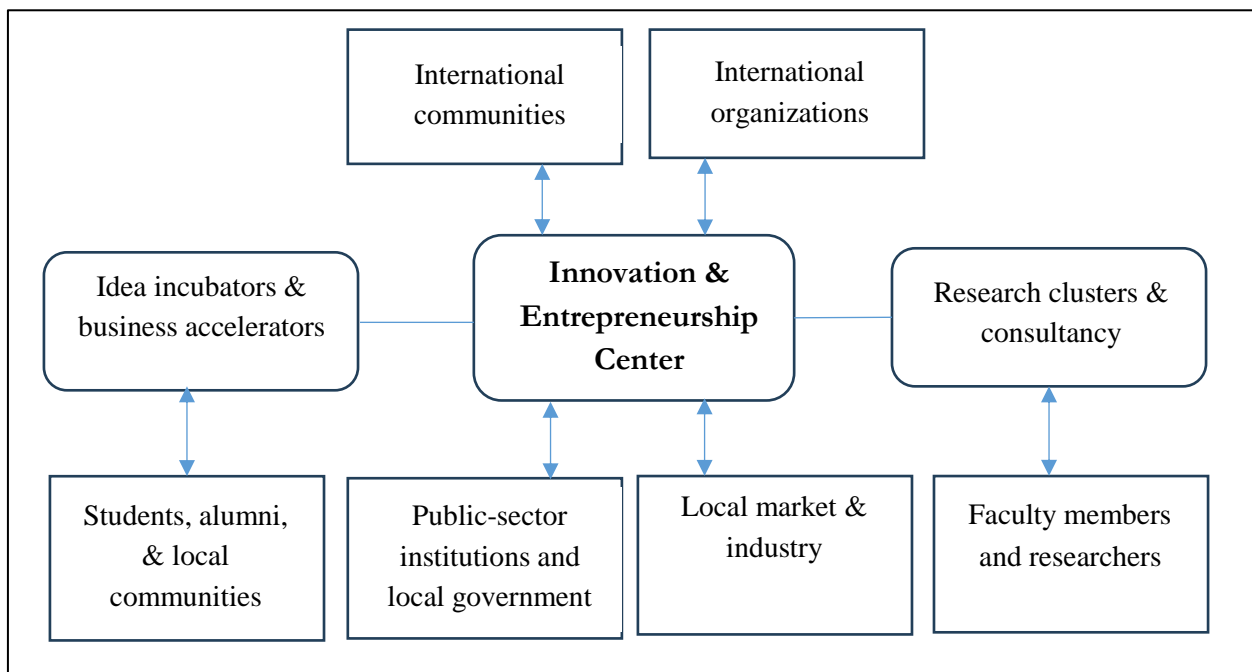
Figure 2: An expanded framework of a university-based innovation & entrepreneurship Center

As per the above illustrated (figure 2) expanded model of a university-based innovation and entrepreneurship center, the center has two major wings: 1) idea incubators or business accelerators; and 2) Research clusters and consultancy. The difference between idea incubator and business accelerator is that the former receives abstract ideas still in raw form and at an ideation stage, which yet need to be tested to check their technical feasibility and market (business) viability; so that the product prototype is to be first prepared in the laboratory or in a workshop. Whereas those ideas which pass the initial market viability and technical feasibility tests, and which are found qualified for the mass scale launch after being positively tested with a small market sample and are able to produce a small user-base, are then recruited in the business accelerator programs. The nature of the required support and funding for the idea incubators and business accelerator projects are also quite different. The projects enrolled into idea incubation programs require a small scale funding often named as the "pre-seed funding" and "seed capital" to help turn ideas into viable products and solutions. On the other hand, the projects enrolled into business accelerator program usually require relatively larger scale of funding often called as the "venture capital" to help grow those newly established ventures with tested products. The university students, alumni, and members of the local communities are usually engaged and enrolled in these idea incubators and business accelerators programs, but these programs are also often open for international applicants, depending upon the scope of the program and the available facilities, support, and financial resources. Usually, the idea incubators are named 'innovation centers', and business accelerators are named 'entrepreneurship centers'. However, for a full-fledged innovation and entrepreneurship center, the idea incubators and business accelerators are considered to be two sequential stages of growth, and both have to be seamlessly integrated to each other in a way that the successful graduates (incubatees) of idea incubator program should be smoothly enrolled into business accelerator program to complete the innovation and entrepreneurship cycle of ideation stage, product development, and enterprise development.

The second wing of an innovation and entrepreneurship center in the above framework is named here as "research clusters and constancy". This wing primarily engages the university faculty members and lab researchers to transform their theoretical knowledge and laboratory research into innovative and entrepreneurial products and solutions. The applied research, competences, and developed solutions are then sold to the user market, industrial players, and public-sector institutions (government entities). Apart from the commercial aspect of this engagement, the Center also aims at creating positive impacts on the lives of the local communities living around the university, as well as a positive impact on society and the environment at large. The faculty members and researchers are also closely connected with the projects enrolled into idea incubators and business accelerators. Their engagement with the incubated or enrolled projects could be in the roles of an external supporter, technical and business mentor, or even as an equity partner in the new incubated ventures (or spin outs), depending upon the nature of the contracts they sign with the project owners. While observing the positive impacts of the entrepreneurial universities upon the local economy and surrounding communities; the international communities, donors, large corporations, and multinational organizations are also likely to get connected with these centers; thereby, this would help them enhance the scope and scale of their activities with the support of received international funding and sponsorships. Hence, this reinforcing cycle would not only bring respect and fame for these entrepreneurial universities but would also make them independent of the traditional means of running their expenses through public grants, donations, research endowments, and tuition fees. By doing so, the universities would expand their role to produce potential employers and architects who will shape future policies, societies, and economies.

B. **The Operational Framework**

The Center engages group members in various entrepreneurial activities through:
i.   **Challenge**: to challenge the students and other participants by conducting regular innovation competitions, and incubation meets attended by Corporate and Government sectors
ii. **Inspire**: to encourage corporate and governmental stakeholders to provide for their unmet needs and inspire students and other participants to design disruptive and innovative solutions. The best solution is eligible for the Skyline Innovator of the year award and the concept of the solution can be incubated.
iii. **Support**: to financially support disruptive and innovative concepts, business plans, and go-to-market strategies for deserving startups.
iv. **Engage & Network**: to engage members to participate in various entrepreneurship and innovation workshops and widen their network with business and governmental stakeholders.

C. **The three pillars & scope of activities**

The three pillars of the Center are:
i.   Training: Training is an essential step towards creativity, innovation, and entrepreneurship. The Center creates a learning module of entrepreneurship for simulation-based learning. This interactive journey-based learning allows our students and other participants to test their ideas in a zero-risk environment. The incubation program "participants" (also referred to as the "Incubatees") enrolled into our training programs are composed of our current students, the SUC alumni, high school students (partly self-financed), as well as the entrepreneurship enthusiasts from the local community.

ii. Producing: The Center provides the avenues for prototype production. Courses from the Business and IT schools are enlisted where students will benefit from a nurturing environment and mentorship. Business development and software development experts will also guide students. The Center also facilitates its incubatees through its strong connections with the local industry.

iii. Launching: The Center provides avenues for workshops, social events, and delivering pitch decks to the target audience, such as the investors and participants from the local industry. Also, the Center organizes Demo Day events are organized to demonstrate the readiness of our students and other enrolled incubatees for market initiatives. The Center also provides the essential support and guidance to our incubatees about the different paths how to create and formally register their new ventures in the UAE.

D. **The Management Committee and Board Members**

SIEC shall be supervised by the Director of the Center, who shall report to Head of Research & Innovation. The detailed job description of the Director position (key responsibilities and qualifications) has been attached as an appendix at the end of this policy draft. The Director shall be engaged on a full-time basis to undertake this challenging assignment, and to closely monitor the strategic, policy, and operational level activities carried out at the Center. The SIEC 'board' shall be comprised of the following members, as illustrated in figure 3.
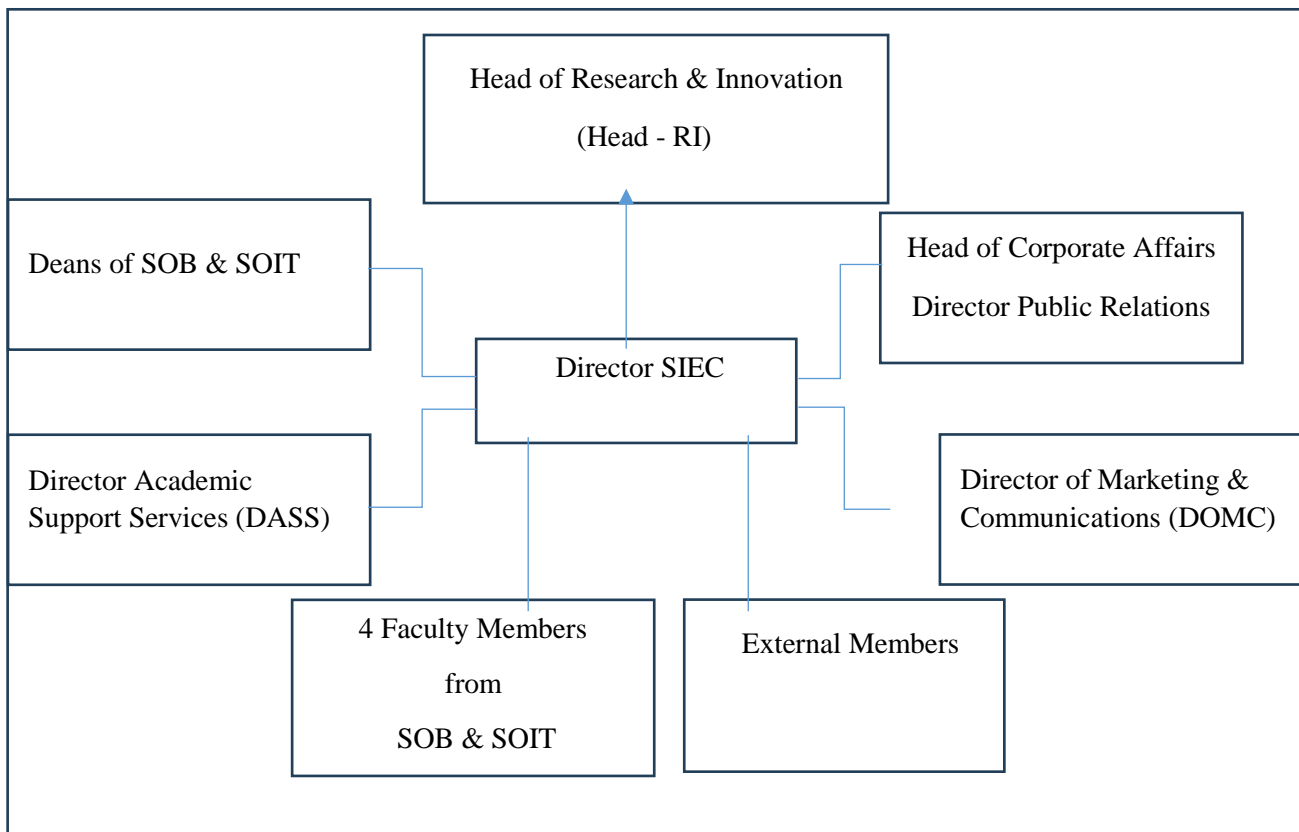
Figure 3: The board members of SIEC

The SIEC board brings together all the important stakeholders to represent their respective concerns and to facilitate SIEC operations; so that to ensure that the Center performs its operations smoothly and effectively to successfully achieve the set goals and desired results. The four faculty members (two from each of SOB and SOIT) shall be coordinating with the Director for the assigned roles and tasks. The Director shall be working in close collaboration with the Dean of SOB & SOIT, Head of Corporate Affairs (and Director Public Relations), Director Academic Support Services (DASS), and Director of Marketing & Communications (DOMC) to ensure that the Center timely receives the required support from the concerned departments and their associated functional units within the University. The Center shall also appoint a couple of external members as SIEC board members. Furthermore, to effectively run the routine operations, the Center would also require a secretarial support staff (Office Secretary/Receptionist), and the office secretary shall be reporting to the Director. The office secretary job will be to receive and guide the incoming guests (students, staff, and outsiders), deal with the routine emailing, phone calls, and postal correspondence, as well as taking care of office supplies, facilities, and managing with the opening/closing of the Center. The Director of the Center shall be reporting to the Head of Research & Innovation.

E. Assigned roles and responsibilities

Some of the key responsibilities of the suggested committee members have been briefly explained below. The following discussed roles and responsibilities are subject to further revision after consultation with the faculty members, and the Deans of the SOB and SOIT. The

roles (required/expected support) and specific tasks of the remaining committee members shall be mutually discussed and outlined later on.

i. **Head of research and innovation department (Head-RI)**
The main task of Head-RI is to ensure that SIEC's strategic intent and directions are in line with the University's strategic intent.

ii. **Director SIEC**
The key responsibilities of Director SIEC include:
a. Develop and implement a comprehensive innovation strategy aligned with the university's vision, mission, and its strategic goals.
b. Identify and assess opportunities for innovation and research commercialization.
c. Foster a culture of innovation and entrepreneurship among the students, faculty members, and other supporting staff through arranging workshops, training programs, and networking events; and to also engage with the alumni and local community members actively.
d. Provide guidelines and strategic direction to the SIEC board and to approve the annual plan and monitor its effective implementation.
e. Provide tactical and advisory support to the SIEC board and to ensure that the set objectives are planned and achieved.
f. Collaborate with the academic departments and research centers to identify and support innovative research projects with commercial potential.
g. Establish and maintain partnerships with industry, government agencies, and other stakeholders to promote collaboration, funding opportunities, and technology transfer.
h. Regularly meet the corporate executives and public-sector stakeholders to identify their specific needs and expectations.
i. Lead the evaluation and protection of intellectual property rights arising from the university research.
j. Provide guidance and support to researchers, inventors, and entrepreneurs in developing their business models, business plans, securing funding, and navigating the commercialization process.
k. Oversee the university's incubation and entrepreneurship programs, idea competitions (innovation contests), and other activities including the management of the available physical spaces and required resources (physical resources, software, and cloud-based applications).
l. Stay informed about emerging trends, best practices, and policies related to innovation, entrepreneurship, and technology transfer in higher education.
m. Prepare and present reports on innovation activities, outcomes, and impacts to the senior leadership of the university and to the external stakeholders.
n. Maintain strict confidentiality and protect the strategic interests of the Center and the University.

iii. **Faculty Members**
Among the responsibilities of committee members are:
a. To assist in preparing the annual plan (incl. budget) of the Center for approval.
b. To identify and liaise with corporate and government partners to promote innovative and entrepreneurial ideas.

c. To ensure that the execution of activities is according to the plan and budget.
d. To monitor and review the effective functioning of the Center.
e. To review and screen the internal and external research projects and examine the prototypes for their innovative and entrepreneurial potential (scope) and allocate the support funds accordingly.
f. To assign mentors to the students and enrolled incubatees in order to help them effectively progress with their submitted ideas, as well as to continuously supervise and follow up with the assigned projects in order to ensure their successful completion within the agreed timeframe.
g. To actively provide the required technical and business mentorship to the students and enrolled incubatees in order to help them transform their sketchy ideas into deliverable and market-ready products & solutions.
h. Helping the students and incubatees to register their firms and organizations in the UAE and guiding them for their growth options into international markets.
i. To plan, initiate, and track the processes of technology transfer, licensing, and IPR registration including patents, trademarks, copyrights etc.
j. To execute the Center activities as per the approved plan.
k. To develop calendars for activities for each academic year.
l. To encourage students to become members of the Center and actively participate in the activities organized by the Center.
m. To ensure active participation of various stakeholders in innovation activities, and in the incubation & acceleration program related meeting.
n. To record mentoring activities for performance evaluation and feedback purposes.
o. To develop (identify) research clusters and do the knowledge mapping for SUC.
p. To assist in writing SIEC policies.
q. To establish collaboration with global and local networks.
r. To encourage student participation in Research/ Innovation contest.
s. To suggest the AI and IOT testbed.

   iv. **Corporate & Affairs (CA) Alliance and partnership**
   CA alliance and partnership is the domain of the Head of Corporate Affairs with the following responsibilities:
   a. To ensure active membership and participation at the enterprise and governmental levels.
   b. To coordinate regular meetings with corporate and government sectors, faculty, mentors, and student members to ensure that the needs are met within the defined set of constraints.
   c. To ensure that budding, well-seasoned, and serial entrepreneurs are constantly available to provide regular workshops and advice to student members, faculty, and mentors.

   v. **Director of Marketing and Communications**
   The Director of Marketing and Communications carries out the following responsibilities:
   a. To provide support in managing the marketing and promotional efforts of SIEC and its various activities & and events
   b. To provide support in managing the communications, website, and different social media accounts of the Center

F. **The idea submission and selection procedure**

The participants need to duly submit (either individually or in groups) an idea proposal form to the Center or participate in a pre-announced idea competition (innovation contest) at the university campus. The review board thoroughly examines all submitted/presented ideas regularly, and it selects the best ideas for the incubation program based on well-defined criteria, that essentially include the following critical factors that determine of the success of an incubated project. Each of the following listed criteria is assigned given weightage in the idea/project selection process.

i. **Novelty (Uniqueness)**: The board examines the relevant domains such as the existing services, products, and processes, as well as consults with the relevant industry panel of experts to assure that the proposed ideas do not infringe any of the Intellectual Property Rights (patents, copyrights, trademarks, registrations).

ii. **Value Creation (Added-Value)**: The board will review whether the submitted idea creates or adds a significant value to the targeted customers or end-users, and whether it resolves a significant problem or a burning need of the users, or otherwise it meets a significant want of the customers, for which a segment of the market might be ready to pay a premium.

iii. **Environmental Sustainability & Societal Impact**: The review board do not ignore the social and environmental impacts of the presented ideas, and thus critically scrutinize the commercial benefits of any idea in relation to its potential social and environmental impacts and implications for the society at large.

iv. **Technical Feasibility**: It is an important factor in the selection criteria to check the technical feasibility of a presented idea within the available resources; therefore, the scope and complexity of a project is measured within the set parameters of available time, resource, competence, and technology matrix.

v. **Business Viability**: Ideas do not just need to be technically feasible, but they also need to be proved as commercially viable with a sustainable business model to ensure that they would prevail, both in the short and long-term and would be considered as an interesting proposal for the potential investors.

vi. **Personality Alignment**: Last but not least, the board also closely observes the idea presenters' passion, personalities, team formation (composition) and chemistry of the team members, the acquired combination of competences, and, and their presentation style.

G. **Mentoring Phase**

The mentors shall be assigned to the enrolled students and incubatees by a committee of 4 faculty members from SOB & SOIT. The assigned mentors are usually faculty members or industry experts, and these mentors facilitate mentees in transforming their innovative ideas into market-ready (deliverable) products and solutions. The three main tasks of mentors are to interact, coach, and transform (ICT), as detailed below:

Interact: The mentor needs to submit an interaction framework based on the following guidelines:

i. The duration of the mentorship, with a clear start and end date.

ii. Meeting schedule.

iii. The minutes of the meeting need to be documented in Skyline Meeting Portal.

iv. The desired budget needs to be duly approved by the SIEC board.

Coach: The mentor will coach the mentees to perform the following functions to the best of their professional abilities:

i. Define the market and specify the base of grouping the market (segmentation).

ii. Identify the target segment that the business idea will serve, and evaluate alternative product or service ideas.

iii. Create positioning parameters and charts that identify the competitions and their positioning on the chosen business ideas.

iv. Create a product or service prototype using various technological tools (3D printers and modeling software such as VISIO, Flowgorithm, AutoCAD, etc.)

Transform: It's a most critical role in which the mentor facilitates mentees in transforming the concept into a potential reality. The key objectives of this phase are:

i. To define the market and specify the base of grouping the market (segmentation).

ii. To identify the target segment that the business idea will serve, and evaluate alternative product or service ideas.

iii. To create the positioning parameters and charts that identify the strategic competitive groups and their positioning, to find the base or parameters on which the new business plan can be created.

iv. To create a detailed business plan and financial feasibility using the internal rate of return method.

v. To creating a go-to-market strategy that defines the generic strategy, directional strategy, and international strategy.

vi. To developing a digital media strategy as part of integrated marketing communications with tactical communication plans.

H. Business Incubation & Funding Options

i. **Business Incubation**: Business incubation is a place that provides budding businesses with all the tools they need for their business startup. The incubator provides access to professional advisors, mentors, administrative support, office equipment, training, and/or possible investors in addition to a desk or office. The incubator provides a unique and highly adaptable blend of business development methods, infrastructure, as well as people, to help them grow and develop within an innovative and creative shared space.

ii. **Funding Options**: There are two funding options available, namely external funding and internal funding, as detailed below:

a. **External Funding**

1. Venture Capitalist/Investment arms such as the national investors, Investcorp, evangelical investors, etc.

2. Government-supported incubation and innovation Centers such as DTEC, SHUROOQ, TIE, SHERAA, NAMA, INJAZ, etc.

3. Entrepreneurial and innovative networking events and workshops conducted by leading and successful entrepreneurs.

b. **Internal Funding**

SIEC also allocates a startup Fund of AED **200,000.00** per annum, wherein vetted transformed ideas are selected and incubated for **12 months**. However, the fund **does not cover establishment costs.** During incubation process, the thrust is provided for the transformed ideas to be commercialized and to see the break-even level.

I. Provided infrastructure and support

SIEC shall provide the incubatees with the following facilities and infrastructure support.

   i.   Incubation spaces (small cubicles/working desks) to work on their projects.
   ii. Laptops, high speed internet connections, and other required digital tools/devices
   iii. Access to required software and platforms with monthly/annual subscriptions.
   iv. Access to the required online information (subscribed databases) and printed content (books, articles, and other library resources)
   v.   Access to a unique innovation ecosystem online platform of SUC to help the incubatees get an access to all types of required support and services swiftly and smoothly.
   vi. Provision of transportation, storage, venues, logistic support and other required infrastructure and resources to facilitate the incubatees carry out their projects and to attend the relevant events/workshops/activities. The events and workshops cover activities like **project-based events/meetings, Startup Weekends,** Idea Café, **Knowledge Café,** Luncheon Club, **Idea Competitions, Innovation Contests etc.**

J. Division of profit

All the start-up project ideas that shall be initiated and carried out by the incubatees under the active supervision of the assigned mentors/supervisors at the Center, the new venture's stakes and profits shall be divided between the three stakeholders (before the involvement of the external investors or partnerships) as per the following formula.

The share of the incubatees (project owners): 90%
The share of the project supervisors: 5%
The share of SUC: 5%

However, if the incubatees were not actively involved in the product development and venture formation stages i.e., from the ideation stage till the launch stage and in the after launch operational stage, then SUC has the right to renegotiate with the incubatees the profit dividend according to the level of efforts committed by the incubatees at each stage. A similar assessment could be carried out by SUC for the share of supervisor in the venture profit according to the level of engagement and efforts committed by the project supervisors in the product development. venture formation and its operations.

SUC facilitates innovation and entrepreneurship related activities in its premises through its established Center (SIEC), as part of fulfilling its CSR (corporate social responsibilities) mission. The purpose of the allocated 5% share in the future generated profits of the incubated ventures is only to meet the basic costs of incubation incurred by SUC in providing the support on a continual basis. SUC aims at encouraging the future innovators and entrepreneurs to submit and carry out their innovative ideas with the dream of becoming the product owner and having a maximum equity stake in their created venture.

K. MOU with external agencies

SIEC would focus on signing MOU with reputable entrepreneurial agencies such as TIE, Sheera, Nama, INJAZ, Shurooq, etc. to achieve the following objectives:

   i.   To conduct events/workshops/activities related to entrepreneurship and innovation, innovative ideas, and design thinking.
   ii. To raise funds for venture startups.

   iii.   To conduct events/workshops/activities related to the operational aspects of running successful startups.

   iv.   To conduct debates and workshops on ways of achieving growth/scalability aspects of existing startups/ventures.

   v.   To conduct sessions on mentoring/interaction with owners of successful ventures/startups.

L. Licensing process and conditions

The licensing process should be completed in just a few months in a transparent, efficient, and timely manner. For this reason, incentives to conclude license agreements have been created. The following rules apply:

   i.   Both exclusive and non-exclusive licenses may be granted. Start-ups are typically granted an exclusive license within the field of application.

   ii.   Exclusive licensing of a patent by a start-up is subject to a defined timeline and specific milestones. If these are not met, the license may be terminated or made non-exclusive.

   iii.   In the case of a non-exclusive license, the University can license the intellectual property to multiple transfer partners simultaneously.

   iv.   License agreements typically include a combination of upfront fees, annual license fees, royalties, and equity participation.

   v.   License agreements are usually time-limited, and the licensee is obliged to use the intellectual property within the agreed time frame. If these obligations are not met, the University may terminate the license agreement.

   vi.   The University may also grant sublicenses, provided that the sublicensing conditions are clearly defined in the license agreement.

   vii.   The University supports and advises researchers during the licensing process and the negotiation of licensing agreements.

M. Conflict of Interest

   i.   Skyline University College is aware that conflicts of interest may arise when the University members are involved in start-ups. These conflicts must be identified and managed in a transparent manner.

   ii.   All University members must disclose any personal, financial, or other interests that could potentially create a conflict of interest. They are obliged to adhere to the University's code of conduct.

   iii.   The University has guidelines for managing conflicts of interest, which include, among other things, ensuring that University resources are not used for private purposes and that there is no preferential treatment of start-ups by the University members.

   iv.   In the event of a conflict of interest, the University may take measures to address the situation. This may include imposing restrictions on the involvement of the University members in start-ups or modifying the contractual terms of the collaboration.

5.a. Faculty and Professional Staff Role

Policy number	HUMR_POLICY_02
Policy name	Faculty and Professional Staff Role
Policy version	Version 3
Standards applicable	MOE Standard 5: Faculty and Professional Staff
Policy owner	Human Resource Department
Date of policy development	18 July 2019
Review date	24July 2023
Date of recent modification	30 June 2022
Approved by	Vice Chancellor

A. Faculty Roles and Responsibilities

i. Academic Rights & Responsibilities

Duties and responsibilities of a Faculty Member as listed in Job description includes teaching, teaching pedagogy, scholarly work, and services. Such responsibilities are assigned keeping in view the position and expertise of the Faculty Member. It is required of all Faculty Members to perform these duties professionally and ethically failing which will be treated as breach of contract and necessary disciplinary action will be initiated.

Faculty Members are expected to devote their energies in developing and improving their scholarly competence. All Faculty Members must accept the obligations to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge and practice intellectual honesty. Faculty members are required to fulfill all their Duty (ies) or activity (ies) within their Scope of Employment, or any employer's assigned tasks. Such a duty or activity is under the control, direction, specific authorization or supervision of the employer.

ii. Research Responsibilities:

Skyline University College (SUC) encourages faculty members to actively participate in academic and practical research forums. Publishing in peer reviewed journals, international conference presentations, participating in seminars and collaborative work with industry, universities and research organization from UAE, MENA and Rest of the World are the major activities to be promoted by the RIC.

The responsibilities are focused on the below Areas:

a. **Research Publications**
b. **Conference Participation / Industry Conferences Publication**
c. **Case Studies**
d. **Book Publication**

i. Administrative Responsibilities for Research Grants Received

a. All grants for research received will be in favor of Skyline University College.
b. After receiving the grants, the Vice Chancellor appoints the Faculty for the particular research
c. The research proposed by the faculty along with the budget and resource requirements is placed in AAC meeting for approval

d. The roles and responsibilities of the faculty are aimed at accomplishing the research project
   1. The faculty prepares a plan for project execution, resources and budget requirements
   2. Coopts or recruits' members for the research projects, research supervisors, assistants and support staff
   3. Prepares a calendar of the project, start and completion time
   4. Allocates roles and responsibilities for members, supervisors and assistants
   5. Monitors the progress of project work as per the timelines and evaluates the performance of the research output as per the standards at regular intervals
   6. Liaisons with granting institutions and report the progress
   7. Submits the draft and final reports of research findings with the required form to the agency
   8. On completion of the project work, audited financial statements are submitted to the Vice Chancellor and the granting institutions or agencies
   9. Director coordinates with the granting agency till the project is closed

iii. **Services Responsibilities:**

Service to Community is the manifestation of the SUC's commitment towards society and its social responsibility. Services to Community are defined as contribution by the faculty members, staff and students of SUC towards the society in a meaningful manner satisfying the core philosophy in line with the vision and mission of SUC. The faculty, staff and students are engaged in achieving their responsibility towards the society through their skills, knowledge and value

iv. **Academic Responsibilities Towards Students**
   a. **General academic responsibilities:**
      1. To encourage students' free and fair pursuit of learning
      2. To strive for the best scholarly standards of the discipline
      3. To demonstrate respect for the student as an individual
      4. To play the role of effective guide and advisor
      5. To make every reasonable effort to foster honest academic conduct and assure that the evaluation of students reflects their true merit
      6. To respect students' privacy
      7. Faculty Members must foster scholarly values in students, including academic honesty, the free spirit of learning and exercise of academic freedom.
      8. Faculty Members must act professionally in the classroom and in other academic relationships with the student, industry, academic institutions and other stake holders.
      9. Faculty Members must exercise critical self-discipline and judgment in using, extending and transmitting knowledge.
      10. Faculty Members are entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce into their teaching inappropriate matter or matter that has no relation to their subject.
      11. Faculty Members must maintain respect for the student's role as a learner.
      12. Faculty Members must evaluate students on the merit of their academic performance.
      13. Faculty Members must be available at reasonable intervals to students for consultation on course work.
      14. Faculty Members must recognize and duly acknowledge the substantive contribution of the students to their scholarship and research.
      15. Faculty Members must not engage in any exploitation, harassment or prohibited discriminatory treatment of any Members of students & SUC community.

16. Faculty Members must not accept from students any gifts or advantages for in return for discharging his/her responsibilities. No employee shall solicit or accept for personal use, or for the use of others, any gift, favor, loan, gratuity, reward, promise of future employment, or any other thing of monetary value that might influence or appear to influence the judgment or conduct of the employee in the performance of his/her job. The same will be treated as Breach of contract which will lead to immediate termination with forfeiting of all benefits accrued till then.

17. Faculty members are not allowed to involve in any sort of fund raising activity for any cause without prior permission from the Vice Chancellor. If any such incident, it will be considered as a Breach of Contract and will lead to immediate termination with forfeiting of all benefits accrued till then

b. Responsibilities related to Academic Integrity and Plagiarism policy

1. The faculty members need to orient the students about SUC Academic Integrity and Plagiarism policy at the beginning of every semester
2. Provide necessary clarification when students approach them with regards to issues related to plagiarism
3. Faculty members should evaluate the academic work submitted by the students and penalize for any unacceptable amount of plagiarism found in the work submitted by the students as per the Academic Integrity and Plagiarism policy
4. Other academic offenses such as presenting false credentials, cheating, facilitating academic dishonesty, collusion, fabrication of data, deception and sabotage should be immediately reported to the concerned authorities and appropriate actions to be taken based on the severity of offense as per the Academic Integrity and Plagiarism policy
   Please refer Academic Integrity and Plagiarism policy for more details

v. 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:

a. Accept or solicits a gift, favor, or service from an individual, business, or other party involved, or potentially involved, in a contract or transaction with SUC.
b. Accept, agree to accept, or solicits money or other tangible or intangible benefit in exchange for the exercise of official powers or the performance of official responsibilities
c. Accept employment or compensation or engage in any business or professional activity that might require disclosure of the information to SUC.
d. Accept, agree to accept, or solicits money or other tangible or intangible benefit in exchange for the exercise of official powers or the performance of official responsibilities
e. Makes personal investments that are contrary to SUC interests

vi. 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:

a. 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.

b. 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:

1. Faculty Members must make every reasonable effort to foster honest academic conduct as elucidated in the SUC regulations on academic conduct.
2. Faculty Members must use scholarly rigor and integrity in obtaining, recording and analyzing data, as well as in reporting and publishing results.
3. Faculty Members must obtain permission for use of unpublished material and use digital and archival material in according to the rules of the source.
4. Faculty Members must use funds designated for research purposes in prescribed manner.
5. 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.
6. 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.
7. Faculty Members must recognize that their primary responsibilities are to the SUC when they determine the amount
8. (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.
9. 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.

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

1. 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.

2. 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.

vii. Faculty Rights

a. **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**
b. Employees subjected to prohibited discrimination or harassment should immediately report the incident to the HRD in writing about the incident for investigation
c. The Head-HR 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.
d. SUC prohibits any form of retaliation against the employee filing a complaint of discrimination or harassment. The Head-HR shall ensure full compliance during and following the investigative process. If it is found that retaliation has occurred, appropriate punitive action will be taken.

e. **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.

1. 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.

2. 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.

3. 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.

4. 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.

f. **Freedom Of Expression**

Institutions of higher education exist for the common good. The common good depends upon an uninhibited search for truth and its open expression. Therefore, it is essential that like 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.

B. **Academic Support Staff Roles and Responsibilities**

Academic Support Services are full time and part time staff members whose primary responsibility is to coordinate administrative operations to support the smooth conduct of academic programs of SUC. It includes the pedagogical support staff as well as professional support staff employed in SUC. They are non-academics employees and employed in various functional areas as executive, administrative, clerical and technical roles.

i. **Roles And Responsibilities of Academic Support Services AAC Members**

Duties and responsibilities of an AAC Members as listed in Job description. Such responsibilities are assigned keeping in view the position and expertise of the AAC Member. It is required of all AAC Members to perform these duties professionally and ethically. AAC Members are expected to devote their energies in developing and improving organization's operations and functioning and take responsible decisions. All AAC Members must accept the obligations to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge and practice intellectual honesty. AAC members are required to fulfill all their duty (ies) or activity (ies) within their Scope of Employment, or any employer assigned tasks. Such a duty or activity is under the control, direction, specific authorization or supervision of the employer.

a. **Planning Function**

1. AAC is responsible for achieving the strategic plan through the available resources and maintain the academic excellence as envisioned in the institutional mission statement

2. AAC provides inputs for the development of the institution on a long term basis by proposing areas of new programs, strategies of increasing enrollment, expanding geographically, managing the operations and building the brand image so that the institution is recognized in the Society and attracts the student and corporate community to remain on a path of sustainable growth.

b. General Functions

1. Directly reports to the Board of Trustees and advises on matters of university policy and seek the president's advice on matters of concern to the faculty.
2. Shall be available for consultation and advice to members of the faculty, to students, and to members of the university community on matters within the jurisdiction of the faculty.
3. Assist in maintaining harmony in the institution among all the stakeholders and resolve problem relating to faculty members, student and staff
4. To oversee the work of all committees of the University Faculty and approve the proposals of all committees on merit
5. To seek approvals on new initiatives or discuss questions raised by faculty members on educational policy by the Board of Trustees
6. To encourage staff development and a high level of staff performance and seek approvals for initiatives on training and development
7. Development and implementation of Institutional policies and procedures for increasing effective functioning and stakeholder satisfaction
8. Review Ministry Submissions and Liaison with MOE & other officials for new programs and accreditations
9. Overall review and management of different units through developing, implementing and reviewing Institutional effectiveness and feedback system
10. Ensuring quality control in all aspects of the university's academic programs and related activities.
11. Review, approve and sign Articulation agreements with local & international Universities
12. To ensure recruitment of faculty and staff of good caliber that can contribute to the institutional vision
13. Approval of all plans including marketing plans and seat allocation, institutional Budgets, Risk Management and Institutional calendars
14. Approval of Student progression, retention and graduation
15. Plan, Implement and Review Employee Performance evaluation system and coordinate with HR for grievances handling.
16. Student Grievances handling with DAC.
17. Present the annual reports / fact books to the VC
18. Ensure steady revenue flow for sustainability and growth of the institution
19. Delegate / assign responsibilities and authorities to various individuals and committees of SUC
20. Review IE reports at regular intervals and suggest changes for implementation
21. Review Feedback reports and suggest changes for implementation
22. Review and suggest changes in vision, mission and institutional goals
23. Prepare and ensure implementation of strategic plan
24. Review institutional planning and budget
25. Evaluate the performance, compensation and retention of all employees

c. Specific functions of Academic Supports Service AAC members

1 Director of Marketing and Communications:

Director of Marketing & Communications is responsible for Strategic plan & Operations of Multiple departments' i.e. Marketing, Corporate Relations, Events, Media & Communication Department. This role develops and prepares the marketing strategies

and plans, Media Plans, Budgeting for all departments mentioned above, Market Research for local and international Markets with regards to potential of the market, etc. The core objective is to find potential students, convert current Undergraduate students to Graduate students and ensure new admissions and achieve organizational set Targets accordingly by using various marketing strategies, workshops, events, etc. Also responsible for corporate relations and articulations of the institute to ensure students get industry exposures and wider scope in terms of education.

2   Director– Government and Public relations

Director -Government & Public Relations is responsible for developing and maintaining Public & Government relations. Director - Public & Government relations is responsible to develop and increase the business market for School of Business & School of Computing locally and internationally for the Arab Market along with Marketing & Admissions Team. This role is also required to initiate strong PR relation with Arab schools, Coordinate & Attend all events, workshops, exhibitions, Clubs. Plan and coordinate business council visits, Embassy, Corporate, and Sports Clubs & Consulate.

3   Director - Academics Support Services (DASS):

DASS of SUC is responsible to lead and manage the overall academic support functions of SUC in coordination with other AAC ensures academic support services are provided to the students in the best possible manner, Academic Support Operations are coordinated well and continuous professional and managerial development of academic support staff.

DASS with computing Dept. should make sure that all employees and part time employee have the required infrastructure and facilities needs to teaching goals and objective, he will also offer the required support and training programs on using sources of distance teaching and learning for Staff as well as for students when required.
DASS supports the implementation of overall strategies of the institution and support the Vice Chancellor in day to day operations of the University.

ii.   Roles and Responsibilities of Academic Support Staff

Duties of Staff Members consist of responsibilities assigned by the Vice Chancellor and/or appropriate administrative authority, such as HR In charge, Heads of Departments, DASS etc. as prescribed in the Job Description. Normally, duties and responsibilities will be related to the administrative area and Department where the Staff Member is assigned to work.

a.   Responsibilities towards students

As administrators, Academic Support Staff Members are responsible for the following:

1. To facilitate student's pursuit of learning
2. To strive for best standards of the student services
3. To demonstrate respect for the student as an individual
4. To adhere to the proper role of guide and advisor
5. To respect students' privacy
6. To facilitate and support, implement and develop when required the Distance learning process work and operation
7. To notify promptly to the HRD or Head of Department or Vice Chancellor whenever emergencies such as illness or accident prevent maintaining official work schedule.
8. To be committed in discharging their duties primarily on campus of SUC and other sites when required by SUC
9. To facilitate students' orientation as and when required.
10. To project positive image of SUC to community and stakeholders

b. Conflict of interest

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

Staff members must disclose actual or potential conflicts to their supervisor as soon as they become aware of them. Failure to make required disclosures or resolve conflicts of interest satisfactorily can result in discipline, up to and including termination of employment.

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

1. 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.
2. 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
3. Accept employment or compensation or engage in any business or professional activity that might require disclosure of the information to SUC.
4. Accepts other employment or compensation that could reasonably be expected to impair the individual's independence of judgment in the performance of official duties.
5. Makes personal investments that are contrary to SUC interests

c. Professional Ethics & Responsibilities

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.

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:

1. **Staff Member's ethical obligations and responsibilities to students of SUC.**
   1. Staff Members must seek to induce high moral values in students, including honesty, integrity and inculcate the free spirit of learning.
   2. Staff Members must act professionally in their relationships with the student.
   3. Staff Members must exercise critical self-discipline and judgment in using, extending and transmitting information.

4. Staff Members must not engage in any exploitation, harassment or prohibited discriminatory treatment of students.

5. 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. VC as to a specified gift or favor can exempt an employee from the restrictions in this paragraph. The exemption must be in writing and include sufficient justification.

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

   1. Staff Members must not engage in any exploitation, harassment or prohibited discriminatory treatment of any Members of SUC community

   2. 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

   3. 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.

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

   1. 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.

      2. Staff Members must not reveal any information or data he/she might know as part of the job.

      3. Staff Members must not falsify, change - records, certifications, signatures which they may be privy to.

      4. Staff Members are prohibited to keep (take custody of) records of SUC for personal use.

   3.1. 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.

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

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

d. Staff Rights

1. 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.

1.1. 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.

1.2. 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 HR In charge or DASS.

The HR In charge or DASS 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 HR In charge shall ensure full compliance during and following the investigative process. If it is found that retaliation has occurred, appropriate punitive action will be taken.

1.3. 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.

Policy number	HUMR_POLICY_03
Policy name	Employment Policy
Policy version	Version 4
Standards applicable	MOE Standard 5: Faculty and Professional Staff
Policy owner	Human Resource Department
Date of policy development	18 July 2019
Review date	24 July 2023
Date of recent modification	30 June 2022
Approved by	Vice Chancellor

I. **Employment Policy – Academics**
Faculty Recruitment and Selection
HRD is committed towards employing the best qualified candidates while engaging in recruitment and selection practices that comply with all applicable employment laws. It is the policy of HRD to provide equal employment opportunity to all applicants and employees without discrimination to meet the objective.

A. **Search & Appointment**
   i. **AAC-Academics:**
   The members of the Academic Affairs Council are appointed by virtue of their position in the organization. These profiles are nominated based in their dedication, motivation and holds administrative positions as per the organizations chart and are responsible for the day to day operations of SUC. The AAC members are appointed, removed, renewed or terminated by the Vice Chancellor.

   i. **Faculty:**
   The Faculty and Staff Search Committee (FSSC) is in place comprising of Vice Chancellor, DASS, Dean-School of Business, Dean-School of computing, Registrar, Program chairs and Head-HRD, who will interview and hire the faculty along with a subject expert. HRD in coordination with FSSC engages in recruitment planning for Faculty positions which arise due to resignation or termination or new hiring requirements.

B. **Guidelines for Search & Appointments**
   i. **Undergraduate Level (School of Business & School of computing)**
   SUC maintains a ratio of 75:25 Full Time Faculty Members to Adjunct Faculty Members. Faculty search for appointment is based on 30:1 Student to Faculty ratio at all levels of Academic programs offered of SUC. Refer to the below Table I for percentage of Rank distribution for Full Time Faculty Members- Undergraduate Level (School of Business & School of computing) followed by SUC.

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

Sr. Instructor	5%
Instructor	5%

ii. Graduate Level (School of Business)

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

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

iii. Eligibility Criteria

As per Policy, Faculty members teaching in general education courses and foundation courses qualification with master degree in related area of the general education course is eligible to teach. Similarly, faculty members teaching at 100-200 level of Undergraduate Program should hold minimum master in related areas with minimum three-year experience at higher education level institution.

Table I- Academic Members Eligibility Criteria			
Grade / Level	Academic Experience	Research and Publication	Administrative Experience
Vice Chancellor	15 years	15 (4 publications in A and B category in last 4 years)	10 years in Strategic Decision
DVC	10 years	10 (3 publication in B category in last 4 years)	7 years
Director- IRQAOA	10 years	10 (3 publication in B category in last 4 years)	7 years
Dean - School of Business	10 years	10 (3 publication in B category in last 4 years)	7 years
Dean - School of Computing	10 years	10 (3 publication in B category in last 4 years)	7 years
Registrar	10 years	10 (3 publications in B category in last 4 years)	7 years
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 year as Lecturer

		(1 publication in B & C category in last 4 years)	
Sr. Instructor	3 years	NA	NA
Instructor	1 year	NA	NA
LAB Assistant	Bachelors or Diploma Degree	A Diploma with at least 3 years of relevant experience or a Bachelor with 2 years of relevant experience. Progressive hands-on experience in hardware and software support will be relevant.	NA
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. Taking on consideration to be from top 400 Universities. SUC will take care of some required formalities related to visa, ticket accommodation …. etc. as per the policy if required		NA
CCL trainer	Must have a minimum of a Master's Degree with a major in the discipline taught, and combination of relevant training and industry experience in same field		
Table II- B. Administrative Faculty Eligibility Criteria			
Faculty with Administrative responsibilities	3 yrs. administrative experience in addition to experience in respective rank	As per respective ranks	As per respective ranks
Head Of Research and Innovation	10 years	10 (3 publication in B category in last 4 years)	7 years
Program chair	10 years	10 (3 publication in B category in last 4 years)	7 years

1. In exceptional cases when appropriate vacancies are not available then vacancies at lower level positions can be filled by shortlisted candidates with higher qualifications provided the candidates accept the offers.
2. If in case candidate with exceptional contribution or awards in the field of academics may be considered for some higher positions and exemptions can be suggested by the search committee and granted by the VC by passing the criteria of experience or time requirements
3. The Faculty and Staff Search Committee (FSSC) must recommend for exemption based on such evidences of exceptional performance.
4. Candidates are required to provide medical certificate at the time of selection.
5. Candidates are required to provide experience certificate from the previous organization along with proof of publications etc.

Notes:

a) Faculty teaching credit courses in Certificate, Associate Degree, or Diploma (not offered in conjunction with Baccalaureate Degree programs) must have a minimum of a Master's Degree with a major in the discipline taught, and one of the below criteria (When applicable):

b) 5 years teaching experience in the discipline

c) A combination of 5 years teaching experience and other related employment

d) An equivalent of 18 semester graduate credits beyond the Master's Degree in the discipline taught

e) Internationally recognized professional credential (e.g. public accountant certificate).

f) Faculty teaching general education courses offered in conjunction with a Baccalaureate Degree curriculum must have a minimum of a Master's Degree with a major in the discipline taught and one of the below criteria:

g) 5 years teaching experience in the discipline

A. Process Flow of Recruitment

i. Academics:

Step–1: HRD prepares the requirement of Full Time Faculty / Visiting / Adjunct Faculty based on Strategic plan, Student enrollment, Faculty Vs student ratio Full time vs Part time faculty ratio before the start of the semester and forwards the same to Academic Affairs Council review and approval.

Step–2: AAC forwards the faculty recruitment plan for Vice Chancellor approval. The Vice Chancellor forwards the approved faculty recruitment plan to HR.

Step-3: HRD will forward the Recruitment Requisition Form with the recommendation of the FSSC to DVC, Program chair and DASS. Following the approval to fill the positions, the HRD will start the search process through recruitment agencies, online recruitment sites, SUC website and also posts the advertisement in the leading national and international newspapers detailing the Job specifications and Job Descriptions. The candidates are asked to submit current CV along with brief note (around 500 words each) on Teaching Philosophy and Research interest which will help to SUC to understand written communication and suitability of the candidate for SUC.

Step–4: The HRD scrutinizes the resumes and conducts preliminary interview and shortlists the potential candidates.

Step-5: During the interview/demo session. Candidates subject knowledge and English language proficiency will be evaluated. English language proficiency will be evaluated by the language expert along with recruitment committee members.

Step–6: The shortlisted candidates for Academic position will be invited to appear for an interview through face to face or Skype with the, Dean (School of Business/Computing), Program Chairs (DASS, HRD and the subject expert. Research Committee is involved in the Faculty Recruitment process to review the research & publications work of the potential candidate. The finalized candidate is recommended to VC.

Step –7: Shortlisted Candidates are informed on their selection and are required to provide two references from the previous organization in which one reference should be from previous supervisor. HRD Team runs the reference check with help of a Reference Check Form and the feedback is shared with the VC for appointment along with the offer letter draft.

Step–8: After finalizing the candidate/s for the position a formal offer letter (Job expectation and job description) is drafted by HRD and sent to the VC for approval and signature.

Step–9: Post approval duly signed offer letter is sent to the candidate. Once the candidate accepts the job offer further contract, visa and joining process is coordinated. All employees at the time of recruitment into SUC are required to submit a Medical Certificate and should have a "Fit to Work" remarks by the accredited or authorized doctor / physician.

Step-10: On Joining in case of relocation the initial accommodation facility is available for newly hired Faculty relocating from outside the UAE and who enter the country under the SUC's sponsorship (Refer Relocation & Joining Support Section for details).

Step-11: The selected Faculty needs to submit below list of documents before joining as part of joining.

Formalities for visa processing.

    a. Passport size photo (A digital passport size photograph with white background)
    b. Passport copy
    c. Personal Details Form
    d. Scanned copy of all education certificates (10th Std., 12th Std., Bachelor degree)
    e. Certificate, Master degree certificate and PhD Certificate (all certificate should be Supported with the transcripts).

Note: Highest Qualification Degree to be attested from the following:

    a. Ministry of Higher Education of the country from where the Degree was awarded.
    b. Ministry of Foreign Affairs of the country from where Degree was awarded.
    c. UAE Embassy in the country from where the degree was awarded.
    d. Ministry of Foreign Affairs in UAE.
    e. UAE Equivalency (As per New MOE Regulation) (Staff should make sure to complete all requirements and attestations required to apply for equivalency within one month of joining to complete the hiring process)

Step–12: Post submission of the above documents and the signed offer letter, employee's security check process is initiated. Once the security check is positive the employee's visa process is initiated

Step- 13: Faculty's travel, arrival in UAE, initial accommodation, room allocation, pickup from airport, Orientation etc. all are tracked through checklist. (Refer Annexure C-Joining checklist update format).

Step-14: Faculty Members recruited from outside United Arab Emirates are entitled to an Air Ticket Reimbursement upon joining SUC. (Refer to Airline Ticket Allowance for Expatriates)

Step-15: Faculty Members are allocated offices on their joining. A complete set of computers and office supplies, stationery, SUC ID & Business Cards etc. are provided for their convenience on settling down in their new assignment.

Step-16: Faculty members are provided with Induction manual which will help them in settling down i.e. agents contact numbers, etc. Faculty members are advised to apply for driving license for the ease of travelling as transportation facility is provided only for the first month.

Step–17: On joining Faculty member is oriented by Vice Chancellor, DVC, Deans, DIRQAOA, Registrar, DASS and all the concerned HOD's on the operational aspects of SUC. Faculty member sets their goals for the academic year in coordination with Vice Chancellor's office.

Step–18: The selected Faculty is given a six months' probationary appointment during which the performance is evaluated by Faculty Feedback Review Committee (FFRC) constituting the Vice Chancellor and a subject expert.

Step–19: AAC, Dean (SOB/SOC) forwards the probationary performance review report of the newly appointed Faculty Member based on the evaluation of Faculty Feedback Review Committee (FFRC) report, based on formal and informal inputs received, to the Dean for final consideration.

Step-20: Based on the Vice Chancellor's decision of approval of the probationary performance review report , HRD issues letter of confirmation signed by the VC.

Step-21: In case of Adjunct/Visiting Faculty upon positive review their profiles are placed under active considerations whenever opportunity arises.

ii. **Academic Affairs Council:**

Step-1: AAC positions requirement has to be recommended by the Vice Chancellor. The requirement is based on Administrative and academic requirement. Since it's a leadership position, University's Mission and vision should be considered in reviewing the strategic requirement

Step-2: Vice Chancellor recommends based on their exceptional leadership and consensus building skills in development and implementation, demonstration of strong experience in advancement of the University and managing its operations with commitment to its excellence in teaching and quality of educational offerings.

Step –3: The shortlisted candidates will be invited to appear for an interview with the Vice Chancellor.

Note: In case of AAC recruitment from outside further steps will remain same from Step-6 – Step -17 of Academic hiring process.

Step-18: The VC will review the probationary performance review report of the newly appointed AAC based on the evaluation and Feedback based on formal and informal inputs received by the Vice Chancellor.

Step-19: Based on the VC report about the probationer, HRD issues letter of confirmation.

iii. **Vice Chancellor:**

Step-1: Vice Chancellor's position requirement has to be reviewed by Faculty and Staff Search Committee and approved by BOT. The requirement is based on Administrative and academic requirement. Since it's a leadership position, University's Mission and vision should be considered in reviewing the strategic requirement.

Step-2: Recruitment Committee nominates existing officials to BOT based on their exceptional leadership and consensus building skills in development and

Implementation, demonstration of strong experience in advancement of the University and managing its operations with commitment to its excellence in teaching and quality of educational offerings.

Step –3: The shortlisted candidates will be invited to appear for an interview with BOT for finalization and approval.

Note: In case of Vice Chancellor's recruitment from outside further steps will remain same from Step-6 – Step -17 of Academic hiring process.

Step-18: BOT will review the probationary performance review report of the newly appointed Vice Chancellor based on the evaluation and Feedback based on formal and informal inputs.

Step-19: Based on the BOT report about the probationer, HRD issues letter of confirmation signed by the Chairman of the board.

iv. Emergency & Visiting Faculty Hiring

When a vacancy occurs later than in the normal recruiting/hiring time-frame, the Dean of SOB/SOC may petition to conduct an emergency hiring. The duration and the nature of contract is decided depending on the requirement. Only in unusual circumstances will an emergency hire be made for more than one year.

A. Academics Search & Appointment

Vice Chancellor, Deputy Vice Chancellor, Dean (School of Business and School of computing), Program chairs, DASS, Registrar along with HRD in coordination with other committees engages in Strategic Planning for Faculty positions which arise due to Resignation/Termination/ New Hiring requirements. To have an effective recruitment policy and procedure, HRD Team is involved in effective sourcing and shortlisting of candidates. The Faculty and Staff Search Committee (FSSC) is in place comprising of Vice Chancellor, DVC, Registrar, Dean (School of Business and School of computing), DASS, Program chairs and Head -HR, who will interview and hire the faculty along with a subject expert.

B. Guidelines for Search & Appointments

i. Undergraduate Level (School of Business & School of computing)

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

ii. Graduate Level (School of Business)

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

iii. Adjunct or Part Time Faculty

Part time members for the Undergraduate and the Graduate Program teaching the core courses and the concentration courses will be recruited as per the Full-time faculty member's requirement. The selection of criteria for General Education faculty will be as per the criteria mentioned above for the faculty recruitment.

a. Eligibility Criteria

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

1. 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.
2. If in case candidate has some exceptional contribution to the Academic and has earned some awards she/he may be considered for some higher positions even if the criteria are not being met.
3. The selection panel must recommend for exemption based on such evidences of exceptional performance.
4. 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.

II. Employment Policy – Academic Support Services Staff

A. Search & Appointment

i. AAC-Academic Support Staff:

The Academic Support Staff members of the Academic Affairs Council are appointed by virtue of their position in the organization. These profiles are nominated based in their dedication, motivation and holds administrative positions as per the organizations chart and are responsible for the day to day operations of SUC. The AAC members are appointed, removed, renewed or terminated by the Vice Chancellor.

ii. Academic Support Service Staff:

The Faculty and Staff Search Committee (FSSC) is in place comprising of Vice Chancellor, DVC, DASS, Dean-School of Business, Dean-School of Computing, Registrar, Program Chairs and Head HRD, who will interview and hire the academic support staff member. HRD in coordination with FSSC engages in recruitment planning for staff positions which arise due to resignation or termination or new hiring requirements.

iii. Student Trainees

The Search Committee engages in identifying suitable candidates for Student Trainees vacant positions from different Departments and utilization of the students to satisfy short term manpower requirements. Search Committee initiates the process of Student Trainees recruitment based on the vacancy arising due to Department requirements because of the expansion of operations. Department Head in coordination with HR and Dean plans for Student Trainee resources requirement for the Academic Year and identified and recruit suitable candidate for the short term position in the Department.

B. Guidelines for Search & Appointments

As per Policy, staff members from clerical level and above should hold minimum bachelors' qualification with relevant years of experience as mentioned below. In such case where a shortlisted employee did not meet the required qualification but having specified experience in certain area, the management may give exemption.

i. Eligibility Criteria for AAC-Academic Support Staff members

Rank	Academic	Administrative	Qualification
Director-Marketing & Communications	Masters' degree or advanced degree required, preferably in Marketing in higher education.	Considerable Experience in development and implementation of Marketing and Communications strategies in line with the strategic objectives of the University.	Seven years of experience in Providing leadership for the development and execution of a comprehensive strategic communications and marketing plan to enhance the University's leadership position, reputation and brand. Manages the University's earned and owned media strategy with a focus on issues management, content development and delivery of university information, news

			and accomplishments in support of institutional priorities
Director - Government and Public Relations	Masters' degree or advanced degree required, preferably in Communications, Public Relations or other related field in higher education.	Professional Experience in Public and Government Relations which develop and execute strategies that are intended to create and uphold the positive public image of the University.	Seven years of experience in representing the University on public and government relation matters. Development and implementation public and government communications to promote transparency and awareness of important University initiatives and developments. Direct, coordinate and integrate the strategic communications, and public relations functions of the University into a cohesive effort that conveys a consistent message in support of the university's mission, strategic goals, and objectives.
Director – Academic Support Services	Masters' degree or advanced degree in business administration, student services, human resources, psychology or related field in higher education.	Overall Management and administrative direction of all aspects of academic support services functions. Establishes future direction for functional policies and programs. Management of HOD's and support staff in developing, planning, goal Setting, implementation, evaluation for academic support services initiatives align with the mission and vision of the University.	Seven years administrative, student services experience. Experience working with diverse student Provides effective leadership and consensus building skills for academic support services staff

ii. Eligibility Criteria for regular Academic Support Staff

As per Policy, staff members from clerical level and above should hold minimum bachelors' qualification with relevant years of experience as mentioned below:

Grade / Level	Qualification	Years of experience
Director	Master's Degree	10-15 years of experience and at least Five years in a University / Institution or must have work with SUC with similar experience.
Deputy Director	Master's Degree	10 plus years of experience and at least Five years in a University / Institution or must have work with SUC with similar experience.
Head of the Department	Master's Degree	7-10 plus years of experience and at least three years in a University / Institution or must have work with SUC with similar experience.
Manager	Master's Degree	7-10 years of experience and at least three plus years of experience in a University / Institution or must have work with SUC with similar experience
Assistant Manager	Master's Degree	5 plus years of experience and at least at least two plus years of experience in a University / Institution or must have work with SUC with similar experience.
Supervisor	Masters or Bachelor Degree	5-7 years of experience and at least at least one plus years of experience in a University / Institution or must have work with SUC with similar experience.
Clerical Staff	Masters or Bachelor Degree	The candidate must have total of 3-5 years of experience and preferably one plus years of experience in a University / Institution or must have work with SUC with similar experience.
Support Staff	High school diploma and additional certificates on their chosen field.	1-5 years of experience, preferably one plus years of experience in a University / Institution.

iii. Eligibility Criteria for regular Training Staff

Training Staff members are to be hired basis the below criteria:

Table II			
Grade / Level	Academic Experience	Research and Publication	Post PhD Experience
Instructor	3-5 years	1 publication	NA
Sr. Instructor	5-7 years	2 publications	NA

C. Process Flow of Recruitment

i. AAC Member-Academic Support Services

Step-1: AAC positions requirement has to be recommended by the Vice Chancellor. The requirement is based on Administrative and academic requirement. Since it's a leadership position, University's Mission and vision should be considered in reviewing the strategic requirement

Step-2: The Vice Chancellor will make recommendations based on their exceptional leadership and consensus building skills in development and implementation, demonstration of strong experience in advancement of the University and managing its operations with commitment.

Step-3: Based on the VC report, HRD issues appointment letter.

ii. Academic Support Staff

HR initiates the process of Staff search by following the process mentioned below:

Step–1: HOD reviews the requirement of Department based on workload and sends the recruitment Requisition Form along with the Job Description to HRD.

Step–2: HRD convenes a meeting of FSSC to review and approve the proposed Staff requirement. Upon committee's recommendation HRD takes necessary approval from the Dean.

Step-3: Following the Vice Chancellor's approval to fill the positions the HRD will start the search process through recruitment agencies, online recruitment sites, SUC website and also posts the advertisement in the leading national and international newspapers.

Step–4: The Human Resource Department scrutinizes the CV and conducts preliminary interviews and shortlists the potential candidates.

Step–5: The shortlisted candidates will be invited for a personal or online interview with the Interview panel. The finalized candidate by SSC is recommended to the VC for appointment approval.

Step–6: Shortlisted Candidates are informed on their selection and are required to provide two references from the previous organization in which one reference should be from previous supervisor. HR department personnel runs the reference check with help of a Reference Check Form and the feedback is forwarded to VC for appointment along with the offer letter draft.

Step–7: After finalizing the candidate/s for the position the Job expectation and job description is sent to the candidate for clarity in understanding the job expectations.

Step–8: Post approval a duly signed offer letter is sent to the candidate. Once the candidate accepts the job offer further contract, visa and joining process is coordinated. All employees at the time of recruitment into SUC are required to submit a Medical Certificate and should have a "Fit to Work" remarks by the accredited or authorized doctor / physician.

Step-9: On Joining, in case of relocation, an initial accommodation facility is available in furnished Hostel Apartment for newly hired staff member relocating from outside the UAE who enter the country under SUC's sponsorship. (Refer Relocation & Joining Support Section for Details).

Step-10: The selected Staff needs to submit below list of documents before joining as part of joining

Formalities for visa processing.
   a. Passport size photo (A digital passport size photograph clicked with white background)
   b. Passport copy
   c. Personal Details Form
   d. Scanned copy of all your education certificates (10th Std., 12th Std., Bachelor degree

   e. Certificate, Master degree certificate and PhD Certificate, all certificate should be Supported with the transcripts).

   Note: Highest Qualification Degree to be attested from the following:

   a. Ministry of Higher Education of the country from where the Degree was awarded.
   b. Ministry of Foreign Affairs of the country from where Degree was awarded.
   c. UAE Embassy in the country from where the degree was awarded.
   d. Ministry of Foreign Affairs in UAE.
      UAE Equivalency (As per New MOE Regulation) (Staff should make sure to complete all requirements and attestations required to apply for equivalency within one month of joining to complete the hiring process)

Step–11: Post submission of the above documents and the signed offer letter, employee's security check process is initiated. Once the security check is positive the employee's visa process is initiated.

Step- 12: Staff's travel, arrival in UAE, initial accommodation, room allocation, pickup from airport, Orientation etc. all are tracked through checklist.

Step-13: Staff Members recruited from outside United Arab Emirates are entitled to an Air Ticket Reimbursement upon joining SUC. (Refer to INITIAL AIRLINE TICKET section for more details)

Step-14: Staff Members are allocated work stations or offices prior to their joining. A complete set of computers and office supplies, stationery, SUC ID & Business Cards etc. are provided for their convenience on settling down in their new assignment.

Step-15: Staff members are provided with Induction manual which will help them in settling down.

Step–16: On joining Staff member is oriented by Vice Chancellor, DIRQAOA, DASS and all concerned HOD's on the operational aspects of SUC. HOD's sets their goals for the academic year in coordination with Vice Chancellor's office.

Step-17: The approved Staff is given a six months' probationary appointment during which the Performance is evaluated by the respective HOD's and Head of HR.

Step–18: Staff Probation Review report will be considered before recommending confirmation/Extension/ rejection and it will be implemented by HRD with due approval from Vice Chancellor.

Step–19: Upon confirmation from Vice Chancellor a formal confirmation letter is drafted by HRD and sent to the VC office for approval and signature.

Step–20: Formal confirmation letter is issued and confirmed staff will be inducted as regular employee of SUC.

iii. **Non Regular Academic Support Staff**
Hiring process for part time staff is same as full time recruitment. The shortlisted candidate is provided with the contract having contract start & end date, compensation details & terms and conditions of employment.

iv. **Training Staff Search & Appointments**
Dean, DASS along with HRD in coordination with the HEAD – CCL engages in recruitment planning of CCL department which arise due to Resignation / Termination / New Hiring requirements. To have an effective recruitment policy and procedure, HR Team is involved in effective sourcing and shortlisting of candidates.
The Staff Search Committee (SSC) is in place comprising of Dean, DVC, DASS along with HRD, will interview and hire the Training Staff along with a subject expert.

v. **Student Trainee**

HR initiates the process of Student Trainees search by following the process mentioned below:
Step–1: HOD reviews the requirement of Department based on workload and sends the Recruitment Requisition Form along with the Job Description to HRD.
Step–2: HRD convenes a meeting with the Vice Chancellor to review and approve the proposed Student Trainee requirement.
Step-3: Following the Vice Chancellor's approval to fill the positions the HRD will start the search process in coordination with the Student Services of Administration Department.
Step–4: The Human Resource Department scrutinizes the CV and shortlists the potential candidates. The shortlisted candidates will be invited for an interview with the HOD of the concerned Department and afterwards the Head HR once shortlisted by the HOD.
Step–5: The finalized candidate by HOD & HRD is recommended for appointment.
Step–6: After finalizing the candidate/s for the position, Job expectation and job description are handed over 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 VC 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 and the Head – HR.
Step–9: Student Trainee Performance Review report will be considered before recommending for extension/ rejection and it will be implemented by HRD with due approval from Vice Chancellor.

I. Support and Formalities for Settling Down of New Employees at the Time of Joining Skyline

A. Offer Letter

Once the offer letter is accepted by the candidate, the employment relationship begins. The offer letter includes the terms and conditions of employment, details on the Designation / Rank, Grade, Contract Validity, Contract Type, Probation period, Salary, Benefits & Perks, Annual Leaves, work timings, work start date etc. It is an initial communication mail of the processes involved hiring i.e. Reference check, attestation process, visa process, etc.

B. Receiving the New Joinee at the Airport

The newly joined employee is received at the airport and dropped at the place of accommodation. It is a gesture to welcome the new joinee and ensure smooth start to new career at SUC. This is applicable to full time employees only.

C. Initial Accommodation

SUC provides accommodation for first month of employment in furnished Hostel Accommodation for the newly recruited Employee from outside of UAE.

The accommodation facility is applicable for newly hired employee relocating from outside the UAE and entering the country under the SUC's sponsorship only. It does not apply to employee hired within the UAE or who are requesting a transfer of sponsorship. This is applicable to full time employees only. In case the initial accommodation benefit is utilized for first month, the Accommodation allowance benefit shall start as per the tenancy contract date once employee vacates the official accommodation. This period is not as per joining date.

SUC offers its employee to stay in the internal hostel on a mutual agreement that govern the relation between the two parties as per the hostel rent agreement policy.

D. Office & Supplies Allocation

Employees are allocated offices prior to their joining. A complete set of office supplies, stationery etc. are provided for their convenience on settling down in their new assignment.

E. Office Laptops and Desktops

An employee upon joining is allocated a laptop or a desktop based on the position requirements. The Laptop or Desktop and its accessories provided are the property of SUC and need to be maintained and used appropriately by every employee. Office Equipment's are allocated to be used within the premises of SUC. If the employee take any such unit out of university, they will do so at their own responsibility. Any damage, repair, replacement or any other cost will have to be borne by the individual.

F. E-mail Id & Telephone Extension

The Employee is allocated SUC email ID and Password to use for all official communications. Telephone extensions are provided to every employee for communication. A contact List is shared with all the employees at the start of every month which has details of employees e-mail id's and telephone extensions to be used for internal circulation only.

G. Employee Portal Access

The new Employee is provided individual login id and password for various portals as applicable to them and trained to access the portal during orientation.

H. Emirates Id Card

Once employee visa process is completed, the employee will receive the Emirates ID card. This needs to be collected from PRO and this is an official card / document to be carried all the time with an employee in UAE, within or outside the organization. Emirates ID is issued by UAE government for a prescribed time and needs to be renewed timely along with visa renewal. This is applicable to full time employees only.

I. Bank Account

SUC Finance Department will assist the Employee to open a bank account which will be done within 15 days after the completion of Visa stamping.

Documents required for bank account opening are as mentioned below:
a. Duly filled and signed bank application form
b. Passport with visa copy
c. Salary Certificate

J. SUC ID Card, Business Cards & Car Sticker

A new Employee will receive an SUC Identification Card with microchip for giving the Employee a full access of the University gates and respective offices as soon as his visa is already stamped. Identification Card can be obtained in the HRD. The card is the bearer's official University Identification and should be carried at all times. The card is non-transferable and is property of Skyline University College and should be returned to the HRD upon expiration and termination of employment. Loss of the SUC ID should be reported immediately to HRD. Upon joining, the University also provides Business Card for newly hired Full Time Employees. Prior approval should be taken from HRD for any additional information to be added on the Business Card.

K. Other Support & Guidance

A new employee will be provided with the information and guidance as required with regards to settling down with respect to opening a Bank account, finding a new accommodation in UAE, Family Visa, Schooling options in UAE for Children's Education. This information will be available in the "Induction Manual" for assistance. Initial accommodation is provided to any new employee joining SUC subject to approval.

L. Employment Contract
i. Terms of Contract

All employees are expected to observe the professional standards and procedures set forth in Ethics, Work rules and Personal Conduct sections of respective Handbooks. Included in these standards are the expectations of the appointed employee to provide SUC with full and accurate information about their credentials, including official transcripts of certificates, experience and other academic and professional details. Authenticity of the document submitted by the employee is solely the employee's responsibility. In any case, if the documents are found to be forged or fake then employee will be terminated with immediate effect and the employee shall not be eligible for any rights whatsoever. It also provides the guidelines of expected performance and contributions in effectively executing teaching & administrative responsibilities respectively and other duties assigned by SUC from time to time, including scholarly research, and services to SUC and community

ii. Format of Contract

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

1. Job title of appointment
2. Grade
3. Job Status

4. Assignment Location
5. Salary structure (Basic, Social Allowance, Accommodation Allowance, Total Salary)
6. Duration of Contract
7. Probation period
8. Benefits- Accommodation Allowance, Furniture Allowance, Annual Air Ticket, Medical Insurance, Summer Remuneration, Participation & Conferences.
9. Working Hours
10. Gratuity
11. Employment Recruitment and Repatriation
12. Medical & Sick Leave
13. Annual Leave
14. Unauthorized Absence from Work
15. Notice & Termination
16. Responsibilities and obligation
17. Declaration

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

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

iii. Duration of Contracts

a. For Academics
Initial duration of contract for above mentioned are normally for four years. Duration of initial contract is based on academic requirement and renewal/discontinuation is based on the periodical academic performance evaluation of each Faculty Member in the main areas of teaching, scholarly research and services to SUC & community. In case of a member has served as AAC member, the evaluations of the same will be considered based on VC recommendations, the initial contracts may be renewed/ discontinued.

b. For Academic Support Services & Training (CCL)
Initial duration of contract for appointments of the above mentioned are normally for two years. The duration is based on the periodical administrative performance evaluation of each Staff Member in the main areas of administration and services to SUC. In case of a member has served as AAC member, the evaluations of the same will be considered and approval of the Vice Chancellor to the renewed/ discontinued.

c. For Part Time Employees:
Part Time employees Contracts duration is as mentioned in the contract issued to them, as per the requirement of the organization.

d. For Student Trainees
Student Trainee Contracts duration is as mentioned in the contract issued to them, as per the requirement of the requested Department.

iv. Renewal and Non-Renewal of the Contract
Renewal and Non-Renewal of employee contract is based on the organizational requirement, periodical evaluation of each employee and recommendation of the FES committee to the Vice Chancellor.

After the employee signs a contract renewal letter it is taken as a confirmation for contract renewal. If an employee decides to deviate from the commitment by not renewing the contract SUC will be well within its rights to initiate legal proceedings against such staff unless it is an urgency on medical grounds or on death in family.

a. **For Academics**

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, goal setting and FES performance evaluation for the existing contract period and annual evaluations. HR then prepares the list of recommendation and forwarded to the AAC for review and endorsement. The final recommendations of either to renew or reject the Academic member's contract. Contract Renewal also depends upon certain parameters outlined in the separation policy. The VC reviews the personal file & based on AAC Evaluation Committee recommendation decides to extend or discontinue the contract for the next term. After the decision HRD informs the Academic Staff member about the status of renewal/ non-renewal of the contract for the next term at least six months before the maturity of the current contract.

The outcome of FES is one of the following:
1. A four/two years' renewal of the existing contract
2. To inform the non-renewal of existing contract
3. To serve notice of termination

Note: SUC policy supersedes all the prior agreements, contracts, and statements, written or oral correspondence and are subject to change as per law of the country and SUC requirements

b. **For Academic Support Services & Training (CCL) Staff**

The process of renewing term-contract is initiated six months before the maturity of contract. Assessment for the purpose of renewing term contracts is carried out six months before the expiry of the running contract for the above mentioned employees. SUC's Goal Setting and Staff Evaluation Committee reviews the file, and forwards their recommendation to the VC who reviews the recommendations and communicates the decision to Head HRD 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

c. **For Part Time Employees and Student Trainees:**

Part Time employees and Student Trainee Contracts Renewal and Non-Renewal is based on the periodical evaluation and feedbacks for each part time employee. Based on the annual evaluations, HR prepare the list of recommendation and forwarded to the AAC for review and endorsement. The recommended list is submitted to the VC office with the final recommendations of either to renew or reject the staff member's contract. Renewal of Contract is based on the organizational requirement and employee's performance.

M. Employment Visa

The work visa is granted by the Ministry of Interior, General Directorate for Naturalization & Residence. HRD shall coordinate with the employee for submission of documents required for processing the visa.

i. For Academics:

The SUC sponsors work visa for Full Time Faculty and Visiting Faculty (International). A work visa is processed only after an agreement of employment is reached between a prospective Academic member and the SUC, an appointment letter issued and an employment contract is signed between the Academic member and the SUC.

ii. For Academic Support Services (Academic Support Staff & Training (CCL) Staff)

SUC grants work visa to permanent Academic support services members. A work visa is processed only after an agreement of employment is reached between a prospective Staff Member and SUC, an appointment letter issued and an employment contract is signed between the Staff Member and SUC.

iii. Documents required for processing employment visa are:

1. Passport size photo (A digital passport size photograph with white background).
2. Mothers' Name.
3. Scanned colored passport copy
4. Scanned copy of all education certificates (10th Std., 12th Std., Bachelor or Degree Certificates, Master Degree Certificates and PhD Certificate (All Certificates should be supported with transcripts)
5. Personal details Form (Attached to be filled up)

iv. Procedure for applying Employment Visa

a. Before filing visa, employee needs to get all the credentials verified by HRD and submit soft copies of all applicable documents along with the equivalency of highest education qualification. The Staff member needs to fill up and submit the Security check form which is the first step to the visa process. Staff member's security check process is initiated and once the security clearance is received as positive the Visa can be applied.

b. Employee will be required to undergo and pass a medical examination undertaken by the UAE Health authorities before his/her residence visa can be renewed. The SUC PRO will assist the Staff member in the process.

c. PRO will initiate a security check process and get an approval from the authorities through an online system as first step to visa processing. Once approved, PRO will then apply for visa of the employee from Immigration or relevant alternative authorities. If the employee is to be employed before the employee enters UAE for employment purposes.

d. For Academics, the visa is applied with immigration authorities and they will issue e-visa to the employee. For Academic support services once the labor approval is done, the immigration will issue e-visa to an employee to get into UAE.

e. For countries like India, Nepal and Sri Lanka the visa is approved in the UAE but stamped and processed in respective countries if the employee needs to be hired from these countries.

If the employee of above nationalities is already in UAE, then the previous mentioned process is followed.

f. After an employee enters into UAE on e-visa, the PRO will arrange for a medical checkup of an employee in authorized Medical Fitness Services Center.

g. Employee will go to a government hospital or medical clinic for a health check. The medical check is a blood test and chest X-ray for HIV, Hepatitis B, Hepatitis C, Tuberculosis (TB), Leprosy, and Syphilis. If results come back positive for any of those conditions, the person is deported with immediate effect. Therefore, employee should pass the visa medical examination from the authorized medical fitness services center before stamping the visa.

h. PRO will then go to the Emirates ID service points after filling in the eform at any typing center along with original valid passport and valid visa.

i. PRO should make an application for a residence visa (employment visa) to the immigration authorities.

j. PRO will go back to the General Directorate of Residency and Foreign Affairs (GDRFA) with all the necessary supporting documents to stamp the visa on the employee passport.

k. All these requirements will be satisfied within 45 days of the employee's entry into UAE on the entry permit visa.

i. MEDICAL REPORT

a. After joining SUC the employee should submit original visa and original passport to HRD.

b. SUC will arrange for Health Insurance card of the individual employee and coordinate its attestation with the ministry of health. Cost of attestation will be borne by employee.

c. Employee has to undergo a medical examination with Ministry of Health, which will be coordinated by PRO.

d. For the eligible family Members, the employee has to process the Health card and medical certificate on his own.

Documents required for medical test:
1. Passport copy
2. Photograph as per requirement
3. Applicable Fee

ii. RESIDENCE VISA FOR FAMILY

Below documents are required for Family visa, SUC is not responsible for the same and an employee himself has to do the required. PRO will assist and guide during the process.

a. Attested Marriage certificate
b. No objection letter from the sponsor
c. Forms to be filled and signed by the sponsor
d. Relevant skilled certificates/ Degree (Attested)
e. Copy of Passport of family
f. Copy of passport/ Residency permit of sponsor
g. Tenancy Contract

Note: New Employee themselves have to process the above and bear the expense for family visa. However, guidance can be taken from PRO.

iii. For employee recruited within UAE who are on employment visa with other institutions/organizations

a. The prospective employee is required to provide an NOC (No Objection certificate) from his employer (employer at the time of recruitment), copy of company trade license, copy of company computer card for Ministry of Interior, General Directorate for Naturalization & Residence.

b. SUC will then file for Employee work visa with the Ministry of Interior, General Directorate for Naturalization & Residence United Arab Emirates.

c. Employee will be required to fill in personal details form which contains information related to processing of residence visa.

d. SUC will then file for Employee work visa with the Ministry of Interior, General Directorate for Naturalization & Residence, United Arab Emirates.

iv. Renewal or non-renewal of the visa

The employee visa is granted by the Ministry of Interior, General Directorate for Naturalization & Residence, United Arab Emirates and is generally for a period of 2 years. The visa and Labor Contract (For Academic Support) is extended (renewed) if the employee continues to be in the services of SUC at the time of renewal.

The employee will be required to undergo and pass a medical examination undertaken by the UAE Health authorities before his/her residence visa can be renewed. SUC PRO will assist the employee in the process.

All employees at the time of recruitment into SUC are required to submit a Medical Certificate and should have a "Fit to Work remarks by the accredited or authorized doctor / physician and will have to clear the Medical Test in UAE at the time of applying for the Visa.

After the employee signs a visa renewal letter it is taken as a confirmation for visa renewal. If an employee visa is renewed and if the agreement is terminated during the contract period within six months, visa charges incurred at the time of renewal will have to be refunded by the employee to SUC.
Note: Above visa section is not applicable to Adjunct/Part time Faculty / Staff and Student Trainees. SUC is not liable for their visa.

N. Golden Visa
Refer [Golden Visa](#) Policy for details

O. Job Description:
HRD will introduce various functional Departments of SUC to the new Employee and orients them on services provided by various Academic & Academic Support Services Department. Academic support services Employee will be issued a job description explaining their strategic, operational and other responsibilities. It is required of all employees to perform these duties professionally and ethically. Failing to comply will be treated as breach of contract and necessary disciplinary action will be initiated.

Policy number	HUMR_POLICY_04
Policy name	Compensation & Benefits
Policy version	Version 3
Standards applicable	MOE Standard 5: Faculty and Professional Staff
Policy owner	Human Resource Department
Date of policy development	18 July 2019
Review date	24 July 2023
Date of recent modification	30 June 2022
Approved by	Vice Chancellor

I. **Faculty Salary Compensation Perks and Benefits**

SUC offers a competitive compensation package to attract well qualified and trained manpower to lead the academic administrative tasks and to raise the Academic standards as envisaged in the Vision & Mission of the SUC.

The purpose of SUC's salary compensation is to maintain:
1. Internal pay equity and bring consistency within and across the Members of SUC
2. Consistency in application of salary grade system
3. High degree of employee morale, motivation and performance through competitive salaries.

Employees are rewarded at every level based on their evaluation and major contributions to the organization.

A. **Salary Compensation**

i. **Basis of salary compensation for Academic staff**
SUC follows a systematic and organized method of salary structure based on well-defined job classification. The pay structure for Academics is established based on the following parameters:

a. Job analysis based on Feedback from FES
b. Current Industry Inputs
c. Government/ Ministry inputs
d. Academic standing/ Experience of Faculty members

ii. **Components of Salary compensation for Academic staff:**
The compensation package for Academic staff includes following components:
1. Basic Salary
2. Social Allowance
3. Communication and Transportation Allowance
4. Administrative Allowance (Applicable for AAC and other Faculty if required)
5. Benefits (Details are available in perks & benefit section)

iii. **Salary compensation for Non-Regular Academic Members**
Adjunct Faculty are remunerated based on the non-regular academic members' salary structure and the total credits provided.

iv. Salary range as per Faculty rank

Faculty Rank	Grade	Salary Range*	
		Min	Max
Instructor	I11	9000	15000
Sr. Instructor	I12	11000	18000
Lecturer	F13	13000	22000
Assistant Professor	F14	16000	25000
Associate Professor	F15	19000	28000
Professor	F16	22000	32000

Salary range* Includes Basic allowance, Furniture allowance and Accommodation allowance

v. Disbursement of salaries

All salaries for Full Time employees are transferred to their bank accounts normally by 27 – 29th of each month unless weekend or any national holiday coincides with the date in this cases salary is transferred on next working day. For New employees the cash salary is paid by 01st working day of the following month.

For Adjunct Faculty members the salary is disbursed after seven (7) working days of the following month, depending on the verification of attendance from HRD & approval from Dean.

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

Documents related to payment of perks will be processed on the first Wednesday of every month and payment will be released on 3rd Wednesday of every month.

B. Faculty Perks & Benefits

i. Additional credit hours payments for Academics

Faculty member may be allocated additional teaching credits apart from the normal teaching load as mentioned in the Faculty teaching load. SUC doesn't routinely or persistently assign teaching loads to faculty in excess. In exceptional circumstances where teaching assignments in excess (overloads) are unavoidable, the overload is limited to one three-credit course per faculty member per year after due approval from VC. Any overload is compensated as per the policy given below:

Particulars	No. of Credits	No of Sessions	Remuneration
Undergraduate	3 credits	45	AED 8,000
Graduate	3 credit	45	AED 11,000
MQP	0 credits	21	AED 4,200
GRC	3 credit	45	AED 9,000

Policy Outline:

a. Additional Credit Contract of teaching will be given by HR on approval from Dean
b. Course includes the examination invigilation duty as well.

c. Faculty teaching extra credit must be available one hour in addition to the teaching hours to facilitate administrative and student counseling responsibilities.
d. 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.
e. 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.
f. If the faculty member leaves organization during ongoing semester before completion of the additional course compensation will be paid for the additional credit hours on a pro-rata basis which is calculated based on the length of the dissertation supervision or teaching

ii. **Summer teaching load payments**

a. Undergraduate Level (School of Business & School of Computing)
The remuneration for summer payments will be issued in September based on finance payment calendar. Payment will be as per the policy and after they have completed the load in Fall and Spring for the Academic year.
Remuneration for summer Teaching Load is mentioned in the below table.

Particulars	No. of Credits	No of Sessions	Remuneration
Undergraduate	3 credits	45	AED 5,000

b. Graduate Level (School of Business)
The remuneration for semester payments will be issued in September based on finance payment calendar.
Remuneration for Summer Teaching Load is mentioned in the below table.

Particulars	No. of Credits	No of Sessions	Remuneration
Graduate	3 credits	45	AED 6,000

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

1. Reimbursement of any kind of transportation is not allowed unless it is preapproved 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 employees who are availing the official transportation. 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
3. Faculty staying within SUC hostel are not eligible for any transportation services.

iv. **Medical Insurance**

AAC: Faculty members with additional administrative responsibilities and their eligible dependents have premium Insurance Coverage. Eligible dependents should be in employees' visa sponsorship (spouse and 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.

Faculty Members: SUC provides Full Time Faculty members and their eligible dependents with medical insurance coverage. Eligible dependents should be in employees' visa sponsorship (spouse and 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).

v. **Initial Air Ticket Allowance**

Faculty members recruited from outside United Arab Emirates are entitled to a Air Ticket Reimbursement upon joining SUC.

Policy Outline:
   a. Reimbursements for the Air Ticket is processed when reciepts of payments and ticket is provided to the HRD within 48 hours of joining the organisation.
   b. Reimbursement will be made up to the amount which SUC would have paid for the air ticket from the point of origin.

vi. **Annual Air Ticket Allowance**

Faculty members are entitled to Annual Air Ticket Allowance for themselves and eligible dependents from UAE to first port of entry in home country. Employee needs to produce proof of residency or house ownership for the organization to decide his/her point of origin in case his residency is from any other country than home country or the employee has an acquired nationality.

Policy outline:
   a. 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.
   b. 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.
   c. 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.
   d. Faculty members and their families shall be eligible to economy class air ticket only.
   e. Faculty members will be given the air ticket rates for his/her sector during the month of October.
   f. The Faculty members will book their air tickets as per their own convenience and submit the air ticket & invoice to HRD for reimbursement.
   g. 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.
   h. The annual air tickets for family and self cannot be accumulated for subsequent use in later years. Encashment of ticket amount is not permitted.
   i. 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.

j. 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 10th of September in every academic year. The benefit can not be carry forwarded and will forfiet if not claimed till the annual cutoff date and no exceptions will be granted.

k. 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.

vii. Accommodation Allowance

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

The accommodation will be paid to AAC and Faculty members as per the below mentioned details:

RANK / LEVEL	AMOUNT
Instructor	AED 21,000
Sr. Instructor	AED 21,000
Lecturer	AED 24,000
Assistant Professor	AED 27,000
Associate Professor	AED 30,000
Professor	AED 33,000

a. SUC AAC and Faculty members are paid an annual housing allowance in two equal installments.

b. Accommodation Allowance is paid only to AAC and Faculty members having the tenancy contract on their own name, and are required to submit a copy of valid tenancy contract to HRD. Employees staying on sharing basis will not be eligible for this benefit. Faculty members are advised to submit tenancy contract with HRD, if they want to avail the accommodation allowance.

c. In case the AAC and 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.

d. At the time of payment AAC and Faculty member need to submit valid tenancy contract to HRD.

e. Female AAC and Faculty members residing with spouse and having contract in Husband's name will be eligible in case they are secondary owner in residence contract. Or on submitting an Undertaking from spouse's employer that they are not eligible for any accommodation benefit.

f. In case the initial accommodation benefit is used for first month, the Accommodation allowance benefit shall accordingly start as per the tenancy contract start date or as per the last date of stay in the hostel facility.

g. Accommodation Allowance will be paid based on the above table or the actual amount whichever is lower.

h. If both husband and wife are working in SUC, the accommodation allowance facility will be available to one of them in an academic year i.e. benefit is given to the employee on whose name the tenancy contract is.

i. Faculty members can stay in the internal hostel as per the policy, the accommodation will be provided with all facilities like water, electricity and Wi-Fi.

j. Faculty members staying in internal hostel will not be paid any accommodation allowance and furniture allowance as per the procedures, and the hostel rent will be adjusted towards accommodation allowance.

k. In case Faculty member move out of the hostel followed by 2-month notification, he should submit a valid tenancy contract in their own names to be eligible to get accommodation and furniture allowance as per the policy.

Furniture Allowance For Academic Members

Furniture Allowance is extended to enable a Faculty member for settling down in UAE comfortably. Furniture Allowance is a onetime consolidated payment done initially for the period of five years for existing and faculties joining, depending on the faculty grade mentioned in the table below. Subsequently payment will be paid after the 5^{th} year.

DESIGNATIONS	AMOUNT
INSTRUCTOR	4,000
SR. INSTRUCTOR	5,000
LECTURER	7,500
ASSISTANT PROFESSOR	10,000
ASSOCIATE PROFESSOR	12,000
PROFESSOR	12,000

Policy outline:

a. After the second payment, the Furniture allowance will be due after every 5^{th} year
b. 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
c. 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.
d. 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.
e. If both husband and wife are working in SUC, the Furniture Allowance will be disbursed to only one employee.

ix. **Administrative Allowance:**

Faculties with additional administrative responsibilities are provided with an additional amount as administrative allowance depending upon the nature of the role. This allowance is applicable and paid to them till they hold the position. Administrative positions are on rotational basis and administrative positions with Academic employees are for tenure of 5 years and can be renewed for one additional term maximum.

x. **Conference, Research & Professional Development Fund**

Please refer to "Research & Scholarly Activities Policies and Procedures Manual" for further details.

xi. **Management Development Programs & Consultancy Work**

Faculty members and researchers will be encouraged to submit proposals for management development programs and external consultancy work. SUC supports faculty members who are interested in getting training programs and project works by funding them for the initial research and training proposal submissions. Once the training programs and consultancy work is received the University shall pay honoraria commensurate at the rate of 70% of the project amount after deducting the expenses for the Individual/group provided the individual or group gets the project by their own efforts and the remaining 30% is retained by SUC. In case SUC procures a training program / consultancy work then the compensation shall be at the rate of 70% of the project amount after deducting expenses to SUC and 30% will be paid as honoraria to the individuals or group working for the training program or project.

xii. **Loan Against Gratuity Policy**

Faculty Members are eligible for Loan against gratuity when they have completed more than 7 yrs. of services. The criteria for the Loan Against Gratuity is on the following conditions:

a. **Criteria for availing Gratuity Loan:**
   1. Purchase of land / house/ flats in the home country
   2. Emergency medical treatment
   3. Children's higher education
   4. Children's migration
   5. Fixed deposits
   6. Marriage of Children

b. **Procedure for availing the Loan against gratuity are as follows:**
   1. Faculty Members will be eligible for this loan after completion of 7 years of continuous services with SUC.
   2. Maximum amount of loan that can be availed will be 50% of the accumulated gratuity or two month's salary, whichever is lower at the time of application of loan.
   3. Faculty Members is eligible for two of such loans in his/her service period with SUC and second loan can be taken only after repayment of first availed loan.
   4. Loan Approval will be at the sole discretion of the Management.
   5. The Faculty Members should not have any outstanding loan with SUC or any other outside entity at the time of application for such loan. No-Liability certificate should be produced from the bank where the salary is transferred or if letter is taken for any other bank.
   6. Repayment has to be done in maximum within two years from the date the loan was granted. Repayment amount per month will depend on the period of repayment Repayment can be done via salary deduction. No adjustment or postponement in the repayment pattern will be done. Any kind of extension or rescheduling in the repayment period will not be acceptable. However the repayment period can be reduced without any fine.
   7. During the repayment period no salary certificate or any kind of letter will be issued addressing any bank or financial institution.
   8. In case the period of services ends before the repayment of loan due to any kind of separation (Resignation, Termination, Death etc.,) then the remaining amount shall be adjusted with end of term benefits and balance will be paid to the Faculty Members.
   9. Faculty Members under observation for misconduct or involved in any kind of grievance procedure will not be eligible for Gratuity loan until the conclusion of proceedings.
   10. Faculty Members will have to nominate a nominee who is from the immediate family members (spouse, children) while taking the Loan Against Gratuity. The nominee will be eligible to receive only the difference amount if the loan against gratuity is not repaid in full at the time of final settlement of the employee in case of any emegency contingency.
   11. Purpose of taking this loan should be clearly mentioned in the application form with sufficient proof of same. The application may be rejected in absence of any valid justification.

xiii. **Employee Bonus**

The employee bonus is a benefit paid to accomplishing employees who have exceeded the targets of performance goals approved at the beginning of the academic year, based on the following system of payment.

a. System of Payment:
   1. Bonus amount of one-month salary of the employee shall be paid in the month of November each year along with annual increments.

   2. If any staff leaves the organization, the bonus accrued at the time of leaving will be forfeited in full. It may also encourage loyalty of employee.

3. SUC retains the absolute Discretion at all times, to amend, cancel or discontinue the bonus schemes in part or in its entirety, without compensation, at any time. Employees should be informed if any such decision is taken, If the bonus scheme is amended, cancelled or withdrawn completely during the academic year.

xiv. Parking facility in SUC campus

The SUC's parking and traffic system is established to provide convenient parking for Employees, students and visitors and to facilitate the safe operation of all motor vehicles on property owned or controlled by the SUC.

Any member of the Faculty, Staff, Student Trainees or Student body who operates a motor vehicle on campus must register that vehicle with the SUC in order to receive a Car Sticker. Car Sticker will be allocated to all Faculty, Staff, Student Trainees or student for them to have the University access in the main gates. Registration entitles a person to drive on campus and to park in designated parking spaces in the parking area only. It does not guarantee the availability or location of a parking space. Parking space is available on first come first service basis at the discretion of HRD. SUC is not liable for any parking space in case of unavailability of parking.

Parking is provided free of charge in designated areas on campus. All vehicles must be registered and have a valid SUC sticker in order to be parked on campus. Stickers may be obtained from the Administration office. Parking in SUC is done at owner's risk. The SUC at any given point of time takes no responsibility for any kind of damage or theft.

II. Staff Salary Compensation Perks and Benefits
Employees are rewarded at every level based on their evaluation and major contributions to the organization.

A. Salary Compensation
i. Basis of salary for Academic Support Services & Training Staff:
SUC follows a systematic and organized method of salary structure based on well-defined job classification. The pay structure for Academic Support Services and Training Staff is established based on the following parameters
a. Job analysis based on Feedback from Staff Evaluation System
b. Current Industry Inputs
c. Government/ Ministry inputs
d. Experience of Employee

ii. Components of Salary compensation for Academic Support Services & Training Staff:
The compensation package for Academic Support Services & Training staff includes following components:
a. Basic Salary
b. Social Allowance
c. Accommodation Allowance
d. Furniture Allowance (Applicable for Dy. Director and above Level in AAC)
e. Benefits (Details are available in perks & benefit section)

iii. Salary compensation for Non Regular Academic Support Services & Training Staff Members
Part Time Training Staff is remunerated on per session rates at a pay rate based on their qualification & experience. Part Time Staff in Academic Support Services is remunerated at a fixed rate decided basis the contract for the required job role.

Salary range as per grade

Rank	Grade	Salary Range*	
		Min	Max
Support Level - SU	1	900	1400
	2	1250	2250
Sr. Support Level - SSU	3	1400	2400
	4	1600	3100
Technical Support Level - TCL	5	1750	2875
	6	2000	3275
Sr. Technical Support Level - STCL	7	2500	4000
Clerical Level - CL	8	4500	6000
	9	5000	6875
Sr. Clerical Level - SCL	10	5500	7750
	11	6000	8625
Supervisory Level - SL	12	7000	10000
Sr. Supervisory Level - SSL	13	9000	12375
Asst. Managerial Level - AML	14	10000	13750
	15	11000	15125
Managerial Level - ML	16	14000	17600
	17	17000	20600
Dy. Director Level - DDL	18	20000	24200
	19	24500	28700
Director Level - DL	20	28000	32800
	21	33000	37800

Salary range* Includes Basic allowance, Furniture allowance and Accommodation allowance

v.   Disbursement of Salaries

All salaries for Full Time employees are transferred to their bank accounts normally by 27 – 29th of each month unless weekend or any national holiday coincides with the date in this cases salary is transferred on next working day. For New employees the cash salary is paid by 01st working day of the following month.

Part time staff and trainee salaries will be disbursed on the 7th working day of the following month.

Documents related to payment of perks will be processed on the first Wednesday of every month and payment will be released on 3rd Wednesday of every month.

B. Academic Support Staff Perks & Benefits
   i.   Additional Duty Weekend & Overtime Payment

Members of Staff working on weekends as per HRD approved schedule are remunerated in addition to their salary. This provision is as per the Financial Policy of the University and UAE labor law.

WEEKEND – ACADEMIC SUPPORT SERVICES REMUNERATION				
		23-24		
S. No	Staff Titles	Payment Category	Monthly Salary	Weekend Payment
1	SUPPORT STAFF	FULL DAY		
			AED900	AED30
				AED103
2	TECHNICAL SUPPORT (Drivers)			
			AED1,750	AED58
			AED3,275	AED109
3	TECHNICAL SUPPORT			
			AED2,500	AED83
			AED4,000	AED133
4	CLERICAL LEVEL			
			AED4,500	AED150
			AED8,625	AED288
5	SUPERVISOR LEVEL			
			AED7,000	AED233
			AED12,375	AED413
6	AML / ML LEVEL			
			AED10,000	AED333
			AED20,600	AED687

WEEKEND– IATA INVIGILATION PAYMENT				
1	EXAM TIMINGS	Fri: 3 HOURS		AED50.00
		Sat: 3 HOURS		AED30.00

NOTE:

Academic Support Services Staff Weekend payment is an additional payment given in addition of their normal working hours (48 hours) and will be based only on a pre-approved duty schedule.

Monthly Staff schedule and no. of hrs. will be approved by HRD.

The working hours during the weekend is from 09:00AM – 02:00PM

Weekend payment= (Full salary/30) x 1 irrespective of the no. of hours worked

Another option is employee can be given compensatory leave

Employee should not work for more than 4 weekends per month. No two consecutive days of the weekend.

OVERTIME – ACADEMIC SUPPORT SERVICES REMUNERATION

1. Overtime payment= (Full salary/30/9.5) x 2; Max 2 hrs overtime allowed

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 preapproved by HRD.
2. Pickup and drop locations are decided by driver & Deputy Director of Finance Department and approved by HR-In charge after lot of consideration, keeping in mind convenience of most of the employees who are availing the official transportation. 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
3. Staff staying within SUC hostel are not eligible for any transportation services.

ii. **Medical Insurance**

SUC provides its Staff members a Medical Insurance Policy as per the below mentioned categories:

a. **Assistant Manager and above:** Staff members under this grade and above are entitled for insurance cover for themselves and eligible dependents. Eligible dependents should be on employees' visa sponsorship (spouse and 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.

b. **Head of Department:** Heads of departments irrespective of the grade are eligible for insurance cover for themselves and eligible dependents. Eligible dependents should be on employees' visa sponsorship (spouse and 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.

c. **Supervisory, Clerical and Technical & Support Staff:** Staff members under this grade are entitled for insurance cover for self annually.

d. **Academic Support Services AAC Members:** Staff members with additional administrative responsibilities and their eligible dependents have premium Insurance Coverage. Eligible dependents should be on employees' visa sponsorship (spouse and 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 an Air Ticket Reimbursement upon joining SUC.

Policy Outline:

1. Reimbursements for the Air Ticket is processed when receipts of payments and ticket is provided to the HRD within 48 hours of joining the organization.

2. Reimbursement will be made up to the amount which SUC would have paid for the air ticket from the point of origin.

iv. **Annual Airline Ticket Allowance For Expatriates**

Staff members are entitled to Annual Air Ticket Allowance for themselves and eligible dependents from UAE to first port of entry in home country. Employee needs to produce proof of residency or house ownership for the organization to decide his/her point of origin in case his residency is from any other country than home country or the employee has an acquired nationality. Staff Members are entitled for air tickets as per the below mentioned:

a. **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.

b. **Supervisory:** Staff Members under this grade are entitled to Annual airline tickets for themselves to first port of entry in home country.

c. **Clerical Staff:** Staff Members under this grade are entitled to annual Airline Tickets for themselves once they attained CL10 level otherwise, they will be eligible for Air Ticket once in two years to first port of entry in home country.

d. **Support Staff:** Staff Members under this grade are entitled to airline tickets for themselves once in two years to first port of entry in home country.

Staff members are entitled for air tickets as per the below mentioned table:

AIR TICKET ENTITLEMENT		
RANK	**GRADE**	**AIR TRAVEL**
Support Level – SU	1	For self only, once in two Year
	2	
	3	
	4	
Technical Support Level - TCL	5	
	6	
	7	
Clerical Level – CL	8	
	9	
	10	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
	19	For Self & Family Yearly
Director Level - DL	20	For Self & Family Yearly

Policy Outline:

1. 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.

2. 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.

3. In case a Staff 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 Staff members joins in Summer Semester he/she will only be entitled for the next Academic Year Air Ticket.

4. 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.

5. Staff Members and their families shall be eligible to economy class air ticket only.

6. Staff members will be given the air ticket rates for his/her sector during the month of February.

7. Staff members will book the tickets as per their own convenience and submit the bill to Finance Department once the travel is finished.

8. 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.

9. 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.

10. 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.

11. 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.

12. The yearly air tickets for family and self cannot be accumulated for subsequent use in later years.
13. Encashment of ticket amount is not permitted.
14. 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.
15. 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 cutoff date to apply for reimbursement is by 15th of September in every academic year. The benefit cannot be carried forward and will forfeit if not claimed till the annual cutoff date and no exceptions will be granted.
16. 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.

v.   Accommodation Allowance

Accommodation Allowance is provided to AAC members.

a. Staff member having Hostel Responsibilities in their job description are provided accommodation in furnished Hostel Apartment, in case their job role changes and they are no longer having hostel responsibilities, the accommodation will stand cancelled and staff members will be paid as per grading scale.

b. Accommodation is provided till the University maintains the Hostel, if at any point of time SUC cancel's the hostel facilities, accommodation allowance will be paid as per the grading scale.

c. Accommodation allowance is paid to AAC-Academic Support Service members as a compensation for housing expenses. The housing compensation allowance varies according to their designations.

The accommodation will be paid to AAC-Academic Support Service members as per the below mentioned details:

DESIGNATIONS	AMOUNT
DIRECTOR	AED 24,000
DY. DIRECTOR	AED 21,000

d. SUC AAC members are paid an annual housing allowance in two equal installments.

e. Accommodation Allowance is paid only to AAC members having the tenancy contract on their own name, and are required to submit a copy of valid tenancy contract to HRD. Employees staying on sharing basis will not be eligible for this benefit. AAC members are advised to submit tenancy contract with HRD, if they want to avail the accommodation allowance.

f. In case the AAC members is promoted to the next level, Accommodation allowance will be calculated pro-rata as per the eligibility of Accommodation allowance in the respective category.

g. At the time of payment AAC members need to submit valid tenancy contract to HRD.

h. Female AAC members residing with spouse and having contract in Husband's name will be eligible in case they are secondary owner in residence contract. or on submitting an Undertaking from spouse's employer that they are not eligible for any accommodation benefit.

i. In case the initial accommodation benefit is used for first month, the Accommodation allowance benefit shall accordingly start as per the tenancy contract start date or as per the last date of stay in the hostel facility.

j. Accommodation Allowance will be paid basis the above table or the actual amount whichever is lower.

k. 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.

vi. Furniture Allowance for AAC-Academic Support Staff

Furniture Allowance is provided to AAC – Academic Support staff members every five years as per their grade. The amount allocated grade wise is given below:

Furniture Allowance - Academic Support Services Aac Member	
Designations	**Amount**
Vice Chancellor	18,000
Director	15,000
Dy. Director	10,000

Policy outline:

1. After the second payment, the Furniture allowance will be due after every 5th year

2. Furniture Allowance is paid only to Academic Support Services AAC Member at the above mentioned grade, having their own accommodation (proof of valid tenancy contract required to be submitted to HRD), employees staying in sharing basis will not be eligible for this benefit

3. In case the Academic Support Services AAC Member is promoted to the next level, the allowance will be calculated as per the eligibility of furniture allowance in the respective category.

4. Academic Support Services AAC Member is eligible for furniture allowance only after confirmation of his probation. If the confirmation of the Academic Support Services AAC Member is on conditional basis, the furniture allowance will not be applicable.

5. If both husband and wife are working in SUC, the Furniture Allowance will be disbursed to only one employee.

vii. Staff Loan Against Gratuity Policy

Staff Members are eligible for Loan against gratuity where they have completed more than 7 yrs. of services. The criteria for the Loan against Gratuity is on the following conditions:

a. Criteria for availing Gratuity Loan:
1. Purchase of land / house/ flats in the home country
2. Emergency medical treatment
3. Children's higher education
4. Children's migration
5. Fixed deposits
6. Marriage of Children

b. Procedure for availing the Loan against Gratuity are as follows:

1. Staff Members will be eligible for this loan after completion of 7 years of continuous services with SUC.
2. Maximum amount of loan that can be availed will be 50% of the accumulated gratuity or two month's salary, whichever is lower at the time of application of loan.
3. Staff Members is eligible for two of such loans in his/her service period with SUC and second loan can be taken only after repayment of first availed loan.
4. Approval of loan is based on the sole discretion of the Management.
5. Staff Members should not have any outstanding loan with SUC or any other outside entity at the time of application for such loan. No-Liability certificate should be produced from the bank where the salary is transferred or if letter is taken for any other bank.
6. Repayment has to be done in maximum within two years from the date the loan was granted. Repayment amount per month will depend on the period of repayment chosen.
7. Repayment can be done via salary deduction. No adjustment or postponement in the repayment pattern will be done. Any kind of extension or rescheduling in the repayment period will not be acceptable. However the repayment period can be reduced without any fine.
8. During the repayment period no salary certificate or any kind of letter will be issued addressing any bank or financial institution.
9. In case the period of services ends before the repayment of loan due to any kind of separation (Resignation, Termination, Death etc.,) then the remaining amount shall be adjusted with end of term benefits and balance will be paid the Staff Members.
10. Staff Members under observation for misconduct or involved in any kind of grievance procedure will not be eligible for Gratuity loan until the conclusion of proceedings.
11. Staff Members will have to nominate a nominee who is from the immediate family members (spouse, children) while taking the Loan against Gratuity. The nominee will be eligible to receive only the difference amount if the loan against gratuity is

not repaid in full at the time of final settlement of the employee in case of any emergency contingency.

12. Purpose of taking this loan should be clearly mentioned in the application form with sufficient proof of same. The application may be rejected in absence of any valid justification

viii. Employee Bonus

The employee bonus is a benefit paid to accomplishing employees who have exceeded the targets of performance goals approved at the beginning of the academic year, based on the following system of payment.

b. System of Payment:
1. Bonus amount of one-month salary of the employee shall be paid in the month of November each year along with annual increments.
2. If any staff leaves the organization, the bonus accrued at the time of leaving will be forfeited in full. It may also encourage loyalty of employee.
3. SUC retains the absolute Discretion at all times, to amend, cancel or discontinue the bonus schemes in part or in its entirety, without compensation, at any time. Employees should be informed if any such decision is taken, If the bonus scheme is amended, cancelled or withdrawn completely during the academic year.

ix. Parking facility in SUC campus

The SUC's parking and traffic system is established to provide convenient parking for Employees, students and visitors and to facilitate the safe operation of all motor vehicles on property owned or controlled by the SUC.

Any member of the Staff, Student Trainees or Student body who operates a motor vehicle on campus must register that vehicle with the SUC in order to receive a Car Sticker. Car Sticker will be allocated to all Staff, Student Trainees or student for them to have the University access in the main gates. Registration entitles a person to drive on campus and to park in designated parking spaces in the parking area only. It does not guarantee the availability or location of a parking space. Parking space is available on first come first service basis at the discretion of HRD. SUC is not liable for any parking space in case of unavailability of parking.

Parking is provided free of charge in designated areas on campus. All vehicles must be registered and have a valid SUC sticker in order to be parked on campus. Stickers may be obtained from the Administration office. Parking in SUC is done at owner's risk. The SUC at any given point of time takes no responsibility for any kind of damage or theft.

C. Student Trainee Benefits
i. Official Transportation

SUC provides fully air-conditioned transportation free of cost to Student Trainee staying within the Emirate of Sharjah of. Student Trainee are picked and dropped from common pickup points to SUC in both the shifts. Student Trainee willing to avail the service of transportation should fill the **"Transport Availing Form"** with HRD. Transportation service provided by SUC is additional support and is not the part of individual's package.

Note:

1. Reimbursement of any kind of transportation is not allowed unless it is preapproved by HRD.
2. Pickup and drop locations are decided by driver & Deputy Director of Finance Department and approved by HR In charge after lot of consideration, keeping in mind convenience of most of the employees who are availing the official transportation. 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.
3. Student trainee staying within SUC hostel are not eligible for any transportation services.

5.d. Leave of Absence

Policy number	HUMR_POLICY_05
Policy name	Leave of Absence
Policy version	Version 4
Standards applicable	MOE Standard 5: Faculty and Professional Staff
Policy owner	Human Resource Department
Date of policy development	18 July 2019
Review date	24 July 2023
Date of recent modification	30 June 2022
Approved by	Vice Chancellor

A. Leave Eligibility
The following is a broad outline of the leave system.

Types	Leaves
a. Annual Leave	For Academics- 40 days within the Academic year. For Academics Support Services- 30 days within the Academic year.
b. Sick Leave	45 days continuous or interrupted in 1 year
c. Maternity leave	60 days (45 days full paid and 15 days half paid)
d. Sabbatical leave	1 to 4 semesters for faculty members who have completed 5 years in SUC (subject to approval)
e. Paternal Leave	5 days
f. Academic/Training Leave (Not applicable to Academic Support Services)	7 days
g. Compassionate / Bereavement Leave	5 days (if husband/wife dies) 3 days (if parents/siblings/child/grandparents dies) (Continuous)
h. Study Leave	10 days a year
i. Birthday/Anniversary	Half day
j. Religious Leave	Half day + Half Day (Cannot be clubbed together and availed as 1)

Note: Employee is eligible to avail all the above leaves only after probation confirmation.

i. Annual Leave
Employees are entitled for annual leaves as above in an Academic Year. The Academic Employees can avail annual leave either at one stretch or may split it into maximum of two slots during semester breaks or as per the University approved calendar Guidelines within one Academic year. Academic Support Services employees can avail their annual leave at one stretch during one academic year as per their department and organizational leave planning.

Leave should be availed within one Academic year and cannot be carried forward to next Academic year, neither claimed in advance from forthcoming year. Leave not as per University Guidelines will be accommodated only for emergency purposes and should have prior approval from the Dean (School of Business and School of Computing), Program Chairs, DASS, HRD, DVC and VC.

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 HRD. Entitled leave should be availed in total, if not, the balance shall be forfeited.

If the leave is taken on Friday and also on subsequent Monday, the weekends will be included in the leave making it a total of four days and will be treated as leave without pay.
Employee can link Public Holidays prior or after the annual leave but if these holidays fall between the annual leaves, the same shall be counted as Annual leave as per the UAE labor laws

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

Employees should plan their annual leave so as not to hamper the normal operational work of SUC. The time period of the annual leave will be at the discretion of the Management. Proper handover should be done and to make sure that leave applied is approved completely. Any employee extending of their leaves without completing the required procedure will be subject to disciplinary actions.

In case of separation, employee shall be entitled to earned leave payment on basic component of salary.

ii. **Sick Leave**

In case of sick leave Employees are required to submit a Medical Certificate from a competent Authority along with leave form at the time of joining back to avail the eligible sick leave. If the sickness occurs outside the UAE, Medical Certificates issued by doctor/ hospital, must be attested by a government medical authority of the country in which the sickness occurs will be accepted as authentic after attested by ministry of foreign affair, UAE embassy. Any such certificate is subjected for review by SUC before acceptance and staff can be advised to get second opinion from SUC prescribed doctor. Medical Certificate should be submitted within five (5) working days otherwise, the leave will be deducted from the annual leave or considered as loss of pay.

An employee shall not be entitled to any paid sick leave during the probation period.

Sick Leave Pay:

S. No	Sick Leave	Payments
1	First 15 Days	Full Pay
2	Next 30 Days	Half Pay
3	Any subsequent periods	LWP (Leave Without Pay)

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

Medical Certificate will only be considered provided that the same is issued by the authorized doctors if not, leave will be considered as annual leave. Employee on sick leave can be asked to visit a SUC prescribed doctor for second opinion if required by HRD.

iii. **Maternity Leave**

A female worker shall be entitled to maternity leave with full pay for a period of forty-five A female worker shall be entitled to maternity leave with full pay for a period of sixty (60) days, including both pre and postnatal periods, the first 45 days are paid full and the remaining 15 days are at one half pay. A female worker who did not finish 1 year of service at the time of availing the maternity leave shall still be entitled the same maternity leave & benefits as per policy. SUC will allow clubbing of maternity leaves and annual leaves as per policy and procedure. Any request for extension of maternity leaves and additions of annual leaves will be based on valid attested medical certificate provided by the doctor. In case of miscarriage after six months of carrying, suffers a still birth, or experiences the death of an infant after birth entitles employee to maternity leave and pay. Employees who give birth to disabled or sick children whose health conditions require ''constant companionship' are entitled to an additional 30 days unpaid leave. Employees will have extended unpaid time off after exhausting maternity leave for pregnancy related medical condition up to 100 days.

Note: During the six (6) months subsequent to the date of delivery, the nursing employee shall be entitled to two additional break per day for nursing purpose the duration of each thereof not exceeding half an hour. Such additional period shall be deemed as part of the working hours and do not entail any deductions of the salary.

iv. **Paternal Leave**

Male Employees shall be granted a fully paid paternal leave for 5 (Five) calendar days, during the first six months from the date of delivery of a living baby by his Wife, provided that the Employee provides such evidence thereto upon returning to Work.

v. **Academic/Training Leave**

Academic Employees are entitled for seven days leaves for them to undertake other appropriate related studies/training within the Faculty specialization and professional field. This can be availed once in tenure with SUC. Permission to avail such leave must be obtained in advance from HRD, Dean (School of Business and School of Computing) & with prior approval by the Vice Chancellor.

vi. **Sabbatical Leave**

Faculty Members maybe entitled for a sabbatical leave which can be defined as a leave for the purpose of encouraging faculty members to engage in scholarly research or other activities that will increase their scholarly achievement or their capacity for service to the University. Eligible member who completed 5 years on service and upon Dean and VC approval may take a sabbatical leave for one semester up to 4 semesters (subject to approval). Benefits and compensation will on be decided as per VC recommendations.

vii. **Compassionate Leave/ Bereavement Leave**

Employees are granted leave with pay not exceeding five days (continuous), in case of death of husband and or wife, and a period not exceeding to three days (continuous) in case of death of parents, child, siblings or grandparents.

viii. **Birthday / Anniversary Leave**

An Employee on the day of their Birthday or Anniversary would be eligible for a half day's leave. This leave can be availed only on the day of the Employees Birthday or Anniversary day and not on any other day. An Employee is not allowed to club their Annual leave on the date of his Birthday

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

Note: Birthday / Anniversary leave are planned on semester basis so that faculty is aware of their class schedule at the time of planning their Birthday / Anniversary leaves. These leaves are subjected for approval of Dean (School of Business and School of Computing)*/DASS, DVC,VC and HOD based on employee engagement and the same cannot be compensated on any other days as this is an additional benefit provided by SUC. These leaves should not hamper the operations of the Department otherwise, the same will be cancelled.*

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

Note: Religious leave are planned on semester basis so that faculty is aware of their class schedule. These leaves are subjected for approval of Dean (SOB/SOC)/DASS, DVC, VC and HOD based on employee engagement and the same cannot be compensated on any other days as this is an additional benefit provided by SUC. This leave provision is available for non -Muslim employees only. These leaves should not hamper the operations of the Department otherwise, the same will be cancelled.

x. **Haj Leave:**
Employees can avail once during his employment a special leave without pay to go for Haj (pilgrimage) which should not exceed 30 days. This period is not part of the employee's annual leave or any other leave which he is entitled to as per UAE Labor Law.

xi. **Study Leave:**
Employees with more than 2 years of service who are affiliated or regularly studying with an approved UAE educational institution are entitled to ten working days of study leave per year

xii. **Unauthorized Absence**
Employees absent from duty without prior information will be considered as unauthorized absence. In case of such unauthorized absence the following conditions apply:
1. Absence of 7 continuous days without information from the SUC will lead to Summary termination.
2. Occasional leave of absence due to exceptional, pressing circumstances must have the prior approval of Vice Chancellor. The application for such leave should be filed within three days of resuming duties, failing which the absence shall be treated as unauthorized leave. This occasional leave shall be deducted from annual leave.
3. Employees travelling out of country without intimation to the SUC will be treated as unauthorized leave
4. Absence from SUC without intimation and prior approved leave will be considered as unauthorized leave and will be deducted from eligible annual leave or will be considered as leave without pay based on approval.

xiii. **Public Holidays:**
The country officially observes the following public holidays: Hijri, the official state New Year; Gregorian New Year; Eid Al Fitr, a two-day celebration signifying the end of Ramadan; Eid Al Adha and Waqf, a three-day holiday; Prophet Mohammed's Birthday; Isru and Al Miraj and

National Day. All workers in the country are entitled to these paid public holidays as per private sector announcement.

List of Public Holidays

1. Prophet Muhammad's Birthday
2. Commemoration Day
3. National Day
4. National Day
5. New Year 2022
6. Eid Al Fitr
7. Arafat Day
8. Eid Al Adha
9. Islamic New Year

The public holidays declared by the UAE Government will be applicable to SUC and same will be communicated to employees through a notification by HRD.

Employees wishing to travel out of the country during public holidays and weekends are required to fill "Outstation information" form. This information is useful in case of any emergency or untoward incident during the travel. This is also important to contact the employee for any operational assistance required by the organization.

Employees travelling during the public holidays must report back on resumption of duty. Failing to report on duty on resumption will be treated as leave without pay.

Policy Outline:

The Employee is responsible for the following:

a. No Short Leaves can be clubbed before or after individually along with National or Public Holiday. If an employee is on annual leave and public or national holidays fall in between then they will be counted in their annual leaves.
b. Employee is required to arrange substitution of duties during any kind of leave in consultation with the respective Head of the Department a week prior to their leave. It is an employee's responsibility to get their leaves approved by the date given in the leave calendar.
c. Any short leaves taken by the Employee should immediately apply after resuming of duty. Failing to do so within one day, the leaves will be automatically deducted from his / her annual leaves.
d. Employees are responsible to return from their annual leave on the due joining date and they are required inform through email or in person to HRD when they resumes duty.
e. Employees intending to avail of any leave should apply as per approved calendar in the portal as per deadline and in case of short leave at least 48 hours prior to such leave. This will facilitate to make alternative arrangements in time.
f. Employees must fulfill all the application procedures before proceeding for any kind of leave and cannot proceed for any leave if the same is not approved or substitution is not arranged. In case employee leaves without prior approval this leave will be considered unauthorized leave and accordingly disciplinary action will be taken by HRD. The decision will be as per taken as per the UAE Labor Law.
g. All Leaves should be as per approved annual leave calendar before filing for approval of Dean (SOB/SOC) or DASS.
h. Employees wishing to travel out of the country during Weekends or their off days are required to fill "Outstation Information" form.

i. Sick Leave intimation will be accepted prior to the office timing only. Last minute sick leave intimation to HRD will not be considered and deductions will be made as per policy.

j. All the leave application must be in the duly filled leave form as per the calendar of leave issued along with approval from Dean (SOB/SOC)/HOD.

k. For Part Time Adjunct Employees, any leave taken will be deducted from their monthly salary payments as per individual's session rate mentioned in their contract while for Visiting Faculty Contract Employees who wish to avail leave have to take prior approval from Dean (SOB/SOC) & HRD and written intimation has to be given to HRD and there would be a deduction of pro-rata basis.

l. Any leave taken by Adjunct or Part Time Faculty or Student Trainee will be deducted from their monthly payments as per pro rata basis. Adjunct or Part Time Faculty or Student Trainee Member service will be subject to summary termination if he/she absents from work without notice.

5.e Faculty/Staff Personnel Records

Policy number	HUMR_POLICY_06
Policy name	Faculty/Staff Personnel Records
Policy version	Version 2
Standards applicable	MOE Standard 5: Faculty and Professional Staff
Policy owner	Human Resource Department
Date of policy development	18 July 2019
Review date	24 July 2023
Date of recent modification	30 June 2022
Approved by	DASS

A. Employee Personal File

SUC maintains a personal file on each Employee based on the information provided by the employee. The personal file also contains the progressive record of the individual and it is updated on a yearly basis for any references. It is the responsibility of the Employee to notify the changes for updating the CV's and personal information as and when any changes occur in the current status of information and or SUC requirements.

The file consists of the following records:

INDEX		
S. NO.		**DESCRIPTION**
PERSONAL RECORDS		
1	**A**	PERSONNEL DATA FORM
	B	MEDICAL HISTORY
	C	BUDDY LIST
	D	PASSPORT , VISA , EID
RECRUITMENT RECORDS		
2	**E**	RESUME/CV
	F	INTERVIEW FORM
	G	ORIENTATION CHECK LIST
	H I	EMPLOYEE ATTESTED QUALIFICATION RECORDS (HIGH SCHOOL & HND & DEGREES) , EQUIVALENCY
	J K	REFERENCES
JOB APPOINTMENT REALTED RECORDS		
3	**L**	OFFER LETTER
	M	EMPLOYMENT CONTRACT
	N	JOB DESCRIPTION
	O	PROBATION CONFIRMATION LETTER & CHECKLIST
	P Q	INCREMENT & PROMOTION LETTERS
4	**R**	Faculty Load
		PERKS RECORDS
5	**S**	ACCOMODATION ALLOWANCE
	T	FUNITURE ALLOWANCE PAYMENT SLIPS
	U	INSURANCE
LEAVE RECORDS		
6	**VW**	APPROVED LEAVE RECORD FY WISE /LEAVE AUDIT & LEAVE FORMS
DEVELOPMENT RECORDS		
7	**XYZ**	RESEARCH
	A	FDP/SDP ATTENDED
EVALUATION RECORDS		
8	**B**	FES/SES EVALUATION FEEDBACK
AWARDS & LETTERS		
9	**C**	APPRECIATION, AWARDS & ACHIEVEMENTS LETTERS & PROMOTION
	D	WARNING LETTERS OR ANY OTHER LETTER ISSUED TO THE STAFF MEMBER
	E	GRIEVANCE FORMS & COMMUNICATION
SEPARATION		
10	**F**	RESIGNATION/ SEPARATION
	G	RELEIVING LETTER
	HI	FULL AND FINAL
	JK	EXPERIENCE LETTER
	L	HANDOVER
	M	EXIT FORM
MISCELLANEOUS		
11		

Note: Softcopies of the above Documentations and other related records of employees are accessible in their portal.

B. Employee Data Declaration Form:

Once the employee joins they are provided with a Joining Kit which consists of a format of CV & Data Declaration Format required at the time of joining. Employee is required to fill the details in the standardized format which is maintained in the Employee Personal File. According to the details provided at the time of joining employee is registered in the system and gets access to Organizational portal and any other department specific system interfaces. Employees are required to update their information annually every start of the new academic year.

5.f Professional Development for Faculty and Staff

Policy number	HUMR_POLICY_07
Policy name	Professional Development for Faculty and Staff
Policy version	Version 4
Standards applicable	MOE Standard 5: Faculty and Professional Staff
Policy owner	Human Resource Department
Date of policy development	18 July 2019
Review date	24 July 2023
Date of recent modification	24 August 2022
Approved by	Vice Chancellor

A. Training and Professional Development of Faculty

SUC is committed in developing professional skills and expertise among the employees so as to provide better services to the students. HRD organizes training programs by experts in the area of teaching, research etc., from internal and external sources based on the Training need analysis.

i. Training & Development of Faculty members:

a. Training & Development of faculty members 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.

b. HR is responsible for conducting TNA in the beginning of the Academic year. The TNA is based on the organizational requirement and the feedback received from various sources which includes meeting as well as FES. HRD send forms soliciting nominations for various training programs.

c. After the nominations are received annual calendar is prepared and resource persons are identified and the process of finalizing them will be initiated and included in the calendar.

d. Faculty members are organized for these training programs as per calendar. A feedback is taken after the completion of the training program to ascertain the quality of training and its impact and suggest areas of improvement..

e. Faculty member may ask for any specific course that will contribute to development of teaching pedagogy, methods and scholarly pursuits, He should make a formal request with all related details and submit to HR Dept. For approval and reimbursement. HR in charge will look on the request through the formal procedures in coordination with Deans and VC for course benefits to SUC, approval and reimbursement as per the policy and budget.

f. Faculty members may be nominated to have some paid special course to enhance their skills and knowledge which in returns can be used to improve other employee's skill and work process. Training refund policy will be applicable in case the employee leave the work within the certain period, remaining amount will be deducted for the employee gratuity. Trained Faculty member also can deliver specialized training course to outside authorities / partners when required.

B. Training and Professional Development of Staff

SUC is committed in developing professional skills and expertise among the employees so as to provide better services to the students. HRD organizes training programs by experts in the area of teaching, research etc., from internal and external sources based on the Training need analysis.

i. Training & Development of AAC –Academic Support Staff Members:

HRD is responsible for conducting TNA in the beginning of the Academic year. The TNA is based on the Administrative Responsibilities requirement and the feedback received from various sources which includes evaluation meeting. HRD will identify the gaps and prepare a Training Calendar and coordinate the same through external and internal Trainers.

Apart from the staff development programs an additional financial support is provided for AAC development as below. AAC members are encouraged to conduct good research in their own areas of broad specialization, attend various professional Forums and represent SUC. This participation is subject to VC approvals with the below limit:

Benefit	Amount (AED)
AAC DEVELOPMENT FUND	45,000

ii. Academic support services training & development:

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

HOD TRAINING & DEVELOPMENT FUND		
DESCRIPTION	DURATION	AMOUNT (AED)
Training & Development Fund	ONCE IN 2 YEARS	4,000

OBJECTIVES:
a. To develop operational efficiency.
b. To improve delivery of academic support services.
c. To develop planning and organizing skills among Staff Members.
d. To develop interpersonal communication skills

PROCESS:

    a. Based on Staff performance feedback, the changing service needs in the industry, the training need survey analysis is performed during the yearend review
    b. Allocation of budget for training and development for the academic year
    c. Planning resources and training & development programs for the academic year.
    d. Planning an annual calendar for training and development programs
    e. 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 will be based on the approval of the Vice Chancellor.

C. 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 employee.

5.g Faculty Workload

Policy number	HUMR_POLICY_08
Policy name	Faculty Workload
Policy version	Version 7
Standards applicable	MOE Standard 5: Faculty and Professional Staff
Policy owner	Human Resource Department
Date of policy development	18 July 2019
Review date	8 January 2024
Date of recent modification	8 January 2024
Approved by	Vice Chancellor

A. Faculty Workload –AAC - Academic Members:

AAC - Academic Members							
Designation	Teaching Load/ week	Preparation time / week	Advising / Mentoring hrs. / week	Research & Scholarly activities hours / week	Administrative work hours / week	Community Services hours / week	Total work hours
Vice Chancellor	NA	NA	NA	6 hours	29 hours	1 Hour	36 hours
Deputy Vice Chancellor	6 hours	6 hours	6 hours	6 hours	11 hours	1 Hour	36 hours
Dean-School of Business	6 hours	6 hours	6 hours	6 hours	11 hours	1 Hour	36 hours
Dean-School of Computing	6 hours	6 hours	6 hours	6 hours	11 hours	1 Hour	36 hours
Registrar	6 hours	6 hours	6 hours	6 hours	11 hours	1 Hour	36 hours
DIRQAOA	0	0	0	6 hours	29 hours	1 Hour	36 hours

B. Faculty Workload -Full Time – Undergraduate Faculty (School of Business & School of Computing)

Designation	Teaching Load/ week	Preparation time / week	Advising hrs. / week	Research & Scholarly activities hours / week	Administrative work hours / week	Community Services hours / week	Total work hours
Full Time Faculty – Undergraduate Level – Fall and Spring Workload (School of Business & School of Computing)							
Professor/ Associate Professor/ Assistant Professor	12 hours	12 hours	2 hours	6 hours	2.5 Hour	1.5 Hour	36 hours
Lecturer	12 hours	12 hours	2 hours	6 hours	2.5 Hour	1.5 Hour	36 hours
Sr. Instructor	15 hours	15 hours	2 hours	-	2 hours	2 hours	36 hours
Instructor	15 hours	15 hours	2 hours	-	2 hours	2 hours	36 hours

Designation	Teaching Load/ week	Preparation time / week	Independent Study	Advising hrs. / week	Research & Scholarly activities hours / week	Administrative work hours / week*	Community Services hours / week	Total work hours
Full Time Faculty – Undergraduate Level – Summer Workload (School of Business & School of Computing)								
All ranks opting to teach in Summer	14 hours**	10 hours	1 Hour	2 hours	9 hours	0	0	36 hours
Not opted for Summer teaching	0	0	0	2 hours	15 hours	17 hours	2 hours	36 hours

Administrative hours allocated as per the Faculty workload shown in the above table include the time required to perform duties related to academic quality assurance activities, committee memberships, curriculum development, faculty recruitment, marketing activities and delivering training workshops. The total number of office hours include advising hours and administrative hours.

*** During the Summer Semester, each 3-credit hours course is delivered based on 7-contact hours*

C. Faculty Workload -Full Time – Graduate Level

Designation	Teaching Load/ week	Preparation time / week	Mentoring hrs. / week	Research & Scholarly activities hours / week	Administrative work hours / week*	Community Services hours / week	Total work hours
Full Time Faculty – Graduate Level – Fall and Spring Workload							
Professor/ Associate Professor	9 hours	9 hours	3 hours	6 hours	7 hours	2 Hour	36 hours
Faculty Members with Administrative position	6 hours (3 release hrs.)	6 hours	6 hrs.	6 hours as per rank	11 hours	1 hour	36 hours

Full Time Faculty – Graduate Level – Summer Workload (School of Business & School of Computing)						
Designation	Teaching Load/ week	Preparation time / week	Mentoring hrs. / week	Research & Scholarly activities hours / week	Administrative work hours / week*	Community Services hours / week	Total work hours
Professor / Associate Professor	14 hours**	10 hours	2 hours	10 hours	0	0	36 hours
Not opted for Summer teaching	0	0	2 hours	15 hours	17 hours	2 hours	36 hours

Administrative hours allocated as per the Faculty workload shown in the above table include the time required to perform duties related to academic quality assurance activities, committee memberships, curriculum development, faculty recruitment, marketing activities and delivering training workshops. The total number of office hours include advising hours and administrative hours.

** During the Summer Semester, each 3-credit hours course is delivered based on 7-contact hours

D. Faculty Workload -Full Time with Administrative 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.

Full Time Faculty with Administrative Position						
Designation	Teaching Load/ week	Preparation time / week	Advising / Mentoring hrs. / week	Research & Scholarly activities hours / week	Administrative work hours / week	Community Services hours / week	Total work hours
Head of Research and Innovation	9 hours	9 hours	NA	12 hours	5 hours	1 Hour	36 hours
Program Chair-Undergraduate	9 hours	9 hours	6 hours	6 hours	5 hours	1 Hour	36 hours
Program Chair-Graduate	9 hours	9 hours	6 hours	6 hours	5 hours	1 Hour	36 hours
Head of General Education	9 hours	9 hours	6 hours	6 hours	5 hours	1 Hour	36 hours
Faculty Members with Administrative position	9 hours (3 release hrs.)*	9 hours	2 hours	6 / 0 hours as per rank	8 hours	2 / 7 hour As per rank	36 hours

*Faculty members holding administrative responsibilities will be given release hours as per above table. A Faculty member remains holding administrative position until withdrawal of administrative duties and informed officially by letter. In such a situation, the administrative component of the remuneration will also be withdrawn with effect from the date of letter.

Research work is done by the faculty members as per Research and Scholarly Activities Policies and Procedure Manual.

E. Teaching Load for Visiting (International) - Undergraduate Level (School of Business & School of Computing)

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

F. Teaching Load for Visiting (International) - Graduate Level (School of Business)

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

G. Teaching Load for Adjunct Faculty - Undergraduate Level

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

H. Teaching Load for Adjunct Faculty – Graduate Level

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

I. Internship / Graduation Project and Dissertation Guidance

The Internship / Graduation Project **and** Dissertation , are integral parts of the program of study in the curriculum. The objective is to enable the students to apply theoretical concepts on real life situations to have an interface with the industry. The compilation of Dissertation, Internship or Graduation Project is supported with study of the research methodology.

SUC recognizes that guidance and supervision provided by faculty for Dissertation, Internship or Graduation Project and other forms of teaching will be accounted for in faculty workload calculations. The calculation of workloads includes any classes that are split into sections, and takes into account the workload implications of classes taught in the morning, evenings and/or on weekends.

SUC policy establishes a faculty workload allocation for Dissertation, Internship or Graduation Project supervision that is included in calculation of workloads and states limits for student supervision and advising being part of the normal teaching load.

The workload for the faculty member supervising internship/ graduation project will be calculated as one credit for four students and the workload for supervision of thesis / dissertation will be calculated as one credit for each student. The faculty member may be allocated a maximum of 6 students at a time for dissertation supervision.

Policy Outline:
   a. The Program Chair- convenes meeting with respective Dean and faculty members from respective discipline for allocating faculty supervisors to all prospective candidates'.
   b. Graduate faculty members, who have been allocated workload for thesis / dissertation guidance are expected to provide guidance to the allocated student(s) as per the Dissertation / Thesis Manual and syllabus.
   c. The Faculty Supervisor is responsible to enter the attendance in the ERP system.
   d. Allocated supervisors meet prospective student(s), to know about their proposed idea and guide and orient them for dissertation and refinement in proposal.
   e. The Faculty Supervisor convenes **Final Dissertation Open Presentation** by the student involving an External Evaluator, Internal Evaluator from same discipline and a Supervisor. The

Program Chair submits all students' evaluation reports to respective Dean with final outcome to check the completion status

J. Additional Credit Hours

Faculty member may be allocated additional teaching credits apart from the normal teaching load as mentioned in the Faculty teaching load. SUC doesn't routinely or persistently assign teaching loads to faculty in excess of their load. Any overload is limited to a maximum of one course of three-credits after due approval from VC.

5. h Professional requirements for teaching

Policy number	HUMR_POLICY_09
Policy name	Professional Requirements for Teaching
Policy version	Version 4
Standards applicable	MOE Standard 5: Faculty and Professional Staff
Policy owner	Human Resource Department
Date of policy development	18 July 2019
Review date	24 July 2023
Date of recent modification	26 July 2022
Approved by	Vice Chancellor

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.

Faculty Members It's a term encompassing those who are involved in teaching / Education process (Some time with Administrative Responsibilities).

i. **Vice Chancellor**

The **Vice Chancellor** reports to the BOT and this position requires the individual to Chair AAC and handle all responsibilities pertaining to academic as well as academic support services operations of SUC. To fulfill overall academic and related administrative responsibilities the Vice Chancellor 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 Vice Chancellor shall coordinate overall strategic planning development, implementation, review as per strategic direction and operations of the academic and academic support services departments, ensuring academic integrity are followed within the guidelines of all policy and procedures. Vice Chancellor 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 Vice Chancellor provides leadership for faculty members, staff, and students in meeting the Mission of SUC.

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

An appointee to this position must hold a Doctorate in the discipline of his specialization or have the requisite professional experience. The appointee must have more than fifteen years of full time teaching experience in a University or worked in SUC at the rank of Professor Level with a proven track records in academics & research work. The appointee should demonstrate exceptional leadership and consensus building skills in development, implementation, maintenance & advancement of the university. The Vice Chancellor is appointed for a period of five years and depending on the performance evaluation, the appointment may be renewed for another term.

Please refer Eligibility Criteria for Vice Chancellor under "Guidelines for Search and Appointment"

ii. **Deputy Vice Chancellor**

The Deputy Vice Chancellor reports to the Vice Chancellor and assists the VC in handling the responsibilities pertaining to institutional planning for both academic and academic support services operations. The Deputy Vice Chancellor provides direction and leadership for institutional growth and development with foresight in academic programs and satisfaction of services to the students and employees. The Deputy Vice Chancellor also ensures liaising with the various national and international regulatory and licensing agencies in higher education.

DVC collaborates with Dean of both schools and promotes the development of the faculty to manage SUC's academic activities through the most effective and cost efficient use of its resources within the institution's learning resources framework and policies. The Deputy Vice Chancellor assists the VC in supervising the day to day operations.

An appointee to this position must hold a Doctorate in the discipline of his specialization or have the requisite professional experience. \
The candidate must have at least seven years of full time teaching experience. 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 3 publication in B category in last 4 years and must have effective teaching experience. Must have proven records of services rendered to academic institution and society. Those who are appointed / selected for this position can go through a normal selection process or can be nominated internally
Please refer Eligibility Criteria for Deputy Vice Chancellor under "Guidelines for Search and Appointment"

iii. **Dean- School Of Business (DSOB)**

The **Dean - School of Business** is responsible for planning and executing the academic activities of the institution in collaboration with the Vice Chancellor. He is also involved in providing guidelines to faculty and oversee their performance meets the academic standards of the institution. The Dean of School of Business also coordinates with the academic support services to ensure smooth operations that provides conducive learning environment. The Dean of School of Business is responsible for preparing the academic plan for Programs to achieve the vision and mission of SUC. This exercise is carried out as per the strategic directions and the gaps identified after analyzing previous academic operations. Based on the academic planning, yearly, semester and Quarter operation plans for academics, learning resources and human resources are prepared which are further disseminated to respective departments for implementation. Dean of School of Business also coordinates with IR and QA office in maintaining academic standards as per MOE and coordinate in the accreditation process and development of new academic programs. Dean of School of Business explores the possibilities of developing SUC academic standards in line with the national / international academic standards.

An appointee to this position must hold a Doctorate in the discipline of his specialization or have the requisite professional experience. The appointee must have more than fifteen years of full time teaching experience in a University or worked in SUC at the rank of Associate Professor and above level with a proven track records in academics & research work. The appointee should have administrative experience of overall academic planning & development of Business Programs. The Dean is appointed for a period of five years and depending on the performance evaluation, the appointment may be renewed for another term.
Please refer Eligibility Criteria for Dean-School of Business under "Guidelines for Search and Appointment"

iv. **Dean - School of Computing (DSOC)**

The **Dean - School of computing (DSOC)** is responsible for planning and executing the academic activities of the School of computing in collaboration with the Vice Chancellor. He is also involved in providing guidelines to School of computing faculty and oversee their performance meets the academic standards of the institution. Dean of School of Computing also coordinates with the

academic support services to ensure smooth operations that provides conducive learning environment. The DSC is responsible for preparing the academic plan for School of computing 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. Dean of School of computing also coordinates with IR and QA office in maintaining academic standards for the school of computing as per MOE and coordinate in the accreditation process and development of new School of computing programs.

An appointee to this position must hold a Doctorate in the discipline of his specialization or have the requisite professional experience. The appointee must have more than fifteen years of full time teaching experience in a University or worked in SUC at the rank of Associate Professor and above Level with a proven track records in academics & research work. The appointee should have administrative experience of overall academic planning & development of Computing Programs. The Dean is appointed for a period of five years and depending on the performance evaluation, the appointment may be renewed for another term.
Please refer Eligibility Criteria for Dean-School of computing under "Guidelines for Search and Appointment"

v.   **Registrar**

The **Registrar** oversees various services offered to students at SUC and supervise the activities of Administration and Examination department thus supporting the institution in achieving its Vision and mission. **Registrar** is responsible for monitoring student progression and takes necessary actions to address the student's grievances. **Registrar** ensures the adherence of policies and procedures by all the students, staff and faculty to help SUC to achieve overall student satisfaction. **Registrar** monitors students discipline in the campus and hostel facility and also ensures the safety and security of both facilities.

An appointee to this position must hold a Doctorate in the discipline of his specialization or have the requisite professional experience. The appointee must have more than ten years of full time teaching experience in a University or worked in SUC at the rank of Associate Professor and above level with a proven track records in academics & research work. The appointee is responsible for operational management and administrative direction of administration and examination functions. The Registrar is appointed for a period of five years and depending on the performance evaluation, the appointment may be renewed for another term.
Please refer Eligibility Criteria for Registrar under "Guidelines for Search and Appointment"

vi. **Director - Institutional Research, Quality Assurance, Outreach and Accreditation (D-IRQAOA)**

The **Director of Institutional Research, Quality Assurance, Outreach and Accreditation** oversees the functions of Institutional Research & Quality Assurance Office which is a vital unit to improve and maintain the institutional effectiveness by introducing best practices that help the institution to achieve desired quality standard in academics and academic support services. This unit also completes the preparation of documents for accreditation, application for new programs, ranking, listing, articulation, etc. The director is responsible for implementing & monitoring of Strategic & Operational plan by each department and quality checks & risk management aspects for all departments. The director assists departments and committees in preparing the policy and procedure. It undertakes the responsibility of designing, electing and evaluating the Feedback system, IE tools of the institution and provides inputs to the decision

makers. It is also aims at determining the best practices that help in enhancing quality in academics and academic support services and internal benchmark. The Director of Institutional Research, Quality Assurance, Outreach and Accreditation Office supports the implementation of overall strategies of the institution and support the Vice Chancellor in day to day operations of the University.

An appointee to this position must hold a Doctorate in the discipline of his specialization or have the requisite professional experience. The appointee must have more than ten years of full time teaching experience in a University or worked in SUC at the rank of Associate Professor and above level with a proven track records in academics & research work. The appointee is responsible for operational management and administrative direction of Institutional Research, Quality Assurance, Outreach and Accreditation department. The DIRQAOA is appointed for a period of five years and depending on the performance evaluation, the appointment may be renewed for another term

Please refer Eligibility Criteria for Director - Institutional Research, Quality Assurance, Outreach and Accreditation under "Guidelines for Search and Appointment"

vii. Program Chairs

A faculty member with administrative responsibilities to support Dean Office work. The rank of Program chair is usually attained by appointment or nominated within SOB/SOC for both programs. 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. 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. Those who are appointed / selected for this position can go through a normal selection process or can be nominated internally.

Note: Please refer Eligibility Criteria for Program Chair under "Guidelines for Search and Appointment"

viii. Head of Research and Innovation

Head of Research and innovation position is usually completed by appointing or promoting from Assistant Professor or equivalent after a positive evaluation of performance during the review period and meeting the required criteria for the position. An appointee to this position must hold a doctorate in required filed with a professional experience related to Dept. work as per the requirement. The Candidate will be allocated a teaching load as per the requirement.

The candidate must have at least 10 years of full time teaching experience at the level of Assistant Professor or more 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 six 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.

Note: Please refer Eligibility Criteria for Head of Research and Innovation under "Guidelines for Search and Appointment

ix. **Head of General Education**

Head of General Education position is usually completed by appointing or promoting faculty within Department itself or equivalent after a positive evaluation of performance during the review period. An appointee to this position must hold a related degree doctorate / Master in required filed with a professional experience related to Dept. work as per the requirement. The Candidate will be allocated a teaching load as per the requirement.

The candidate must have at least seven years of full time teaching experience. The candidate must demonstrate a significant track record and substantial contribution to the scholarship in his/her field demonstrated by evidence of publication (As per the rank) in B category in last 4 years and must have effective teaching experience. Must have proven records of services rendered to academic institution and society. Those who are appointed / selected for this position can go through a normal selection process or can be nominated internally.

Note: Please refer Eligibility Criteria for Head of General Education under "Guidelines for Search and Appointment

x. **Regular Academic Members**

The following are the job titles of full time Faculty positions at SUC. These positions are filled based on the vacancies arising, rank wise requirement of faculty by ensuring to fulfill the student Faculty ratio requirement of SUC.

a. **Professor**

The rank of Professor is usually attained by appointment or promotion from Associate Professor or equivalent after a positive evaluation of performance and promise during the review period. An appointee to this rank must hold a Doctorate in the discipline of his specialization or have the requisite professional experience. The candidate must have at least fifteen years of full time teaching experience in a University or worked in SUC at the rank of Associate Professor for at least five years and must have a total teaching experience of fifteen years. The candidate must demonstrate a significant track record and substantial contribution to the scholarship in his/her field, demonstrated by evidence of at least four referred publication and three reputed conference presentations and must have effective teaching experience. The candidate must have proven records services rendered to Academic Institution and society.

Note: Please refer Eligibility Criteria for Professor under "Guidelines for Search and Appointment

b. **Associate Professor**

The rank of Associate Professor is usually attained by appointment or promotion from Assistant Professor or equivalent after a positive evaluation of performance and promise during the review period. An appointee to this rank must hold a doctorate in the discipline of his specialization or have the requisite professional experience.

The candidate must have at least five years of full time teaching experience at the level of Assistant Professor in a University or worked in SUC at the rank of Assistant Professor for at least five years and must have a total teaching experience of ten years. The candidate must demonstrate a significant track record and substantial contribution to the scholarship in his/her field demonstrated by evidence of at least three referred publication and two reputed conference presentations and must have effective teaching experience. Must have proven records of services rendered to academic institution and society.

Designation	Total number of Teaching and administrative/industry experience	Research Publication + Conference Presentation (Refereed Publications A & B Category + Conference)
Associate Professor	7	10 (3 publications in B category in last 4 years)

c. Assistant Professor

The rank of Assistant Professor is usually attained by appointment or promotion from Lecturer after a positive evaluation of performance and promise during the review period. An appointee to this rank must hold a doctorate in the discipline of his specialization or have the requisite professional experience. The candidate must have at least five years of full time teaching experience at the level of Lecturer in a University or worked in SUC at the rank of Lecturer for at least three years and must have a total teaching experience of seven years. The candidate must demonstrate a significant track record and substantial contribution to the scholarship in his/her field demonstrated by evidence of at least three referred publication and two reputed conference presentations and must have effective teaching experience. The candidate must have proven records of services rendered to academic institution and society.

Designation	Total number of Teaching and administrative/industry experience	Research Publication + Conference Presentation (Refereed Publications A , B and C Category + Conference)
Assistant Professor	5	7 (3 publication in B & C category in last 4 years)

d. Lecturer

An appointee to this title must have completed the Doctorate Degree or Master's Degree in the discipline. The appointee must demonstrate promise of professional growth in his/her field and the potential to achieve excellence in teaching. The candidate with experience of at least five (5) years in teaching at higher education level shall be preferred.

e. Sr. Instructor

An appointee to this title must have completed the Master's Degree in the General Education discipline. The appointee must demonstrate promise of professional growth in his/her field and the potential to achieve excellence in teaching. The candidate with experience in teaching of at least three (3) years at higher education level shall be preferred.

f. Instructor

An appointee to this title must have completed the Master's Degree in the discipline. The appointee must demonstrate promise of professional growth in his/her field and the potential to achieve excellence in teaching. The candidate with experience in teaching at higher education level shall be preferred.

Note: *Please refer Eligibility Criteria for Instructor under "Guidelines for Search and Appointment*

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 VC during non-availability of suitable Faculty.

g. **Lab Instructor**

This position is attained by selection. The rank on this level must hold a Diploma in Computer Science, Information Technology, Engineering or other relevant with at least 3 years of relevant experience or a Bachelor with 2 years of relevant experience is required. Current industry certifications such as Microsoft, Cisco, Security/Networking, Server, and/or Hardware certifications may be preferred.

A staff member with higher qualification and better credentials can be appointed at a lower rank if a vacancy exists in the lower rank only and similarly a person not matching the specified criteria may be considered for appointment on ad-hoc basis for higher rank under exigent circumstances. The decision to bypass the predetermined standards temporarily for certain appointments or promotions rests with VC during non-availability of suitable staff.

xi. **Non Regular Academic Members**
  a. **Visiting Faculty (International)**

A person who has experience of working with accredited University may be appointed as visiting faculty on an annual contract. The qualifications and requirements shall commensurate with similar appointments to Full-Time Faculty ranks.

Faculty recruited under this contract is treated as a full time faculty. The Visiting Faculty in this category if he wishes, will be provided visa, subsidized accommodation, and transportation. Visiting Faculty Members will have a full teaching load and should complete all tasks (Academic administrative work / invigilation duties / Academic Advising / Services to Community & SUC) allocate to them during a particular semester. Visiting Faculty are required to participate in research works like the full time faculty members and contribute services to SUC & community during the Academic Year.

A person who is on sabbatical break from full-time teaching for more than one year will be considered and hired as a full time faculty only.

The university actively supports a program of faculty exchanges between domestic and foreign universities. The benefits to the University from this program are manifold and include (1) wider experience for our faculty members teaching in new and different environments; (2) broader exposure for our students from visiting faculty members; (3) expanding reputation of the University in the quality of its students and faculty; and (4) increased opportunities for faculty to meet and work with colleagues in different institutions. The costs to the universities involved are minimal and, certainly in the case of domestic exchanges, nil, since each institution will continue to provide salaries and fringe benefits for its own faculty members. This arrangement, furthermore, will greatly facilitate exchanges and provide for minimal interruption to individual careers, earnings, and accrued benefits, such as time toward sabbatical leaves, pensions, etc.

Faculty exchanges are not limited to exchanges with other universities and colleges but may be arranged with industrial firms, government agencies, businesses, and such, where both parties involved may benefit from the exchange.

Guidelines:

1. Appointments of faculty being exchanged must be approved by departments and colleges of the institutions concerned. Each institution involved in the exchange shall continue to pay the salary and fringe benefits of its own faculty member, who will simply be considered on assignment elsewhere. Faculty exchanges shall normally be at the same or equivalent rank, with clear advantages in the exchange to both institutions. Faculty members shall retain academic rank during the period of the exchange and may be designated as "Visiting Professor, Associate Professor," and such, at the host institution. Work assignments will be determined by the host institution and agreed to by all parties in advance of the exchanges.

2. Upon final approval of the exchange by the discipline leader, the dean of the school, and the Vice Chancellor, a contract shall be initiated by the HR department at least six weeks before the visiting faculty member's expected arrival or commencement of activities on the campus. This contract is necessary so that the visitor and the University will be covered by the University's liability insurance during the visitor's residence. The contract shall indicate the visitor's rank, beginning and ending dates of residence at the University, and department or other unit in which the visitor is engaged in teaching or research.

   SUC will provide the following,
   a. *The Visa, to and from economy class air tickets.*
   b. *A Single occupancy hostel accommodation in campus with basic amenities.*
   c. *The Honorarium as per policy and procedure for teaching*
   The university academic and grading requirements as per policy and procedure.
     Note:

1. *Please refer to the "Recruitment and Selection" for hiring criteria of visiting faculty members.*
2. *Please refer to Research and Scholarly Activities Policies and Procedures manual for the research work requirement of full time faculty.*

b. Adjunct Faculty

An Adjunct Faculty is appointed on hourly basis. Adjunct Faculty Members will be remunerated as per lecture or session conducted and can be engaged for up to a maximum of 6 credits per semester for Undergraduate Level (School of Business & School Of Computing) and maximum of 6 credit for Graduate Level (School of Business). Adjunct Faculty are required to give at least an hour of Administrative duties (for every 3 credits / course allocated) for counseling and other student requirements.

Policy Outline: *Visiting and Adjunct Faculty Members required qualifications for teaching any course are identical to a full time faculty as mentioned above. They are encouraged to contribute to conduct research as well as services to community and SUC. However, their evaluation shall be based only on teaching effectiveness component of the FES.*

xii. Graduate Assistants

SUC with a sound Graduate assistant should be able to improve the educational experience for undergraduate and graduate students alike, as well as enhance the research potential of its graduate programs. Students, departments and the University as a whole are beneficiaries of quality graduate assistantship programs when such programs are well conceived and executed.

The primary goal of Graduate assistant is to augment the student's educational objectives and to assist in the prompt and successful completion of the student's degree program. The student and the department share a central responsibility in the student's education. The graduate assistant is clearly a student who, while making progress in the degree program, has special opportunities to receive experience in a profession under the supervision of a faculty mentor.

It is the responsibility of Deans to facilitate this process along with Faculty members to attend the goal of education.

5. i Faculty/Staff Evaluation

Policy number	HUMR_POLICY_10
Policy name	Faculty/Staff Evaluation
Policy version	Version 4
Standards applicable	MOE Standard 5: Faculty and Professional Staff
Policy owner	Human Resource Department
Date of policy development	18 July 2019
Review date	24 July 2023
Date of recent modification	24 July 2023
Approved by	Vice Chancellor

Evaluation of Faculty Members

I. Introduction

Faculty Evaluation System is the mechanism that evaluates the overall performance of faculty members at SUC. The purpose of this document is to establish framework to measure the annual performance of faculty members including the goals. The document serves as a guideline for evaluating the performance of faculty members through a systematic method of collection, collation, analysis of data and interpretation for planning training and development programs and taking decisions on retention of faculty members.

II. Goals

    a. To assess the performance of faculty members including the achievement of goals on annual basis and motivate them.

    b. To measure the contribution of faculty members in achieving the vision of SUC

    c. To plan for training & development in enhancing the capacities of faculty members in delivering quality inputs to academic and services

    d. To recommend for renewal of term contract, merit pay/increments, promotions, retention and separation

III. FES Framework

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

1. FES framework
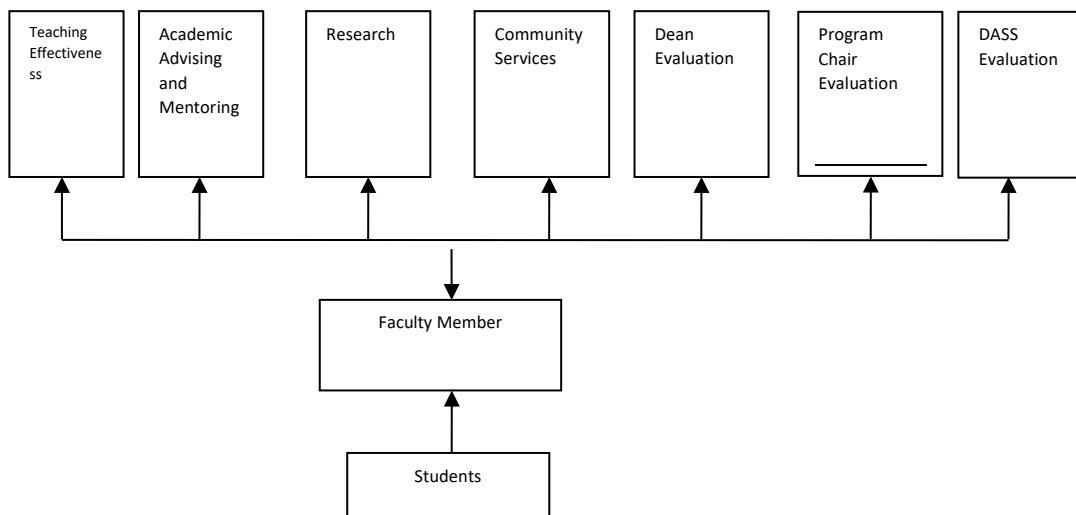
IV. Process Flow

A. Steps of evaluation

The FES committee comprises of Deputy Vice Chancellor (DVC), Dean School of Business, Dean School of Computing, Head of General Education (HOGE) and Director Academic Support Services (DASS) 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 to HR Department and the same will be approved by DVC, Respective Deans/HOGE and HR Department forwards the approved goals to Faculty Members, Committee Chairs, HR and IR office

    ii. Faculty members submits the Course file every semester to IR office after getting approval from respective schools

    iii. Faculty members submits the details related to faculty portfolio (goal setting, research and community services activities) online during the academic year as per the FES Components (Refer FES Table-1) requirement

    iv. The FES Sub-Committee evaluates documents at the end of the spring semester and feed the rating in the online FES system.

    v. 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

Table-1 : Evaluation component

Evaluation Components	Weights
FES component	80%
Institutional Goal Setting Component (refer goals setting manual for details)	20%
Overall rating	100%

The FES has 8 components in the process of evaluating the performance of a faculty member for Undergraduate **(Table-2)** and Graduate **(Table-3)** faculty members as stated below:

SNo.	Table-2 - Undergraduate Faculty Evaluation System		Weight (%)	
	Evaluation Component			
a	Teaching			35
	i. Teaching Effectiveness – Course file review			25
	ii.Students Feedback			10
b	Academic Advising			5
	i. Academic Advising Committee		2.5	
	ii. Students Feedback		2.5	
c	Research			30
d	Community Services			7.5
e	Academic Support Services (DASS)			2.5
f	Dean (School of Business/ School of Computing) Evaluation			10
g	Program Chair(School of Business/School of Computing) Evaluation			5
H	Faculty Self Evaluation			5
	Overall			100

Table-3 - Graduate Faculty Evaluation System			
S. No	**Evaluation Component**	**Weight (%)**	
A	Teaching		32.5
	i. Teaching Effectiveness – Course file review	22.5	
	ii. Students Feedback	10	
B	Academic mentoring		2.5
	i. Academic mentoring committee	1.5	
	ii. Students Feedback	1	
C	Research		40
D	Community Services		5
E	Academic Support Services (DASS)		2.5
F	DEAN - School of Business / DEAN - School of Computing Evaluation		10
G	Program Chair(School of Business/School of Computing) Evaluation		2.5
H	Faculty Self Evaluation		5
	Overall		100

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

A. Teaching Effectiveness
i. **Introduction**

Evaluation of Teaching Effectiveness (TE) is primarily based on the evaluation of course files. This will help in measuring the innovative and creative teaching methodologies used in delivering the course in an effective manner and improve learnability by addressing the gaps identified in the process of evaluation. Responsibility of conducting The Teaching Effectiveness evaluation component is given in the table 4 below

Table-4 - Teaching Effectiveness			
S. No	**Description**	**Undergraduate Weight (%)**	**Graduate Weight (%)**
i	Teaching Effectiveness Evaluation	25	22.5
ii	Student Feedback	10	10
	Total Weight	**35**	**32.5**

ii. **Teaching Effectiveness Committee Evaluation**
   Course file Evaluation

Course file evaluation component is given in Table-5 (Refer **Annexure-A-Course File Evaluation form for details**) .

Table 5 - Course file Evaluation

Description	Components	Committee Evaluation Weight (Undergraduate)	Percentage
Course file Evaluation	1. Course file components as per Annex 16 MOE 2019 Standards 2. Curriculum design 3. Innovation and Creativity	25	*100%*
Total		25	100%

Course file evaluation is reflection of how the course has progressed throughout the study period and is a good measure of the pedagogy, student engagement, achievement of learning outcome and the level of academic rigor that the student has undergone during the semester. Evaluation helps in determining the achievement of learning outcomes and the issues encountered during the course so that appropriate decision can be taken to improve and evolve the conduct of the course. The course file is evaluated by DIRQA and Dean SOB and Dean SOC as pe**r Annexure A – Course file Evaluation form**

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

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

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

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

The evidence of innovation and creativity and student engagement is evaluated through course file submission.

1. Document to be submitted by faculty members in the course file for evaluation

    1.1. Faculty members need to submit course file for each courses taught during each semester in both hard and soft copy format as per the Annex 16 of Ministry of Education 2019 standards (Separate file for Weekday and Weekend mode if the same course taught during weekday and weekend mode)

    1.2. Soft copies of PowerPoint slides or any other course materials

    1.3. Evidence of New material developed

    1.4. Evidence on Innovative and creative teaching methodology

    1.5. Additional Readings- Electronic resources, virtual library resources

    1.6. All assessments carried out including marking guidelines and rubrics

    1.7. Students Answer scripts across the range showing the evidence of achievement of learning outcomes

iii. Student Feedback

Student Faculty evaluation matrix is given in Table-6.

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

a. Faculty properly orients the criteria for assessments

b. Faculty language is clear and understandable

c. Faculty makes the course interesting

d. Faculty explains the concepts with the help of practical examples and answers questions satisfactorily

e. Faculty encourages the use of additional reading materials that are helpful in the learning process

f. Faculty is available for any additional academic assistance (Faculty is helpful - CHEDS)

g. Faculty maintains class discipline

h. I am satisfied with Teaching methods (CHEDS)

i. Faculty encourages use of library resources

j. Faculty integrates Information Technology in course delivery

Table 6 -Student Faculty Evaluation Matrix

Description	Weight	Percentage
Faculty language is clear and understandable	1.00	10.00%
Faculty explains the concepts with the help of practical examples and answers questions satisfactorily	1.00	10.00%
Faculty properly orients the criteria for assessments	1.00	10.00%
Faculty encourages the use of additional reading materials that are helpful in the learning process	1.00	10.00%
Faculty orients students about expected learning outcomes	1.00	10.00%
Faculty makes the course interesting	1.00	10.00%
Faculty is available for any additional academic assistance	1.00	10.00%
I am satisfied with Teaching methods	1.00	10.00%
I am satisfied with the way the faculty member conducts the online classes	1.00	10.00%
Faculty provided guidance for all assessment components conducted online	1.00	10.00%
Total	10.00	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 7 of the FES and evaluated by the academic advising/mentoring committee (Refer Annexure D- Academic Advising/Mentoring Committee Evaluation) and Student (Annexure E - Student Academic Advising Survey) .

Table-7- Advising			
S.No	Description	Committee	Students
B	Academic Advising	2.5	2.5

ii. Evaluation Guidelines

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

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 8 of the FES and evaluated by the academic advising/mentoring Committee (Refer Annexure D- Academic Advising/Mentoring Committee Evaluation) and Student (Annexure F - Student Academic Mentoring Survey) .

	Table-8 – Academic Mentoring		
	Description	**Committee**	**Students**
3.b	Academic Mentoring	1.5	1

ii. Evaluation Guidelines

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

Table 9 - Academic Advising Committee Evaluation

Description	Weight Undergraduate	Percentage
Have the advisors followed the calendar and checklist	0.25	*10%*
Major areas of orientation covered by the advisors and mentors as per the policy	0.375	*15%*
Timely feedback (Prompt response to requests from Admin, and Academic Advising Committee Chair)	0.25	*10%*
Utilization of the advising system (using online feedback and reporting system)	0.5	*20%*
Relevancy of Reports towards progression of advisees/mentees	0.75	*30%*
Overall effectiveness of the advising	0.375	*15%*
Total	2.5	100%

Table 10 - Academic Advising Student Evaluation - Undergraduate

S.No.	S t a t e m e n t s	Weight	Percentage
1	Advisor/Mentor is effective in orientating on policies and procedures	0.625	25%
2	The advisor/mentor available for guidance according to advisory/mentor schedule	0.625	25%
3	Advisor/Mentor follows the advising Calendar	0.625	25%
4	Advisor/mentor responded Satisfactorily though portal/in person	0.625	25%

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 Scopus indexed and peer reviewed journals, presentation in international conferences, participate in seminars and carry out projects, collaborative work with industry.

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

Faculty members are encouraged to conduct good research in their own areas of broad specialization. Generally, Business Education provides a solution to corporations and contributes the practical aspects for students' learning, in this connection, Research committee will also maintain a research culture in order to explore relevant research areas and identify funding opportunities for Faculty and Students. This component is evaluated by Research & Innovation Council **(Refer Annexure-G- FES-RESEARCH COMMITTEE EVALUATION FORM)** as per items in table 11 of the FES.

ii. Publications, Patents, Conferences and Other Research Output/Participation (Academic/ Industry)

a. **Granting of Research Points**

Based on Faculty's Research and Scholarly Contribution, the Research Points are granted, and the details of same are presented in Table 3.7 below

Table3.7: Publication evaluation criteria /Details of Research Points (RP)

Category	Research and Scholarly Contribution	Research Points	Cap on Max. RP considered in FES
1	SCOPUS Q1	12	No limit
2	SCOPUS Q2	9	No limit
3	SCOPUS Q3	7	No limit
4	SCOPUS Q4	6	No limit
5	Patent filed (recognized by the MOE, UAE)	12	No limit
6	Patent awarded (recognized by the MOE, UAE) (In case of a patent filed and awarded both happen in the same academic year, only awarded RPs will be considered)	20	No limit
7	Working Model/Prototype of Product developed- get International award	20	No limit
8	Working Model/Prototype of Product developed- get National award	15	No limit
9	Working Model/Prototype of Product developed- leads startup	25	No limit
10	Successful Completion of Consultancy or funded Research Project (excluding publications etc.,) with funding of less than or equal to AED 50,000	15	No limit
11	Successful Completion of Consultancy or funded Research Project (excluding publications etc.,) with funding of more than AED 50,000	20	No limit
12	Citations (only SCOPUS indexed journals for previous calendar years, i.e. the calendar year 2023 for AY 2023-24). Every 10 citations will be considered as one Unit	1	4
13	Peer-reviewed National/International Journals (Non-Indexed)	2	4
14	Journal publication with a co-author from one of the QS/ THE/ Shanghai top 400 universities (points to be added to each SUC author in addition to the Total Research Points as stated in categories 1-4 only).	4	No limit

15	Cases published with any of the following reputed international case houses: HBS, Ivey, Babson, Dartmouth.	12	No limit
16	Cases published with other reputed international case houses such as case centers etc.	9	No limit
17	Book (from a reputed international publisher such as Pearson, Cengage, McGraw Hill, Routledge, Oxford University Press, IGI Global, Palgrave MacMillan)	20	No limit
18	Edited Book (from a reputed international publisher such as Pearson, Cengage, McGraw Hill, Routledge, Oxford University Press, IGI Global, Palgrave MacMillan)	14	No limit
19	Book Chapters (Published internationally in an edited book from a reputed publisher i.e. IGI Global, Palgrave MacMillan, etc.)	6	No limit
20	Paper presented in national/International Conferences by reputed universities, associations, etc. (Proceedings are SCOPUS/IEEE indexed and submitted to the research committee)	4	8
21	Paper presented in national/International Conferences by reputed universities, associations, etc. (Proceedings to be submitted to the research committee)	2	4
22	Editorial work (Editor-in-chief, Associate editor, Article editor, Keynote Speaker, Conference chair... etc.)	2	4
23	Reviewed research paper for SCOPUS/ABDC/SCI/IEEE journals, preferred by web of science database	.5 points for each paper reviewed	4
24	Publication of Knowledge Update article on the SUC website	2	4
25	Evaluation of Ph.D./DBA Thesis	2	4
26	Supervising Ph.D./DBA per candidate	2	4
27	Award of Ph.D./DBA degree to supervising the candidate	5	No limit

Note: An additional **2 RP** will be added in each Research and Scholarly Output, in case it has a collaboration/co-authored with at least one skyline student.

b. SHARING OF RESEARCH POINTS (RP)

Research papers co-authored with faculty members not affiliated with SUC will get full Research Points, whereas co-authored with SUC faculty member(s) will get RP in equal proportion. For example, 3 authors from SUC, will get one-third of equivalent Research Points, as per the Category defined in Table 3.7 above.

c. **POSITION BASED MINIMUM RESEARCH POINTS (RP) TO BE ACHIEVED DURING THE RESEARCH TIMELINE** (1st September till 31st August)

The Total Research Points achieved by individual faculty either individually or through point sharing will be aggregated into Total Research Points Earned (TRPE), and every faculty member in SUC has to meet the following minimum criterion:

Table 3.8: Details of Minimum Research Point (RP)

Position	Total Research Points Earned (TRPE)	Minimum Research Points
Instructor	8	A minimum of a total of 8 RP from all categories.
Senior Instructor	12	A minimum of a total of 12 RP from all categories.
Lecturer	20	A minimum of a total of 6 RP from categories 1-11 is mentioned in the evaluation criteria.
Assistant Professor	30	A minimum of a total of 13 RP from categories 1-11 is mentioned in the evaluation criteria.
Associate Professor	35	A minimum of a total of 16 RP from categories 1-11 is mentioned in the evaluation criteria.
Professor	40	A minimum of a total of 20 RP from categories 1-11 is mentioned in the evaluation criteria.

iii. **EVALUATION OF FACULTY'S INTELLECTUAL CONTRIBUTION**

The percentage achieved by any faculty member will be the average percentage score of Total Research Points Earned (TRPE) and percentage score of the condition. The average score will be calculated by dividing the faculty score by the minimum required score.

Example:

For an Assistant Professor with a total research points of 28 of which, 12 RPs are from categories 1-11, and 16 RPs are from the remaining categories. (As per Table 3.7)

The **average score** will be: $[((12/13) + (16/17)) / 2)]$ = **93.2%**

All faculty members are expected to achieve a **minimum of 80%** under Research and Scholarly activity in their FES.

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

iv. **Research Projects (Project Showcase)**

A research project is a scientific investigation, usually using scientific methods, to achieve defined objectives for the betterment of society. There are two broad categories of projects,

a. **Non-Funded Projects**: Faculty members of SUC involved in any non-funded project(s) are required formally to inform the institution through Head-Research and Innovation, who will maintain school-wise records, project progress details.

b. **Funded Projects**: These types of projects are divided into two categories,
   1. **Internally Funded Projects (IFP):** Projects funded by the school or SUC in IDG/IRG category.
   2. **Externally Funded Project (EFP):** Projects funded by external agencies/ Consulting project.

Procedure for Internally Funded Projects
1. Principal Investigator (PI) can apply for funds to perform research projects, and each project can have four faculty members.
2. Head-RI will evaluate the project proposals with project committees comprising specialist in research areas and submit the recommendation to the VC for final approval.
3. DRI may return the proposal to the PI for further revision, improvements and or updates.
4. The group must submit two progress reports every semester, and a yearly and final report to Head-RI for research committee review, so that the funds can be released (funds are released based on the approved Project Milestone and Deliverables).
5. The final project output will also be evaluated by the Project committee selected by Head-RI.
6. Projects must be completed within 24 months, but permission to extend the completion time (or obtain additional budget) may applied if needed. Extension application should be submitted to the Head-RI, and successful applications will receive approval from VC and the dean. The maximum time extension to be received is 6 months, while the maximum additional budget cannot exceed 20% of the original approved budget.

Procedure For Externally Funded Projects
1. SUC faculty members may apply for projects funded by an external agency.
2. Communications between the team and the funding agency must be through Principal Investigator (PI) and Head-RI.
3. DRI submits and maintains the copy of all progress, annual, interim and final reports.
4. The final project output will also be evaluated by a Project committee recommended by Head-RI, and approved by the Vice Chancellor

v. **Research Output Categories**
There are different categories of research output that are considered by SUC for faculty evaluation. The categories are presented in the following subsections:

a. **Journal articles**
To be included in this category, the publication must meet the SUC definition of research and:

1. Must be published in a scholarly journal

2. Must be published in the current collection year and the year of publication must be stated within or on the claimed work.
3. Must have been peer-reviewed or indexed in Scopus/ ABDC/ ACM/ IEEE, and fulfill at least one of the criteria below:
   3.1. Critical scholarly texts which appear in article form
   3.2. Articles reviewing multiple works or an entire field of research
   3.3. Invited papers in journals
   3.4. Articles in journals that are targeted at both scholars and professionals
   3.5. Articles in a standalone series
   3.6. Book reviews
   3.7. Case studies

b. Conference proceedings

To be included in this category the conference publication must meet the following criterion:

1. Is a full publication paper and may appear in several 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, or a conference or organizational website.
2. Must be a research published in the current Academic Year.
3. Is peer-reviewed.
4. Has been presented at conferences, workshops, or seminars of national or international significance available to the wider audience.
5. The author of the paper is affiliated with SUC.
6. The Keynote speech and invited papers may be included where all other papers for the conference are peer-reviewed.
7. Complete copy or offprint of paper
   7.1. Complete photocopy of the table of contents, preface, introduction, and pages showing all bibliographical information as appropriate (ISBN or ISSN, authors(s), editor, publisher, and all dates referring to copyright, publication, printing, and distribution)
   7.2. Proof of national or international significance. The national/international significance of a conference may be indicated by the presence of interstate/international speakers, or a listing of previous conference venues showing that the conference is held in a range of national/international locations, and
   7.3. Evidence indicating the author's affiliation to the SUC. This can be indicated as a by-line or footnote or statement in the publication
   7.4. Proof of peer review can be in the form of a:
      7.4.1. statement in proceedings that full papers are refereed, or
      7.4.2. statement from the conference organizer/editor, or
      7.4.3. copy of assessment showing assessment made on full paper

c. Books & book chapters

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

1. Must be a major work of scholarship

2. Must be published in the current Academic Year.
3. Must have an International Standard Book Number
4. Can be written entirely by a single author, or by joint authors who share responsibility for the whole book.
5. Must have been published by a reputed publisher (e.g., Pearson, Cengage, McGraw Hill, Routledge, Oxford University Press, IGI Global, Palgrave MacMillan) or have been peer-reviewed.

d. **Researcher's activities categories**

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

1. Invited Keynote Addresses at International Conferences
2. Editorial Board Memberships of International Journals
3. Research Visitors such as adjunct researcher
4. Guest Editorship of a Special Edition of a Refereed Journal
5. International Research Collaborations (Top 200 QS ranked universities)
6. National Research Collaborations
7. Evaluation and revision for national and international projects

e. **Knowledge updates**

Faculty members of SUC are expected to write at least two short articles of around 500-1000 words, known as Knowledge Update (KU) for regular online publication through the SUC website. HRI will share a template and schedule for all faculty members, for timely submission of the KU article. Faculty members will submit the KU article to the Head-Research and Innovation, who will review/ get it reviewed, check its relevance, originality, and plagiarism, and approve it for publishing online as per the KU calendar.

f. **Industry updates**

SUC believes that its management officials, faculty members, and staff to be aware of recent developments in the industry, government policies, and another socio-economic environment. With this objective, Head-Library makes sure that a brief document with a list of major events from authentic online sources is compiled and sent to Head-Research and Innovation every week for verification. After verification/update, the Head-RI will forward the list to the Media and communication department to set the list in the desired format. The refined list will then be returned to Head-RI who will then forward the mail to management, faculty, and staff for their kind perusal and update.

g. **Patents, inventions, and commercialization of research**

The SUC Intellectual Property (IP) policy states that all intellectual property issues and commercialization of research outcomes or projects are the responsibility of the DRI committee adhering to the following:

1. To be regarded as an invention under the terms of the patent laws, all findings, methods, or designs including computer software, apps, materials, and technological advancements can be included.

2. All faculty members, students, and employees of SUC are eligible to be an inventor.
3. DRI protects the inventor's intellectual property rights, and handles all IP-related concerns confidentially.

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 faulty member wants to pursue their areas of interest & expertise must take approval from Community Services committee. It provides an opportunity to the institution and its members to engage in achieving their responsibility towards the society.

S. No	Description	Undergraduate	Graduate
Table-12 Community Services			
1	Contribution to SUC's Social Activities (100%) Only initiator 60% Only Contributor 30% Only Participant 10%	7.5	5
	Total Weight		

This component is evaluated by Services Committee (Refer Annexure-H- FES-Services to Community Committee Evaluation Form) as per items in table 12 of the FES.

a. Contribution to SUC's Social Activities
Explanation of the Component:

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

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	Description	Undergraduate and Graduate Weight (%)
Table -13 Academic Support Services		
1	Following Policy & Procedure (HR)	2.5%
2	Administrative and Examination Deadlines (ADMIN & EXAM)	

3	Developing Library Services (LIBRARY)	
4	Developing IT services (IT)	
	Total Weight	**2.5%**

DASS will evaluate faculty members on the above parameters based on the inputs received from HR-In charge, Head of Administration and Examination, Head of Library and Head of Computing.

G. Program Chair (School of Business/School of Computing) Evaluation

Program Chair is responsible for monitoring academic operations and ensuring its smooth conduct. The evaluation component is given in table 19 (Annexure O – Program Chair – FES - School of Business / School of Computing Evaluation). **Program Chair of respective schools will evaluate faculty members based the following criteria**

Table 19 –Program Chair (SOB and SOC)			
S. No	**Description**	**Undergraduate weight (%)**	**Graduate weight (%)**
1	Adherence to class schedule and assessment schedules	2	1
2	Overall Academic Delivery	3	1.5
	Total	5	2.5

Note: If Program Chair Position is not available for any school then rating will be prorated with Dean's Rating.

H. Dean (Dean – School of Business/ Dean – School of Computing) Evaluation

The evaluation component is given in table 18 (Annexure N - FES - Dean – School of Business / Dean – School of Computing Evaluation). **Head of General Education will also evaluate General Education Faculty members along with the respective Deans and average rating will be considered for General Education Faculty members under this component.**

Table 18 – Dean (Dean SOB and Dean SOC)			
S. No	**Description**	**Undergraduate weight (%)**	**Graduate weight (%)**
1	Contribution to National Accreditation activities (MOE Program Initial accreditation/Reaccreditation)		
2	Contribution to International Accreditation (AACSB/ABET etc.)	6	6
3	Contribution to Co-Curricular activities (Student Seminar, Knowledge update, Newsline, IE committees)		
4	Contribution to Conferences and workshop		
5	Overall Academic Performance	4	4
	Total	10	10

I. 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 including Teaching, Research and Services. The evaluation component is given in table 19 (**Refer Annexure B - FES-Faculty Self Evaluation Form)**

Table 19. Self-Evaluation

S.No	Description	Faculty Self Evaluation (%)
1	Self-Evaluation **a)** Teaching **b)** Research **c)** Services	**5**
	Total Weight	

J. **Goal Setting Evaluation**

DVC and respective Deans/Head of General Education Evaluation is based on the achievement of institutional goals set by the faculty member at the beginning of the academic year approved by Goal Setting Review committee. The faculty members have one full year to achieve their institutional goals and Evaluation will take into account evidences provided towards achievement of the goals by the faculty member. Refer goal setting manual for further details

VI. **Part Time (Adjunct) Faculty Evaluation**

In case of part time (visiting and adjunct) faculty the process of renewal of contract is initiated two months before the starting of next semester. Based on FES performance evaluation for the existing contract period, the FES Committee recommends to the respective Dean's (School of Business/ School of Computing) either to renew or reject the renewal of the Faculty member's contract based on the Faculty standing as per the FES criteria of rating scale mentioned above. If the Faculty members fall "Below Expectation" the Faculty member's contract is not renewed for forthcoming semesters.

Evaluation of visiting and adjunct faculty members is conducted on semester basis evaluating faculty members knowledge of subject matter, teaching and student learning, grading and assessments. Sources of evaluation for Visiting & adjunct faculty members are students formal feedback, course file evaluation, Dean/Program Chair's/Head General Education/Discipline Leader's evaluation based on classroom observation. The details of evaluation are given in the below table:

Table 20: Part Time Faculty Evaluation

Component	Sub Components	Weight	Evaluators
Academic Quality Assurance (AQA)	Teaching Effectiveness	70	Students, DIRQA, Dean/Program Chair/Head General Education/Discipline Leader
	Delivery		
	Curriculum design & Class Management		
Academic Support Services Evaluation (ASE)	Following Policy & Procedure – HR	30	HR In charge, Deputy Director–Administration, IRQAOA, Head of Library, Head of Computing
	Administrative and Examination Deadlines – Admin		
	Meeting Deadlines As Per Institutional Calendars – IRQA		

	Developing Library Services		
	Developing IT services		

VII. Evaluation During Probation Period for Newly Joined Full Time Faculty Member

SUC ensures that its selection process identifies and recruits the candidates who best fits into the position. To assess the suitability of the new appointee to the working environment of organization the employee is placed on probation for a period of six months. The purpose of probation is to thoroughly assess the abilities, ethics, work culture and the compatibility of the probationer with the working environment of SUC.

Procedure for Evaluation of Probation for newly recruited Faculty Member:

Step- 1: Faculty member joins SUC

Step-2: Interim review is conducted to assess the performance of the staff member through Observation by Head of Department and informal feedback from various Departments

Step-3: If the performance is found satisfactory then the normal probation is continued till 6 months else the staff member is placed under remediation process to improve their performance

Step-4: At the end of the probation period (6 months) final evaluation is carried out through the following reviews

i. Final student's academic faculty feedback
ii. Review of Teaching Effectiveness Committee (Peer Review/ Course Material Development / Assessment Tools / Creativity etc.)
iii. Review of Research Committee in terms of Research Plan.
iv. Review of Services Committee in terms of Services plan for coming Academic year.
v. Review by Program Chairs, Dean (School of Business and School of Computing), DASS and HRD.

Step-5: HRD forwards the final review report with either of the following recommendations for VC review and approval
i. Confirmation
ii. Conditional probation with remediation process till end of the year
iii. Rejection

Step-6: Based on the approval from Vice Chancellor, HRD calls a meeting for the Vice Chancellor, Program Chairs, Dean (School of Business and School of Computing), DASS and probationer and issues the letter of confirmation/ conditional probation with remediation process/ rejection to the candidate and gives a fair chance to both the parties for clarification of issues involved, if any.

Note: The candidates who are under condition probation with remediation process will be evaluated under annual Faculty evaluation and decision will be taken on continuation/separation based on the outcome of the annual faculty evaluation.

Evaluation of Academic Support Staff

I. Introduction

SUC is committed for systematic evaluation of Academic Support Services Staff annually to acknowledge, encourage the exceptional operational performance and identify professional

development opportunities in an academic year. Staff evaluation is done through "Staff Evaluation System" (SES).

II. Goals

The formal performance evaluation system is designed to:

A. Acknowledge the exceptional performance in operations

B. Provide a formal means of constructive, open and honest communication with supervisor

C. Enhance employee development through performance feedback and identification of future professional development activities

D. Measure and document job performance as a basis for making promotion, compensation and other personnel management decisions

E. Improve employee's job satisfaction and morale

III. process flow

Step 1

SES Committee consists DVC and DASS as permanent members for every year evaluation

Step 2

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

Step 3

Heads of Departments finalize their institutional goal as specified in the goal setting manual guidelines and submit it to HR Department at the start of the academic year. DVC and DASS review and approve the goals setting for the academic year.

Step 4

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

Step 5

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

Step 6

DVC evaluates the achievement status of goal set at the beginning of the academic year by the HOD based on the evidence provided

Step 7

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

Step 8

IR Office compiles the online evaluation report and submits the results to the SES Committee.

Step 9

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

Step 10

Staff Evaluation Committee forwards its recommendation to the VC for his approval.

IV. Disssemination 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
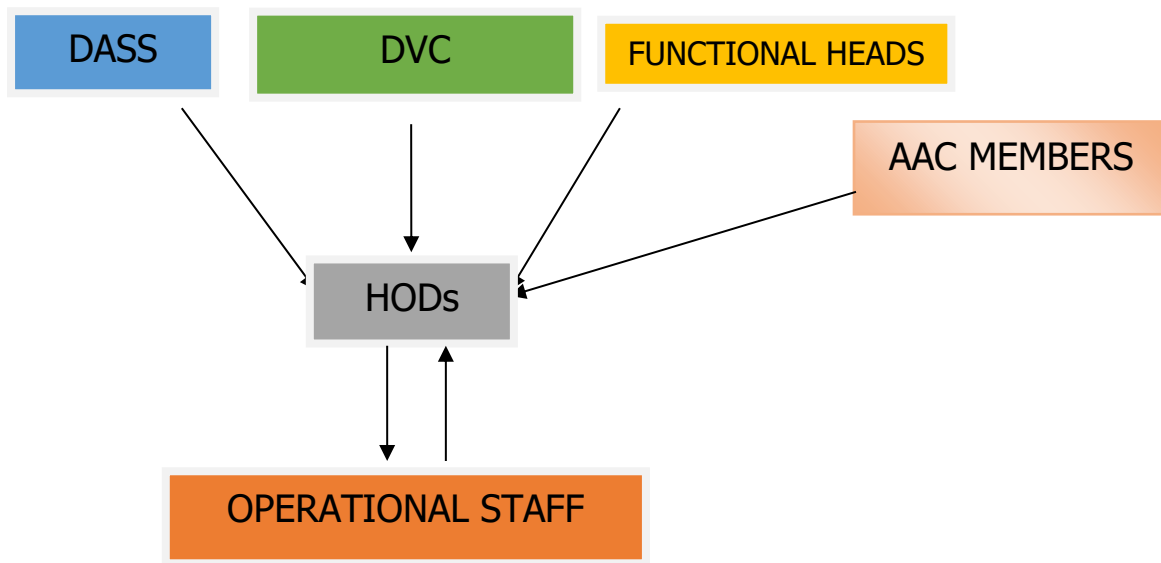
VI.   Components of the SES System

A.   Head of Department

The evaluation component and its corresponding weights are given below:

Table 1 – HOD Evaluation component

Evaluation Components	Weights
a. SES component	80%
b. Institutional Goal Setting Component	20%
Overall rating	100%

a.   SES Component

Table 2 – HOD SES component

S. No	Component	Weights
1	Functional Head based on JD and general evaluation parameters	50%
2	Operational Staff evaluation based only on general evaluation parameters	25%
3	Rating from Students Feedback (Applicable for Departments dealing with Students)	20%
4	Self-Evaluation	5%

5	Total	100%

b. Goal setting component – Refer goal setting manual

For IRQAOA Department, Overall academic support services students rating will considered

B. **Operational Staff**
The evaluation component and its corresponding weights are given below:

Table 3 – Operational Staff evaluation component

S. No	Component	Weight (%)
1	DASS/ Functional Head based on general evaluation parameters	30%
2	HOD based on JD and evaluation parameters	45%
3	Rating from Students Feedback (Applicable for Departments dealing with Students)	20%
4	Self-Evaluation	5%
5	Total	100%

Note: For the IRQAOA Department, Overall academic support services students rating will considered

C. Support Staff

The evaluation component and its corresponding weights are given below:

Table 4 – Support Staff evaluation component

S. No	Component	Weights
1	Head of Maintenance/Respective Heads of Departments	30
2	Deputy Director of Finance	30
3	HR-In Charge	40

VII. Evaluation Guidelines

A. HOD Evaluation Guidelines

i. SES Evaluation

Performance evaluation of Heads of Departments 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 DVC, DASS and/or Functional Head, Operational Staff (as applicable), Students (as applicable). All the evaluations are carried out as per the evaluation tools attached in the Annexure.

Table 5 - Head of Department Evaluation Matrix

	Components	Proposed weight (%)
Section 1	Achievement of Departmental Goals	10%
Section 2	Employee Performance as per JD (particular employee JD will be available in the online system for the evaluator to review and evaluate)	40%
	General Evaluation parameters	
Section 3	Interpersonal and Communication Skills	5%
Section 4	Productivity/Quantity of Work	5%
Section 5	Relationships with Clients	5%
Section 6	Work Habits	5%
Section 7	Staff Management	5%
Section 8	Leadership	10%
Section 9	Overall Management	15%
	Total (Standard)	**100%**

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: Employee Performance as per JD**

1 **Explanation of the Component**
 Measures the HOD''s performance according to each component mentioned in the job description

2 **Evaluation Guidelines**
Evaluator to evaluate HOD's performance as per HOD's JD through evidences presented in semester and annual closing reports.

c. **Section 3: 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:

2.1. Makes clear, effective oral communication and presentations.
2.2. Writes clear, concise and complete communication.
2.3. Communicates appropriate information timely to the management, other departments and subordinates.
2.4. Provides timely and relevant information to SUC community and external agencies.

d. **Section 4: 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:

2.1. Percentage of work accomplished by the department with accuracy during the semester
2.2. Assigned tasks are completed within specified time frame by the individuals;
2.3. Departmental operational calendars are followed

e. **Section 5: 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:

2.1. Responding courteously and promptly to all internal and external clients.
2.2. Conveys positive image of the department.
2.3. Exhibits ability to adapt to people from different cultures.
2.4. Maintains calm, professional approach to work related pressure.
2.5. Maintains confidentiality of information of SUC; uses discretion when discussing these matters.
2.6. Works in coordination with other departments and faculty to provide departmental services.

f. Section 6: 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

        1.1. The work habits are evaluated using the following statements.
        1.2. Regular and punctual to attend office work.
        1.3. Follows procedures for requesting leave and reporting absence, and provides necessary documentation.
        1.4. Uses work time appropriately for work activities; attends meetings promptly.
        1.5. 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.
        1.6. Manages stress, conflict, frustration and does not affect the normal functions.
        1.7. Follows official dress code and presents in a professional manner.
        1.8. General Appearance and grooming is appropriate.

g. Section 7: 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:

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

h. Section 8: 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:

        1.1. Plans, organizes and allocates equitable work according to the staff abilities.
        1.2. Takes necessary decisions appropriately.
        1.3. Fosters team spirit and cooperation among departmental staff members and cooperates with other departments.
        1.4. Motivates team to accomplish goals and capable of getting the work done.
        1.5. Acknowledges and appreciates the contribution of departmental staff.
        1.6. Contributes valuable suggestions for improving the system, process and operations.

    1.7.   Acts as a communication link between the management and the staff.

    1.8.   Has the trust of employs and maintains high morale of employs.

    1.9.   Solve the departmental issues.

i. Section 9: 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:

    2.1.   Encourages and demonstrates qualitative performance.

    2.2.   Collect information, materials and people into a coherent, logical and effective unit.

    2.3.   Consistently reaches sound decisions as solutions to problems.

    2.4.   Responsible and exhibits mature managerial/professional behavior.

    2.5.   Contributes to SUC through business development/ image building.

i. 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

ii. 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

iii. DASS and/or Area Head (Registrar/ DIRQAOA/Dean) 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.

iv. DVC evaluation

Head of Departments are required to finalize the institutional goal to be achieved and submit it to HRD department for DVC and DASS review. After the spring semester the Heads of Departments are required to present the status of achievement of goals to SES committee. DVC and DASS 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 HOD, DASS/respective functional heads and Students (as applicable). The Head of departments are required to indicate the accomplishment of tasks and make necessary notes in case of in complete works so as to make the evaluation objective and measurable both quantitatively and qualitatively. All the evaluations are carried out as per the evaluation tools attached in the Annexure.

Table 6 - Operational Staff Evaluation Matrix

		Components	Weights
	Section 1	Contribution to achievement of Departmental goals during the academic year	**10%**
	Section 2	Employee Performance as per JD (particular employee JD will be available in the online system for the evaluator to review and evaluate)	**40%**
		General Evaluation parameters	
	Section 3	Job Knowledge	**10%**
	Section 4	Quality of Work	**10%**
	Section 5	Judgment/ Problem-Solving	**5%**
	Section 6	Interpersonal and Communication Skills	**5%**
	Section 7	Productivity/Quantity of Work	**5%**
	Section 8	Innovation (Simplify the work procedure)	**5%**
	Section 9	Relationships with Clients	**5%**
	Section 10	Work Habits	**5%**
		Total (Standard)	

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.

Section 2: Employee Performance as per JD

1. **Explanation of the Component**
   Measures the Employee's performance according to each component mentioned in the job description

2. **Evaluation Guidelines**
   Evaluator to evaluate employee's performance as per HOD's JD through evidences presented in fortnightly and monthly reports.

Section 3: Job Knowledge

1. **Explanation of the Component**
   Measures demonstrated job relevant knowledge and essential skills gained through experience, education and/or specialized training.

2. **Evaluation Guidelines**
   The Job knowledge are evaluated using the following statements:

   2.1. Follows SUC policies/protocols in carrying out job responsibilities.
   2.2. Clear understanding of job responsibilities, roles and duties.
   2.3. Has a necessary competency in accomplishing job duties.
   2.4. Responds to the inquiries as per the rules and regulations
   2.5. Consults with others to clarify issues when required.

Section 4: 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:

   1.1. Produces accurate and reliable output/service.
   1.2. Provides complete and effective service to internal & external clients.
   1.3. Documents, files, reports have clear, complete and accurate correspondence with internal and external clients.
   1.4. Consistent improvement seen in terms of quality of work, meeting deadlines and accuracy.

Section 5: Judgment/Problem-Solving

1. **Explanation of the Component**
   Measures performance in identifying and resolving problems; following through on assignments; and initiating or modifying ideas, metHeads of Departments, or procedures.

2. **Evaluation Guidelines**
   The Judgment /Problem Solving are evaluated using the following statements:

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

Section 6: 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:

   2.1. Listens effectively and clarifies the issues with the student/staff.
   2.2. Makes clear, effective oral presentations.
   2.3. Develops clear, concise and complete written materials.
   2.4. Communicates appropriate information to SUC Community.

Section 7: 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:

1.1. Percentage of work accomplished with accuracy during the semester.
1.2. Assigned tasks are completed within specified time frame;
1.3. Departmental operational calendars are followed as per the job description.

Section 8: 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:

1.1. Contributes new ideas and methods and implements necessary actions.
1.2. Uses new methods for improved efficiency.
1.3. Demonstrates initiative in taking charge of new assignments and task.
1.4. Adapts to changing priorities, new ideas and met Heads of Departments.

Section 9: 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:

2.1. Responding courteously and promptly to all internal and external clients.
2.2. Conveys positive image of the department.
2.3. Exhibits ability to adapt to people from different cultures;
2.4. Maintains calm, professional approach to work related pressure.
2.5. Maintains confidentiality of information of SUC; uses discretion when discussing these matters.
2.6. Works in coordination with other departments and faculty to provide departmental services.

a. ### Section 10: 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:

2.1. Regular and punctual to attend office work.
2.2. Follows procedures for requesting leave and reporting absence, and provides necessary documentation.
2.3. Uses work time appropriately for work activities; attends meetings promptly.
2.4. 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.
2.5. Manages stress, conflict, frustration and does not affect the normal functions.
2.6. Follows official dress code and presents in a professional manner.
2.7. General Appearance and grooming is appropriate.

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

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

C. Evaluation During the Probation Period for Newly Joined Staff

SUC ensures that its selection process identifies and recruits the candidates who best fits into the position. To assess the suitability of the new appointee to the working environment of organization the employee is placed on probation for a period of six months. The purpose of probation is to thoroughly assess the abilities, ethics, work culture and the compatibility of the probationer with the working environment of SUC.

Procedure for Evaluation of Probation for newly recruited Staff Member:

Step- 1: Staff member joins SUC

Step-2: Interim review is conducted to assess the performance of the faculty member through interim Faculty feedback, Teaching Effectiveness and Research Committee and Dean's Input

Step-3: If the performance is found satisfactory then the normal probation is continued till 6 months else the faculty member is placed under remediation process to improve their performance

Step-4: At the end of the probation period (6 months) final evaluation is carried out through the following reviews

i. Observation and Informal feedback from various Departments

ii. Review of Staff Performance as per the Job Description by Head of Department

Step-5: Review of HOD's Recommendation report by HRD and DASS

Step-6: HRD forwards the final review report with either of the following recommendations for VC review and approval

i. Confirmation
ii. Conditional probation with remediation process till end of the year
iii. Rejection

Step-7: Based on the approval from Vice Chancellor, HRD calls a meeting for the Vice Chancellor, DASS and probationer and issues the letter of confirmation/ conditional probation with remediation process/ rejection to the candidate and gives a fair chance to both the parties for clarification of issues involved, if any.

Note: The candidates who are under condition probation with remediation process will be evaluated under annual staff evaluation and decision will be taken on continuation/separation based on the outcome of the annual staff evaluation.

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

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

5. j Nepotism/Employment of Relatives.

Policy number	HUMR_POLICY_11
Policy name	Nepotism Policy
Policy version	Version 2
Standards applicable	MOE Standard 5: Faculty and Professional Staff
Policy owner	Human Resource Department
Date of policy development	18 July 2019
Review date	24th July 2023
Date of recent modification	24 August 2022
Approved by	Vice Chancellor

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

A. Remedies for employees and contracts

i. Employee:

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

ii. Contracts:

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

5. k Faculty/Staff Discipline Policy

Policy number	HUMR_POLICY_12
Policy name	Faculty/Staff Discipline Policy
Policy version	Version 2
Standards applicable	MOE Standard 5: Faculty and Professional Staff
Policy owner	Human Resource Department
Date of policy development	18 July 2019
Review date	24th July 2023
Date of recent modification	30 June 2022
Approved by	Vice Chancellor

The purpose of the disciplinary procedure is to streamline and ensure smooth operation within the framework of SUC Policy & Procedures. The SUC believes that the majority of Employees work satisfactorily. However, in order to promote and maintain effective work ethics and practices, it is essential to lay down procedures to deal with those cases of capability, conduct, disregard of rules and regulations, which arise from time to time. The disciplinary procedures include identifying the nature of indiscipline and the correction factors ranges from a verbal warning to separation.

The disciplinary procedure is initiated by the HRD by forming an adhoc Employee Disciplinary Action Committee consisting of Vice Chancellor, and one more Member is co-opted based on the nature of the issue. The procedure for any disciplinary action is as given under corrective measure.

i. Categories

The three broad categories covered under the procedure are given below:

a. Dereliction of responsibilities
b. Indiscipline or Misconduct
c. Gross misconduct

When one of the above mentioned categories is found, an Employee will be subjected to this procedure, regardless of occupation, or position, may be warned, or dismissed by management in accordance with the provisions of this policy. The Vice Chancellor's determination of category for disciplinary action shall be reasonable, based on the provisions of this policy, and be factually supported. A single disciplinary action may include one or more categories.

a. Dereliction of responsibilities

Disciplinary procedures would be applied after ensuring that the reason of the problem is related to negligence, motivation, and commitment of the Employee. Categories include but are not limited to:

1. Failure to produce a sufficient quantity of work,
2. Failure to produce work of acceptable quality,
3. Failure to produce accurate work,
4. Failure to produce work on time,
5. Poor manner of work performance,
6. Continued tardiness, absenteeism, or other abuses of leave

For problems related to inherent disciplinary issues, action would normally not be initiated without prior counseling and corrective measures being explored and given a chance. However, if it is established that the capability problem is related to the negligence, motivation or commitment of the employee, formal action will follow.

b. Indiscipline or Misconduct

Indiscipline or Misconduct occurs when an employee exhibits any severe or pervasive behavior and could result in discipline, including willful or negligent actions or behaviors by an Employee that are unacceptable in the employment context (either on or off the job), that may disrupt the workplace, and/or that may constitute abuse of any person for whom (or property for which) the SUC has responsibility. These include but are not limited to:

1. Violence or other aggressive or disruptive behaviors,
2. Illegal activities,
3. Willful violations of Federal/State law or regulations or SUC policies
4. Insubordination,
5. Misuse of SUC property,
6. Refusal or failure to carry out reasonable instructions
7. Smoking in non-designated areas
8. Distribution of unauthorized pamphlets or literature
9. Breach of any of the SUC regulations
10. Engaging in any other professional activity outside the SUC without the prior written consent of the Vice Chancellor
11. Gambling in the premises
12. Failure to maintain/obtain credentials or the falsification of credentials, or
13. Professional misconduct.
14. Breach of research ethics in research work

c. Gross Misconduct

Gross Misconduct occurs when an Employee's actions (or inaction):

1. Result in death or serious bodily injury, or create conditions that increase the chance for death or serious bodily injury, to employee(s), Member(s) of the public, and/or to person(s) over whom the SUC has responsibility, or
2. Result in loss of (or damage to) SUC property or funds that results in a serious impact on the SUC and/or work unit.

3. Theft of SUC property
4. Criminal offence
5. Creating negative influence on others
6. Instigating other staff members against policy
7. Indecent conduct
8. Taking any other paid employment or remunerative activity
9. Reporting for duty whilst under the influence of alcohol or drugs
10. Acts of incitement
11. Harassment or actual acts of discrimination
12. Breach of duty regarding confidential information
13. Taking gifts or favors from students to award unduly higher grades, revealing the question papers or any other exam related confidential matter.
14. Taking gifts or favors from the employees to tilt the decision in their favor.
15. Failure to declare an interest which may be contrary to the best interests of the SUC.
16. Disrespecting colleagues, senior management or staff.
17. Employees are not allowed to involve in any sort of fund raising activity for any cause without prior permission from the Dean (School of Business and School of Computing). If any such incident will be considered as a Breach Contract and will lead to immediate termination with forfeiting of all benefits accrued till, then.

d. Corrective Measure

The level of action will depend on the seriousness of the offence. HRD will convene a meeting with the ad-hoc Employee Disciplinary Action Committee as mentioned above to decide the corrective measures. In case of decision of written warning or dismissal the HRD Head must hold a "Pre-Disciplinary Meeting" with the Employee to provide him an opportunity to address concerns before it makes the disciplinary decision. Other than the Committee one more Employee may be present at the Pre-Disciplinary meeting either to counsel or to witness the proceedings.

1. **Verbal Warning**

   Incidents which warrant formal disciplinary action that arise out of the Employee's work, omission, conduct, tardiness or absence record, will call for the employee being formally informed why his services are deemed unsatisfactory. The first warning, unless it is a serious matter shall be verbal.

2. **Written Warning**

   Failure to heed the verbal warning and improve, or if the act is repeated, or a more serious offence is committed, or there is involvement in a subsequent but different offence, and which warrants disciplinary action will result in a written warning. The warning will also state that further penalty will be considered if there is no satisfactory improvement.

3. **Final Written Warning**

   In the event of failure to improve in spite of verbal & written warning and the conduct remaining unsatisfactory, or if the offence is sufficiently serious to warrant only one written warning, but insufficiently serious to justify dismissal, a Final Written Warning shall be given to the Employee. When the final written warning is issued, the Employee is put under close scrutiny for the period of one semester. Failing to comply will lead to termination with immediate effect.

4. **Dismissal**

The disciplinary penalty of dismissal with immediate effect will be applied when further misconduct is committed within the observation period of a final warning or where gross misconduct occurs. Disciplinary action taken against you will be based on the following procedure:

Offense	First Occasion	Second Occasion	Third Occasion	Fourth Occasion
Dereliction of responsibilities	Formal Verbal Warning	Written Warning	Final Written Warning	Dismissal
Misconduct	Written Warning	Final Written Warning	Dismissal	
Gross Misconduct	Dismissal			

In all other cases warnings will be issued for misconduct, irrespective of the precise matters concerned, and any further breach of the rules in relation to similar or entirely independent matters of misconduct will be treated as further disciplinary matters and allow the continuation of the disciplinary process through to dismissal if the warnings are not regarded.

e. **Authority to Take Disciplinary Action**

1. The responsibility to deal and initiate disciplinary action including written warning would be with the Vice Chancellor in coordination with DVC, and Dean (School of Business and School of computing)/HOD, DASS & HRD.
2. The responsibility to deal with final written warning lies with the Vice Chancellor, Dean (School of Business and School of computing), DASS & HRD.
3. Vice Chancellor shall be responsible for dealing with dismissal cases.
4. Disciplinary Action Committee in case of Academic Staff:
Disciplinary Action committee will comprise of the Vice Chancellor, DVC, DASS & Deputy Director of Administration, who will coordinate with the HRD in case of any disciplinary issue so that the HRD can take action accordingly.

Note – SUC may suspend employees for up to 30 days with one half pay during the disciplinary

5.l Faculty and Professional Staff Appeals

Policy number	HUMR_POLICY_13
Policy name	Faculty and Professional Staff Appeals
Policy version	Version 2
Standards applicable	MOE Standard 5: Faculty and Professional Staff
Policy owner	Human Resource Department
Date of policy development	18 July 2019
Review date	24th July 2023
Date of recent modification	18 August 2022
Approved by	DASS

A. **Introduction**

SUC recognizes the need for appeals policy for Faculty and staff members who may wish to appeal for the review of the decisions by appropriate authorities. This appeal can be against the process of

enquiry or non-compliance of policy or decisions which are non-commensurate to the offence. Otherwise, the staff may report a Grievance as per the Grievance Policy and Procedure for Faculty and Professional Staff.

B. Purpose

To enable the employees of SUC to exercise their right to appeal against decisions which are contrary to the policies and procedures laid down.

C. Grounds of Appeal

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

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

D. Timeframe for Appeal

The Employee may appeal against the decisions within 15 days of receiving the decision or communicated through any appropriate media (email, SMS, telephonic conversation or any other appropriate mode) to the next higher authority.

The Appeal committee shall give its recommendations to the Vice Chancellor within 15 days and the Vice Chancellor shall review the report and communicate the committee's decision to the appellant within 10 days of receiving the decision from the committee.

E. Formation of Appeals Committee

The Vice Chancellor has a right to form an adhoc employee grievance committee and appoint members based on the nature of appeal and expertise required for resolving the issue. The Vice Chancellor appoints the Chair of the committee to review the appeal. The committee shall consist of 3 or 5 members as required.

F. Responsibilities of the Committee
   i. Upon receiving the appeal, the Chair of the committee calls for a meeting of members.
   ii. The members review the decision and the relevant documents submitted to the committee.
   iii. Any additional information required will be sought from concerned department to have a holistic understanding of the issue.
   iv. The Committee reviews the documents related to the appeal and if necessary may invite the aggrieved party to hear the grounds of appeal and its justification.
   v. The committee evaluates the arguments of both the parties and submits the report to Vice Chancellor.
   vi. The Vice Chancellor communicates the decision of the Appeals Committee.
   vii. If the grievance is not resolved the matter will be referred to VC by the aggrieved party, the decision of the 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.

Policy number	HUMR_POLICY_14
Policy name	Faculty and Professional Staff Grievances
Policy version	Version 3
Standards applicable	MOE Standard 5: Faculty and Professional Staff
Policy owner	Human Resource Department
Date of policy development	18 July 2019
Review date	24th July 2023
Date of recent modification	30 June 2022
Approved by	DASS

A. Grievance Policy & Procedures

The Grievance Procedure provides guidelines for Employees to lodge a formal grievance/complaint against an injury caused in the due process of administrative operations, policy matters or individual(s) action to seek remedy within the SUC.

A grievance is a matter of concern for SUC therefore all matters brought to the notice of the management through the Grievance procedure are resolved in a professional manner. It must be noted that grievance procedure can only be invoked in cases as stated within the section "Definition of Grievance" below.

A grievance procedure is not a formal judicial proceeding and therefore is not required to comply with rule of evidence that is applicable in a court of law. To the extent that any provisions of this procedures conflicts with any applicable law, the superior law of the land prevails.

i. Applicability

The Grievance redressal Procedure shall apply to Employees may seek redressal through this process.

ii. Grievance Policy

A Grievance is a formal complaint made by an employee that his/her terms or conditions of employment at SUC, or ability to act in his/her professional or academic capacity at the SUC is significantly impaired due to serious violation as a result of one or more of the conditions listed below:

iii. Violation of academic freedom as defined in this manual

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

iv. 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 employee grievance committee shall give its recommendations to the HRD within 15 days and the HRD shall communicate the committee's decision to the aggrieved party within 10 days of receiving the decision from the committee.

    v. **Procedure of Grievance Redressal**
The order in which adversarial parties may try to resolve their disputes is as stated below:

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

b. **Notice of Grievance**
If informal approaches to resolve grievance fails, then Employee with grievance must file a "Grievance form" available with HRD and must be submitted to the HRD. The "Grievance form" shall contain a concise statement of the reasons that led to the grievance. The statement must also specify the remedy. The grievant must file the notice within 7 working days of the grievance.

c. **Formation of an Employee Grievance Committee**
The Vice Chancellor in consultation with Head-HR shall form an Employee Grievance Committee of three (3) Members from a pool of eligible Employees who are not party to the grievance. The Vice Chancellor and Head-HR must ensure that the appointees to the Employee 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 Employee 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 Employee Grievance Committee is to recommend what action should be taken and suggests a time frame for compliance. In reaching its recommendation, the Committee should consider the relief requested by the grievant(s), but the Committee has wide discretion and may recommend appropriate relief within SUC Guidelines and Regulations.

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

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

In case the Employee's continued presence would hamper or prejudice the investigation, the Employee may be suspended, for a period, which would be as brief as possible. The employee under suspension would not be allowed to enter the premises unless accompanied by a designated senior Employee. SUC may suspend employees for up to 30 days, with one half pay during a disciplinary investigation. An employee will be entitled to reimbursement of all withheld pay if the employee is ultimately cleared of wrongdoing.

a. **The Grievance Hearing**

Once a "Grievance Redressal Form" (Available with HRD) has been appropriately filed and all necessary information has been included, the Vice Chancellor along with and the Head HR will convene the organizational meeting of the Employee Grievance Committee within three working days of receipt of notice from aggrieved party/parties to:

1. Elect a chair
2. Establish procedures necessary for a fair and orderly meeting
3. Forward a copy of duly filled "Grievance Redressal Form" to all parties against whom the grievance is filed
4. Solicit documents or other hard copy or electronic evidence from parties to the grievance

The manner in which the oral proceedings are conducted will be determined by the Chair of the Employee 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..

b. **The Findings of the Grievance Committee**

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

c. **The Final Decision of the Vice Chancellor**

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

The Vice Chancellor 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.

Policy number	HUMR_POLICY_15
Policy name	Graduate Assistants
Policy version	Version 2
Standards applicable	MOE Standard 5: Faculty and Professional Staff
Policy owner	Human Resource Department
Date of policy development	18 July 2019
Review date	24th July 2023
Date of recent modification	18 August 2022
Approved by	Vice Chancellor

The institution ensures that its use of Graduate (MBA) students as assistants in teaching and instruction takes account of their other academic responsibilities. Graduate MBA students may support the faculty by aiding with class activities (such as practical sessions and tutorials), facilitating group discussions and team-based learning, and offering research and technical support.

Graduate assistants (GA) work a set number of hours per week and in return receive a tuition fee waiver or a monthly stipend. Both are awarded on a competitive, semester-by-semester basis (not awarded in the summer semester). A graduate assistantship may be held for a maximum of two years.

   i.   A GA will provide students with opportunities to develop research experience by working with a faculty member on research-related activities.
   ii.   GA will provide students with opportunities to gain teaching-related experience through part-time employment in positions such as lab assistants.

5.o Probation Period

Policy number	HUMR_POLICY_16
Policy name	Probation Period
Policy version	Version 4
Standards applicable	MOE Inspection Directorate Standard 6a
Policy owner	Human Resource Department
Date of policy development	27 December 2021
Review date	24th July 2023
Date of recent modification	24th July 2023
Approved by	Vice Chancellor

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.

A. Procedure for Evaluation of Probation for AAC:

i. For Academic AAC members:
Note: Refer to Procedure for Evaluation of Probation for Academics. Additionally, they are evaluated on their administrative task performance by VC.

B. 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 Program chairs, Dean (School of Business and School of computing), DASS and HRD.
vii. Based on DVC approval/ rejection HRD 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.

C. Procedure for Evaluation of Probation for Newly Recruited Academic Support Staff & Training Staff(CCL):

Step- 1: Staff member joins SUC

Step-2: Interim review is conducted to assess the performance of the employee (In case if the employee is trainer) through interim Faculty feedback, Teaching Effectiveness and Research Committee and Dean's Input

Step-3: If the performance is found satisfactory then the normal probation is continued till 6 months else the employee is placed under remediation process to improve their performance

Step-4: At the end of the probation period (6 months) final evaluation is carried out through the following reviews
  i. Observation and Informal feedback from various Departments
  ii. Review of Staff Performance as per the Job Description by Head of Department

Step-5: Review of HOD's Recommendation report by HRD and DASS

Step-6: HRD forwards the final review report with either of the following recommendations for VC review and approval
  i. Confirmation
  ii. Conditional probation with remediation process till end of the year
  iii. Rejection

Step-7: Based on the approval from Vice Chancellor, HRD calls a meeting for the Vice Chancellor, DASS and probationer and issues the letter of confirmation/ conditional probation with remediation process/ rejection to the candidate and gives a fair chance to both the parties for clarification of issues involved, if any.

Note: The candidates who are under conditional probation with remediation process will be evaluated under annual staff evaluation and decision will be taken on continuation/separation based on the outcome of the annual staff evaluation

D. Terms & Conditions During Probation Period
i. All employees are hired on probation for the first six months of their employment. If an employee is on probation, SUC provides a minimum of 14 days written notice of the intention to terminate the employment contract.
ii. If an employee decides to resign during the probationary period, the employee must:
  a. Give 1 month notice if resigning to join another employer in the UAE, or

    b. Give 14 days' notice if the employee /plans to leave UAE.

   iii.   SUC may agree to grant the employee a leave from his annual leave balance during the probationary period and the employee reserves his right to compensation for the outstanding annual leave balance, if he does not successfully complete the probationary period.

   iv.   During the Probation period the newly hired employee will be entitled to all paid Government Holidays, and Health Insurance.

    v.   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 Vice Chancellor which extends the probation days by the total number of leave days availed.

   vi.   Confirmation of probationer is based on the recommendation of immediate supervisor and respective AAC member to Vice Chancellor based on various inputs.

   vii.   On confirmation, the employee is eligible for all benefits and additional perks from the date of appointment.

  viii.   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.

5.p Golden Visa Policy

Policy number	HUMR_POLICY_17
Policy name	Golden Visa Policy
Policy version	Version 2
Standards applicable	NA
Policy owner	Human Resource Department
Date of policy development	1 April 2022
Review date	24th July 2023
Date of recent modification	24th July 2023
Approved by	Vice Chancellor

The UAE Government launched the golden visa with the purpose to retain talented people in the country who can contribute significantly to the UAE's economy. By eliminating the restriction of needing sponsor, individuals who meet the eligibility criteria can apply for this visa.

SUC Facilitate eligible employee to apply for Golden visa by issuing a no objection certificate. Employee seeking NOC from SUC need to follow below mentioned steps:

i.   Submit an official application to HR department for approval.

ii.   Once approved by VC, no objection certificate issued.

In case SUC authorities approves to issue NOC following guidelines will be applicable:

i.   The employee will bear full expenses of the golden visa.

ii.   SUC visa will be canceled once the employee applying for golden visa receives a formal approval, and same is submitted to SUC HRD.

iii.   The Employee undertake to follow SUC policies and procedures according to the signed employment contract. Same terms and condition of employment contract will be applicable.

iv.   Benefits / allowances given to employee (Accommodation, Furniture, Tickets, and Group Medical insurance) will be as per SUC policy.

v.   The Employee will share a copy of his new visa / ID and any other formal documents with HRD as and when required.

vi. In case Employee resigns or terminated, Gratuity and other benefits will be as per SUC policy and UAE law.

vii. In case the new visa is rejected for any reason from authorities, SUC will not be held responsible and employee will bear all expenses for SUC visa upon receiving SUC Management approval.

Skyline University College

Date: /   /20

Request For NOC For Golden Visa

Employee Name:…………………………………	Designation:…………………………………………
Employee ID#:………………………………....	Department:…………………………………………

I,………………………………………………………………….. Kindly request HR Dept. to Issue no objection letter to to obtain long term residency visa (Golden Visa).

I undertake to:

i. Bear all related expenses of Golden visa.

ii. Follow SUC policies and procedures according to signed employment contract.

iii. Share a copy of Golden visa / ID and any other formal documents whenever required.

Name:_____   Signature:_____

Approvals

HR Approval	DASS Approval	VC Approval

Note:

i. SUC visa will be canceled once the employees applying for golden visa receives a formal approval and same is submitted to SUC HRD.

ii. In case new visa is rejected for any reason from authorities, SUC will not be held responsible and employee will bear all expenses for SUC visa upon receiving SUC Management approval.

Policy number	HUMR_POLICY_17
Policy name	Handling of Legal Issues Policy
Policy version	Version 3
Standards applicable	MOE Standard 5: Faculty and Professional Staff
Policy owner	Human Resource Department
Date of policy development	18 July 2019
Review date	24th July 2023
Date of recent modification	17 August 2022
Approved by	Vice Chancellor

A. Introduction

SUC's most important assets are its employees. Staying competitive in educational sector and at any stage requires a strong relationship between a business' ownership and management and the rest of the workforce. Strong workplace relationships are grounded in positive corporate policies relating to employment as well as the adherence to state and federal laws regarding employee rights and protections. To maintain the good employee relations and harmonious working conditions, SUC resolve legal issues at the lowest possible level and take action positively. SUC forms an internal Legal Affairs Committee based on the requirement.

The internal Legal Affairs Committee may consult Legal Advisor / Consultant appointed by SUC on all legal matters based on the severity and the implications of the matter.

B. Formation of Committee

The Vice Chancellor has the right to form an internal Legal Affairs Committee and appoint members based on the nature or severity of the issue. The Vice Chancellor appoints the Chair of the Legal Affairs committee to review the issue. The committee shall consist of 3 or 5 members as required.

C. Responsibility of the Committee

The committee is responsible for identifying, reviewing the legal issues and also evaluates and investigate the cases presented to them for decision making. The committee also consults the Legal Advisor or Consultant to seek for professional legal assistance. (to be further updated by HR from HR policy manual)

D. Process Flow

   a. The Chair of the Legal Affairs Committee and HR calls for a meeting of its members.
   b. The members review the decision and the relevant documents submitted to the Legal Affairs Committee.
   c. Any additional information required will be sought from concerned department to have a holistic understanding of the case / issue.
   d. The Legal Affairs Committee and HR reviews the documents related to the issue / case and evaluates the opinions of both the parties
   e. The Legal Affairs Committee and HR will consult the Legal Advisor or Consultant to seek for professional legal assistance before submitting the report to the Vice Chancellor.
   f. Vice Chancellor communicates the report of the Legal Affairs Committee and HR to the BOT and the decision to resolve the issue is taken.

Frequency and authority of review

Components	Preparation of Plans	Preparation frequency	Review frequency y	Timeli ne	Responsible to implement	Reasons for amendment	Approval Authority
Legal issues policy	Legal Affairs committee	As and when required	Yearly	July	HR	Based on the Legal requirement	VC

5r. Working Hours policy

Policy number	HUMR_POLICY_21
Policy name	Working Hours Policy
Policy version	Version 4
Standards applicable	MOE Standard 5: Faculty and Professional Staff
Policy owner	Human Resource Department
Date of policy development	18th July 2019
Review date	25th July 2023
Date of recent modification	25th July 2023
Approved by	Vice Chancellor

i. **Working hours for Academics-Faculty & Faculty with Administrative Responsibility:**
SUC observes 36 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 for Academic Faculties.

ii. **Working hours for Academic Members with administrative responsibilities:**
SUC observes 36 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 for Academic Faculties.

AAC & Program chairs require additional time commitment beyond their normal working hrs. These positions are not eligible for any straight shifts due to the split schedule operations of SUC. The AAC members & Program chairs are academic employees with additional administrative responsibilities and are eligible for additional benefits & perks.

ACADEMIC MEMBERS WITH ADMINISTRATIVE TASKS WORK TIMINGS			
DAY	**MONDAY TO THURSDAY**	**FRIDAY**	**SATURDAY** *(For Weekend Duty only)*
STRAIGHT SHIFT	09:00 AM to 19:00PM	14:30 PM to 22:00 PM	09:00 AM to 17:00PM
SPLIT SHIFT	Morning Shift 09:00 AM to 14:00PM		
	Evening Shift 17:30 PM to 22:00PM		

Note: Working days are five in a week and any two days will be off days as per the duty schedule of individual employee. In case weekend duty is allocated, weekday schedule will be applicable and might vary. New labor law recognizes flexible working arrangements with mutual consent.

iii. **For Academic Support Services Staff & Training (CCL) staff members:**

SUC observes 48 hours work schedule on a weekly basis (5 days in a week) wherein 9.5 hrs. Per day may be worked out in below schedules as assigned for the respective position.

ACADEMIC SUPPORT SERVICES WORK TIMINGS			
DAY	**MONDAY TO THURSDAY**	**FRIDAY**	**SATURDAY** *(For Weekend Duty only)*
STRAIGHT SHIFT	09:00 AM to 19:00PM	14:30 PM to 22:00 PM	09:00 AM to 17:00PM
SPLIT SHIFT	Morning Shift 09:00 AM to 14:00PM		
	Evening Shift 17:30 PM to 22:00PM		

Note: Working days are five in a week and any two days will be off days as per the duty schedule of individual employee. In case weekend duty is allocated, weekday schedule will be applicable and might vary. New labor law recognizes flexible working arrangements with mutual consent.

iv. **Working hours for Part Time Employees:**

Part Time Faculty and Staff needs to adhere to work timings as mentioned and agreed in their respective contract and schedules.

v. **Working Offsite**:
   a. SUC may allow working from home (International/National) option in adverse situation to ensure safety and continuity of operation.
   b. Working hours will be the schedule as followed by others working from office.
   c. Staff will be required to LOG IN/OUT using the attendance portal.
   d. Concerned Department Head should ensure that staff is doing the required allocated tasks

vi. **Policy Outline:**

   a. 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.
   b. Faculty Member willing to alter work timings are required to do it after due approval from Dean (School of Business and School of Computing) and inform to HRD. Staff Member willing to alter work timings are required to do it after due approval from DASS and inform to HRD.
   c. All employees need to adhere to official work timings and report to work on time. Last minute information of Late coming or early leaving will not be entertained. Late coming or early leaving by half an hour or more without prior approval will result in disciplinary action. Non-adherence on more than 2 occasions in a month will be subjected to review and result in call for explanation and counseling by HRD. If non-adherence persists than for each 4 late comings in a month, there will be half day leave deduction from Annual leave. In case annual leaves are exhausted than such late coming will be considered loss of pay (LWP) and employee is required to give a written explanation.

d. All the absences must be notified to HRD in advance in the form of duly filled leave form along with approval from Head of Department, Program chairs, Dean (School of Business and School of Computing), DASS, DVC and Vice Chancellor.

e. In case of sick leave absence has to be notified to HRD and the leave form should be supported by medical certificate duly attested by competent authority. Frequent sick leaves will require an employee to submit fitness certificate from the doctor at their own expense and will be subject to review.

f. If the leave form is not filled within the same day of leave or joining day, then HRD is authorized to deduct the leave from the balance annual leave in employee's account, which will not be reverted in any circumstances.

g. Absence from office without information or pre-approval will result in disciplinary action.

h. During Ramadan SUC observes timings as per guidelines of UAE government as per the policy.

i. The decision to close SUC other than official holidays, alter basic workweek or standard work hour's rests with the Vice Chancellor or his nominee which is relevant for private sector announcement by the Government.

j. Unless an official information regarding a holiday is not communicated to an employee it is considered SUC is working. In case holiday is subjected to moon sighting SUC may be compelled to change announced holiday at last moment keeping operations of university into consideration.

k. The Adjunct Faculty Members are required to work based on the class schedule from Administration Department, total number of credits and additional hour of administrative work per credit as mentioned in their contract. The Adjunct Faculty Members have to complete all tasks (Administrative / Invigilation duties) allocated to them during a particular semester.

l. 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.

m. For all official meetings outside the SUC, HRD should be intimated at least 24 hours in advance. Last minute intimation to HRD/Dean (School of Business and School of Computing) will not be entertained. Employee is also required to make sure that the meeting is encoded in the CMS and required to submit report of the proceeding of meeting to Dean (School of Business and School of Computing) and HRD.

MOE Standard 6. Students

6. a Undergraduate Admissions

Policy number	ADMN_POLICY_15
Policy name	Undergraduate Admission Requirement
Policy version	Version 8
Standards applicable	MOE Standard 6: Students
Policy owner	Administration
Date of policy development	18 May 2020
Review date	25th July 2023
Date of recent modification	22 December 2022
Approved by	Vice Chancellor

A. Direct Entry Requirement for the Bachelor of Business Administration Program

All admissions in SUC are guided by Ministerial Decrees # 200/year 2004 and 133/year 2005, MOE Decision 519/year 2022, Ministerial Decision #30 / year 2023, MOE letter dated March 28, 2023; MOE-CAA Standards for Licensure & Accreditation 2019.

An applicant seeking admission for the Bachelor of Business Administration program is required to fulfill the following conditions:

   i. High School Qualification
   ii. English Language Proficiency
   iii. Mathematics Proficiency
   iv. Personal Interview

Please refer below sections for details of the above requirements:

   i. **High School Qualification**

     a. Applicant should have minimum 60% average 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 outside UAE, attestation is required from the relevant authorities of that country.

     b. An applicant with less than 60% average marks in the secondary school of UAE, may be accepted, provided that the student registers in 3 remedial courses offered at SUC according to the program requirements and the grades of relevant subjects in the high school certificate.

     c. As per MOE Decision 519/year 2022, students from public or private schools within and outside the country are required to submit one of the following documents as applicable:

        1. Certificate of completion of the secondary school education, attested by the Ministry of Education or the Emirates Schools Establishment for high school qualification acquired from the public schools within the country.

2. An equivalency issued by the Ministry of Education for a certificate of completion of secondary school studies acquired from the private schools within the country

3. An equivalency issued by the Ministry of Education for a certificate of completion of secondary school education acquired from the schools outside the country.

4. In case a student is unable to get the equivalency due to the delay in obtaining final transcripts and shows evidence that the application for equivalency is under process, the University can admit him without equivalency for one semester and the student is required to submit the equivalency within this time period.

5. Student is required to sign an undertaking, that their admission is conditional and it may be cancelled in case the student fails to submit equivalency document with no liability whatsoever towards the University.

d. IGCSE/GCSE/GCE (O-Level): All documents require attestation from the competent authorities.

   1. 13 Years of Schooling
   1.1. Student class no. 10 – should pass 5 "O level " (grade A to E)
   1.2. Student class no. 11 – should pass "2 AS level " or "1 A level" (grade A to D)
   1.3. Student class no. 12 – should pass : 2 AS level" or "1 A level " (grade A to D)
   1.4. Student should submit the school transcript to confirm the year of studies
   1.5. Islamic Education is compulsory for Muslims regardless of Nationality and Arabic Language is compulsory for Arabs. However, both Islamic Education and Arabic Language are not considered in calculation of the passing grade
   1.6. In addition, student needs to provide Equivalency for completing their admission requirements.

   2. 12 Years of Schooling
   2.1. Student class no. 11 – should pass 5 "O level " (grade A to E)
   2.2. Student class no. 12 – should pass "2 AS level " or "1 A level" (grade A to D)
   2.3. Student should submit the school transcript to confirm the year of studies
   2.4. Islamic Education is compulsory for Muslims regardless of Nationality and Arabic Language is compulsory for Arabs. However, both Islamic Education and Arabic Language are not considered in calculation of the passing grade.
   2.5. In addition, student needs to provide Equivalency for completing their admission requirements.

e. **American Diploma after 12 years of schooling**
   1. Minimum 5 courses in each grade 10, 11 and 12 with minimum passing mark of 60% or equivalent in International standard
   2. Islamic Education is compulsory for Muslims regardless of Nationality and Arabic Language is compulsory for Arabs. However, both Islamic Education and Arabic Language are not considered in calculation of the passing grade.
   3. As per MOE guidelines, SUC accepts Students with American Diploma under any one of the below mentioned categories:
      3.1. IB Diploma:
         3.1.1. Students are required to study 6 subjects from different academic areas of which 3 are studied at higher level and 3 at standard level.

      3.1.2. Student must receive a minimum score of 24 points across 6 subjects with at least 12 points from higher level subjects and a minimum of 9 points from standard level subject

   3.2. IB Certificate

      3.2.1. IB certificates are considered as American Diploma and are equalized by Ministry of Education

      3.2.2. Students with IB certificate must obtain a minimum grade of 22 points

   3.3. IB Career:

      3.3.1. IB Career is considered as Vocational (Technical School)

      3.3.2. Students with IB Career must obtain a minimum grade of 26 points

a. **Indian Board(CBSE)**

   Higher Secondary certificate, which is equivalent to 60% of UAE entry requirement as per classbase.com

b. **Pakistan Board**

   Higher Secondary certificate, which is equivalent to 60% of UAE entry requirement as per classbase.com

ii. **English Language Proficiency**

  Prospective student is required to fulfill any one of the following English Proficiency requirements for admission to Bachelor of Business Administration program as given below:

  a. A minimum score of 1100 in EmSAT Achieve English (Emirates Standardized Test)

  b. A minimum score of 500 out of 677 on Institutional Test of English as Foreign Language (TOEFL-ITP), (or 61 in TOEFL iBT or 173 in TOEFL CBT) (certificates will be accepted upon verification by the ETS)

  c. A minimum score of 5.0 on International English Language Testing System (IELTS - Academic)

  d. Any other equivalent English proficiency tests approved by the Ministry.

Table 1: English Proficiency Score Range for Direct entry to Bachelor of Business Administration Program

S.No	EmSAT Achieve English	IELTS [Academic]	TOEFL – ITP	Enrollment Status
1	>=1100	>=5	>=500 or 61 in iBT, or 173 in TOEFL CBT	Direct entry to Bachelor of Business Administration Program

Note:
1. *A native speaker who has completed his / her undergraduate education in an English-medium institution may not be required to provide certification in English Language Proficiency*
2. *Institutional TOEFL / IELTS score only from recognized testing centers or AMIDEAST is acceptable*

3. *Requirements apply regardless of educational system or country where student is coming from.*
4. *The English proficiency qualifying result should be submitted along with the application*
5. *Transfer student need to have English proficiency eligibility upon registration*
6. *In case a student is transferring from an Internationally accredited university, approved by relevant academic regulatory authority of the country of origin, and has completed at least 30 credits taught in English medium; such students can be directly admitted into the undergraduate program upon submission of IELTS / TOEFL score which was already submitted to the previous university at the time of admission*

iii. Mathematics Proficiency

Prospective student is required to fulfill any one of the following Mathematics Proficiency requirements for admission to Bachelor of Business Administration program as given below:
a. A minimum score of 600 in Emirates Standardized Test-EmSAT Achievement Mathematics Test
b. A minimum score of 485 in Mathematics proficiency tests approved by the Ministry such as SAT
c. A minimum grade of B in the Mathematics subject studied at school with centralized examinations.
d. A minimum score of 70% in the MOE approved Mathematics placement test conducted at SUC

iv. Personal Interview

The prospective student is required to pass the personal interview set by the institution.

B. Conditional Admission Requirement for the Bachelor of Business Administration Program

As per MOE Decision 519/year 2022, Student can be accepted on conditional admission to the Bachelor of Business Administration program under the following circumstances:

i. If the applicant does not obtain the attested certificate of completion or equivalency stipulated in High School Requirements (Section i), then student is required to submit Letter of No Objection for Conditional Admission issued by the Ministry of Education containing the following details:
a. Eligible preparatory courses
b. Duration of the conditional admission
c. All the preparatory courses offered as per Letter of No Objection for Conditional Admission are considered as zero credit courses, and are not included in CGPA calculations.
ii. In case the student is enrolled under conditional admission, the student will be accepted for final admission if he fulfills one of the following conditions during the conditional admission period:
a. Submission of the attestation or the equivalency mentioned in Section **i.** High School qualification.
b. Passing the preparatory courses mentioned in the Letter of No Objection for Conditional Admission issued by MOE with a minimum **grade B**, or successfully completing at least twenty-four (24) credit hours of the program in which the student is enrolled.
iii. In case, the student does not fulfill the conditions stipulated in the Article 5 of MOE Decision 519/year 2022 during the conditional admission period, SUC may take one of the below decisions:
a. Cancellation of conditional admission and not allowing the student to complete the study.

b. Extending the conditional admission period for one semester only beyond the period stipulated in the conditional admission letter issued by the Ministry of Education.

iv. An applicant for undergraduate admission having less than 60% in the secondary school should register for following 3 remedial courses and must achieve a minimum grade of B and above, in order to be eligible for admission or be subject to dismissal.

The list of remedial courses are as follows:

Courses
Essentials of Economics
Essentials of Accounting
Business Statistics

v. In case student has a score of 4.5 in IELTS or its equivalent in the English Proficiency exam approved by Ministry of Education as mentioned in Section-ii, the student may be accepted conditionally only for One Semester, and needs to:
   a. Enroll into English Preparatory Course, and achieve a score of 5.0 and above in IELTS or equivalent exam as approved by Ministry of Education. In case student fails to submit the desired score within the semester, the Conditional Admission will be cancelled.
   b. During the Conditional Admission, student may register for a maximum of three General Education Courses during Fall/Spring Semester.

C. Direct Entry Requirement for Bachelor of Science in Information Technology Program / Bachelor of Science in Computer Science

All admissions in SUC are guided by Ministerial Decrees # 200/year 2004 and 133/year 2005, MOE Decision 519/year 2022, Ministerial Decision #30 / year 2023, MOE letter received on March 28, 2023; and MOE-CAA Standards for Licensure & Accreditation 2019.

An applicant seeking admission for the Bachelor of Science in Information Technology program / Bachelor of Science in Computer Science program is required to fulfill the following conditions:

i. High School Qualification
ii. English Language Proficiency
iii. Mathematics Proficiency
iv. Proficiency in one Science subjects:
   1. Physics
   2. Chemistry
   3. Biology
   4. Natural Science
v. Personal Interview

Please refer to below sections for details of the above requirements:

i. High School Qualification

a. Applicant should have minimum 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 outside UAE, attestation is required from the relevant authorities of that country

b. As per MOE Decision 519/year 2022, students are required to submit one of the following documents as applicable for public or private schools within and outside the country:
   1. Certificate of completion of the secondary school education, attested by the Ministry of Education or the Emirates Schools Establishment for high school qualification acquired from the public schools within the country.
   2. An equivalency issued by the Ministry of Education for a certificate of completion of secondary school studies acquired from the private schools within the country
   3. An equivalency issued by the Ministry of Education for a certificate of completion of secondary school education acquired from the schools outside the country.
   4. In case a student is unable to get the equivalency due to the delay in obtaining final transcripts and shows evidence that the application for equivalency is under process, the University can admit him without equivalency for one semester and the student is required to submit the equivalency within this time period.
   5. Student is required to sign an undertaking, that their admission is conditional and it may be cancelled in case the student fails to submit equivalency document with no liability whatsoever towards the University.

c. IGCSE/GCSE/GCE (O-Level): All documents require attestation from the competent authorities.
   1. **13 Years Of Schooling**
      1.1. Student class no. 10 – should pass 5 "O level " (grade A to E)
      1.2. Student class no. 11 – should pass "2 AS level " or "1 A level" (grade A to D)
      1.3. Student class no. 12 – should pass : 2 AS level" or "1 A level " (grade A to D)
      1.4. Student should submit the school transcript to confirm the year of studies
      1.5. Islamic Education is compulsory for Muslims regardless of Nationality and Arabic Language is compulsory for Arabs. However, both Islamic Education and Arabic Language are not considered in calculation of the passing grade
      1.6. In addition, student needs to provide Equivalency for completing their admission requirements.

   2. **12 Years Of Schooling**
      2.1. Student class no. 11 – should pass 5 "O level " (grade A to E)
      2.2. Student class no. 12 – should pass "2 AS level " or "1 A level" (grade A to D)
      2.3. Student should submit the school transcript to confirm the year of studies
      2.4. Islamic Education is compulsory for Muslims regardless of Nationality and Arabic Language is compulsory for Arabs. However, both Islamic Education and Arabic Language are not considered in calculation of the passing grade

d. **American Diploma after 12 years of schooling**
   1. Minimum 5 courses in each grade 10, 11 and 12 with minimum passing mark of 60% or equivalent in International standard
   2. Islamic Education is compulsory for Muslims regardless of Nationality and Arabic Language is compulsory for Arabs. However, both Islamic Education and Arabic Language are not considered in calculation of the passing grade.
   3. As per MOE guidelines, SUC accepts Students with American Diploma under any one of the below mentioned categories:

   3.1. IB Diploma:
      3.1.1. Students are required to study 6 subjects from different academic areas of which 3 are studied at higher level and 3 at standard level.
      3.1.2. Student must receive a minimum score of 24 points across 6 subjects with at least 12 points from higher level subjects and a minimum of 9 points from standard level subject
   3.2. IB Certificate
      3.2.1. IB certificates are considered as American Diploma and are equalized by Ministry of Education
      3.2.2. Students with IB certificate must obtain a minimum grade of 22 points.
   3.3. IB Career:
      3.3.1. IB Career is considered as Vocational (Technical School)
      3.3.2. Students with IB Career must obtain a minimum grade of 26 points

e. **Indian Board(CBSE)**

   Higher Secondary certificate, which is equivalent to 60% of UAE entry requirement as per classbase.com

f. **Pakistan Board**

   Higher Secondary certificate, which is equivalent to 60% of UAE entry requirement as per classbase.com

ii. **English Language Proficiency**
   a. A minimum score of 1100 in EmSAT Achieve English (Emirates Standardized Test)
   b. A minimum score of 500 out of 677 on Institutional Test of English as Foreign Language (TOEFL-ITP), (or 61 in TOEFL iBT or 173 in TOEFL CBT) (certificates will be accepted upon verification by the ETS)
   c. A minimum score of 5.0 on International English Language Testing System (IELTS - Academic)
   d. Any other equivalent English proficiency tests approved by the Ministry of Education.

Table 1: English Proficiency Score Range for Direct entry to Bachelor of Science in Information Technology Program / Bachelor of Science in Computer Science program

S.No	EmSAT Achieve English	IELTS [Academic]	TOEFL – ITP	Enrollment Status
1	>=1100	>=5	>=500 or 61 in iBT, or 173 in TOEFL CBT	Direct entry to Bachelor of Science in Information Technology Program/ Bachelor of Science in Computer Science program

Note:

1. *A native speaker who has completed his / her undergraduate education in an English-medium institution may not be required to provide certification in English Language Proficiency*
2. *Institutional TOEFL / IELTS score only from recognized testing centers or AMIDEAST is acceptable*
3. *Requirements apply regardless of educational system or country where student is coming from.*
4. *The English proficiency qualifying result should be submitted within 1 week of the commencement of the program*
5. *Transfer student need to have English proficiency eligibility upon registration failing which they will have to undergo the preparatory courses as will follow above category*
6. *In case a student is transferring from an Internationally accredited university, approved by relevant academic regulatory authority of the country of origin, and has completed at least 30 credits taught in English medium; such students can be directly admitted into the undergraduate program upon submission of IELTS / TOEFL score which was already submitted to the previous university at the time of admission*

iii. **Mathematics Proficiency**

Prospective student is required to fulfill any one of the following Mathematics Proficiency requirements for admission to Bachelor of Science in Information Technology program / Bachelor of Science in Computer Science program as given below:

a. A minimum score of 700 in Emirates Standardized Test-EmSAT Achievement Mathematics Test
b. A minimum score of 520 in Mathematics proficiency tests approved by the Ministry such as SAT
c. A minimum grade of B in the Mathematics subject studied at school with centralized examinations
d. A minimum score of 70% in the MOE approved Mathematics placement test conducted at SUC

iv. **Proficiency in One of the Science Subjects (Physics / Chemistry / Biology / Natural Science)**

Prospective student is required to fulfill any one of the following Proficiency requirements in one of the following science subjects:

1. Physics
2. Chemistry
3. Biology
4. Natural Science

For admission to the Bachelor of Science in Information Technology program / Bachelor of Science in Computer Science Program as given below:

a. A minimum score of 700 in the Emirates Standardized Test - EmSAT Achievement in: either Physics or Chemistry or Biology or Natural Science.
b. A minimum score of 520 in the SAT with achievement in either: Physics or Chemistry or Biology or Natural Science.
c. A minimum score of 60% or "C' grade in either:
   1. Physics
   2. Chemistry
   3. Biology
   4. Natural Science in school systems that use standardized and/or centralized examinations (such as the British, the International Baccalaureate, or the Emirati School system).
d. A minimum score of 60% in any one of the following Proficiency tests offered by SUC and approved by the Ministry of Education
   1. Physics Proficiency test
   2. Chemistry Proficiency test
   3. Biology Proficiency test
   4. Natural Science Proficiency Test

v.   Personal Interview
Prospective student is required to pass the personal interview set by the institution.

D. **Conditional Admission Requirement for Bachelor of Science in Information Technology Program/ Bachelor of Science in Computer Science Program**
As per MOE Decision 519/year 2022, Student can be accepted on conditional admission to the Bachelor of Science in Information Technology program / Bachelor of Science in Computer Science program under the following circumstances:

i.   If the applicant does not obtain the attested certificate of completion or equivalency stipulated in High School Requirements (Section i), then student is required to submit Letter of No Objection for Conditional Admission issued by the Ministry of Education containing the following details:
a. Eligible preparatory courses
b. Duration of the conditional admission
c. All the preparatory courses offered as per Letter of No Objection for Conditional Admission are considered as zero credit courses and not included in CGPA calculations.

ii. In case the student is enrolled under conditional admission, the student will be accepted for final admission if he fulfills one of the following conditions during the conditional admission period:
a. Submission of the attestation or the equivalency mentioned in Section **i.** High School qualification.

b. Passing the preparatory courses mentioned in the Letter of No Objection for Conditional Admission issued by MOE with a minimum **grade B**, or successfully completing at least twenty-four (24) credit hours of the program in which the student is enrolled.

iii. In case, the student does not fulfill the conditions stipulated in the Article 5 of MOE Decision 519/year 2022 during the conditional admission period, SUC may take one of the below decisions:

a. Cancellation of conditional admission and not allowing the student to complete the study.

b. Extending the conditional admission period for one semester only beyond the period stipulated in the conditional admission letter issued by the Ministry of Education.

iv. In case student has a score of 4.5 in IELTS or its equivalent in the English Proficiency exam approved by Ministry of Education as mentioned in Section-ii, the student may be accepted conditionally only for One Semester, and needs to:

a. Enroll into English Preparatory Course, and achieve a score of 5.0 and above in IELTS or equivalent exam as approved by Ministry of Education. In case student fails to submit the desired score within the semester, their Conditional admission will be cancelled.

b. During the Conditional Admission, student may register for a maximum of three General Education Courses during Fall/Spring Semester.

E. Admission to People of Determination

SUC admits People of determination after a due process of understanding the learning abilities and the approaches of teaching. SUC facilitates the special needs student by allocating additional time and resources to help them learn without sacrificing the syllabus and the rigor required in it.

Upon meeting the admission requirements, the candidates shall be interviewed by the concerned teaching faculty members under the guidance of a committee, which shall be formed as and when required and the outcomes of the interview are recorded and communicated to the candidate and the Vice Chancellor for necessary actions. The interview shall be focused on:

i. To understand the nature of shortcomings
ii. To understand the learning abilities, assessment modes, additional time required for completion
iii. To understand the learning abilities through computer
iv. To understand their skill levels in assessing

6. b Graduate Admissions

Policy number	ADMN_POLICY_16
Policy name	Graduate Admission Requirement
Policy version	Version 7
Standards applicable	MOE Standard 6: Students
Policy owner	Administration
Date of policy development	24 December 2019
Review date	19th January 2024
Date of recent modification	19th January 2024
Approved by	Vice Chancellor

A. Direct Entry Requirement- Graduate

All admissions in SUC are guided by Ministerial Decrees # 200/yr. 2004 and 133/yr. 2005; The Standards for Licensure & Accreditation 2019.

An applicant seeking admission for Graduate program is required to fulfill the following two conditions:

i. Bachelor Degree

ii. English Language Proficiency

iii. Personal Interview

Details of the above three requirements are as follows;

i. Bachelor Degree Grade

a. Bachelor's degree earned in a discipline appropriate for the prospective graduate degree, with a minimum cumulative grade point average (CGPA) of 3.0 on a 4.0 scale or its established equivalent

ii. English Language Proficiency Requirement (TOEFL/IELTS/EmSAT)

Prospective MBA student is required to fulfill any one of the following requirements for admission as given below:

a. A minimum score of 550 out of 677 on Institutional Test of English as Foreign Language (TOEFL-ITP)

b. A minimum score of 6.0 on International English Language Testing System (IELTS - Academic)

c. A minimum score of 1400 in EmSAT Achieve English (Emirates Standardized Test)

d. Any other equivalent test standardized nationally, or internationally, recognized and approved by the MoE.

Table -3 English Proficiency Score Range for Direct Entry to Graduate Program

S.No	IELTS [Academic]	TOEFL - ITP	EmSAT Achieve English	Enrollment Status
1	>=6	>=550	>=1400	Direct Entry to MBA Program

<u>**Note**</u>:

1. *A native speaker who has completed his / her undergraduate education in an English-medium institution may not be required to provide certification in English Language Proficiency*
2. *Institutional TOEFL / IELTS score only from recognized testing centers or AMIDEAST is acceptable.*
3. *Requirements are applied regardless of educational system or country where student is coming from.*
4. *The English proficiency qualifying result should be submitted within 1 week of the commencement of the program*
5. *Transfer student need to have English proficiency eligibility upon registration failing which they will have to undergo the preparatory courses as given in above table-3*
6. *If a student joins graduate program immediately upon completion of the SUC undergraduate program, the English proficiency scores obtained at the time of admission to undergraduate program can be accepted for admission to the graduate program provided he meets requirements given in above table-3. Otherwise the student has to submit a new IELTS / TOEFL / EMSAT score as per requirement.*

iii.   **Personal Interview**

Prospective student is required to pass the personal interview set by the institution. The applicant is evaluated based on the desire and ability to learn, verbal communication, career goal clarity, general knowledge, subject knowledge and overall personality.

B. **Conditional Admission Requirement- Graduate**

The VC reserves the right to admit a prospective graduate student on condition under following circumstances where the student does not satisfactorily meet the admission criteria as per MOE.

The requirements for conditional admission have been detailed below:

i.   **Conditional Admission to Business Graduates**

Candidates seeking admission in Graduate Program of SUC and is short of meeting CGPA or English language proficiency criteria, which are categorized in the following table, will be considered under conditional admission.

Category	UG-CGPA	English Proficiency Requirement		
		IELTS [Academic]	TOEFL - ITP	EmSAT Achieve English
Case-BA	≥ 3 on scale of 4 or its equivalent	5.5-5.9	530-549	1250 - 1399

Case-BB	2.50 to 2.99	Meets the criteria (refer English Proficiency criteria)
Case-BC	2.00 to 2.49	Meets the criteria(refer English Proficiency criteria)

Case-BA: Candidates Having CGPA ≥ 3.0 On 4.0 Scale Not Meeting English Proficiency Requirement

English Proficiency Requirement			Enrollment Status
IELTS [Academic]	TOEFL - ITP	EmSAT Achieve English	
5.5-5.9	530-549	1250 - 1399	May be conditionally enrolled in the Graduate Program and may only be enrolled in no more than 2 courses, excluding intensive English courses and pass with a minimum CGPA of 3.0 on a scale of 4.0. Furthermore, they must submit a minimum EmSAT score of 1400, or equivalent, by the end of the first semester of their study or be subject to dismissal.

Case-BB: Candidates having CGPA Between 2.5 TO 2.99

Case BB
a. Must achieve an overall grade point average of 3.0 on a 4.0 scale within first semester, or its established equivalent, in the first nine credit hours of credit-bearing courses studied for the MBA program in first semester of Full time program or first two semesters of Part time program or be subject to dismissal

Case-BC: Candidates having CGPA Between 2.0 TO 2.49

Case BC
a. Must complete a maximum of nine graduate-level credit hours as remedial preparation for the graduate program (These remedial courses are not for the credit within degree program).
b. The student must achieve a minimum CGPA of 3.0 on a 4.0 scale within first semester, or its established equivalent, in nine credits hours of remedial courses in order to progress to the graduate program or be subject to dismissal

ii. **Conditional Admission to Non-Business Graduates**

Candidates seeking admission in Graduate Program of SUC and is short of meeting CGPA or English language proficiency criteria, which are categorized in the following table, will be considered under conditional admission.

Candidates seeking admission in Graduate Program of SUC and is short of meeting CGPA , which are categorized in the following table, will be considered under conditional admission.

UG-CGPA	English Proficiency	
Case-NA	≥ 3.0	Meets the criteria (refer English Proficiency criteria)
Case-NB	2.50 to 2.99	Meets the criteria (refer English Proficiency criteria)
Case-NC	2.00 to 2.49	Meets the criteria(refer English Proficiency criteria)

Case NA: Candidates having CGPA ≥ 3.0 on 4.0 Scale

NA -1 with English Proficiency
Must complete the MQP requirement and must achieve a minimum CGPA of 3.0 on a 4.0 scale in each MQP course within first semester or be subject to dismissal

Case NB: Candidates having CGPA Between 2.5 TO 2.99

NB -1 with English Proficiency
a. Must complete the MQP requirement and must achieve a minimum CGPA of 3.0 on a 4.0 scale in each MQP course within first semester or be subject to dismissal
b. Must achieve a minimum CGPA of 3.0 on a 4.0 scale, or its established equivalent, in nine credits hours of courses in the first semester of the graduate program or subject to dismissal

Case NC: Candidates having CGPA Between 2.0 TO 2.49

NC -1 with English Proficiency
a. Must complete the MQP requirement and must achieve a minimum CGPA of 3.0 on a 4.0 scale in each MQP course to qualify for conditional admission to MBA program
b. Student also must achieve a minimum CGPA of 3.0 on a 4.0 scale, or its established equivalent, in nine credits hours of remedial courses in order to progress to the graduate program or be subject to dismissal (These remedial courses are not considered for the credit within degree program)

C. MBA Qualifying (Bridging) Program (MQP).

i. MBA Qualifying Program (MQP) Courses

A candidate seeking admission to MBA program with a Bachelor's Degree (3 years and above) obtained from a non-business discipline is required to undergo a bridging program composed of seven MQP courses. In case a candidate has already completed any of the MQP courses in the Bachelor degree, he/she may be exempted from such courses provided they submit an official transcript for evaluation at the time of. However, the decision for the exemption will be made jointly by the Dean and VC upon carefully reviewing the course contents as per SUC TOC policy.

The following are the courses required to complete the MQP to establish the required knowledge for a student before enrolling into the MBA program.

Code	Courses
FIA5001	Accounting Principles & Practice
ECO5002	Economics Principles & Practice
MAT5003	Fundamentals Of Quantitative Methods of Departments
FIA5004	Principles of Finance

MGM5005	Principles of Management
MKT5006	Principles of Marketing
MGM5007	Operations Management

All these courses are equivalent to 3 credit hours at BBA level. These credits cannot be used for replacing any of the MBA level courses as these will be treated non-credit bearing courses and are only for the purpose of completing MQP and no transcript shall be issued. Most of these courses are offered at the SUC BBA program enabling the aspirants to pick up any of these courses during the regular semesters of the BBA program or opt for MQP schedule.

ii. MQP Transfer of Credit procedure

a. TOC will be granted to courses with a grade C at the Undergraduate level with overall CGPA above 2
b. Fill up the MQP TOC application form in SUC
c. Submit the following TOC Admission entry requirement documents:
   1. The official transcript from accredited institutions
   2. Detailed syllabi (Credit Value, Level, detailed course content, learning outcomes/objective and indicative learning resources)
   3. Processing fee of AED 525/- (non-refundable) must be paid for evaluation
d. **Non-Business Undergraduate Students** must complete all seven courses of Foundation bridging program (MBA Qualifying Program – MQP). Transfer of credits can be granted for up to maximum 5 courses out of 7 courses of the MBA Qualifying Program as per MQP TOC policy

iii. Challenge Exam for Non- Business Graduates With External MQP:

Non-Business graduates who have completed MQP Program from an MOE approved institution will have to undergo a challenge exam at SUC

Students taking challenge exam must fulfill the following conditions:
a. Achieve minimum 'B' grade in all seven MQP courses challenge exam to qualify and join the MBA program without undergoing MQP.
b. Pay the applicable challenge exam fees for each course
c. Pass the challenge exam in the first attempt. There will be no second attempt provided.
d. If the student fails to appear for the challenge exam on the scheduled date, the student can take the challenge exam on a new date after paying the exam fees again.
e. If the Student fails to clear challenge exam, he/she has to undergo MQP by paying the applicable fee for MQP.

iv. Remedial Courses
a. Business Graduates
A candidate seeking admission to the MBA program with a recognized Bachelor's degree in Business discipline and a minimum cumulative grade point average (CGPA) of 2.0 to 2.49 on a 4.0 scale or its established equivalent, should register for 9 credit graduate level remedial courses given below. These remedial courses are not for credit within the degree program. The student must achieve a minimum CGPA of 3.0 on a 4.0 scale, or its established equivalent within first semester in the following remedial courses in order to progress to the graduate program or be subject to dismissal.

b. Non-Business Graduates
A candidate seeking admission to the MBA program with a recognized Bachelor's degree in

Non-Business discipline and a minimum cumulative grade point average (CGPA) of 2.0 to 2.49 on a 4.0 scale or its established equivalent, should complete the MBA qualifying program to qualify for conditional admission to MBA program and then register for nine credit graduate level remedial courses from the courses listed below. These remedial courses are not for credit within the degree program. The student must achieve a minimum CGPA of 3.0 on a 4.0 scale, or its established equivalent within first semester in the following remedial courses in order to progress to the graduate program or be subject to dismissal.

c. **MBA Remedial courses offered at SUC**

The list of remedial courses are as follows:

Code	Courses
RHR6001	**Human Resource Management**
RQT6001	**Quantitative Methods for Decision Making**
ROM6001	**Operations Management**

6c. Transfer Admission

Policy number	ADMN_POLICY_17
Policy name	Transfer Admission Policy
Policy version	Version 8
Standards applicable	MOE Standard 6: Students
Policy owner	Administration
Date of policy development	6th May 2020
Review date	17th January 2024
Date of recent modification	17th January 2024
Approved by	DSOB and DSOC

A. **Transfer of Credit (TOC) Committee Structure**

Committee	Chair	Members
Transfer of Credit	Registrar	DSOC, DSOB, Subject Expert related to TOC Request, Deputy Director - Administration

The TOC committee consists of the above mentioned members to facilitate the TOC students receiving appropriate mapping with the existing courses of SUC as per the requirements given below.

B. **Objectives of TOC Committee**
1. To review mapping of the course and TOC Application
2. To review and approve TOC Application
3. To issue the final TOC approval letter to students

C. **Transfer Admission Requirement for Undergraduate Programs**

SUC accepts students who wish to transfer 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. Transfer of credit is granted under the following conditions:

i.   Applicants seeking transfer to an Undergraduate (BBA/BBA in Accounting /BSIT/BSCS) program offered at SUC must meet the direct entry requirements for admission to Undergraduate programs.

ii.   Applicants seeking Transfer admission cannot be conditionally admitted under any circumstances

iii.   The student must be in good academic standing and still eligible to return to the current or former institution.

iv.   Students who are not in good standing may get transfer only to a different major / concentration

v.   The course contents mentioned in the Course Syllabus 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.

vi.   The student must attend a minimum of 50% of the credit hours of their study plan at SUC.

vii.   The credit hours completed must be equivalent or higher to the corresponding courses offered at SUC.

viii.   The students must have passed the course with a minimum of 'C' grade or equivalent.

ix.   No transfer can be awarded for Capstone and protected courses of SUC.

x.   Once TOC is granted and the Graduation plan is signed by the student, the student cannot challenge the TOC decision during the progression of course.

xi.   A student is placed in the Senior Level status only after completing all the balance courses till the junior level.

xii.   Incase student changes the area of study the student will have to re-apply for TOC.

xiii.   Prohibit accepting credit twice for substantially the same course taken at two different institutions.

xiv.   The grades of transferred courses will not be included while calculating the student's Grade Point Average (GPA).

xv.   The processing fees of TOC is non-refundable and is charged (as per applicable fee structure).

xvi.   Transfer admission students will not be included in the toppers list.

xvii.   Once the TOC is granted, it will be informed to student along with the graduation plan for review & consent with signature.

xviii. This TOC process once approved is applicable only for the mentioned intake.

xix.   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 until they have successfully completed level which they are in, as per SUC policy.

xx.   Once the acceptable transfer of credits is decided, the student is informed about the applicable fee based on the courses accepted for transfer of credits and the student can then proceed for registration.

D. Transfer Admission Requirements for Graduate Programs

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.

A maximum of 9 credit hours can be accepted as transfer into the MBA Program of SUC provided these credit hours are adequate to meet the requirements for (TOC) procedures:

Transfer of credit is granted under the following conditions:

a.   Applicants seeking transfer to a Graduate program offered at SUC must meet the direct entry requirements for admission to Graduate program

b.   Applicants seeking Transfer admission cannot be conditionally admitted under any circumstances

c.   The course contents mentioned in the Course Syllabus of the previous institution should match to a minimum of 75% of the SUC Syllabus of the corresponding course.

d.   The student must attend a minimum of 75% of the credit hours of their study plan at SUC..

e. The credit hours completed must be equivalent to or higher than the corresponding courses offered at SUC.

f. Must have passed the course with a minimum of 'B' grade or equivalent and overall CGPA of 3.0 on a scale of 4.0

g. Transfer of credits cannot not be awarded to the Dissertation course, Capstone courses and protected courses.

h. Once TOC is granted and the graduation plan is signed by the student, the student cannot challenge the TOC decision during the progression of course.

i. Students of SUC may be permitted to pursue courses at any other Higher Education Institution only in extreme circumstances with prior approval from Administration and VC.

j. SUC does not credit twice for substantially the same course taken at two different institutions.

k. The grades of transferred courses will not be included while calculating the student's Grade Point Average (GPA).

l. TOC processing fee is non-refundable (as per applicable fee structure)

m. Once the acceptable transfer of credits is decided, the student is informed about the applicable fee based on the courses accepted for transfer of credits and the student can then proceed for registration.

E. Documents Required
Transfer admission students must submit the following 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. Applicable processing fee (non-refundable) must be paid for evaluation
f. Once a student will change his/her concentration, he/she must reapply for the TOC with applicable fee.

F. Criteria for Approval of Institutions for accepting Transfer Admissions
SUC will accept transfer of credits only from the Institutions, which fulfills any of the following criteria:
a. Accredited by the Ministry of Education, UAE
b. Accredited by the Central or Regional accreditation bodies in the United States of America
c. Accredited by the UGC Grants Commission of India
d. Accredited by the HEC Grants Commission of Pakistan
e. Approved by the Quality Assurance Agency in Education, U.K.
f. Accredited/recognized by the Ministry of Higher Education for all other countries from where the student is seeking admission

G. Transfer Admission Process

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

i. Process Flow

Step 1

Marketing & Admissions department receives the TOC applications for admission and forwards to the TOC committee.

Step 2

The committee processes the applications as per the TOC policy and forwards the approved applications to the Administration department.

Step 3

The Administration department issues the tentative TOC granted form to the student based on the approval by the TOC committee

Step 4

After verification of required documents and registration requirements, administration department prepares the graduation plan and issues the final TOC letter.

Step 5

Administration registers the students in respective courses offered in the same semester or different semesters based on the availability of courses during semester.

6. de Recognition of Prior Learning and Advanced Standing.

Policy number	ADMN_POLICY_18
Policy name	Recognition of Prior Learning and Advanced Standing
Policy version	Version 4
Standards applicable	MOE Standard 6: Students
Policy owner	Administration
Date of policy development	16 July 2019
Review date	15th August 2023
Date of recent modification	15th August 2023
Approved by	Vice Chancellor

A. 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 and Advanced Standing policy assesses the previously attained unrecognized knowledge and skills against the requirement of formal qualification in terms of outcomes to be achieved (Program or course learning outcomes).

RPL and Advanced Standing regulations apply to all forms of recognition of prior learning, including transfer of academic credit and admission with advanced standing. The RPL and Advanced Standing applicant will be awarded credit when they have demonstrated that they have successfully met the learning outcomes and assessment criteria of the program.

B. The Policy

This policy is aimed at awarding exemption, or seeking equivalency or recognition of prior learning to avoid repetition of courses for which the learner is skillful and competent to demonstrate and continue further studies based on the experiential learning. It also avoids duplication of studies by the student who has acquired knowledge and skills from non-recognized or accredited bodies.

Exemption is granted to the courses after the candidate exhibits the ability based on the evaluators recommendation. The exempted courses will appear on the transcript without any credit score or value.

Recognition of prior learning is the acceptance of non-credited learning certificate or experience certificate for partial or full credited course or courses in the area of specialization, the recognized credits / courses are reflected in the transcript without any credit score or value being reflected. The RPL for a program will be based on specific certifications, diplomas, work experiences in the related fields and equivalency will be awarded upon verifying the validity and authenticity of issuing authority or its equivalency approved by CAA or NQA.

C. Requirements

Prior learning certificate, or diploma or any other means of document that establishes the validity and reliability of the prior learning acquired by the learner including the work experience.

Submission of the documents with proper attestations to authenticate the level of the certificate, and portfolio of work experience along with evidences of achievements if any which can be considered for validating the experiential learning.

D. Guide for Applying for the Program

i. RPL and Advanced Standing applicants also needs to submit an evidence-based portfolio of the work experience or competencies acquired through certificates and work experience attested by approving agency of that country.

ii. Job descriptions of the work or statements of work, roles and responsibilities or projects done

iii. Reference letters detailing relevant skills and competencies connected to the program applied

iv. Submit attested testimonies of certificates at the time of application

v. SUC RPL and Advanced Standing committee will assess RPL and Advanced Standing application and the Portfolio, to verify whether the applicant has achieved the learning outcomes including knowledge, skills and competences required for a particular course that the applicant applied.

vi. A challenge examination will be conducted on courses to assess the level of learning and the ability to meet the academic rigor requirements of undergraduate or graduate programs.

vii. Minimum grade for consideration is 'C+' grade with grade point 2.5 over 4 scale.

viii. Prospective students who are seeking credit based on formal and/or non-formal prior learning need to submit the application with requisite fee.

ix. No grades will be assigned for transferred credited courses.

x. The result of assessment will be formally communicated to the applicant by the RPL and Advanced Standing committee

xi. No more than 50 % of the total program credits will be awarded for any RPL and Advanced Standing application, in case of graduate program no more than 25% of the credits are transferable.

xii. Issue a letter of admission

E. RPL and Advanced Standing Committee

The RPL and Advanced Standing committee consists of Dean of school and subject experts in the domain of skill sets or competency as deemed necessary, quality unit representative and administration/ registration office representative. The committee evaluates as per the assessment form requirements and recommends or rejects the student on the grounds of meeting of non-meeting the admission requirement. The committee shall review the RPL and Advanced Standing application as per the assessment form and award partial or full credits to be transferred to SUC program without any value of credit being transferred in the transcript. Criteria for evaluation can be decided by the evaluators consisting of Dean, Quality unit and administration department – it could be a challenge exam/s, followed by demonstration of skills in the form of small project work that can assessed and an interview. Upon satisfaction the evaluators can recommend credit transfers – minimum grade required to qualify is 'C +' that is 2.5 on a scale of 4 points awarded by the evaluators. SUC grading policy would be used for evaluation.

F. Criteria for Awarding TOC For RPL and Advanced Standing

S.No.	Nature of Certificate (Diploma / Certificate) mapped with Level 6 and 5 of QF Emirates	Number of years of work experience	Issuing authority	Maximum Transfer of credits awarded by SUC
1	Diploma	5 years	Approved by MOE	50% of total credits

| 2 | Certificate – Level 5 | 10 years | Approved by MOE | 50% of total credits |

G. Public Disclosure

This policy would be displayed in the public disclosure sources with giving details about method of claiming RPL and Advanced Standing procedures to be followed, exams to be undertaken, the maximum limit of courses in the program that can be awarded as mentioned in the policy, display of credits score in the transcript.

Public disclosure and guidance: apart from the display of the RPL and Advanced Standing policy the intending learner can visit the dean of school or the registration department for further details or send mails to clarify any further details.

The method of awarding exemption, equivalency and recognition of prior learning and Advanced Standing is stated in the policy for any further details the candidate can consult registration department.

H. Appeal Process

The candidate after receiving the communication from the administration office may accept or challenge the decision of the committee by appealing through mail . In case of challenge the candidate must follow the below process.

a. Make an appeal in one week time from the date of receipt of the communication from SUC.
b. Upon receiving the appeal from the candidate the committee shall review the concerns and if necessary will address the issue and communicate the decision to the candidate within 10 days with proper reasons for declining or revoking of the earlier decision and revised communication.
c. The candidate must refer to the case and the issue in clear terms through a letter.
d. Appeals can be made with necessary fee for consideration.
e. The candidate may submit any further documents as evidences to support in case of decline and the reasons are clearly specified.
f. All appeals must be made to the Dean for consideration.

The candidate upon receiving the revised communication on prior learning exemptions can accept or appeal to the Dean for second time for any further clarification and is required to follow the instructions given by the Dean for any further consideration else it can be considered as final word from the dean. The candidate is also free to give his comments or feedback through mail after the process is completed.

A. Sample RPL and Advanced Standing TOC Assessment Form

Name: Date:

Student ID:

Bachelor of Science in Information Technology

Concentration in Enterprise Computing [JAN 2022 Intake]

Certification Requirements

BS IT Core Courses (63 Credits)	CODE	Prior learning Certificates and years of experience in relevant fields	Recognition status of issuing agency	ACCEPTED TOC
Core Courses (51 credits)				
Digital Logic	BIT1101			X
Principles of Programming Language	BIT2102			X
Computer Organization	BIT2103			X
Web Design and Development	BIT2104			X
Data Structures and Algorithm Analysis	BIT2105			X
Database Management Systems	BIT2106			X
Human-Computer Interaction	BIT2107			X
Computer Architecture	BIT2108			X
Innovation(P)	BUS3102		Protected course TOC Can not be awarded	
Operating Systems	BIT3209			X
Computer Networks	BIT3111			X
Information Technology Project Management	BIT3112			X
Mobile Application Development	BIT3113			X
Information Technology and Ethics	BIT4117			X
Big Data Analytics	BIT4118			X
Computing Project(P)	BIT4219		Protected course TOC Cannot be awarded	
Information System Audit and Control	BIT4220			X
Elective Courses (Any two Courses) (6 Credits)				
Distributed Database Systems (E)	BIT3110			X
Data Warehousing and Data Mining (E)	BIT3114			X
E-Commerce(E)	BIT3115			X
Internet of Things(E)	BIT3116			X

Casptsone Courses (6 credits)				
Strategic Information System Management (C)	BIT4121			Capstone Courses: No TOCs can be awarded
Internship (C,S)	IND 4101			

General Education (36 credits)	CODE	EQUIV UNIT		Accepted TOC
Introduction to Information Technology	CIS1003	1213111		Awarded Tentatively
Economics	ECO 1001			X
English	ENG1001			X
Business Communication	ENG1102			X
Core Life Skills and Happiness	GEN1001			X
UAE Society	GEN1002			X
General Science	GEN2004			X
Basic Arabic	GEN2005			X
Advanced Arabic	GEN2006			X
Islamic Culture	GEN2007			X
Critical Thinking & Problem Solving	HUM1001			X
Mathematics - I	MAT1004			X
Mathematics - II	MAT1105			X

Major Requirements (21 credits)	CODE	EQUIV UNIT	Accepted TOC
Major Core Courses (15 credits)			
Software Engineering	ITE3110		X
E-Supply Chain Management	ITE3111		X
IT Infrastructure and Emerging Technologies	ITE3112		X
Business Process Modeling	ITE4113		X
Enterprise Information System Security	ITE4114		X
Major Elective Course (Any one course) (3 Credits)			
High Performance Computing (E)	ITE4117		X
Cloud Computing (E)	ITE4118		X
Knowledge Management Technology(E,P)	ITE4015	Protected course TOC Cannot be awarded	
Major Capstone Course (3 Credits)			

	ITE4316	Capstone Courses: No TOCs can be awarded
Enterprise Systems (C)		
Category	Total Credits	TOC awarded Tentatively (Maximum 60 Credits can be awarded)
General Education Courses	36	3
Core Courses	63	0
Major Courses	21	0
Total Credits	120	3

Criteria for awarding TOC for RPL and Advanced Standing

S.No.	Nature of Certificate (Diploma / Certificate) mapped with Level 6 and 5 of QF Emirates	Number of years of work experience	Issuing authority	Maximum Transfer of credits awarded by SUC
1	Diploma	5 years	Approved by MOE	50% of total credits
2	Certificate – Level 5	10 years	Approved by MOE	50% of total credits

* TOC will be awarded for anyone of these

** The scheduling of these courses is subject to number of students opting for this course as an elective.
Tentatively the student can be awarded 3 credits as TOC against the transcript of
. The complete TOC evaluation will be done upon receiving the original transcript or certificates and relevant experience in the field of specialization.

This is subject to presenting the original transcript for audit as well as the
accreditation status of the institution, where the student is
The TOC Awarded shall not make any difference to the length of the degree program and courses will be allotted as per the 4-year plan of the BSCS degree on offer. A tentative graduation plan will be given along with the admission kit

Head of TOC

Committee

6. f Student Records

Policy number	ADMN_POLICY_19
Policy name	Student Records
Policy version	Version 4
Standards applicable	MOE Standard 6: Students
Policy owner	Administration
Date of policy development	16th July 2019
Review date	25th July 2023
Date of recent modification	2nd September 2022
Approved by	Registrar

The documents maintained in SUC normally fall in three categories viz:
  i.   Administrative records
  ii. Academic records
  iii. Financial records

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, DAC letter 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.

Transcripts and Degree completion authentications are securely stored with defined access rights, either in soft or hard copy, and are accessible for a period of not less than fifty (50) years.

xi. Accessibility to The Records: Only the following personnel have an access to the records unless specified by the student:
1. Vice Chancellor
2. Registrar
3. DASS
4. Dean – School of Business
5. Dean – School of Computing
6. Deputy Director-Administration
7. Administrative Officers
8. Filing Clerk in the Administration Department
9. MOE Officials

B. Academic Records

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

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

ii. Details of Transfer of Credits: All documents related to the transfer of credits such as the transcripts, course description, and the details of accepted transfers, are kept with the administration department for each such student. The details of transfer of credits accepted are transferred to the student's electronic records.

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

iv. Hard Copies of Transcripts Issued, And, The Degrees Awarded: A grade report is issued to each student at the end of every semester. A consolidated grade report is filed in the student file at the end of the academic year. Official transcript will be issued only with the Degree. However a student may request for interim transcripts by paying the necessary fees. A copy of every issued

transcript is kept in the student's personal file. The hard copies of degrees are retained by the administration department for a period of four years after the student graduates from the SUC, thereafter, the copies are destroyed. However, the electronic copies are retained for at least a period of 50 years.

v. **Copies of Coursework / Examination Scripts:** The Examination Department retains the examination scripts for a period of four years after the declaration of the results after which they are destroyed.

vi. **Accessibility To The Records**
Only the following personnel have an access to the records unless specified by the student:

1. Vice Chancellor
2. Registrar
3. DASS
4. Dean – School of Business
5. Dean – School of Computing
6. Deputy Director-Administration
7. Administrative Officers
8. Filing Clerk in the Administration Department
9. MOE Officials

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

i. **Accessibility to the Records**
Only the following personnel have an access to the records unless specified by the student:

1. Vice Chancellor
2. Registrar
3. DASS
4. Dean – School of Business
5. Dean – School of Computing
6. Deputy Director-Administration
7. Administrative Officers
8. Filing Clerk in the Administration Department
9. MOE Officials

D. Method and Duration of Keeping and Destroying Records
Documents such a graduation requirement records, transcripts and degree certificates related to students are kept in fire-proof cabinets with proper locking system for a period of four years after the student graduates from the SUC thereafter, the hard copies are destroyed after scanning the copies which will be retained as electronic copies for at least a period of 50 years. All documents that need to be destroyed are put through paper shredder.

E. Off-Site Continuous Backup of Electronic Database

All student records including the student directory, course information, attendance, assessment records, transcripts and degree certificates are kept in electronic format in a centralized manner. The accessibility of these records is limited to SUC's administrative staff with an access password. SUC has an off-site continuous electronic backup for all student records. An automatic back-up of these records shall be taken on a daily basis which is stored in the Cloud Server / Off-Site Server. These records will be kept for a period of 50 years.

F. File Scanning

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

G. Updating Student Data

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

H. Student Visa/Passport/Emirates Id Expiry Check

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

I. Reconciliation of Active Student List

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

6.g Information Release

Policy number	ADMN_POLICY_20
Policy name	Information release
Policy version	Version 2
Standards applicable	MOE Standard 6: Students
Policy owner	Administration
Date of policy development	16 July 2019
Review date	25th July 2023

Date of recent modification	17 August 2022
Approved by	Vice Chancellor

SUC accords all rights of privacy to its students. SUC will not disclose any information about the student's academic and nonacademic records without the consent of the student. The exceptions could be the following:

a. Vice Chancellor and Dean of respective Schools
b. CAA & MOE Officials
c. Another University / College where student might be interested in joining, on student's request.
d. Person(s) or organization(s) providing financial support
e. Accreditation Agencies
f. Judicial Orders
g. Academic Advisors/Mentors

Information regarding name, age, address, telephone number, date & place of birth, major field of study, degrees awarded, and participation in extra-curricular activities etc. may be provided at the discretion of the SUC. A student may withhold the release of the above information through a written request to the administration.

6. h Degree Audit Policy

Policy number	ADMN_POLICY_21
Policy name	Degree Audit Policy
Policy version	Version 2
Standards applicable	MOE Standard 6: Students
Policy owner	Administration
Date of policy development	16 July 2019
Review date	25th July 2023
Date of recent modification	18 August 2022
Approved by	Registrar

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

Process of Candidacy sheet:

i. Step 1: Graduating students file to be prepared by Administration which includes the following:
    a. Copy of attested/equivalency - high school / O level certificate/degree
    b. Copy of TOEFL / EmSAT/ IELTS
    c. Copy of the transcripts
    d. Copy of TOC confirmation
    e. Final Statement of Account
    f. Candidacy sheet containing clearance from all departments
    g. Graduation Application form

ii. Step 2: Graduation Board will verify the following components are met:

    a.   Entry requirements
    b.   Academic requirements
    c.   Graduation Requirements
    d.   Financial Requirements
    e.   Departmental clearance
    f.   Signing on certificates

A. MOE Portal Updation

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

The uploaded documents are as follows:

a. Copy of Emirates ID.
b. Copy of Previous Study Certificate. [If the certificate is granted by a foreign country, the high school certificate must be equalized by the Ministry of Education]
c. Copy of Transfer Transcript.
d. Copy of Academic Certificate.
e. Copy of the Transcript.

6. i Grade approval and change policy

Policy number	ADMN_POLICY_22
Policy name	Grade Approval and Change Policy
Policy version	Version 2
Standards applicable	MOE Standard 6: Students
Policy owner	Administration
Date of policy development	16 July 2019
Review date	25th July 2023
Date of recent modification	15th August 2022
Approved by	Registrar

A. Grounds of Appeal
The student may appeal ONLY against the marks/grade awarded in a course under the following circumstances.

    a.   Procedure is not in accordance with the current approved regulations.
    b.   Material and significant administrative error has taken place.
    c.   Unfair discrimination
    d.   Inconsistency of the decision
    e.   Disagreement with marks or a grade cannot itself constitute ground for appeal.

It is important for students to understand the status of numerical marks/grades assigned to pieces of work. Assessors make their judgments on individual student performance within the assessment regulations of a program which outline the objectives of study and standard to be obtained.

Assessment is a matter of judgment. Academic judgments of this type cannot in themselves be questioned or over turned.

B. Time Duration of Appeal

An appeal must be logged with the Administration department within five working days of communication of a result. The appeal addressed to the Registrar must be in appeal form highlighting the grounds on which the appeal is being made. Documentary evidence if available must be enclosed to support the appellant's case.

C. Appeal Hearing

When there are sufficient grounds for an appeal the arrangement is done to call for an appeal board.

Appeal board will consist of:

  a. Vice Chancellor
  b. Registrar
  c. Dean – School of Business, Dean – School of Computing
  d. Advisor
  e. Faculty Concerned
  f. Recording Secretary

At least three members are required to be present to constitute forum for a board. The student will be allowed to present his case. The board will communicate though the chair the decision of the appeal board in writing to the student. Decisions of the appeal board cannot be challenged or subjected to review.

6.j Career Services

Policy number	STSR_POLICY_01
Policy name	Career Services
Policy version	Version 2
Standards applicable	MOE Standard 6: Students
Policy owner	Student Services Department
Date of policy development	18 July 2019
Review date	25th July 2023
Date of recent modification	19th August 2022
Approved by	DASS

I.   Introduction

The purpose of Career Counseling is to counsel the students who are seeking internship and placements. The orientations are carried out to facilitate students and give them tips on the internship and placements. As per policy, students are facilitated with internship opportunities only once. Similarly, placement facilities are provided to students wherever opportunities are available.

II.   Purpose of Career Counseling

  a. To provide career counseling and outreach to students, alumni and faculty.
  b. To provide career development and job search counseling to University students and alumni in both individual and group settings, decided and undecided students
  c. To develop a general knowledge and understanding of the related professions represented by Skyline programs in the Colleges and School and maintain familiarity with the education,

training and career opportunities and expectations

d. To conduct regular outreach efforts including workshops and presentations to classes, student clubs and organizations

e. To develop strong relationships with chairs, department heads and faculty in the Colleges and School; target key faculty for employer recruitment opportunities

f. To develop and maintain an advertising strategy specifically designed to attract more students to the on-campus recruiting schedule and on-line career services

g. To disseminate employment and internship opportunities to appropriate faculty, organizations, and students

h. To participate in employer development activities including employer visitations, advisory boards and on-campus recruiting, and the development of job and internship leads

i. To identify online resources for a variety of career issues, academic majors and career fields

j. To facilitate planning and coordination of career outreach and programs such as job fairs, career programs, and employer panels

k. To enhance awareness and visibility of the Career Development.

l. To encourage faculty to maintain equitable opportunities for students by posting jobs and internships sent directly to department from the Career Gear database

m. To provide consultation and organization assistance to departments in their development of major specific career related events

n. To maintain ongoing professional development via involvement with relevant professional associations

o. To collaborate on the development and enhancement of Career Development of SSD portal and coordinate with Computing for Career Gear software; integrate technology into daily operations, programs and presentations.

p. To provide career assessment and interpretation to undecided students through services offered by the Peer Career Program (training is provided)

q. To organize and plan seminars and workshops on career planning or career development.

r. To evaluate students' background, education, and training, to help them develop realistic goals

s. To guide students through making decisions about their careers, such as choosing a new profession and the type of degree to pursue

t. To help students in job search skills, interviewing and networking

u. To assist students in locating and applying for jobs, by teaching them strategies to find openings and how to write a résumé

v. To advise students on how to resolve problems in the workplace, such as conflicts with bosses or coworkers

III. Coordination with Other Units

The Career counselor shall carry out the activities in coordination with other departments as follows:

A. Corporate Affairs Office

Corporate Affairs Office and the career counselor will work together on setting up workshops and fairs to enhance employability and increase industry involvement of SUC students.

B. Events Coordinator

Events and the career counselor will work on the makeup of events centering around student's involvement in the fairs and the organization of out of campus career promoting activities.

C. Teaching effectiveness committee (TEC)

The career counselor will coordinate with the members of the teaching effectiveness committee in order to suggest the needed Professional Skills Developments PSDP's to students, the career counselor will also support the TEC in designing the schedule and conduct such skills developments to students

D. Internship, workshop & training

The Course syllabus of SUC's internship will be explained to the Career counselor by Admin. He/she will handle the process of resume building and verification, collaborate with Corporate affairs on readiness of students for interviews and post-employment.

Workshops and training are to be carried out on a semester-by-semester basis. Career counselor will be in charge of the materials and presentation of career related topics/issues to educate, improve and sharpen the skills of students as regards their employability.

6. k Residential Life (Hostel Policy)

Policy number	SPOR_POLICY_03
Policy name	Residential Life (Hostel Policy)
Policy version	Version 4
Standards applicable	MOE Standard 6: Students
Policy owner	Sports Department
Date of policy development	18 July 2019
Review date	27th March 2023
Date of recent modification	27th March 2023
Approved by	DASS

A. **Introduction**

SUC offers self-sufficient hostel rooms on a twin sharing basis where each room is equipped with study tables, chairs, single beds, cupboards, table lamps, curtains and other necessary equipment. Skyline has authorised staff member to manage the Hostel. The apartments are fully furnished with provision for self-cooking. Maintenance and housekeeping are managed by the Maintenance Department. The policies of the hostel contribute to the healthy environment, commitment and discipline among the students. Students on Skyline visa whose parents are not in UAE should stay in the accommodation provided by the SUC. The students are encouraged to develop community life and inculcate the spirit of tolerance, thus taking care of their psychological and emotional problems and shape themselves to be better citizens. It is in this spirit that the rules and regulations are framed for the orderly and peaceful living. The accommodation facility is extended to the employees and other university students from the University City of Sharjah, as well on approval by the management and subject to the availability.

B. Facilities
i. Internal Hostel (Boys/Male employees)
ii. External Hostel (Girls/Female employees)
iii. Internet
iv. Recreation facilities
v. Transport during weekends
vi. Kitchen
vii. Laundry

C. Services
i. Internet (For the Internal Hostel only)
ii. Grocery items are available (For the Internal Hostel only)
iii. Picnics, Get together, Birth Day Parties etc.
iv. Chef's service is available
v. Health/Medical support for students in emergencies

D. Hostel Fee & Payment
i. The payment schedules for new and existing students will be announced by the Finance Department every year. Hostel fee for the financial year
2023-2024 will be **AED 21,000/-**. The hostel fee shall not include mess charges.
ii. Hostel fee should be remitted to the Finance Department in two installments. **(AED 10,500/- x 2 = 21,000/-)** It is mandatory that a student who avails the hostel facility should continue to stay in the hostel for minimum one year and till the end of the academic year.
iii. Part time students can stay during the examination week with the following fee;
- AED 100/- per day (Twin sharing)
- AED 200/- per day (Single occupancy)
- AED 500/- (Refundable deposit)
iv. Hostel facility is also extended to male staff on a monthly or yearly contract (As per availability). The rent payable will be;
- AED 1,000/- per month (Twin sharing)
- AED 1,750/- per month (Single occupancy)
Note: Refer to the Terms and Conditions specified in the Hostel agreement.

Hostel contract Terms & Conditions for Staff
a. Minimum contract duration shall be one month
b. The payment towards the accommodation will be charged on a monthly basis at the start of the month, or the staff can request for the rental amount to be deducted from the monthly salary (subject to approval).
c. A notice period of 3 months is required in case a staff wants to vacate before the expiry of the yearly contract
d. Staff need to take a clearance before leaving the facility. Any damages to the property will be charged on an actual basis.
e. In case of employee separation the amount due will be adjusted in full and final settlement.

v. Hostel facility is also extended to male faculty member on a monthly or yearly contract (As per availability).

The rent payable will be;
- AED 1,000/- per month (Twin sharing)
- AED 1,750/- per month (Single occupancy)

Note: Refer to the Terms and Conditions specified in the Hostel agreement.

Hostel contract Terms & Conditions for Faculty members
a. Minimum contract duration shall be one month
b. The payment towards the accommodation will be adjusted on pro rata basis against the accommodation allowance of faculty as per the accommodation policy.
c. A notice period of 3 months is required in case a faculty wants to vacate before the expiry of the yearly contract
d. Faculty need to take a clearance before leaving the facility. Any damages to the property will be charged on an actual basis.
e. In case of employee separation the amount due will be adjusted in full and final settlement.
vi. Allocation of rooms for faculty/Staff will be purely based on the approval by the hostel management. The hostel contract must be signed by the staff to avail the accommodation.

E. Caution Deposit & Refund
A caution deposit of AED-1000/- for yearly contract students and 500/- for daily contract students, has to be remitted in the finance department at the time of admission. This amount is refunded to the students from the finance department at the time of checkout with the approval of the Hostel In-charge.

F. Automated System to Keep In Out Log
There is an automated biometric system to keep track of students in out log at the entrance. Students are not allowed to go out or come in between 12midnight – 6am during weekdays and 1am – 6am during weekends. The gates will remain closed during these hours.

G. Term/Period of Stay
i. All the students; including the students from the University City if any; admitted to the hostel should stay in the hostel preferably for the duration of the course.
ii. The student is also required to pay hostel room fee in advance, for the Academic year in which the student join the hostel.
iii. In case if the student wants to stay with the local guardian he/ she has to provide an undertaking by the parent, ID copies and tenancy contract of the local guardian along with the request to the administration. This must be submitted to the administration before the end of the academic year.
iv. A student can leave the hostel and stay with his/her local guardian only at the end of the academic year. Students are not allowed to leave the hostel in between the academic year.

H. Arrangement at the Time of Vacation
All hostel students (Male & Female students) may vacate their rooms before proceeding on summer vacation. A separate cloak room is made available to keep their belongings while proceeding on vacation. Personal belongings should be placed inside locked suitcases, trunks/boxes and should bear complete details. The items kept inside the room are to be entered in the note book kept by the in-charge of the cloak room.

Students who have kept their belongings in the cloak room should positively report on or one day before the reopening day and move to their respective rooms. Students who come late are not entertained for any loss of property and are penalized.

I. Admission to Hostel

    i.   Students seeking admission in hostel must fill the hostel application form at the time of admission in the SUC.

    ii.   Application for admission to the furnished apartment must be submitted to the Finance Department. HRD must be given request in case of employees.

    iii.   Admission to the hostel is strictly based on first come first serve basis.

    iv.   First preference is given to the international students who are on SUC visa.

    v.   In case accommodation is still available local students will be considered.

    vi.   Each student residing in the hostel must pay a caution deposit of AED.1000/- which is refundable at the time of check out after adjusting any charges due against.

    vii.   Local guardians, if any, should be authorized by the parent.

    viii.   Application for admission to the hostel must be submitted to the Finance Department.

    ix.   The right of admission to the hostel is reserved. Admission to the University Hostel will not be made as a matter of routine and it will be at the discretion of the Management.

    x.   Students with chronic medical problems will not be admitted to the Hostel. By chance, if any student with chronic medical problem gets admitted to the hostel, he/she will be asked to vacate the room immediately, when it is brought to the notice of the Hostel Management to enable the student to have proper medical care by the parent/guardian.

    xi.   Part time students can avail the hostel facility with the permission of the hostel in-charge, after remitting the fee in the finance department

    xii.   Bachelor staff/faculty also can avail the hostel rooms on a monthly basis as per availability and approval by the SUC Management.

J. Orientation & Hostel Induction

Hostel orientation will be conducted by the Hostel In-charge at the start of every semester. Students are informed of all necessary information, rules & regulations and safety in the hostel. A detailed hostel policy will be handed over to each student at the time of check-in. Hostel staff, who are available 24/7 will support all the new students to settle comfortably.

K. Welcome Kit

All the new students/employees will be given a welcome kit which includes basic sanitary items and hostel information pamphlet.

L. Undertaking

Students' whose local guardians are in UAE; an undertaking by the parent should be furnished. Local guardian's passport copies, photograph, undertaking and tenancy contract copy must be submitted along with the application. Local guardian should be a relative authorized by the student's parents and is a resident visa holder in UAE. The local guardian should have a tenancy contract in his/her name in UAE.

M. Hostel Meetings

Hostel meetings will be scheduled periodically by the Hostel In-charge. It is mandatory that all the students attend the meetings. Any issues of the students can be discussed and necessary solution may

be sought by the concerned person/department. Hostel Manager/Supervisor will convey the problems faced by the hostel students to the concerned department.

N. Guests

Guests are not permitted to stay in the hostel. If the parents wish to stay, then the student/parent may approach the hostel staff, for getting accommodation in the guest house, subject to availability. The guest house will be provided on a nominal rent.

O. Hostel Discipline

i. Strict silence should be observed between 10:30 pm & 6:00 am.

ii. Perfect silence is to be maintained in the hostel premises including rooms, bathrooms, dining halls, corridors, common areas etc., Every student of the hostel should have the civic responsibility that he or she should not be a cause of nuisance, annoyance or disturbance to others.

iii. All hostellers have to be present in their respective rooms and keep open the rooms between 10:30 pm & 11:00 pm every day (except Saturdays) to enable the Hostel In-charge to take the attendance.

iv. Authorized University staff or security officers will do surprise visits in the rooms without prior notice.

v. The hostellers are not to enter into any unnecessary conversation, discussions, quarrel or altercation with the hostel staff. If anyone has any complaint against any employee of the hostel, a written complaint against the person is to be lodged with the Warden. Use of abusive, vulgar and unparliamentarily language against the hostel staff is strictly forbidden.

vi. The hostellers shall not waste electricity & water. Wastage of any such resource is national loss. If anyone is found indulging in such wastage, he/she will be asked to vacate the hostel, since wastage causes unnecessary and unavoidable expenditure to others.

vii. Smoking is prohibited in the hostel buildings.

viii. Gambling in any form such as playing cards (even without money at stake), consumption of alcohol, use of drugs and narcotics and even possession of such things are prohibited. Anyone found indulging in the use of such things will be asked to vacate the hostel and the matter will be referred to the Disciplinary Action Committee.

ix. Possession of any lethal weapons or any instrument / contrivance, which is likely to cause physical harm to others, is strictly prohibited.

x. If any hosteller is found indulging in any form of instigation / intimidation / threat to any other hostellers he / she will be asked to vacate the hostel forthwith. In this regard, the decision of the Hostel In-charge is final and binding on the individual's concerned.

xi. Day scholars are not allowed in the hostel, unless approved by the Hostel Management.

xii. Celebrating birthday parties inside the hostel is strictly prohibited.

xiii. Collection of donation for any purpose (Religious / otherwise) is also strictly prohibited.

xiv. Students are not allowed to play skating rollers and other outdoor games inside the hostel to prevent breakages and accidents. Sliding along the hand rails/rest of stairs and fast running/ climbing down should be totally avoided to prevent accidents.

xv. When leaving the rooms for attending classes or for vacation, etc., fans, electrical gadgets, lights etc., should be switched off. Glass windows are to be closed securely.

xvi. Walking along staircases should be silent, gentle without creating nuisance / noise to fellow hostellers.

xvii. Students are not allowed to stay in the hostel during the class hours unless the stay is unavoidable due to illness or any other valid reason. In such cases they should take the permission of the Warden and communicate the information to the academic advisor in writing.

xviii. Clock alarms should be switched off, when not in use. There have been instances when students have set the alarm and gone on long leave, and some of them ringing for hours and spoiling the peace of fellow hostellers.

xix. Water should be carefully used and not wasted.

xx. Wrong entry, improper / lack of entry in exit register, signing on behalf of another person, tampering with the entries, proxy attendance and misguidance of any nature are punishable. In case of any quarrel between or among roommates it should be reported to the In-charge for appropriate action.

xxi. Unauthorized absence / late coming (without prior permission from the warden) will be suitably fined and expelled from the hostel. Such students shall not be readmitted under any circumstances.

xxii. Violation of any of these rules would result in punitive action and serious violations would be referred to the Disciplinary Action Committee. The decision of the Committee will be informed to the student in written. If the student is unhappy, he / she may appeal to the Vice Chancellor through the SUC grievance redressal procedure with help of SSD. After the Vice Chancellor reviews the appeal the decision of the Vice Chancellor will be final and intimated to the student and the department and the necessary punishment will be implemented.

xxiii. Students themselves are responsible for their valuables like laptops, mobile phones, money etc. Whenever leaving the room students are expected to lock the cupboards/lockers/room etc.

P. Damages and Recovery

Mishandling of dining hall furniture, room furniture, any property or fittings of the hostel is strictly forbidden. The cost of damages will be recovered in the following manner:

i. All the property assets & equipment must be carefully handled. Any accidental or intentional damages done to the assets will be recovered. In case of intentional damages along with recovery the student will be expelled from the hostel and will not be readmitted.

ii. If any individual or group is identified to have caused the damage, the cost of the damage will be recovered from him/her/group.

iii. If assets in any of the hostel rooms are found to be damaged and the person(s) is/are not identified, then the cost will be recovered from the room-mates collectively.

iv. If a damage is done outside the rooms i.e., in common places like corridors, bathrooms, recreation halls, mess etc., and the person(s) is/ are not identified, then the cost will be recovered, floor wise or block wise or on the whole, as the case may be. Repetition of damage to the hostel property results in expulsion from the hostel.

Q. Use of Internet and Telephone

Students/Employees are given free internet in the hostel; however it is subject to change. Telephone calls made from hostel phone will be charged as per the Etisalat rates. Students are advised to use their own mobiles for making calls. Pre-paid recharge vouchers are available with the hostel staff.

R. Checkout Procedure

For checkout the student/employee has to intimate the hostel staff well in advance (at least one week) to ensure enough time is given to complete the process. This requires checking of the room condition as well as completing the documentary procedures. The SUC will not be responsible for any

of the damaged or missing items that are left in the room or in the storage areas. If the student does not follow the checkout procedure, and compensate any damage in the room, he/she will be charged accordingly by the University.

Step 1: Student has to fill up the hostel clearance form

Step 2: Necessary clearances from hostel security and Head of Sports has to be obtained

S. Safety at Hostel
   i.   Health and safety Policy is displayed in the Sports notice board and in the students & staff portals
   ii. Emergency evacuation plan is displayed in the Hostel building at designated areas for the attention of hostel students and staff
   iii. Fire Exits, Fire Extinguishers, Fire Hose reels, Assembly points etc. are displayed as per requirement
   iv. All safety policies are adhered and orientations are given to Hostel students at the time of admission to Hostel
   v.   Fire & Safety training is conducted for staff & students
   vi. Periodical audits are conducted as per calendar, to ensure that the health & safety standards are maintained in the hostel
   vii. Any gaps identified in the audit will be rectified immediately
   viii. An external agency is also contracted for auditing and maintaining the fire & safety equipment

6. l Student Finance

Policy number	STUDENT FINANCE
Policy name	FINA_POLICY_01
Policy version	Version 3
Standards applicable	MOE Standard 6: Students
Policy owner	Finance Department
Date of policy development	18 July 2019
Review date	25th July 2023
Date of recent modification	15th August 2022
Approved by	Vice Chancellor

A. Fees Collection Policy
   a. Student is required to submit postdated cheques, credit card or bank transfer authorization as per the fee payment plan issued to the student at the time of the admission. The fees should be paid before 10th of the month and no exchange of cheques are allowed, however, cash payment against the cheques can be done 5 days prior to the date of the cheques. Post Dated Cheque (PDC) for next Academic Year (AY) should be submitted before commencement of final examination of the Spring Semester each AY for re-registration for next AY. Once paid the 1st installment for the next AY will be non-refundable.
   b. Enrolled students at SUC must choose one of the following payment options & finalize the arrangements with the Finance Department
      1. Post Dated Cheques (PDC) to be issued in name of:
         Skyline University College LLC

      2. Credit card authorization for each Academic year
      3. Full Academic year payment in Cash

c. Students who fail to make payment of tuition fees within the first ten days will be charged AED 10/- per day from the 11th of the due month till the payment is received.

d. Student whose fees are outstanding for 2 weeks after due date, their portal services will be blocked and activated only on clearing their dues.

e. Student having one-month outstanding will be deactivated and they will be withdrawn from the semester. Students having tuition fee due will have their academic record withheld and would not be allowed to proceed the semester as well as not to register for the next semester by paying the required reregistration fees.

f. Student will be notified for non-payment of fees will be sent to the student. The notice will specify the amount of the debt and the date at which the termination becomes effective. The student may have the choice of re-admittance provided the entire dues to the SUC is paid; SUC has the right to impose a re-registration fees which will be payable in a manner specified by SUC at that time. A re-registration fees of AED 6,500/- will be applicable in order to reactivate the student.

g. Any change due to acceleration, SAP status, postponement, reactivation, re-registration will be notified through a revised invoice accordingly.

h. Fee waiver/Scholarship will be adjusted in the final two years. If student cancels his admission before completion of the program, the fees will be calculated as per the original fee structure and the fee waiver/scholarship granted will be revoked and refund if applicable will be processed as per the refund policy.

i. In the event that student would like to avail visa letter from SUC, policies pertaining to Visa letter will be applicable. Visa letter will be issued only for a period of one year upon submission of documents and including current and postdated cheques as per the fee structure.

j. In case of postponement the charge on the credit card will be deferred to the next semester.

k. In case of cancellation of admission, the University has the right to charge the fees accrued till the date of cancellation and subsequently the bank will be informed to cease further debits.

l. The payment of miscellaneous fee needs to be paid including tax before the services are availed.

m. Student enrolling for repeating courses:
   1. Students enrolling for repeating courses only must pay fees for the repeating course vide cash / cheque within the semester for which the student is enrolled. Students enrolling only for repeating course. In a semester will not be charged for the tuition fees for that particular semester and the student will be issued a revised invoiced with the new graduation plan upon successful progression to the next semester.
   2. Students enrolling for normal subjects and repeating course: in this case the tuition fees needs to be paid as per the invoice along with repeating course either by cash / cheque which needs to be paid within the semester for which the student is enrolled.

n. In line with the Federal Decree-Law No. 8 of 2017 issued on Value Added Tax (VAT) will be effective as of 1st January, 2018

The following procedures will have to be abided by the students who choose the recurring payment authorization:

1. In the Debit / Credit card authorization (Recurring Payment Authorization) form the details of the card and the card owner and the tuition fees for the full academic year will be mentioned as per the student fee details. If the student is using the card details of anyone else, then letter authorizing the owner of card to pay for the student fees along with valid identification (Emirates ID) is to be furnished.

2. If a prospective student is unable to furnish the details of his card at the time of admission, the same needs to be furnished to finance department within 5 working days.

3. If the credit card / debit card expires between his periods of study, new card details to be furnished before the next debit cycle.

4. If the student wishes to replace the card details, the same has to be furnished 15 days before the next debit cycle.

5. Deferment of fees will not be allowed for any student.
6. If the student wishes to pay the tuition fees in advance by cash, they need to inform the finance department 10 days in prior to stop the recurring debit for the month/s.
7. In the event of a card being dishonored, the student will be considered as a defaulter and the University's policy of direct debit fine of AED 550/- + VAT 5% will apply.
8. In case of postponement the charge on my credit card will be deferred to the next semester. In case of cancellation of my admission the University has the right to charge the fees accrued till the date of cancellation and subsequently the SUC bank to be informed to cease further debits.

The following procedures will have to be abided by the students who chose to pay the tuition fees by postdated cheques:

1. All cheques should be made payable to **Skyline University College LLC** and the date mentioned on the cheques should not be latter than the 10th of the month. Any exception should be ratified by the concerned official.
2. If the student is issuing cheques which is not from their account then letter authorizing the owner of cheque to pay for the student fees along with valid identification (Emirates ID) is to be furnished.
3. No exchange of cheques is allowed, however, cash payment against the cheques can be done 5 days prior to the date of the cheques.
4. In the event of a cheque being dishonored, the student will be considered as a willful defaulter and the University's policy of cheques return charges will apply.
5. Each student should ensure the honoring of their cheques as the state laws ensures maximum penalty for cheques which are returned unpaid. In the event of a cheque being dishonored the student will be penalized with a cheque return charge of AED 550/- + VAT 5% and further acceptance of cheques from the student will be denied.
6. In the case of deferment of cheque, the late fine fees will be applicable till the date of clearance of the cheque.

   In case of postponement the cheques will be deferred to the next semester. In case of cancellation of my admission the University has the right to charge the fees accrued till the date of cancellation and subsequently the SUC bank to be informed to cease further debits.

i. **Miscellaneous Fee**

   a. **Convocation fee**
      Convocation fee of AED 3,675/- VAT will be payable additionally to the total fee and will be applicable in the final year.
      For international students, Graduation fee of USD 1,000/- will be payable additionally to the total fee and will be applicable in the final year.

   b. **Hostel Fee payment policy**
      1. The payment schedules for new and existing students will be announced by the Finance Department every year. Hostel fee for this academic year will be **AED 21,000/-**. The hostel fee shall not include mess charges.
      2. Hostel fee should be remitted to the Finance Department in two installments. **(AED 10,500/- x 2 = 21,000/-)** It is mandatory that a student who avails the hostel facility should continue to stay in the hostel for minimum one year and till the end of the academic year.
      3. A caution deposit of AED-1000/- has to be remitted in the finance department at the time of admission. This amount will be refunded to the students from the finance department at the time of checkout with the approval of the warden.

   c. Transportation Fee payment policy

Transportation fees should be remitted to the Accounts Department on or before the 10th of each month, where he / she will be issued with a bus pass when they pay for their transport fees. Transport fees are charged for the calendar month irrespective of how many days they avail the facility in the month.

i. Introduction of VAT

As per the UAE Ministry of Finance executive regulation for the federal decree law No. (8) of 2017 Value Added Tax (VAT) of 5% will be introduced in the country with effect from January 01, 2018. The Regulation defines VAT as the 5% tax imposed on the import and supply of goods and services at each stage of production and distribution, including what is a deemed supply, with the exception of specific supplies subject to the zero rate and what is exempted as specified in the Decree-Law.

B. Fee Change Policy

The Marketing Department along with the Finance Department after careful study of the market conditions, fees charged by competitors and general feedback from the students enrolled in the last Academic Year, recommends changes in the fee structure. The same is forwarded to the VC for review and seek approval from BOT.

Once approved by the VC, the new fee structure will be implemented and corresponding changes will be published in the website, catalog and all other internal and external published documents before the start of the academic year. The new fee will be applicable to the students admitting into the program.

Tuition fee for the continuing student shall remain same as per the fee structure issued at the time of admission. The miscellaneous fees are subject to change annually and is updated in the system and all publication of SUC before starting of the new academic year.

C. Fee Structure For Degree Programs

SUC policy with regards to the Tuition Fee and other Miscellaneous Fee is implemented after the approval from Board of Governors, changes in the Strategic Plan are incorporated to enable SUC to manage its financial resources effectively and plan development and strategic initiatives to provide quality education.

Tuition Fee charged per credit remains the same for the students once they register with the university however, the students should continue and complete the program without any postponement or break in between. If student postpones officially for one semester only, then the tuition fee remains the same. Not attending classes beyond one semester will be considered as new admission and published Tuition Fee for the new admissions will be applicable. Tuition Fee is subject to change annually and will be applicable for new admissions only.

Miscellaneous & Additional Fee is subject to change annually and becomes applicable from the start of New Academic Year for continuing and new students, in which case the details will be published by the Finance Department before the start of each Academic Year. The changes in the Miscellaneous & Additional Fee changes will be communicated to students through either SMS or emails and will be published on the website, catalog, notice board and student handbook well in advance. Students are required to take note of such changes and clarify with appropriate officials if needed. Students are required to take note of such changes and clarify if needed. Student is required to pay additionally the VAT charges as applicable in the financial year.

A candidate who is seeking admission with a Bachelor's Degree (3 years and above) obtained from a non-business discipline is required to undergo the MQP by taking the following seven courses. In

case candidate has already completed any of the MQP courses in the Bachelor degree, he may be exempted from such courses provided an official transcript for evaluation at the time of admission is submitted by them. However, the decision for the exemption will be made jointly by the Dean and VC upon carefully reviewing the course contents as per SUC TOC policy.

A candidate who is seeking admission to graduate program with a recognized Bachelor's degree and a minimum cumulative grade point average (CGPA) of 2.0 to 2.49 on a 4.0 scale or its established equivalent, has to appear in maximum of nine graduate-level credit hours as remedial preparation for the graduate program. These remedial courses are not for credit within the degree program. The student must achieve a minimum CGPA of 3.0 on a 4.0 scale, or its established equivalent in the following remedial courses in order to progress to the graduate program or be subject to dismissal.

D. Undergraduate Program – Refund Policy

i. Non-Visa Applicant
Students must meet the admission requirement before commencement & join the main program.

1. If the student wishes to cancel before commencement of the program, application fee is nonrefundable and remaining amount including PDC will be refunded.
2. The tuition fee will be calculated until the date of official cancellation by the student or their guardian, outstanding fee if any has to be paid before issuance of any academic or nonacademic documents.
3. If a student is not meeting the admission criteria before commencement of the batch and 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 the fee structure of the current academic year will be applicable.
4. If a student is not meeting the admission criteria before commencement of the batch, the conditional admission will be cancelled. The application fee is nonrefundable and remaining fee paid as 1st installment including PDC will be refunded.
5. If a student transfers his application to the next intake and decides to cancel thereafter, in such cases, no refund will be applicable.
6. If a student wishes to postpone after commencement of the batch (even if the student has not attended any class),postponement fee as per the published Miscellaneous Fee Structure of academic year and new fee structure will be applicable.
7. No refund is applicable after the commencement of the program even if the student has not attended the class or is yet to meet the admission criteria as per MOE guidelines or awaiting result.

ii. Visa Students – Local
Students availing visa facility staying within UAE and meet the admission requirement may join the main program directly. However, in case of refund below terms are applicable

1. The student wishes to cancel before visa application & commencement of the batch, application fee is nonrefundable and remaining amount including PDC will be refunded.
2. If the student cancels the degree program after the visa is applied but before commencement of the program, there will be no refund of visa fee as well as the First Installment. Visa charges are subject to change as per Government rules and regulations, visa cancellation charges has to be paid by the student
3. If the student wishes to cancel his admission after visa approval and commencement of the program, fees accrued until the date of cancellation excluding scholarship/fee waiver

granted must be paid before the release of any academic & non-academic documents. Any advanced installment paid for the current semester is non-refundable. SUC will inform the concerned Immigration Authorities for the cancellation of students admission in order to get the visa canceled, visa cancellation charges has to be paid by the student. Postdated cheques submitted towards the fee of the next semester, will be refunded after deductions of any outstanding dues.

4. If a student is not meeting the admission criteria before commencement of the batch, the conditional admission will be cancelled. There will be no refund of visa fee as well as the First Installment. SUC will inform the concerned Immigration Authorities for the cancellation of students admission in order to get the visa canceled, visa cancellation charges has to be paid by the student. Postdated cheques submitted towards the fee of the next semester, will be refunded Visa charges are subject to change as per Government rules and regulations.

5. If visa is rejected by the Immigration and Naturalization authorities, SUC will deduct AED 1,000/+ VAT % as service charges from the visa fees and refund the remaining fees.

6. If visa of the 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.

7. If the student does not attend any class for 3 consecutive weeks from the commencement of the class, SUC has the right to cancel the visa and no refund is applicable, visa cancellation charges has to be paid by the student.

8. Postponement to the next intake is not allowed after commencement of the batch.

iii. **Visa-Embassy Letter Case**
Students availing visa letter facility and meet the admission requirement may join the main program directly. However, in case of refund below terms are applicable

1. If the student wishes to cancel before commencement of the batch and issuance of visa letter AED 1,000/- plus VAT will be deducted.

2. If the visa is rejected before the commencement of classes and the student wishes to discontinue and returns the original visa/embassy letter issued by SUC, the fees paid excluding the First Installment Fee will refunded.

3. In case student wishes to cancel his admission after receiving the letter from SUC before commencement of the batch, in such cases,

4. SUC will inform the concerned Immigration Authorities for the cancellation of students admission in order to get the visa canceled and no refund of fees paid until the First Semester is applicable.

5. If a student is not meeting the admission criteria before commencement of the batch, the conditional admission will be cancelled. There will be no refund of the First Installment. SUC will inform the concerned Immigration Authorities for the cancellation of student's admission. Postdated cheques submitted towards the fee of the next semester, will be refunded only once student submits the proof of visa cancellation within 15 days of cancellation of conditional admission.

6. If the student wishes to cancel his admission after commencement of the program, fees accrued until the date of cancellation excluding scholarship/fee waiver granted must be paid before the release of any academic & non-academic documents. , Any advanced installment paid for the current semester is non-refundable. SUC will inform the concerned Immigration Authorities for the cancellation of student's admission in order to get the visa canceled.

7. Postdated cheques submitted towards the fee of the next semester, will be refunded after deductions of any outstanding dues.

8. 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, no refund is applicable.
9. Once the visa letter issued by SUC has been accepted by the relevant immigration authority and visa has been granted, Postponement to the next intake is not allowed.
10. Postponement to the next intake is not allowed after commencement of the batch.

iv. Visa Students – Overseas

SUC provides visa to international students as per its policy and subject to all student meeting the admission requirements. However, in case of refund below terms are applicable

1. If visa is rejected by the Immigration and Naturalization authorities, SUC will deduct USD 500/- as service charges from the visa fees and refund the remaining fees.
2. If visa of the 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 (if applicable) will be calculated until the last day of his/her stay and miscellaneous fees (Visa Deposit & Hostel Deposit) if applicable, will be refunded, after deduction of any other outstanding fee.
3. If the student cancels, the degree program after the visa is applied but before arrival to UAE and commencement of the batch, there will be no refund of visa fee as well as the First Installment. Visa charges are subject to change as per Government rules and regulations. Visa deposit, Hostel deposit and Hostel fee (if applicable) will be refunded, transfer charges to be borne by the student, visa cancellation charges has to be paid by the student
4. If the student wishes to cancel his admission after arrival to UAE (Visa approved) and commencement of the program, first installment fee is & the hostel fees (if applicable) is nonrefundable. Miscellaneous fees (Visa Deposit & Hostel Deposit) if applicable will be refunded, after deduction of any other outstanding fee, SUC will inform the concerned Immigration Authorities for the cancellation of students admission in order to get the visa canceled, visa cancellation charges has to be paid by the student.
5. Students not meeting the admission placement test requirements before commencement will have conditional admission cancelled and first installment & Hostel fees is non-refundable. Miscellaneous fees (Visa Deposit & Hostel Deposit) if applicable will be refunded. SUC will inform the concerned Immigration Authorities for the cancellation of students admission in order to get the visa canceled, visa cancellation charges has to be paid by the student.
6. If the student does not attend any class for 3 consecutive weeks from the commencement of the class, SUC has the right to cancel the visa and no refund is applicable, visa cancellation charges has to be paid by the student.
7. Postponement to the next intake is not allowed after commencement of the batch.

E. Graduate Program – Refund Policy

i. Non-Visa Applicant
a. Main Program

Students meeting the admission requirement join the main program.

1. If the student wishes to cancel before commencement of the program, application fee is nonrefundable and remaining amount including PDC will be refunded.

2. The tuition fee will be calculated until the date of official cancellation by the student or their guardian, outstanding fee if any has to be paid before issuance of any academic or nonacademic documents.
3. If a student is not meeting the admission criteria before commencement of the batch and 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 the fee structure of the current academic year will be applicable.
4. If a student transfers his application to the next intake and decides to cancel thereafter, in such cases, no refund will be applicable.
5. If a student wishes to postpone after commencement of the batch (even if the student has not attended any class),postponement fee as per the published Miscellaneous Fee Structure of academic year and new fee structure will be applicable.
6. No refund is applicable after the commencement of the program even if the student has not attended the class or is yet to meet the admission criteria as per MOE guidelines or awaiting result.

b. **Foundation program: Refer GRC/ MQP Refund Policy**

ii. **Visa Students – Local**
a. **Main Program**

Students availing visa facility staying within UAE and meet the admission requirement may join the main program directly. However, in case of refund below terms are applicable
1. If the student wishes to cancel before visa application & commencement of the batch, application fee is nonrefundable and remaining amount including PDC will be refunded.
2. If the student cancels the degree program after the visa is applied but before commencement of the program, there will be no refund of visa fee as well as the First Installment. Visa charges are subject to change as per Government rules and regulations, visa cancellation charges has to be paid by the student
3. If the student wishes to cancel his admission after visa approval and commencement of the program, fees accrued until the date of cancellation excluding scholarship/fee waiver granted must be paid before the release of any academic & non-academic documents. Any advanced installment paid for the current semester is non-refundable. SUC will inform the concerned Immigration Authorities for the cancellation of students admission in order to get the visa canceled, visa cancellation charges has to be paid by the student. Postdated cheques submitted towards the fee of the next semester, will be refunded after deductions of any outstanding dues.
4. If visa is rejected by the Immigration and Naturalization authorities, SUC will deduct AED 1,000/+ VAT % as service charges from the visa fees and refund the remaining fees.
5. If visa of the 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.
6. If the student does not attend any class for 3 consecutive weeks from the commencement of the class, SUC has the right to cancel the visa and no refund is applicable, visa cancellation charges has to be paid by the student.
7. Postponement to the next intake is not allowed after commencement of the batch.

b. **Foundation program: Refer GRC/ MQP Refund Policy**

iii. **Visa-Embassy Letter Case**

a. **Main Program:**

Students availing visa letter facility and meet the admission requirement may join the main program directly. However, in case of refund below terms are applicable

1. If the student wishes to cancel before commencement of the batch and issuance of visa letter AED 1,000/- plus VAT will be deducted.
2. If the visa is rejected before the commencement of classes and the student wishes to discontinue and returns the original visa/embassy letter issued by SUC, the fees paid excluding the First Installment Fee will refunded.
3. In case student wishes to cancel his admission after receiving the letter from SUC before commencement of the batch, in such cases, SUC will inform the concerned Immigration Authorities for the cancellation of students admission in order to get the visa canceled and no refund of fees paid until the First Semester is applicable.
4. If the student wishes to cancel his admission after commencement of the program, fees accrued until the date of cancellation excluding scholarship/fee waiver granted must be paid before the release of any academic & non-academic documents. , Any advanced installment paid for the current semester is non-refundable. SUC will inform the concerned Immigration Authorities for the cancellation of student's admission in order to get the visa canceled.
5. Postdated cheques submitted towards the fee of the next semester, will be refunded after deductions of any outstanding dues.
6. 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, no refund is applicable.
7. Once the visa letter issued by SUC has been accepted by the relevant immigration authority and visa has been granted, Postponement to the next intake is not allowed.
8. Postponement to the next intake is not allowed after commencement of the batch

b. **Foundation Program: Refer GRC/ MQP Refund Policy**

iv. **Visa Students – Overseas**
   a. **Main Program**

SUC provides visa to international students as per its policy and subject to all student meeting the admission requirements. However, in case of refund below terms are applicable

1. If visa is rejected by the Immigration and Naturalization authorities, SUC will deduct USD 500/- as service charges from the visa fees and refund the remaining fees.
2. If visa of the 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 (if applicable) will be calculated until the last day of his/her stay and miscellaneous fees (Visa Deposit & Hostel Deposit) if applicable, will be refunded, after deduction of any other outstanding fee.
3. If the student cancels, the degree program after the visa is applied but before arrival to UAE and commencement of the batch, there will be no refund of visa fee as well as the First Installment. Visa charges are subject to change as per Government rules and regulations. Visa deposit, Hostel deposit and Hostel fee (if applicable) will be refunded, transfer charges to be borne by the student, visa cancellation charges has to be paid by the student
4. If the student wishes to cancel his admission after arrival to UAE (Visa approved) and commencement of the program, first installment fee is & the hostel fees (if applicable) is nonrefundable. Miscellaneous fees (Visa Deposit & Hostel Deposit) if applicable will be

refunded, after deduction of any other outstanding fee, SUC will inform the concerned Immigration Authorities for the cancellation of students admission in order to get the visa canceled, visa cancellation charges has to be paid by the student.

5. If the student does not attend any class for 3 consecutive weeks from the commencement of the class, SUC has the right to cancel the visa and no refund is applicable, visa cancellation charges has to be paid by the student.

6. Postponement to the next intake is not allowed after commencement of the batch.

b. Foundation program: Refer GRC/ MQP Refund Policy

F. Scholarship/Fee Waiver

1. If a student is on any scholarship/waiver, the same is applicable only if a student completes the degree.

2. If the student wishes to cancel the program in between, fees accrued till the date of cancellation excluding scholarship/fee waiver granted must be paid before the release of any academic & non-academic documents.

G. Hostel

Once the hostel is booked and the student wishes to cancel, the student is liable to pay for the complete one year.

H. Transportation

Transportation fee as per the published Miscellaneous Fee Structure of the current academic year, to be paid in advance for a minimum period of one month and no refund is applicable if the student wishes to cancel it in the middle of the month.

I. MISCELLANEOUS FEES

Miscellaneous fees, Visa Deposit & hostel deposit (if applicable) will be refunded, after deduction of any other outstanding fee.

J. Refund in Case Class Size Policy is not Met

i. **If class size is not met at the beginning of the batch/ Cohort:**
   a. Student will be shifted to another major / concentration as per the undertaking form signed by the student at the time of admission in which case the fees paid will be adjusted
   b. If the student, after shifting to another program at SUC, wishes to cancel his admission within one week of commencement of the semester, fees paid will be refunded.

ii. **If class size is not met at any stage during the conduct of the program:**
   a. If the class size policy is not met at any stage during the conduct of the program, the student will be shifted to another major/concentration as per the undertaking form signed by him at the time of admission. After joining the new major / concentration and if the student is not satisfied and decides to cancel within one week of the commencement of the semester, fees paid for the semester will be refunded. However, if he cancels after one week of commencement no refund will be applicable.
   b. Student may cancel his admission and transfer to any other University. In such case the required letters will be given by SUC to the student at no additional charges. The transcript for the completed courses will be given provided no dues are outstanding.

c. In case the courses are not available in other university and the number of students are more than 5 but less than 10, Dean may request VC's permission to conduct the class. In case if it is less than 5, SUC may request the MOE for offering independent study and upon approval from MOE, the student can continue at SUC. In this case there could be a possibility of some delay till the MOE approval is received.

6. m Student Discipline

Policy number	STSR_POLICY_02
Policy name	Student Discipline
Policy version	Version 3
Standards applicable	MOE Standard 6: Students
Policy owner	Student Services Department
Date of policy development	16 July 2019
Review date	25th September 2023
Date of recent modification	25th September 2023
Approved by	Vice Chancellor

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

a. Any misbehavior or misconduct, which may distort the image of the SUC.
b. Breach of Research ethics in Research work
c. Misconduct in classroom, computer lab, or library.
d. Any insult to faculty or staff members.
e. Any damage to SUC property.
f. Any misconduct during exams.
g. Moving around as couples.
h. Dress code
i. Fighting.
j. 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 complaint involved in such an act in order to decide the course of action to rectify such misbehavior / misconduct in the future. The administration department will present the case to the committee at the time of meeting /hearing. The DAC consists of:

a. Chairman of DAC Committee
b. One faculty member teaching the student who has been called for hearing
c. Registrar
d. DASS
e. The Advisor of the student
f. Class Representative
g. Deputy Director-Administration

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 carries the right to apply any level of punishment depending on the seriousness of indiscipline act committed by the student.

Disciplinary Action Committee.

6. n. Student Attendance.

Policy number	ADMN_POLICY_22
Policy name	Student Attendance
Policy version	Version 4
Standards applicable	MOE Standard 6: Students
Policy owner	Administration
Date of policy development	21 July 2019
Review date	25th July 2023
Date of recent modification	25 April 2022
Approved by	Registrar

Attendance is mandatory for students in all the classes during the conduct of a course. Absence from classes prevents a student from getting full benefit of a course. Accordingly, absence can result in lower grades due to missed continuous assessment.

The SUC acknowledges that individual circumstances may prevent a student from attending class or classes. It is the University's policy to excuse the absence of students that result from the following causes:
  1. Illness of the student
  2. Accident
  3. Death in family
  4. Compelling circumstances beyond the student's control.
  5. National /military services
  6. Representation/involvement in SUC approved events

However, the attendance of a student to appear for the final examination/assessment of the semester/term MUST be at least 75% or above, of the total hours allocated to a course with mitigated absence.

The minimum attendance required to appear for the final examination/assessment in a course is 75% of total credit hours for both Undergraduate and Graduate students. Student having less than 75% attendance in a course have to repeat the course in next offering by paying applicable fee.

The student is responsible for all materials covered and announcements made during his/her absence. Students claiming mitigated absence may apply to the Student Service Department with copy to the concerned faculty members in writing and furnish documentary support of their assertion that absence resulted from one of the above mentioned causes. However, all absence mitigation is restricted up to a maximum of 25% of the total hours allocated to a course.

Enforcement of the class attendance policy lies with the faculty. However, the decision of a faculty to withdraw a student from class due to poor attendance will be as per SUC policy.

A. Absence and Appeal

Student is expected to attend all classes but in case his/her attendance is between 65% to 74.9% due to unavoidable circumstances (mentioned above) may apply for waiver with necessary documentary proof to the Student Services Department at least 10 days before start of final examination/assessment. A committee consisting of Registrar and Director-Academic Support Services in consultation with Dean of respective school will review such cases and appropriate decision will be taken subject to approval of Vice Chancellor of the University. Only approved cases will be allowed to appear in final examination/assessment. Unapproved cases need to repeat the course in next offering by paying applicable fee.

B. Eligibility for Final and Re-sit Examination

Student having 75% or above attendance and approved cases (of 65%-74.9%) will be eligible for appearing in final and/or resit examination/assessment. All other cases will be required to repeat the course in next offering by paying applicable fee. .

If the student does not attend all courses in a particular semester his/her name will be cancelled from the SUC and has to apply for the re-registration and in such case new academic policy (if applicable) will be applied.

6. o. Gender Segregation

Policy number	ADMN_POLICY_12
Policy name	Gender Segregation Policy
Policy version	Version 2
Standards applicable	MOE Standard 6: Students
Policy owner	Administration
Date of policy development	15 December 2021
Review date	25th July 2023
Date of recent modification	15 August 2022
Approved by	Registrar

A. Introduction

This policy aims at providing an effective active learning environment to meet UAE needs associated with preparing a knowledgeable, conscious and refined generation in an academic and social context proper to the society.

B. Policy and Procedure

Based on the instructions issued by the MOE, the university has adopted mixed-gender education policy as follows:

i. The SUC infrastructure, facilities and services are adequate enough to support the implementation of this policy.
ii. The SUC applies the policy of complete separation in the classrooms and labs and all other areas designated for the students.
iii. The SUC provides equal facilities and education opportunities for both the genders.
iv. The University believes in the positive impact of cultural, gender and linguistic diversity in the enrichment of its intellectual and social environment.

6. p Student Activities

Policy number	STSR_POLICY _03
MOE Standard 2019	Standard 6: p
Policy name	Student Activities
Policy version	Version 4
Policy owner	SSD
Date of policy development	18th July 2019
Review date	18th April 2023
Date of recent modification	18th April 2023
Approved by	DASS

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 SSD by giving a presentation about the various committees and clubs, their formation, roles, responsibilities and functions. The SSD invites interested students to register online through their portal for membership of various committees and clubs based on their areas of interest, after receiving the nominations SSD conducts an election to constitute a formal body of elected members to execute the functions of the committee. The committees and clubs have an executive body comprising of head, core members and chaired by faculty or staff members only to provide guidance and assistance when required. The chairs of the committees are nominated by DASS and approved by the VC. The duration of the committee is one academic year.

C. Functions of Committees and Clubs

a. To plan a yearly calendar of activities and inform the student community.
b. To prepare the budgets and get approvals
c. To coordinate for necessary infrastructural support to conduct activities
d. To conduct the planned activities

e. To review and provide feedback
f. To recommend appreciation for outstanding performance of the team members
g. To conduct pre and post activity meetings

D. Process Flow

a. Students are informed about the importance of committees, clubs, membership, roles and responsibilities
b. Members are enrolled in various committees
c. Heads are elected
d. Activities and budgets are planned
e. Activities are reviewed and feedbacks provided
f. Activities are conducted
g. Reports are recorded and Disseminated to the VC

E. 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
DASS & SSD	DASS &SSD	DASS & SSD- In-Charge and Event Coordinator	VC	One academic year except CR which is semester wise

SUC focuses on the overall development of the students through essential extracurricular and co-curricular activities at various levels. SSD coordinates the formation of these committees and conducts the elections of student committee heads. New students are given a presentation about the committees, by Events Coordinator in the beginning of each academic year and interested candidates can fill up the committee registration form available with Student Events Coordinator or on the student portal. The committees' membership is offered on a nondiscriminatory basis and is open to all students. Budget will be allocated for each clubs/committees. Each committee is chaired by a Faculty member or Staff member. Student Events Coordinator is responsible for organizing the year round extracurricular activities on campus and coordinating for intercollegiate activities. Responsibilities include:

i. To plan a yearly calendar of events and activities.
ii. To coordinate for necessary event-based technical and monetary support to students.
iii. To inform the Administration & Examination Department about attendance mitigation cases as per the institutional policy for students participating in extracurricular activities.
iv. To acknowledge student effort.

The Events Coordinator along with the committee head (student) will be responsible for:

i.   Allocating staff and student for various events throughout the year.
ii. To prepare the basic structure of all the events and communicate the same to the respective event heads.
iii. Monitoring and participating in the regular meetings of the committee members for various events.
iv. Assisting the event heads in the smooth flow of the events.
v.   Coordinating for student participation in various Inter-University competitions.
vi. Coordinating with the Finance Department for financial requirements of the Committee.

F. Flow

Step 1: The students' events coordinator will give orientations to all students in their class rooms explaining the importance of these committees.
Step 2: Allocating budget for each club.
Step 3: Events coordinator will ensure that all details of the committees are uploaded in student's portals.
Step 4: Events coordinator should coordinate with IT department to make sure that online registration is activated.

G. Responsibilities of Student Interested in Membership

i.   To fill up the online committee membership form before deadline.
ii. To read various announcements related to events and activities on notice boards, portal and poster on a regular basis.
iii. To apply for participation in any event well before the announced deadline.
iv. To contact the Events coordinator if interested to get a platform to showcase their talent in any field.
v.   To take prior permission from the DASS office to use any of the SUC facilities for any extracurricular activities.
vi. To take prior permission from the Dean's office to miss any classes in order to practice for any event.
vii. To take prior permission from the DASS office to stay back in SUC during afternoon break for any extracurricular activities.

H. Student Events Clubs
Following are the active clubs at Skyline University College:

i. Performing Arts Club
The Performing art club consists of three (3) sub – clubs which are Dance and Music, and Drama.

a. Dance and Music Club
a. Purpose of the Club
The aim of the Dance Club is to provide an open and supportive environment for further enhancement of various dance/music forms, student choreography, and student performance. In addition, talent hunt would be conducted to discover new dancers/musicians.

It is an opportunity for all students to choreograph and perform dance pieces for their peers, faculty, and family. People of all backgrounds, cultures, majors, and genders are encouraged to participate.

b. **Benefits of Joining the Club**
   1. Participation in University College's events and competitions as a dancer.
   2. Being in the spotlight!
   3. Gaining additional skills and talents from other members by sharing.

b. **Drama Club**

a. **Purpose of the Club**

The aim of the Drama Club is to provide an opportunity for the students interested in theater to participate in all aspects of drama and enable them to stage dramas on their own. Students will be involved in all phases of play production such as performance, direction, design, technical support, backstage crafts, publicity, etc.

b. **Benefits of Joining the Club**
   1. Participate in the University College plays.
   2. Develop and share your talent and skills in play production.
   3. Build strong social ties with fellow club members.
   4. Have fun!

ii. **Community Service Club**

a. **Purpose of the Club**

The basic aim of this club is to enable students to give something back to the society in general. It will also help them to face reality and get a better understanding of the world around them thus helping in providing an overall education, which does not limit itself just to classrooms.

Since most of the events get media exposure it will also be a way to promote Skyline College's efforts and interest in helping the unfortunate.

b. **Benefits of Joining the Club**
   1. Participate in the University College plays.
   2. An added benefit of learning something new outside university books.
   3. A chance to feel the realities of the world.
   4. An opportunity to feel responsible about someone else other than yourself.
   5. An eye opening and life long experience.

iii. **Toastmaster & Debate Club**

a. **Purpose of the Club**

At Toastmasters, members learn by speaking to groups and working with others in a supportive environment. A typical Toastmasters club is made up of 20 to 30 people who meet once a week for approximately an hour. Each meeting gives everyone an opportunity to practice: Members learn how to plan and conduct meetings. Members present one-to two minute impromptu speeches on assigned topics. Two or more members present speeches based on projects from manuals in Toastmasters' proven communication and/or leadership programs. Projects cover topics such as speech organization, vocal variety, language, gestures and persuasion.

Every prepared speaker is assigned an evaluator who points out speech strengths and offers suggestions for improvement. 'Toastmasters' produces results. Around the world, more than four million men and women of all ages and occupations have

benefited from Toastmasters training. Thousands of corporations, community groups, universities, associations and government agencies now use Toastmasters training.

The purpose of the Debate Club is to provide opportunities for students to build communication skills through practice and participation in intramural and interscholastic speech and debate competitions; develop and pursue excellence in public speaking and oration in collegiate level. It aims to give club members practice in public speaking and to debate on various topics.

b. Benefits of Joining the Club
1. Learn to communicate more effectively.
2. Become a better listener.
3. Improve your presentation skills.
4. Increase your leadership qualities.
5. Become more successful in your career.
6. Build your ability to motivate.
7. Reach your professional and personal goals.
8. Increase your self-confidence.
9. Increase your leadership potential.
10. Builds self-confidence.
11. Enhances public speaking skills and debate techniques.
12. Develops decisive awareness and personality.

iv. **Outdoor Adventure Club**
a. Purpose of the Club
The primary purpose of the Outdoor Adventure Club is to provide regular outdoor activities, promote interest in the outdoor activities, and encourage the practice of limited impact outdoor ethics for Skyline University students. Using adventure in its many forms, we aim to expand and diversify student experiences, and provide experiential education that accentuates lessons learned in the classroom.

b. Benefits of Joining the Club
1. Opportunity to experience outdoor activities.
2. Leadership development, relationship building and environmental responsibility.
3. Provide a place to plan trips, meet new people, learn new skills, and try new types of activities.
4. Promote personal growth.

v. **Sports Teams**

The sports teams at SUC are established based upon the approval of the Vice Chancellor of SUC, the sports teams are governed by rules and as per the framework of SUC Sports department. The sports team is formed for each major sport. Each team must have a senior student who heads the team and takes the lead in organizing, executing and conducting sports events with the help of his team members.
Skyline University College has the following Sports Teams:

1. Football
2. Cricket
3. Table Tennis
4. Volleyball
5. Basketball
6. Throwball

I. Student Academic Clubs

i. The Finance Club

a. About the Club

The Finance Club in School of Business focuses on activities and events related to finance and financial management. It provides students opportunities to learn, network, and gain practical experience in the field of finance. The finance club plays a crucial role in enhancing students' understanding of finance, fostering connections in the industry, and providing opportunities for professional development. The club is a valuable resource for students pursuing careers in finance, investment banking, financial planning, and related fields.

b. Objectives of the Club

The club aims to become the key link between its members and the professional world. The club supports and prepares members to become professionals in the areas of finance through a wide range of career-oriented events and opportunities, including industry insights, training and interview preparation carried out by industry experts.

The main objectives of the club are,
1. To improve the practical knowledge of students through various activities.
2. To conduct events such as guest lectures, student competitions, finance games, simulations and visits to stock exchanges.
3. To support the learning process of students of courses related to Finance in discipline

c. Scope of the Club

Students having interest in finance can join the club and get opportunities to interact with people from across the industry. The club focusses of emerging trends in finance such as FinTech, Crypto currency, Trading, Merger and Acquisition, Asset Management and financial services etc. Club also provides member centric training opportunities such as financial modelling, mock-interview, panel discussions and company presentations, helping members to gain edge over the other students in job market. Club hosts a broad range of events on many different topics, where members can get in touch with alumni, students from other universities, and today's leaders.

ii. The Accounting Club

a. About the Club

The Accounting Club at School of Business is a student club dedicated to fostering interest and knowledge in accounting-related topics and providing opportunities for students to develop their accounting skills and connect with professionals in the field. It serves as a valuable resource for students pursuing careers in accounting, auditing, taxation, and related fields. It offers a supportive community for accounting enthusiasts, facilitates learning and skill development, and provides a bridge to the professional world by establishing connections with established professionals and firms in the industry.

b. Objectives of the Club

Following are the objectives of the accounting club

1. To become the key link between its members and the professional world.
2. To supports members to become professionals in the areas of accounting.
3. To conduct career-oriented events such as industry insights, training, and mock interviews, seminar, workshops by industry experts.

c. Scope of the Club

Students having interest in accounting can join the club and get opportunities to interact with people from across the industry. The club focusses on educational enrichment, professional development, networking, hands on learning, community engagement, accounting software proficiency, career exploration, mentorship programs, professional certifications and industry exposure etc. Club hosts a broad range of events on many different topics, where members can get in touch with alumni, students from other universities, and today's leaders.

iii. Marketing Club- "RIDA ALEUMALA"
a. About the Club

The Marketing club offers wide range of activities to inculcate marketing skills among club members. The club provides holistic picture of marketing from theoretical aspects, through marketing games, industry interaction, guest lectures, group discussions, sales management techniques, sales acumen to name a few. In this competitive world, the RIDA ALEUMALA Club intends to groom marketing students to become techno savvy industry ready and also to embrace the changing marketing dynamics.

b. Objectives of the Club

To sharpen and develop marketing skills through learning by doing.

1. To foster the acumen in the field of marketing.
2. To keep members updated about emerging trends in marketing.
3. To involve members to resolve marketing issues through creative marketing techniques.
4. To develop the practical knowledge of members through various activities such as guest lectures, student competitions, marketing games, and industry visits.

c. Scope of the Club

Club will be a platform for planning and implementation activities to exercise the understanding of marketing in practical aspects to advance their career. Moreover, these activities will equip the members to face the competitive world by organizing events and participating in inter and intra college activities. This student-centric club engages marketing students for inclusive development, fun filled approach and enriches the professional competency.

iv. Management Club
a. About the Club

The management club provides a platform to the members to connect professionals from corporate, public and Not-for-Profit organizations. The club organizes activities and events for enhancing management skills and competencies of the members in multiple domains

of management. Club also provides opportunities to the members to network and expose them for professional certifications.

b. **Objectives of the Club**

The Management Club operates with the following objectives:

1. To develop the practical knowledge and skills of management through various activities.
2. To conduct events such as guest lectures, student competitions, business games, and industry/plant visits etc.
3. To support the members for domain specific networking, professional membership and certifications.

c. **Scope of the Club**

All students of the school are welcome to this Club for developing their management skills and competencies. The scope of this club comprises of domains such as general management, public administration, operations management, innovation, entrepreneurship, economics, decision sciences, information systems etc. The club invites professionals, Alumni, entrepreneurs for sharing their knowledge and experience with club members. The club organizes industry/plant/government and non-government organizations visits, seminars, workshops etc. for club members to acquire managerial competencies.

v. **HR Club (Hayyakum Club)**

a. **About the Club:**

Hayyakum Club aims to develop students' educational, leadership and social skills in order to scaffold them to communicate effectively and participate in scholarly activities. It also provides the opportunity to practice valuable leadership and life skills.

Meaning of Hayyakum : The word Hayyakum is considered one of the most popular words in the Arab countries, which expresses a sincere welcome, especially for dear guests, and has been used since a long time.

This word can be used for HR Club as this discipline engages with people management and believes in welcoming people around the globe.

b. **Objectives of Hayyakum Club:**

1. To encourage students' participation in a variety of activities to improve their performance and develop their scientific and leadership skills.
2. To raise the spirit of cooperation among students and encourage them to take responsibility.
3. To provide support to new students by guiding and assisting them in their new academic life.
4. To conduct events focused on contemporary issues in Human Resources Management and Leadership.

c. **Scope of Hayyakum Club**

This club welcomes all students of the university to learn and participate in developing interpersonal communication and leadership skills. The club invites leaders and HR

managers and practitioners, Alumni, eminent personalities, entrepreneurs for sharing their knowledge and experience with club members. The club also organizes HR forums, CEO lecture series, seminars, workshops etc. for club members to acquire HR competencies.

vi. Coding Club

a. About the club

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, leadership and IT skills.

The Skyline University Coding Club provides participating students an opportunity to learn the basics of computer programming in a team setting. The club's main focus will be to inculcate a culture of programming in Skyline University using different programming platforms.

b. Objectives

The Primary objective of this club is to inculcate a culture of programming at SUC.

1. Providing students with a platform where they can discuss and share their ideas with fellow students.
2. Building a group of students who are strong in programming who could represent our university in programming competitions.

c. Why a Coding Club?

Programming is a very essential skill to possesses, especially in this day and age. This club will strive to help students start or advance their programming pathways. A coding club builds a network of programmers who can acquire and impart knowledge among each other. Moreover, the skills developed will help our IT students in their programming courses.

d. Functions of the coding club

1. To plan a yearly calendar of activities and inform the student community.
2. To conduct the planned activities
3. To review and provide feedback
4. To recommend appreciation for outstanding performance of the team members
5. To conduct pre and post activity meetings

e. Activities

Following are the activities associated with this club:

1. Offering programming boot camps open to all students.
2. Conducting competitive programming competitions within the university.
3. Participating in the competitions worldwide.
4. Conducting student seminars.
5. However, the club is not restricted to the above activities.

vii. SUC IEEE Student Chapter

a. About SUC IEEE student Chapter

Skyline University College (SUC) Student Chapter of Institute of Electrical and Electronics Engineers (IEEE) is a student organization, which helps them to learn theory, practical applications in the engineering field including the computer science and information technology specialization. IEEE main purpose is to promote innovation in technology, which will benefit the society in general.

b. **Objectives of the Student Chapter**
1. To provide platform for students to enhance their technical skills in the areas of computer science and information technology
2. To conduct workshop and technical awareness programs for students
3. To encourage project activity among students
4. To prepare students to present papers in the IEEE international conferences

viii. **Hult Club**
a. **Purpose of the Club**
The Hult Club at SUC is aimed at organizing an On-Campus competition under the name Hult Prize. This competition which is conducted annually challenges students to develop innovative solutions to address social and environmental challenges. The teams will work together to develop an innovative and scalable business idea. The event will feature a keynote speaker and a panel of expert judges from various industries, who will evaluate the teams' proposals and select the winning team. The winning team will advance to the next round of the competition and get a chance to compete for a $1 million prize to fund their social enterprise.

ix. **Skyline Entrepreneurship and Innovation Club (SEIC)**
a. **About the club**
Student's Skyline Entrepreneurship and Innovation Club is part of Skyline Entrepreneurship and innovation centre, which helps to promote innovation and entrepreneurial skills among the student community. It helps the students from generating ideas till preparing the business plan. It conducts regular training programs and guest lectures for the student community.

b. **Objectives of the club**
1. To provide a platform to generate innovate ideas
2. To Promote entrepreneurial skills among the students
3. To help students in preparing business plan
4. To conduct competitions, and training programs in the areas of innovation and entrepreneurship for students

J. **Student Committees**
The 4 student committees at SUC are as follows:

i. **Events Committee**

Events committee is responsible to coordinate and organize year round events in the SUC. Also, this Committee will be responsible to coordinate the Inter - University activities and competitions. Committee head will be elected by the committee members and the chairperson would be the Events Coordinator.

The Events Coordinator along with the committee head (student) will be responsible for:
1. Allocating staff and student for various events throughout the year.
2. To prepare the basic structure of all the events and communicate the same to the respective event heads.
3. Monitoring and participating in the regular meetings of the committee members for various events.
4. Assisting the event heads in the smooth flow of the events.
5. Coordinating for student participation in various Inter – University competitions.

ii.   News and Media Committee

The News and media committee is responsible for contributing to all photography of events and student activities. It also contributes to the Newsline Magazine.

The purpose of the News and Media club is to provide committee members with different opportunities for creative expression. The members of the committee will share their artistic skills with the school community through such projects as scenery work for university activities and banners/posters for various events. The committee presents students with an opportunity to practice their artistic abilities, express themselves though art, and contribute to the student life community.

The SUC publishes "Newsline" magazine once in a year. This publication involves contributions from students & faculty members and also highlights the year round activities. Students are permitted to work for the magazine for an academic year and re-appointment is subject to performance.

The committee shall comprise of:

1. Chairman (Faculty Member)
2. Students
3. English Faculty
4. Deputy Director-Administration
5. In-house IT department

The Newsline Committee shall be responsible for:
1. The publication of the Newsline.
2. For collecting and contributing articles (report on events / general)
3. Encourage students to contribute articles
4. Select and edit manuscripts
5. Plan the page layout
6. Proof read the draft copy
7. Circulate/distribute the final copy

iii.   Class Representative Committee

The Class Representatives Committee consists of one representative elected once in a year from each class. Elected Class Representatives thereafter elect the President and Vice-President of the Class Representative Committee. The Class Representatives Committee also consists of Heads of Departments and Head of Advisor/Mentor.

Responsibilities of Class Representatives:

1. To discuss student affairs, academic and academic support services related matters.
2. Are solely responsible for the representation of respective student affairs and programs.

iv.   Sports Committee

Sports Committee is responsible for coordinating various indoor and outdoor sports activities at Intra University and Inter-University level. The committee is headed by the Head – Sports Department. The duties are as follows:

1. Holding regular meetings with the committee members as and when required
2. Declaring list of award winning students of the scholarship.
3. Preparing a calendar of the meetings and send a copy to Deputy Director-Administration Department.
4. Monitoring timely communications with students and staff related to various events around the year.
5. Coordinating with the finance department for Financial requirements of the committee.

6q. Student Council.

Policy number	STSR_POLICY_04
Policy name	Student Council
Policy version	Version 3
Standards applicable	MOE Standard 6: Students
Policy owner	Student Services Department
Date of policy development	18 July 2019
Review date	18th July 2023
Date of recent modification	18th July 2023
Approved by	DASS

A. Introduction

SUC Student Council (SSC) is a student representative body, elected by the students of the university in order to conduct the business of student council in the best interest of the students within the university policy and procedure framework. SSC is involved in managing and coordinating with the student affairs department to execute academic and non-academic activities that promote student welfare and satisfaction of the student body and strive for their overall development during their learning journey. The purpose of the SSC is to foster a positive student culture and promote the general interest and welfare of students.

B. Objectives

i. To execute the functioning of SSC in a fair and democratic manner as per SSC manual.
ii. To serve the student body in enhancing their welfare.
iii. To promote an environment conducive to educational and personal development of students.
iv. To promote affinity towards the university, and foster professional culture and mutual respect among student fraternity.
v. Create a sense of ownership of the university and its activities amongst the student population
vi. To represent the student body and communicate the views of the students on matters of general concern that enhances knowledge, skills and competencies to the management of SUC.
vii. To table students' views on academic program needs and other facilities that are relevant, have currency in the market and enables them to find placements in the job market.
viii. To promote interaction with student councils of other universities.
ix. To promote student business ideas and to create awareness on campus about student-owned businesses, once reviewed by the Board.
x. To assist in organizing and promoting student clubs' and committee' activities in collaboration with the Student Services Department (SSD).

xi. To participate in curricular and co-curricular competitions and showcase their talents.

xii. To organize events that enhances the values, ethics; and network with peers, alumni and industry to become valuable citizens of the larger community.

C. Key Functions

i. To uphold the student body position in high esteem and execute the roles and responsibilities as specified in the manual of the student council, and upkeep the dignity of the position.

ii. To call for agenda from student body members and communicate the date of meetings well in advance.

iii. To conduct meetings of the student body as per the protocols on the pre-defined calendar dates, record the minutes of the meeting in a structured manner, communicate the proceedings/decisions and report to the student body and the student support service in charge.

iv. Planning activities, preparing budgets and seeking approval of budgets and activities for the academic year.

v. Communicate with the management on matters relating to students' views, concerns, suggestions and recommendations.

vi. Promoting formal communications within the university to keep the student body informed of activities through Student Council notice boards, emails, SUC social media platforms, SUC website, producing regular campus newsletters or any other means of communication that is easily accessible to students.

vii. Supporting the academic, socio-cultural development of students that fosters the development of overall personality and preparedness to meet the societal needs.

viii. Participating in the IE committees and contribute towards improving the services rendered to students for their benefit.

ix. Assisting in the induction and/or mentoring process for freshman students

x. Assisting the university clubs and committees and enabling clubs to execute as per the established calendar for the academic year.

xi. Promote the culture of a competitive environment by facilitating student participation in external and internal competitions.

D. Student Council Body
i. Formation of Student Council body

The student council body is formed through secret ballot election. In case of students not coming forward for submission of candidature, another notification will be sent and if no one comes forward, nomination of office bearers will be based on merit or selection by the SCAC.

The student body will be oriented on the process and procedure of forming the student council and the process of election, criteria for election, eligibility for different positions and the decorum to be maintained while conducting campaigns.

ii. Orientations on Student Council Purpose & Process of Election

a. Orientation on formation of student council
b. Orientation on electoral purpose
c. Orientation on electoral process

d. Orientation on the role and responsibility of the student council
e. Orientation on campaign focus
   1. Campaigns must focus on the welfare of students, development of activities, and participation and contribution to achieve SUC mission and vision.
   2. Campaigns can be done through meetings, speeches, posters and any other acceptable means of communications approved by the electoral committee.

The student council body comprises of the elected office bearers and other elected members of the committees, class & hostel representatives and any other approved members nominated by the VC.

a. President
b. Vice President
c. General Secretary
d. Council Treasurer
e. Public Relations Officer
f. President and Vice President of all active clubs and committees in the university – including class representatives from all batches.
g. International students representatives (if applicable)
h. Hostel students representatives (if applicable)

E. Process of Student Council Advisory Formation

i. Formation of the electoral committee
   a. 3 members should make up the committee- Events Coordinator, active student (nominated by SSD) & full time faculty (nominated by VC).
   b. Tenure for 1 academic year

F. Functions of Student Council Advisory Committee
ii. Meeting to define the process of student council formation
iii. Decide dates of submissions of applications, finalizing list of applicants, election dates and result publication
iv. Guiding student council in executing their functions
v. Resolve disputes amongst student council and various student bodies.
vi. Responsible for maintaining discipline and order amongst office bearers
vii. Receiving appeals from students, faculty members and other stakeholders on functioning of office bearers
viii. Investigating cases against members of student council, by the Disciplinary Committee (DAC)
ix. After the findings of the DAC, SCAC shall issue a letter of warning to student council members or expel/impeach them from the student council office (in a written format)

G. Criteria for Student Council Formation

To be a part of the student council member, one has to be an elected member for the respective position based on secret ballot.

To participate in the elections, the following criteria must be followed;

i.   Be an active student of SUC, having at least 1 academic year before graduation, and registered for the current semester.

ii. Minimum CGPA of 2.5 (undergraduate student) & 3.0 (graduate student). Incase upon election student does not qualify for the CGPA requirement; they will be on probation for a semester until they are able to attain it.

iii. Should have a clean record in academics, discipline matters and high standard of conduct without any legal issues.

Requirements for each designation:

a. President: Senior level (priority) and Junior students
b. Vice President: Junior Level and above
c. General Secretary: Sophomore and above
d. Council Treasurer: Sophomore and above
e. Public Relations Officer: Sophomore and above

To be elected for the student council the following procedures must be followed;

i.   Candidates intending to contest for each of the post must submit the application

ii.   The candidate must fulfill the eligibility criteria and submit a formal application expressing his/her intent in prescribed form request

iii. Submit all documents establishing his/her registration for the semester and academic standing within stipulated electoral deadlines.

iv.   All applications will be scrutinized for the eligibility, and only eligible candidates are declared to be in the race for elections

v.   After declaring the list of eligible candidates for the election, sufficient time will be awarded to decide to remain or withdraw from the race for elections.

vi.   If more than 1 candidate is eligible for the position then elections will be held on the due date to elect the candidates for the positions.

vii. For all the positions, all eligible student body of SUC will have the right to cast their votes upon showing their SUC Student ID (which will be verified based on the list of eligible students provided by the Administration department.

viii. 1 day of election will be held for each morning, evening and weekend students

ix.   There will be separate online voting sheets for morning, evening and weekend students

x.   Voting will be done online via student LMS portal.

xi.   Election will be held for each student council position.

xii. Students can only vote once – monitored by their unique student ID

xiii. The secret ballot votes are counted in front of the electoral candidates by the electoral committee

xiv. Once elected members have been announced, there can be no change unless deemed necessary by the Board

xv.   Candidate(s) with majority votes will be declared elected for the position.

xvi. In case of a tie, the finalization of the elected candidate will be decided on by a coin-toss in front of the student body, and the decision will be final.

xvii. In case of a dispute in counting, a re-counting will take place and the winning candidate will be decided on the second counting, and the decision will be final.

xviii. Upon election, members will hold office positions for a period of one year

H. Orientation to Elected Student Council

Orientation will be on the purpose, objectives, roles and responsibilities of the student council in furthering the vision and mission of SUC.

Orientation on abiding by the guidance from the Student Council Advisory committee.

Orientation on abiding by the SUC policy & procedures on integrity and an understanding of the electoral by-laws.

I. Student Council By-Laws

<u>Tenets:</u>

Student Council Advisory Committee (SCAC) members shall be responsible to abide by the university policy & procedures and refrain from politicization, or explicitly demonstrating affinity towards any political lobbying or engage student council or student body towards any ideology that contravenes the law of the land.

It should also promote integrity, ethical behavior, fairness and remain non-discriminant towards any class, creed, gender, race, religion, economic status, nationality and take oath to maintain the code of conduct.

<u>Defining the positions:</u>

1. President: Is the head of the student council body and is responsible for keeping the body united, and conduct the business of the council in a fair and rational manner without any biases to achieve the objectives of the student council.
2. Vice-president: is the second in command in authority and is responsible for conducting the business of student council on behalf of the president in his/her absence or as assigned.
3. General Secretary: the position is responsible for planning, organizing, conducting and recording minutes of meetings and communicating with other stakeholders. He/she is also responsible for conducting the business of student council on behalf of the president in his/her absence or as assigned.
4. Council treasurer: the position is responsible for managing the financial books of the student council, and responsible to report on financials on regular intervals to the student council body and the SCAC.
5. Public Relations Officer: the position is responsible for disclosing information to the media and other stakeholders on the activities of the student council.

J. Duties Of Student Council Members

i. President
 a. Addressing views and concerns of the student body and communicating the same with the Board.
 b. Propose new strategies for changes in the university
 c. Responsible for presiding over meetings of the council
 d. Prepare the agenda for each meeting along with the secretary
 e. Where a vote is held at a Council meeting, and the votes are divided equally, the Chairperson(president) generally has the casting vote

    f.   Review proposed activity plans by Clubs and Committees and present to the Board *(Annexure 1)* for approval

    g.   Serves as the primary contact between the student body and management.

    h.   Represents the student body on issues regarding all university academic and non-academic programs and events.

    i.   Shall be the representative and spokesperson of the student body.

    j.   Reports on SSC work to members and update the Vice Chancellor during or otherwise, the monthly meeting.

    k.   Holds full executive authority of the SSC and chairs meetings.

    l.   Monitor duty allocations and strengthen the spirit of partnership and teamwork between students, administration, faculty and staff members of the institution.

    m. Ensures complete Alumni registration and connects with the Alumni and coordinates all relationships and possible events for them.

    n.   Ensures all Academics related issues are tabled to the concerned bodies.

ii.   Vice President

    a.   Assisting the President in carrying out his/her duties

    b.   Assuming the role of the President if absent

    c.   Assisting core members in the day to day decisions and follow ups with clubs and committees

    d.   Implement deadlines and overview the activities on the consolidated calendar

    e.   Represents the SSC on on-campus committees in the absence of the President or when required. In addition, he/she will be in direct contact with students to solve their non-academic problems and raise them with the proper authorities.

    f.   Responsible for informing the President on the progress of council initiatives.

    g.   Ensure student feedbacks are taken and shared with relevant departments.

iii.   General Secretary

    a.   Prepare the agenda for each meeting along with the President

    b.   Circulate agenda to the council members in advance or at the start of the meeting

    c.   Include 'Any other agenda' during council meetings

    d.   Keep record/minutes of Council meetings and any decisions taken by the Council.

    e.   Maintain and manage the consolidated calendar of activities of clubs and committees

    f.   Maintain record of all Council meeting attendees

    g.   Maintain the archives of documents and paperwork regarding visits, inaugurations, activities, events, etc.

iv.   Council Treasurer

    a.   The Treasurer is responsible for managing the Student Council budget, and keeps a complete account of all expenditures.

    b.   Any payments made by the Treasurer should be countersigned or endorsed by another member of the Council or a faculty/staff designated for this purpose.

    c.   The council treasurer may advise and assist club & committees with their assigned annual budget

    d.   For proposed new club & committee activities, the budget will first be reviewed and amended, if required, by the Council Treasurer before it is presented to the President

    e.   Be responsible for collecting, managing, and distributing funds for and from the various events and activities organized by the SSC.

    v.   Public Relations Officer

        a. Responsibility for promoting good communications between the Council and the student body

        b. Responsible for informing the students about any Open Council meeting scheduled via portal, posters on campus, social media posts etc.

        c. Responsible for promotion of any Student Council events or activities along with the Media Committee

        d. Assist secretary in all internal communications regarding scheduled meetings, agendas and decisions made

        e. The Public Relations Officer shall be the primary contact between the SSC and all parties outside the University.

        f. He/she shall be responsible for dealing with all external parties with whom the SUC collaborates.

        g. The Public Relations Officer will ensure that transparency is maintained in communication with off campus entities and promote the institution's image.

K. Declaration of Election Results

The SCAC declares the elected body, and based on their submission of results, the VC approves the formation of the student council. Thereafter there is a communication on approved results to the student body via established SUC formal communication channels.

L. Induction of New Student Council Members

The SCAC and SSD will conduct the student council induction as follows;
a. Oath taking ceremony- administering oath by VC or any person assigned by the VC
b. Brief orientation on various roles and responsibilities
c. Handover of the student council manual

M. Conduct Of Meetings

a. Student council meetings will be held twice in a semester or as and when necessary
b. Council meetings open to the general student body will be held once a semester
c. The meetings will be led by the President and Vice President based on the agenda provided by the General Secretary
d. During meetings, any grievances, policies or infrastructure changes, that are not under the direct authority of the council, must be noted and shared with the Board
e. Council members will lead all events initiated by them or proposed by the student body

Policy number	STSR_POLICY_05
Policy name	Student Publications and Media
Policy version	Version 2
Standards applicable	MOE Standard 6: Students
Policy owner	Student Services Department
Date of policy development	18 July 2019
Review date	25th July 2023
Date of recent modification	17 August 2022
Approved by	DASS

A. Introduction

Students Publication Policy is aimed at developing the written communication skills among the students and inculcates the habit of writing articles, composing poetry, news items and exhibit artistic and photographic talents. The policy focuses on mobilizing and motivating students to Plan, Collect, Edit and Publish articles in internal and external publications.

B. Formation of the Committee

The formation of publication committee is by the approval of Vice Chancellor. The chair of the committee is nominated by DASS and approved by the Vice Chancellor and has tenure of two years. The chair of the committee initiates co-opting members of the publication committee. The internal publication committee is formed by registering students and electing the Editorial Board for the academic year. The committee comprises of faculty member as the chair of committee, English faculty member to provide guidance, Editor in Chief, Editors, Reporters, Proof Readers and Designers.

C. Functions of the Committee

i. To encourage and mobilize students to write original articles, composing poetry and news items for internal and external publications
ii. To Plan and design the structure of the internal publications
iii. To collect, edit and publish internal publications
iv. To maintain originality and ethical practices in publications
v. To generate funds for the internal publications
vi. To review and provide feedback about the quality of the publications

D. Process flow of the committee

i. Chair of Publication Committee invites the candidatures of students interested to be members of the publication committee
ii. The Editorial Board is elected
iii. The roles and responsibilities of Student Editors, Reporters, Proof Readers, Designer and other members are assigned by the Editor in Chief
iv. The planning, designing and structure of internal publication is prepared
v. Preparation of budgets
vi. Information is disseminated to student body, faculty members and other stakeholders to contribute the written/artistic piece of work to the editorial board
vii. Review the works for originality and quality of the works within the publication ethics
viii. Selecting, composing, designing and editing the works for the internal publication.
ix. Finalizing, Coordinating and executing the publications

x. Distributing the publication to the stakeholders

xi. Submitting the feedback and financial report on the publication activity.

Tenure and Authority

Table 3.9.1				
Responsibility to form the publication committee	Responsibility to inform and conduct election	Responsibility to publish and prepare budget	Responsibility to form, amend committees and approval of budget	Tenure of the student members
Vice Chancellor	Chair of publication committee	Publication Committee	Vice Chancellor	One academic year

6. s. Student Rights and Responsibilities

Policy number	STSR_POLICY_06
Policy name	Student Rights and Responsibilities
Policy version	Version 2
Standards applicable	MOE Standard
Policy owner	Student Services Department
Date of policy development	18 July 2019
Review date	25th July 2023
Date of recent modification	18 August 2022
Approved by	DASS

A. Student Rights

i. Students have the right to freedom of expression in the classroom. It is the responsibility of the faculty member to ensure that each student in the classroom is provided an atmosphere which is conducive to freedom of expression by encouraging discussion and permitting exception to the views he/ she has presented.

ii. Students have the right of expression in the classroom and the responsibility to learn from the course of study according to the standards of performance established by the faculty. Student behavior in the classroom should contribute to the learning process.

iii. Students will have the right of timely access to an assigned advisor, the right to receive pertinent and accurate information as needed for academic and career planning and the right to make their own decisions.

iv. Students of SUC who believe they have been subjected to any form of discrimination or have been denied access to services, have the right to file their grievance with the Student Services Department

v. Students have the right to appeal against marks or grades awarded which they are not satisfied.

vi. Students have the right to participate in extra-curricular and co-curricular activities depending on their skills and capabilities

B. Student Responsibilities

The student shall be responsible for conducting themselves as follows

i. Students shall conduct themselves with reasonable consideration for all other persons within the SUC.
ii. Students shall not indulge in any behavior likely to bring the SUC to disrepute.
iii. Students shall comply with any reasonable instruction issued by any member of staff of the SUC.
iv. No student will tender false or deliberately misleading information.
v. Male and female students are not allowed to move together or sit together in class rooms.
vi. A student shall not use, or incite others to use physical violence while in the SUC premises.
vii. A student shall not damage, threaten to damage or incite others to damage any equipment or property of the SUC while on premises.
viii. Students shall comply with the fee policy of the SUC.
ix. Students shall comply with all regulations pertaining to the use of library and other SUC facilities.
x. No student shall create excessive noise, write on walls, make rude remarks, and use abusive or unreasonable behavior in the SUC premises. Violators will be suitably punished.
xi. Malicious or willful damage to SUC property or the property of any student or member of staff will lead to severe disciplinary action.
xii. Students are supposed to switch-off smart devices and mobile phones in the classrooms and handover to the security before entering for examinations.
xiii. Students should adhere to the class timings as per the rules & regulations in force.
xiv. Smoking is prohibited in SUC as per the UAE Law. Any violation will lead to fines.
xv. Chewing of tobacco or any other form of betel etc. is prohibited. Anyone found to be violating this will be penalized.
xvi. Writing & drawing on desks is strictly prohibited. Any violation will lead to fines.
xvii. Eatables & drinks are allowed outside the SUC building or in the cafeteria only.
xviii. Students using bus should strictly comply with the rules and regulations of transport.
xix. Students shall not litter or throw rubbish. A littering fine as per fees applicable is imposed on violations.
xx. Students shall not remove, deface or damage the premises, equipment or property belonging to the SUC.
xxi. Students will be required to make good, in whole to the satisfaction of the Management of the SUC, any damage caused to the SUC property.
xxii. The SUC accepts no responsibility to any private property being lost or damaged in the SUC premises.
xxiii. Students bringing vehicles shall observe car-parking regulations in force as well as the speed within the college boundaries.
xxiv. Students are not allowed to bring their friends / outsiders (except parents) to the SUC. In case of emergency they may contact the Administration & Examination Department for approval.
xxv. Student must carry their SUC Identity Card when they are inside the campus.
xxvi. Playing cards in any form in the SUC campus is strictly prohibited

6. t. Student Counseling

Policy number	STSR_POLICY_07
Policy name	Student Counseling
Policy version	Version 2
Standards applicable	MOE Standard 6: Students
Policy owner	Student Services Department
Date of policy development	18 July 2019
Review date	25th July 2023
Date of recent modification	17 August 2022
Approved by	DASS

A. Introduction

Student Counseling Policy is aimed at comforting the students in the first month of joining the SUC by orientating them on various Academic and Academic Support Service aspects of SUC. The counseling continues throughout the tenure of the students in SUC on various dimensions of academic related issues, performance issues, career issues and graduation requirement. Student Counseling also helps students to take maximum benefit of facilities and services rendered by SUC as a student and as an Alumnus. The Academic Counseling at the Undergraduate level is carried out by the Academic Advisor, similarly Academic Counseling at the Graduate level is carried out by Academic Mentor.

B. Formation of Academic Advising /Mentoring Committee

The structure of student counseling is divided into Academic and Academic Support Services Counseling. The Academic Counseling is carried out by academic advisors/mentors (faculty members) appointed by the Dean of Respective Schools based on the closest expertise relevant to the student's major/concentration field of study. The coordination of Academic Advising/Mentoring activity is the responsibility of Academic Advising Committee headed by a chair who is also appointed by the Vice Chancellor. The Academic Support Services counseling is provided by the SSD.

C. Counseling for Academic Issues

The Academic Counseling Services carried out by Advisors/Mentors is aimed at assisting students to resolve their issues related to Academic Progression, Performance, Satisfactory Academic Progression (SAP), Graduation Requirements, Change of Majors/Concentration and any issues related to Academics. Also in case of any students with special needs, additional counseling is provided by the faculty and staff in addition to SSD. Academic Counseling is extended to assist students in reducing test/exam anxiety, improve study habits and help involve in active learning to attain academic goals. The Academic Counseling also involves allocation of additional time, personal and peer coaching within the working time frames of SUC. Academic advising calendar is followed to carry out counseling and orientation on a semester basis

D. Counseling for Academic Support Service Issues

Academic Support Service Counseling by SSD is aimed at informing the students about the sources and procedures of resolving student's issues relating to the academic support services. In case of Academic and academic support service issues are overlapping with each other the Advisors/Mentor will be consulted for resolving the issues.

E. Orientation

A detailed orientation is carried out in the first week as per the SUC policy. It also makes students aware of the availability of various learning resources, IT, sports facilities and other student

development activities. The counseling also aims at the student's awareness about various policies, procedures and the hierarchy of the authorities they can approach to smoothly resolve their issues.

The counseling continues at the sophomore, junior and senior levels. Counseling at sophomore level is aimed at orienting students about acceleration program, changes in fee payment structure, GPA requirements and the process of enrolling for the accelerated program. The counseling at senior level is aimed at meeting graduation requirements, career counseling including placement and pursuing higher studies, alumni relations, internship, dissertation, capstone course and the academic awards.

F. Confidentiality

All matters related to students' Counseling information are sensitive therefore all efforts will be taken to maintain confidentiality of the matters and the privacy of the student is maintained and protected. Information would be revealed only to concerned authorities involved in decision making in relation to that matter. In case of any external agency like Police, Court, Ministry Officials require this information may be provided on request and due consideration.

G. Tenure and Authority

Responsibility to form the Academic advising committee	Allocation of students to the advisors/Mentor	Counseling academic support services issues	Responsibility of carrying out academic advising /mentoring (providing feedback and report)	Responsibility to compile the overall academic advising/mentoring report with recommendation
Vice Chancellor	Registrar	SSD	Advisor/Mentor	Academic advising committee chair (DSA)

H. Counseling Process

Flow

Step 1 Checklist of different counseling's will be prepared by Admin

Step 2 Calendar is prepared by Admin taking care of the progress of the semester

Step 3 Data is accessible online or can be obtained from Administration when required

Step 4 All forms and letters should be signed by students and uploaded in their portal

The counseling process at Skyline University College includes addressing the student needs for academic and career development. SUC ensures to maintain confidentiality of the interactions with students and helps them resolve or cope with problems and developmental concerns.

I. Counseling to New Students

i. Provisional Admission Counseling

If students fail to provide all the admission related documents within the first two weeks of admission at Skyline then he/she is granted Provisional admission until they submit the complete documents as per the admission policy. Such students are counseled by Administration in order to encourage them to submit all the necessary documents and secure a confirmed seat for the course.

Counsel the new stduets about the importacnce of submitting all necessary documents for their scholarship as per what they have have signed in the underatking letter , inform them that if the doecuments or admission requirements are not met ; their scholaship will be cancelled .

(Refer Provisional Admission letter)

ii. **TOC Counseling**

SSD counsels students who joined SUC as Transfer of Credit from other university. These students are counseled on one to one base regarding the academic requirement, the SAP policy, graduation requirement and the learning resource facility. A complete graduation plan is also given to them based on the subjects approved by the Vice Chancellor after considering the TOC courses awarded from the previous university. The department counsels the student on the progress of courses at each level along with the prerequisite information. Later on, every year the academic progress of the student is monitored by Administration .

(Refer TOC application form)

J. Counseling to Continuing Students

i. **Provisional Admission Counseling**

If students fail to provide all the admission related documents within the first two weeks of admission at Skyline then he/she is granted Provisional admission until they submit the complete documents as per the admission policy. Such students are counseled by SSD in order to encourage them to submit all the necessary documents and secure a confirmed seat for the course.
(Refer Provisional Admission letter)

ii. **TOC Counseling**

SSD counsels students who joined SUC as Transfer of Credit from other university. These students are counseled on one to one base regarding the academic requirement, the SAP policy, graduation requirement and the learning resource facility. A complete graduation plan is also given to them based on the subjects approved by the Vice Chancellor after considering the TOC courses awarded from the previous university. The department counsels the student on the progress of courses at each level along with the prerequisite information. Later on, every year the academic progress of the student is monitored by Administration .

(TOC application form)

iii. **SAP Counseling**

SAP counseling is carried out to those students who have low satisfactory academic progress levels as per the qualitative and quantitative standards required under the SAP policy.

Satisfactory Academic Progress (SAP) is measured by way of qualitative progress (grade-point average) and quantitative progress (hours earned) as per the SAP poilicy. SAP is monitored during the Spring semester for all students with low CGPA.

SSD receives the list of students not meeting the SAP requirements from administration department at the end of each semester. Each student is called individually by the Student Counseling Coordinator and the impending situation is explained. Necessary improvement measures are pointed out to the student in order to increase his/her GPA.

iv. **Graduation Counseling**

Students are provided with graduation counseling around two semesters prior the graduation date.

Students are counseled for graduation on the following points-
1. Number of credits completed
2. Number of remaining subject in order to graduate.
3. Review of CGPA, GPA of Capstone course, GPA of Major course and any repeating courses or failure course.
4. PSDP is compulsory for students in their fourth year.

Note: If the student does not meet the above criteria then Administration counsels student further.

ReferStudent Exit interview form

v. **Withdrawal & Repeating Course Counseling**
During the first week of the semester only a student can withdraw the course without payment. It will not reflect in the transcript but if the students wishes to withdraw the course after one week of the commencment, then he/she will be charged for the course as per the policy and it will be reflected in the transcript as 'W' (Withdrawn) and the students will have to repeat the course next semester if it is offered.

Administration will review the graduation plan of the withdrawn/failed student on receiving the list from administration. This process is carried out each semester to help students reduce the financial and academic burden. SSD counsels the students who have failed or a student wanting to increase his/her CGPA to repeat the course. Students are allowed to repeat the course only twice during the program.

vi. **Accelerated Counseling**
Student may opt for accelerated program as per the policy of SUC. To take up an accelerated Program, students should maintain a GPA of 2.5 or above in the first three semesters with 45 credit hours. Accelerated program helps them in finishing a four year course in three years' time.

All the Freshman students are provided information on the accelerated Program at the time of their Admission. The Admission Kits issued by Administration also contains complete details of the accelerated Program.

After completion of two semesters, the SSD and advisor/mentor will once again call the students and inform them about the eligibility requirements for accelerated Program. On completion of three semester eligible students are informed to register for the acclerated Program. Students are counseled for taking the accelerated program after understanding the prepareness and capability of bearing the increase in financial obligation associated with accelerated Program.

Accelerated program form

vii. **Low Attendence Counseling**
Student with less than 50% attendance by the end 3rd week of are called to the SSD to discuss the reasons for their low attendance and the consequences for not maintaining the required attendance. They are made aware of the importance of regularity in attending classes and coordinate with advisor/mentors and class teachers to further counsel the student so as to cope up with the academic requirements. They will also be informed of not being allowed to attend the final examination and the cost and time impligation in completing the course.

viii. **Low CGPA Student Counseling**
The SSD receives the list of students having a low GPA from the Administration. The Students Services Department will call these students and counsel them to improve their GPA and if required a meeting is arranged with advisor/mentor and concerned faculty for additional counseling.

Students are also made aware of the fact that if they do not reach the benchmarks set for the course for that particular year then student will go through probation, final warning and suspension or is advised to repeat the entire course.

ix. Exam Absentees Counseling

List of students who miss the mid-term or final exams is forwarded by the Administration department to SSD at the end of the examination session on day to day basis. SSD calls these students and tries to understand and evaluate the reasons which caused them to remain absent during the exam.

In case a serious issue is prevalent, students are encouraged to fill the mitigation form and the process is explained.

x. Mitigation Counseling

SSD contacts the students who miss an examination and is called for mitigation counseling. The student is asked to submit necessary documents proving his/her reason to have missed the exam. The documents are forwarded to the adhoc Mitigation committee who decides the possibility of retaking the exam. The student is also made aware of the possibility of rejecting the mitigation appeal by the committee if the circumstances and the evidences of the proof not convincing.

Mitigation is applicable in case of
1. Accident
2. Death of immediate family
3. Hospitalization
4. Religious reason (Haj)
(Mitigating Circumstances Form)

xi. Resit Counseling

If the student fails in the Final examination, the student Counseling Coordinator calls and motivates the student to appear for a resit exam and explains the consequences in failing to do so.
(Resit application form from Admin Manual)

xii. Financial Outstanding Counseling

Finance department forwards to SSD a list of students with a financial outstanding before the start of the mid-term exam. SSD then counsels the students to pay their outsatnding fees before the examintation.

Students with outstanding fees of two months and above are encouraged to pay monthly fees in installments and the same applies for the final exam as well.

Students are encouraged and advised to discuss any financial issues with SSD so that necessary steps and measures can be taken. SSD makes such students aware of the various scholarship opportunities available at SUC to help them through their academic year.In order to support them further, their resume are forwarded to the Corporate Affairs Office to help them secure part time or full time jobs.

xiii. Postponement & Reactivation Counseling

SUC policy allows a Student to postpone his/her studies by one semester once in an academic year.
Postponements are allowed in the following cases-
1. Death in the family
2. Financial problems
3. Work pressure
4. Travelling out of country
5. Hospitalized

Students intending to postpone a semester have to approach the SSD who will handover them the postponement application form, ask them to meet their advisor/mentors and assist them in completing the application form.

The SSD will also followup with the students who have postponed a semester at the end of the semester and encourage to reactivate his program. They are given the reactivation form which is forwarded to Finance for the new fee structure applicable and then to the Administration depratment for the new graduation plan.

xiv. **Cancelation & Exit Interview Counseling**

When a student approaches the SSD for admission cancelation he/she is thoroughly counseled and the reasons behind cancelation is understood. Once he signs the cancelation form, SSD forwards the same to various other departments like Finance, Administration, Library and HR. Upon successful clearance from all the departments the students' admission is considered to be cancelled.

Exit interview is carried out where the student is asked to answer a questionnaire. The student is given full confidence of confidentiality of the information he/she supplies. The purpose of the exit interview is for departmental improvement.

xv. **Visa Student Counseling**

Students who have opted for university VISA are counseled by the SSD to complete the course within the stipulated time. Students on university VISA are continuously counseled throughout their academic period for low GPA, low attendance and date of graduation and VISA renewal.

The Human Resource Department sends the list of Visa students whose visa renewal is due to the Administration . The Administration issues a letter detailing out information on the Visa charges, documents and provide the application form to be filled up for completeing the renewal process. All the required documents along with the duly filled application form is forwarded by Administration to the finance department and later on to the HR department. A list of graduating Visa students is sent by the Administration department to the SSD, who will send them a letter informing about the cancellation of their visa post completion of their graduation.

xvi. **Hostel Student Counseling**

The Student Counseling Coordintor visits the Hostel students atleast thrice a year wherein they are encouraged to speak freely about the various issues they face. Purpose of the meeting is to relax the students and give them a homely feel. The suggestion and/or issues discussed by the students are noted down by the SSD, who then follows up on the requests made and issues described. The SSD is supported by Sports department for the counseling of hostel students.

Policy number	SPOR_POLICY_02
Policy name	Health Services
Policy version	Version 4
Standards applicable	MOE Standard 6: Students
Policy owner	Sports Department
Date of policy development	18 July 2019
Review date	27th March 2023
Date of recent modification	27th March 2023
Approved by	DASS

A. Introduction

SUC is committed to provide emergency health services to the students, employees and visitors whenever required. The Sports and Health Services Department regularly plan, monitor and support the health related needs of its stakeholders. It has a clinic and nurse to support the activities and services.

B. Facilities

   i. Clinic equipped with necessary equipment
   ii. Isolation room
   iii. Oxygen Cylinder
   iv. BMI scale

C. Services

   i. To have a MOU with a hospital/clinic for the medical support whenever required
   ii. To provide a clinic equipped with necessary equipment
   iii. To keep a medical file for each student
   iv. Approved number of qualified first-aiders
   v. To provide continuous health education program for the students and staff
   vi. To provide an environment that contributes to the cultural, social, moral, intellectual, and physical development of students

D. Health Services Policy

The Health Policy provides a framework for the management of any health related emergencies to SUC's stakeholders. While everyone is responsible for their own health, any unforeseen emergencies in terms of health need to be addressed to safeguard the life of each and every member of the staff, faculty and students when they are in the campus. This includes:

   i. Provide necessary guidelines and orientations to maintain good health
   ii. Regular health camps
   iii. Conduct BMI tests
   iv. Implement measures to prevent accidents and injuries
   v. Ensure adequate emergency arrangements are in place
   vi. Ensure consultation and communication on health matters is undertaken timely
   vii. Provide sufficient funds and resources to meet all stated objectives and to meet legal compliance requirements for health and safety

viii. Conduct regular inspections and audits of Departments, Services, and Sections to ensure compliance with health and safety requirements.

This Policy is readily available to all Faculty members, staff and students, through various media formats such as notice boards, induction, training and the SUC intranet site.

The Policy is reviewed annually to monitor its effectiveness and to ensure that it reflects changes in legislation or corporate requirements. Interim reviews will also be undertaken as appropriate. For all Health and Safety Policies, the custodian is the Head-Sports & Health Services Department of SUC

6. v. Academic Advising

Policy number	STSR_POLICY_08
Policy name	Academic Advising
Policy version	Version 2
Standards applicable	MOE Standard 6: Students
Policy owner	Student Services Department
Date of policy development	18 July 2019
Review date	25th July 2023
Date of recent modification	19 August 2022
Approved by	Resgistrar

A. **Introduction**

SUC has an effective academic advising scheme that has helped the academic performance of students in the past. The objective of academic advising is to help students achieve a higher degree of academic performance through the processes of planning and development of their study, growth, and a career that would lead to a prosperous future, while they are studying in SUC. A faculty member of SUC, who has the closest expertise relevant to the student's major field of study, is assigned to the group of students as 'Advisor '. Every student is assigned to an Advisor at the time of admission. The advisor provides the student with information about courses, accessing University facilities and academic support units, and guidance on how to perform better in their courses and programs of study.

The following are the goals of the Academic Advising:
  i. Monitoring the progress of the students continuously.
 ii. Implementing and communicating information about academic policies, procedures and graduation requirements.
iii. Assisting students in clarifying their academic goals and objectives.
 iv. Providing individual and/or group advising opportunities to assist students in achieving academic success.
  v. Making referrals and directing students to appropriate academic support units and resources.
 vi. Demonstrating a high level of professionalism and consistently maintaining confidentiality in advising/ counseling matters.

   a. **Student's Rights**
   Students will have the right of timely access to an assigned advisor, the right to receive pertinent and accurate information as needed for academic and career planning and the right to make their own decisions.

   b. **Student's Responsibilities**
   The following are the responsibilities of the students to make the scheme work effectively for their optimum benefit:

1. Make an effort to get to know their advisor.
2. Maintain an academic advising and career-planning file.
3. Know the degree requirements and other relevant academic policies and procedures.
4. Complete academic requirements in a timely manner.
5. Initiate timely career and academic inquiries and discussions with advisor.
6. Make regular progress in appointments and also meet advisor for assistance when questions or problems arise.
7. Prepare a list of questions or concerns prior to meeting with the advisor.
8. Be considerate to the advisor's schedule of advising appointments and arrive promptly.
9. Take responsibility of their decisions.
10. Provide regular feedback of Academic Advising scheme and the advisor.

c. Student Feedback
60% attendance is required for the feedback.

Flow
Step 1 Allocating Advisors by the Advisory committee
Step 2 Admin will allocate the advisees to different advisors and mentors.
Step 3 IT and Admin will make sure that the name of the advisor is reflected in the students' portal
Step 4 IT will ensure that the Advisory list for each advisor is uploaded in the advisor's advisory system
Step 5 The chair will send the details of different advisory meet
Step 6 SSD will ensure that All Advisors are keeping their advisory hours on their notice boards of their offices
Step 7 The chair will send the advisors all points he wants them to raise during the first/second Advisory meet and ask them to send their feedback
Step 8 Advisors will present the progress of their advisory to the Chair during MT exam week
Step 9 Final report and presentation will be submitted by advisors to the chair
Step 10 Taking the feedback from the IRQAOA department
Step 11 The feedbacks are discussed with Advisors / mentors during their annual evaluation meeting

B. New Students
i. Each undergraduate student is assigned a faculty who will act as their advisor and guide them regularly for their academic and career progression. Similarly, each graduate student is assigned a faculty member who acts as their mentor and guides them for their academic and career progression. These advisors or mentors provide proper orientation to all their advisees and the primary purpose of this orientation is to familiarize with them and inform them who their advisors / mentors are. During this session, they are also notified about their duties and responsibilities as advisee, importance of academic progression and academic quality assurance. All advisees have to update their personal details with the advisors / mentors to enable the ease of communication between the two and timely provision of advising services to them.

ii. The advisors or mentors inform their respective advisees on the various academic services like provision of Course syllabus including assessment tools, study material, grade improvement policies. Students are also informed on the usage of portal services for checking attendance, assessment marks, grades and for various other requests, making online requests and interacting with faculty to understand their progress in the course. Students are told that any issues faced by them on the above academic matters should be immediately addressed to the concerned advisors who will help in resolving them at the earliest.

iii.   At the same time they are made aware of the requirements of various academic support services units which include document submission to different department for completing the admission formalities, collection of rental books and timely return, payment of fees on schedule & late payment fees , Checking of statement of account, de-activation process adopted by various department, locker usage and timely return of key, use of sports facilities and participation in Co-curricular & Extra-curricular activities.

iv.   Students are informed about the procedure for appealing in case of any grievance with regards to grades, late submission, attendance, re-quizzes and portal activation.

C. Continuing Students

The advisors / mentors provided an orientation to the TOC students who start their Programs at the intermediate stage similar to the new Students. (Refer section II-A above). They are also oriented on the study material, Course delivery package, assessment and usage of portal services to access their attendance information, assessment marks, and grades and also to make various online requests. TOC students are encouraged to interact with the faculty for course progress by using their official id.

The information on the alumni club and its activities is provided to the **junior accelerated** and **senior students**.

The advisors focus on re-enforcing academic services / issues faced by the continuing students related to Course syllabus & Assessments, Grade Improvement, Online request, etc. They provide information on the requirements for Internship/Internship Project/Dissertation.

The advisors / mentors also focus on re-enforcing academic support services / issues faced by continuing students with regards to submission of relevant documents required by various departments. The advisors / mentors orient them on the requirements of accelerated program, graduation, Internship/Internship Project, Dissertation, Scholarship, Rewardship.

The advisors / mentors remind them about the collection of rental books and returning on time, timely payment of fees & late payment fees, checking of statement of account, de-activation process by various department, usage of locker and returning key on time, use of sports services and participation in Co-curricular & Extra-curricular activities.
Students are informed about the grievance and appeal procedures related to grades, late submission, attendance and re-quizzes and portal activation.

Policy number	ACAD_POLICY_08
Policy name	Student Academic Integrity and Plagiarism Policy
Policy version	Version 6
Standards applicable	MOE Standard 6: Students
Policy owner	Academics
Date of policy development	21 July 2019
Review date	16/01/2024
Date of recent modification	16/01/2024
Approved by	Dean-School of Business and Dean-School of Computing

A. Introduction

The main purpose of the Academic Integrity and Plagiarism Policy is to foster a culture of academic honesty and enrich institutional repositories with high-quality quality original and genuine work. It also aims to empower learners and researchers to write academic articles free of all kinds of plagiarism and unfair means and maintain academic integrity as per national/ international standards.

B. Plagiarism

Understanding Plagiarism:

A learner or researcher is expected to use available and existing work of other researchers or individuals or AGI (using generative artificial intelligence tools) only with proper attribution and acknowledgment, in the form of references and citations. Otherwise, it is considered plagiarism.

Examples:

i. Copying work produced by a person or generative AI tools.
ii. Using the words, images, source code, ideas, or any work created by someone else or generative AI tools without acknowledgment.
iii. Every source and tool used in a paper must be identified in the list of references.

Plagiarism is an adoption or incorporation of another's work/idea without proper attribution or citation of the source and associated references. Students may indulge in the act of plagiarism while completing their, Assignment(s), Case study(s), proposal(s), term paper(s), project(s), dissertation, thesis, or any other academic submission related to the course. The student must read, understand, and comply with the policy of academic integrity and plagiarism. In case of any clarification approach to concerned faculty member/academic supervisor/advisor.

Scope of Plagiarism:

In brief, the following acts will be covered under plagiarism.
i. Paraphrasing materials or ideas of others without identifying the sources.
ii. Using sources of information (published or unpublished) without identifying the source.
iii. Directly quoting the words of others without using quotation marks or indented format to identify them.

iv.   Verbatim quotation without proper referencing

v.   Cut and paste from any electronic/print media without proper referencing

vi.   Inaccurate citation

vii.   Auto-plagiarism- the author reuses significant portions of his or her previously published work without attribution.

viii.   Chat GPT or any other similar generative AI-based applications.

C. Academic Submission and Plagiarism Detection

SUC has integrated Turnitin Plagiarism Software, and Code Plagiarism Checker available and integrated into the Learning Management System, thus enabling the faculty members to identify possible instances of plagiarism and /or similarity detection. Following is general information and rules related to the submission of all academic work of the students:

i.   **Turnitin** (Plagiarism Detection Software): This is integrated into the student LMS, and students must upload their submissions on or before the deadline for evaluation. Students will be allowed to submit only once in the Turnitin (Plagiarism Detection Software) which is integrated into the students' LMS as per the details provided to them by the respective faculty members. There won't be any opportunity for resubmission. As such, students are expected to be sure from the very beginning that their work is original and free of all kinds of plagiarism.

ii.   In case of Lab Assessments involving software codes, **Code Plagiarism Checkers** such as Codequiry and or Staunch will be used by faculty members to check the similarity of source codes and their syntax.

iii.   Students must upload only their assessments (no playing with fonts, changes of spelling, usage of spinning software, inserting image files, etc.) to obtain similarity index reports.

iv.   Students will be required to make submissions only once and strictly before the submission deadline. Any submission afterward will not be accepted by the faculty members, and the student's submission will be deemed as non-submission.

D. Acceptable Academic Work and Applicable Penalty

Students are expected to follow the submission rules, instructions, and the timeline set by the respective faculty members. Non-compliance with the set rules and instructions would lead to penalties deemed appropriate for academic work. Students violating the guidelines related to the Plagiarism/similarity index will be subject to penalties, and faculty need to report the same in the Academic Management System so that the violation is logged and visible to other faculty members in students' academic profiles. A second violation of the set rules will be subject to investigation and further action by the Disciplinary Action Committee as specified in clause no. G and H.

Further, the process to achieve Zero tolerance including Artificial Intelligence (AI) and acceptable similarity index for plagiarism, is as follows:

i.   Submitted Assessments with plagiarism shall not be considered as acceptable submissions by the faculty member.

ii.   Any assessment prepared by using AI tools such as ChatGPT etc. is an academic misconduct and shall not be considered as an acceptable submission by the faculty member. Faculty will award zero marks to such assessments.

iii. Any submission of academic work with identified plagiarism or Similarity Index by Turnitin software or Code Plagiarism Checker will be awarded ZERO marks. However, to implement a zero-tolerance policy for Plagiarism, before final submission, the faculty would encourage:

1) Encourage students to paraphrase, re-write, and use their (student's) own words by themselves.

2) the student to acknowledge and attribute references and give citations while paraphrasing in one's own words.

3) Provide APA citations as applicable to text or image-generated AI tools used.

4) Identify the similarity of seminal words, definitions, 'coined terms' codes, and common terminologies that cannot be changed and classify and judge it as "similarity without any alternatives" using the Faculty's judgment.

E. Appeal for Plagiarism

Students who have any kind of valid grievances about their similarity issues or penalties can appeal for a revaluation/reconsideration to respective faculty members through their account in the Learning Management System, explaining the entire issue and seeking reprieve for the situation. The concerned faculty member will be responsible for looking into the issue ensuring fairness is maintained throughout, and if required may refer to the Disciplinary Action Committee (DAC) for further investigation and verification. The members of DAC can be referred to in the Disciplinary Action Policy. The decision of DAC will be final.

F. Other Academic Offenses

The following are other students' academic offenses recognized by SUC.

i. Presenting False Credentials

Students get the academic work done by an outsourced agency or individual and submitting as their work.

ii. 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 another person taking an exam in one's place.

iii. 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.

iv. Collusion

a. The work that has been done with others is submitted and passed off as solely the work of one person.

b. Working with others without permission from your faculty to produce work, which is then presented as your independent work.

v. Fabrication Of Data

a. The falsification of data, information, or <u>citations</u> 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 the research performed, including selective submission of results to exclude inconvenient data to generate bogus data.

vi. 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.

vii. 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 DAC. The DAC will investigate and decide on the action to be initiated against the student. The following is the normal flow of such a process.

G. Inquiry Case of Suspected "Other Academic Offenses" (As Mentioned Above)

i. When a student is suspected of other academic offenses, the respective Head/Program Chair/Dean arranges an initial investigation and may refer the case to DAC.

ii. The allegation is fully explained and the student is allowed to have his/her say to defend himself/herself to explain the Academic Offense.

iii. The DAC will submit its recommendation along with the minutes of investigation to the office of the respective Dean for implementation of the decision.

iv. Student may submit an appeal to the Vice Chancellor within a week. The decision of the Vice Chancellor will be binding to the student and cannot be further reviewed or challenged.

v. Students having a record of unfair means will not be included in the toppers or Dean's list.

vi. The report will be placed in the student file, logged in the Academic Management System, and will be communicated to the faculty and Academic Advisor.

H. Recommended Actions Based on DAC

i. In the case of a first offense, a strict warning is issued to the student against committing an offense.

ii. In case of a second offense in any component, all the assessments will be awarded zero an 'F' grade will be recorded in the transcript and the student will have to repeat the course.

iii. In case of a third offense, the student will be awarded 'F' Grade in all the courses of the current semester.

iv. In case of a fourth offense, the student will be dismissed from the University and Dismissal will be reflected in their transcript with no refund of any of the Fees Component.

v. Student will not be re-admitted, and no appeal will be accepted.

vi. All the details of the offense will be recorded in the Student File, and their Academic Profile.

I. Training For Students on Plagiarism

    i.   All the students will be provided an orientation session on academic integrity and plagiarism at the beginning of their first semester organized by the Students Services Department.

    ii.   The faculty members need to orient the students about the plagiarism policy and its consequences in the relevant assessment components.

J. Review of the Policy

The Plagiarism policy shall be reviewed every year or as and when deemed appropriate by the Deans.

6. x. Student Appeals

Policy number	STSR_POLICY_09
Policy name	STUDENT APPEALS
Policy version	Version 4
Standards applicable	MOE Standard 6: Students
Policy owner	Student Service Department
Date of policy development	18 July 2019
Review date	17th January 2024
Date of recent modification	17th January2024
Approved by	Registrar

A student can initiate an academic appeal process when he/she is dissatisfied with the marks assigned by the faculty / instructor in the continuous mode of assessment or final exam grades in any course/s.

A. Grounds of Appeal

The student may appeal **only** against the marks/grade awarded in a course under the following circumstances.

1. Material and significant administrative error has taken place.
2. Disagreement with marks or grade obtained in a course
3. Evident discrimination in assignment of grades as per rubrics

It is important for students to understand the allocation of marks/grades to each mode of assessment is based on the Assessment and grading policy.

B. Appeals related to Continuous assessment

1. In case of student concerns related to continuous assessment of individual tests or other assessed work that are components of the final grade in a particular course, the student must first approach the respective faculty member in a timely manner to address their concern.
2. If a resolution cannot be reached, the student may approach the Dean of the respective School who will review the relevant justifications / evidences presented by the student and may refer the matter to the Moderator for an informed decision.
3. The marks for any continuous mode of assessment can only be reviewed and finalized before conducting the final exam

C. Appeals related to Final exam

1. In case of student concerns related to the Final exam, he /she can initiate a formal appeal process by submitting the Grade Appeals form to the Administration department within 2 working days of the results publication.

2. The appeal form must highlight the grounds on which the appeal is being made. Documentary evidence, if available, must be enclosed to support the Student's appeal case
3. Student must pay the applicable Grade Appeals fee to the Finance department
4. Administration department will verify the duly filled form and required documents based on the grounds of appeal and forward it to the respective School
5. A Grade Appeals committee formed by the school shall review the appeal and take an appropriate decision
6. The decision of the Grade Appeals committee shall be final

D. Appeal hearing

A Grade Appeals committee is formed by the respective School constituting the following members:

a. Dean of respective school (Chair)*
b. Registrar
c. A faculty member other than the concerned faculty from the same discipline assigned by the Dean

* Deputy Vice Chancellor to replace the Dean in case the course under consideration is delivered by the Dean.

i. The committee shall review the Grade appeal form along with necessary documents and take an appropriate decision within three (3) working days of receiving the form from the respective School.
ii. The committee may request the views of the concerned faculty member.
iii. The Committee will communicate through the Chair its decision to the Administration department. Decisions of the appeal committee are deemed as final. Administration department shall implement the required actions and communicate the Committee's decision to the concerned student within two working days.

E. Plea for Consideration of Mitigating Circumstances for Final Examination (First Sit)
Refer Examination policy for details.

Grade Appeal Form
(applicable for Final exam only)

PART I (To be filled by Student)

Full Name:	Student ID:
E-mail:	Contact Number:
School:	Academic Year:	Semester:

Program Title: ☐ BSIT   ☐ BSCS   ☐ BBA   ☐ BBA in Accounting   ☐ MBA

Course Title:	Course Code:
Instructor's Name:	Final exam Grade Received:

I hereby submit my grade appeal along with the supporting documentation against.

☐   Material and significant administrative error has taken place
☐   Disagreement with marks or a grade obtained in a course
☐   Evident discrimination in assignment of grades as per rubrics

Documentary evidences included :

Signature of Student	***Date***

PART II (For Finance Department use)

Fee Paid:	Payment Receipt Number:	Date of Payment:
Signature of Receiver		***Date***

PART III (For Administration Department use)

☐ Grade Appeal form received in the Administration Department ☐ Relevant documents if applicable	Date of submitting the form to School:

PART IV (For School use only)

The following members of the grade appeal committee have reviewed the student's appeal along with the information and documents presented in this case.

1.	2.	3.
Committee's Decision	Appeal Granted YES ☐ NO ☐	If YES then provide the basis of Committee's Decision.

	Final exam marks	Student Grade	
Previous			
Revised			

1. *Chair's signature*	**2. *Signature of committee member***	**3. *Signature of committee member***

PART V (For Administration department use only)

Required Action (Please Tick)	Name	Signature and Date	
☐ Form received from School with Committee's decision			I certify that all required actions on the left have been processed in an appropriate and professional manner.
☐ No data entry or grade change is required			
☐ Revised final exam marks and grade have been entered in the System			
☐ Committee's decision has been notified to the student			
☐ This form with committee's decision and the attached documents have been placed in the student file.			_____ **(Name and Signature)** Date:

The instructions for using this form are given below.

Instructions:

1. Students must submit the Grade Appeal form only in case of concerns related to final exam grade within 2 working days of the results publication
2. They must fill the required details in Part I of this form and proceed to Finance department for payment of applicable fee.
3. Finance department will fill the required details in Part II and confirm the receipt of applicable Grade Appeal fee from the student.
4. Upon confirmation by Finance department, Student will submit the form to Administration department along with required documents.
5. Administration department will verify the duly filled form and required documents, fill up the details in Part III and forward it to the respective School
6. The Grade Appeals committee, formed by the respective school, shall review the appeal and take an appropriate decision within three (3) working days of receiving the form from the respective School. The Committee's decision is noted in Part IV.
7. The respective school will forward the form including the committee's decision to the Administration Department for further processing.
8. The Administration Department shall note down the required actions based on the committees' decision in Part V and communicate the information to concerned student within 2 working days of receiving the committee's decision.
9. Finally, the Registrar shall sign this form certifying that all required actions have been completed and the student has been informed about the outcome of the grade appeal.

6. y. Student Grievances

Policy number	STSR_POLICY_10
Policy name	Student Grievances
Policy version	Version 2
Standards applicable	MOE Standard 6: Students
Policy owner	Student Service Department
Date of policy development	18 July 2019
Review date	25th July 2023
Date of recent modification	15 August 2022
Approved by	DASS

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 other than student grades, 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 Registrar 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 VC by the Registrar, the decision of the VC will be final and binding for resolving the issue.

Step 7: Still the matter is not resolved the student may be allowed to take necessary steps to resolve within the SUC framework or UAE legal framework.

6. z. Alumni Relations

Policy number	STSR_POLICY_11
Policy name	Alumni Relations
Policy version	Version 3
Standards applicable	MOE Standard 6: Students
Policy owner	Student Services Department
Date of policy development	4 August 2019
Review date	25th July 2023
Date of recent modification	16 August 2022
Approved by	DASS

A. **Introduction of SUC Alumni Association**
   The official name of the alumni association is the Skyline University College Alumni Association, hereinafter called 'SUCAA'. SUCAA represents the graduates from both School of Business and School of Computing of the Skyline University College Campus.

   The Alumni Association was initially establish in year 2001 with the first Alumni meet. The efforts to increase the registrations to the association are revised from year to year. The Alumni Association provides a platform to SUC alumni for their active involvement in various events & projects.

B. **Alumni Office**
   The Alumni Office is located in the campus of Skyline University College. The purpose of the alumni office is to establish communication with SUC alumni, update alumni database, conduct professional development activities for alumni, organize events and develop the industry network. The Alumni Office strengthens the Alumni relations through various social, academic and cultural activities.

C. **Formation Of Alumni Council**

   The Alumni Council is formed through election of members every year. It comprises of following members:
   i. President (Alumni)
   ii. Vice President (Alumni)
   iii. Alumni Liaison Officer (Faculty or SUC representative)
   iv. Head of Student Committees
   v. Staff members of the University [Student Service Department, Corporate Affairs and Finance]

D. **Objectives of Alumni Council**
   The objectives of the Alumni council are as follows:
   i. To plan and conduct various events and activities for SUC Alumni
   ii. To coordinate with various departments for conducting alumni programs and activities
   iii. To share information about various SUC events with Alumni to attend/participate.
   iv. To make persistent and coordinated efforts to improve the Alumni relations
   v. To strengthen ties between the university and alumni
   vi. To encourage the Alumni to participate in various events such as alumni meet, workshops, seminars, etc.

vii. To encourage alumni and prospective graduates to participate in the self-development and professional development programs set up by the Alumni Affair and other departments

viii. To guide alumni and prospective graduates through the process of seeking job opportunities by providing them with various counseling services

ix. To serve the community

x. Help the department plan the programs and activities targeted at the Skyline Alumni

xi. Help the departments manage and implement the alumni programs and activities

xii. Provide advice to the department's director about alumni programs and activities

xiii. Represent Skyline alumni in all activities in which the department participates

E. Alumni Association Membership:

i. Eligibility:
Any Person who has graduated with a degree from Skyline University College shall be eligible to become Member of the Alumni.

ii. Membership Categories:
The membership of the Alumni shall consist of the following categories and qualifications:

a. **Member:**
Any SUC Alumni can become a Member of the Alumni Association. A Member shall have the right to vote in the election of the alumni. A member will also be included in all university events and activities, invited to alumni meets, training programs and special guest lectures.

b. **Fellow Member:**
Any SUC Alumni with 5 consecutive years of membership of the Alumni will be promoted to become Fellow Member. A fellow member has an all access card to facilities to the university, which include gym, library and recreation center.

c. **Honorary Member:**
A faculty member of SUC, shall be considered an Honorary Member automatically. Faculty member shall cease to be an Honorary Member if he/ she leaves SUC. The honorary members will not have the right to vote.

Any SUC alumni with 10 consecutive years of membership of the Alumni will be promoted to become an Honorary Member. An Honorary member has an all access card to facilities to the university, which include gym, library and recreation center. They would also be included to be a part of the governance and important decisions made related to the university.

F. Benefits of Alumni Association Membership:
SUC Alumni Association provides the following services to its Alumni Association members:

i. Access to SUC Alumni Portal for membership and career development

ii. Accessibility to Alumni database of the University for networking activities, lifelong learning, socializing and sharing information with fellow alumni

iii. Accessibility to Skyline University College Publications

iv. Opportunity to participate in the Alumni Ambassador Program

v. Sharing Alumni Testimonials on Social Media and Website of the University

vi. Participate in Alumni Referral Program for Master's Program

vii. Receive invites & passes to reunion parties.

Organize or participate in the social and cultural events and activities of the University

ix. Opportunity to participate in Short Certification - Reboot & Executive Development Program through CCL for Up skilling

x. Discounts or Scholarship benefits for Alumni who wish to further their educational qualification at SUC

xi. Receive Job Placement Through Alumni Network

xii. Mentoring from other Alumni for Startup Businesses and Career Growth Initiatives

xiii. Alumni Association members can also benefit from the placement services, career services, counseling services, etc.

xiv. Involvement in organizing participating & contribution to the University college academic activities including Professional Skill Development workshops & seminars, career workshops etc.

xv. Alumni Professional Learning and Experience Practical Insight through Corporate MOUs
Opportunity to obtain Professional Certifications Membership. Following are some of the Professional Certifications available to Alumni based on their field of study:
   a. Microsoft Programs & Courses
   b. EC Council Membership and Courses on Ethical hacking and Digital Marketing
   c. RED Hat Academy Certification
   d. CISCO Certification on Networking, Cyber Security and Innovation & Entrepreneurship
   e. IBM Certification on Block chain Technology
   f. Google Certification
   g. Robo for Robotics
   h. Machine Learning
   i. Big Data and DBMS from ORACLE Academy
   j. EUMMAS Academy membership for 1 Year and Professional Certification

G. Facilities and Services Offered to Alumni

i. Administration Services to Alumni

The Office of the Administration in the university provides a range of services to alumni, including providing transcripts, verification of enrollment/degree, and readmission to the University continuing education or additional degree pursuit.

ii. Access to Computer Lab

Over 200 computers are available in 4 computer laboratories with different configurations to match the requirements of the curriculum. All the computers have Internet accessibility. Assisted by a lab officer, Alumni gets access to use this facility with prior appointment.

iii. Classrooms

Graduates of Skyline University can utilize the Classroom resources if required for their organizational Training or Learning Departments to conduct any trainings in collaboration with Skyline University.

iv. Multi-Gym and Sports Grounds

The Sports department provides a well-equipped gym, which may be use by its Students Alumni, Staff and faculty. Students have to ensure they register their names with the Sports Department before they can use the well-equipped Gym facilities. Students can use this facility between 11.00 A.M. to 7 P.M from Sunday to Thursday wherein the days allocated to boys are Sunday, Tuesday and Thursday and for girls it is on Monday and Wednesday. Boys and girls are not allows to use the gym simultaneously. Skyline University also having Playing Grounds and that is also been available for Football and Cricket Matches for Alumni Association.

v. Multi-Purpose Hall

The Hall facility can be utilize for conducting Workshops for Alumni Association or even further facilitation can be done to their organizations if they require for any of their

vi. Student Common Room

The Sports Department provides a student common room in the University College where different indoor games, meeting rooms, a small café is available for both students and Alumni

H. Events and Activities for Alumni

Corporate Affairs Office organizes events for Alumni in coordination with SSD/ Administration Department round the year to strengthen and improve ties. Alumni can benefit from SUC in the following ways:

i. Alumni requests: Alumni can send their requests to Administration for any documentation; letters, transcripts etc. and the same would coordinate with the respective department/s to address the request.

ii. Placement Assistance: Corporate Affairs Office keeps the alumni informed of the upcoming job opportunities and takes measures to increase their placement chances. SUC does not guarantee job placements.

iii. Continuing Education: Administration sends regular information to alumni regarding various types of courses running in the college in order to keep the learning process alive.

iv. SUC events: Alumni are kept up-to-date about various SUC events to attend/participate.

I. Feedback from Alumni

Skyline University College collects feedback from the Alumni in the following areas:

i. Alumni feedback

ii. Graduate Destination Surveys (GDS) conducted by Ministry of Education (MOE) after one year of graduation

iii. Need Analysis surveys conducted among Alumni to gather opinion on the new proposed programs or concentrations

iv. Alumni Suggestion to the Management for their learning & Knowledge gain. Alumni have their representation in the Curriculum development and academic board where they actively submit proposal for their continuing learning.

Events feedback related to Alumni events

J. Feedback from the Employers of Alumni

i. Skyline University in collaboration with Alumni Committee also collect Employer Feedback on regular basis, which identify to determine the future Career development of the current and graduating students.

ii. Employers engagement also helps to determine the performance of our graduates in the respective Markets.

6.ab. Student Study Mode Policy

Policy number	ADMN_POLICY_11
Policy name	Student Study Mode Policy
Policy version	Version 2
Standards applicable	MOE Standard 3: Educational Programs
Policy owner	Administration
Date of policy development	28 April 2021
Review date	25th July 2023
Date of recent modification	23 August 2022
Approved by	Registrar

A. Introduction

This policy intends to classify the student mode of study between full-time and part-time and to be identified during the enrollment. This study mode will reflect in student transcript. Except to the extent that a contrary intention is expressed, this policy binds the SUC, staff, students and affiliates.

B. Credit Points and Student Workload

i. The full-time credit load for undergraduate student is between 12 to 18 credits per regular semester

ii. The full-time credit load for graduate students is between 9 to 12 credits per regular semester.

iii. Students undertaking less than 12 undergraduate or 9 graduate credits per regular semester will be considered as studying part-time.

iv. In Full time mode students can undertake less than 12 undergraduate or 9 graduate credits per regular semester in case student is in last semester and less no. of credits required for graduation.

v. Students cannot normally be allowed to undertake more than 6 credits in the summer term.

vi. Exceptions to these limits can only be made for a maximum of an additional 3 credits for students in their final graduation semester or term.

C. Policy and Procedure

i. Weekend program for undergraduate and graduate is considered as part-time.

ii. If a student's program of study is offered on either full-time or part-time basis, He/She cannot change his/her mode of study from full-time to part-time during his/her studies.

iii. If a student's program of study is offered on part-time basis, He/She cannot change major/concentration during the course of their studies.

iv. Maximum number of courses offered to the part time students will be 9 for undergraduate and 6 for graduate program

v. Part time mode will be reflected in the student transcript.

vi. All other policies will remain same.

D. Start Dates and Application Deadlines

The application process is the same regardless of whether you are applying for a full-time or part-time for undergraduate and graduate program (Refer SUC undergraduate and graduate requirement policy). There is, however, a difference in application deadlines for FT and PT program.

E. Undergraduate Admissions

The Undergraduate (BBA. BSIT and BSCS) Admissions policies and procedures support employees with admission processes. This is continually updated and includes latest advice and guidance from MOE.

F. Graduate Admissions

The Undergraduate (MBA) Admissions policies and procedures support employees with admission processes. This is continually updated and includes latest advice and guidance from MOE.

G. Mode Of Payment

Mode of payment and registration to semester will as per SUC policy.

6.ac. Policy on extremism, radicalization and terrorism

Policy number	ADMN_POLICY_13
Policy name	Policy on extremism, radicalization and terrorism
Policy version	Version 2

Standards applicable	MOE Inspection Directorate Standard 8: Student Provision
Policy owner	Administration
Date of policy development	26 December 2021
Review date	25th July 2023
Date of recent modification	26 August 2022
Approved by	Registrar

A. Introduction

SUC is very much conscious about safety and security of the students and its staff at all the times during their presence in the university campus. We strongly condemn any acts that may lead to terrorism in all its forms and commit ourselves toward defeating terrorism, extremism and radical ideas by any of its constituents be it students, staff or faculty. Any affiliations to organizations that fuel terrorism promoting or posting any kind of posts that are in non-compliance of UAE law of combatting terrorism, extremism are dealt severely, students or faculty are debarred or terminated with immediate effect, and police are informed.

B. Procedures to Ensure Safety and Security of Students and Employees in the Campus

In order to protect the students and staff, SUC provides round the clock security in the campus. Some of the acts of security followed at SUC are as follows:

i. Recording in and out of people, cars and vendors
ii. Visitors Identity cards are checked and retained till they exit
iii. Passes are issued to visitors entering the campus
iv. In case of any fights or brawls between individuals or groups security guards come into action and incidents are recorded
v. In case of further escalation university police are informed
vi. Posting or pasting of banners, thoughts, ideas and articles related to in the campus or any of the public disclosure sources of the university are prohibited and strict legal action will be initiated
vii. Faculty , students and staff are strictly prohibited from discussing political affiliations or such radical thoughts that may fuel extremism or terrorism are dealt seriously and police is informed about
viii. Books, journals or any reading or websites relating to such extreme thoughts are prohibited
ix. Websites and social media platforms are kept free from such posts by alumni or other stakeholders.
x. Faculty members are cautioned to refrain from deviating from the academics and not indulge in any form of fanning radical thoughts.

6.ad. Transportation Policy

Policy number	ADMN_POLICY_45
Policy name	Transportation Policy
Policy version	Version 1
Standards applicable	-
Policy owner	Administration
Date of policy development	17 November 2022

Review date	25th July 2023
Date of recent modification	17 November 2022
Approved by	DASS

i. Introduction
The Transportation policy has been established to facilitate the students and staff to commute from the place of residence to the University College and back to place of residence and ensures safe transportation for those travelling to and from SUC campus.

ii. Purpose
The purpose of this policy is to ensure the safety of students and staff while using SUC transport facility for daily commutation or for university organized events and activities located within UAE.

iii. Role of SUC in Providing the Transportation Facility
SUC has entered into a contract with Swiftline Transport Company to provide transportation to the students and employees availing transport services.

Swiftline is required to provide transportation on agreed terms stated in the contract between both the parties. The transportation provider must ensure the compliance to following road safety requirements:

i. Having well maintained licensed vehicles authorized to operate in UAE with a permit for providing transportation services

ii. Having well trained and experienced drivers with valid driving license, integrity and reasonable communication skills

iii. Vehicles equipped with basic health and safety equipment like first aid, fire extinguishers and digital surveillance systems

iv. Ensure buses are free of defects and meet, but are not limited to the following safety requirements:
   a. Seating capacity not exceeded
   b. Clean and hygienic
   c. Ventilated and air-conditioned
   d. Free from pests
   e. Working seat belts
   f. Emergency exit doors are free from defects and alarmed
   g. Maintenance records.

The services of the transport provider would be evaluated to continue, to refine terms and to discontinue the services based on the status of evaluation. Continuation will be considered upon satisfactory services.

iv. Transportation Services to Students

i. Rules for students using the transport facility
   a. Students who wish to avail transportation should fill up the registration form through possible means by providing the details of location of residence (if, possible landmarks near your location for easy identification) and phone contact number.

b. Based on the information available the transportation in charge prepares the route plan with time of pick up and drop. The drivers will communicate individual timings to the students where they will pick-up / drop off as required.

c. 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.

d. Students will be given the contact numbers of the drivers so that the student directly with the drivers can make co-ordination and further contacts.

e. Students should inform the Finance Department before the month ends if he/ she want to discontinue the facility.

ii. **Transportation fees and mode of payment:**

a. Transportation fees is not included in the tuition fees and students who required to use transportation need to pay by 28th of every month.

b. Transportation fees should be remitted to the Finance Department as per the deadline. Students who have paid the transportation fee will be eligible to use the services.

c. Transportation fee is charged for the entire month. Even if a student avails the facility from the midst of the month, the fee shall be charged for the entire month

d. In case of cancelling, the transportation facility in the midst of the month, the transportation fee paid for the month will not be refunded

e. In case of student changing the route in between the month, the differential amount will be charged for the whole month

f. After the due date if the students do not comply by paying their transport fees, the transport facilities will be discontinued for such students.

g. In the event the driver is not able to pick up / drop off, the eligible student, such student has the right to arrange his conveyance to SUC or home and will be reimbursed after the confirmation from the driver that the student was being not picked up or dropped.

h. The reimbursement shall be approved by the authority, provided he / she has paid the transport fees till that month.

i. The University 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 University.

j. Similarly, the buses will depart from the University at the stipulated time and the University will not be liable or held responsible for the same.

iii. **Roles and responsibilities of students using the transportation services**
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 Sports department and the designated staff will try to reach an amicable solution. Any unruly acts in the University 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.

a. For the pick-up, be ready and prepared for the bus at the time specified by the driver.

b. It is strictly not allowed for any student who is not registered in the bus to ride the bus. Registered students are not allowed to invite other students to ride the bus home with them in any circumstances

c. It is strictly not allowed for any student to ride a different bus from the bus he/she has been assigned. Students can only ride the bus in which they have been assigned.

d. It is strictly not allowed for any student to be dropped off or picked up from any other location other than the registered pick-up/drop-off location.

e. The student must maintain proper conduct throughout the ride, any reported misconduct will be investigated and the DAC committee will take appropriate action.

f. Food and drinks are strictly not allowed in the bus.

v. Transportation Services to Employees

SUC provides fully air-conditioned transportation free of cost to faculty and staff members staying within the Emirate of Sharjah. The transportation facility can be availed by the faculty members only for initial one year from the date of joining. Employees are picked and dropped from common pickup points to SUC as per their shift timings. Transportation service provided by SUC is additional support and is not the part of individual's package.

i. Rules for employees using the transport facility:

a. Employees willing to avail the transportation should fill the **"Transport Availing Form"** available with HRD by providing the details of location of residence (if, possible landmarks near your location for easy identification) and phone contact number.

b. Based on the information available, the transportation in charge prepares the route plan with time of pick up and drop. The drivers will communicate individual timings to the employees where they will pick-up / drop off as required.

c. Employees have to make sure that they report to the designated stops earlier than the timings given to them.

d. Employees will be given the contact numbers of the drivers so that they can directly coordinate with the drivers.

e. Reimbursement of any kind of transportation is not allowed unless it is preapproved by HRD.

f. Pickup and drop locations are decided by the driver and approved by the HRD after lot of consideration, keeping in mind convenience of most of the employees who are availing the official transportation. 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

g. Employee staying within SUC hostel are not eligible for any transportation services.

ii. Roles and responsibilities of employees using the transportation services

a. Employees should reach designated locations for the pick-up at the time specified by the bus driver.

b. Employee must maintain proper conduct throughout the ride, any reported misconduct will be investigated and appropriate action will be taken.

c. Employee are refrained from bringing food and drinks in the bus.

d. Employees must avoid changing the location of pick up and drop without prior approval

7. a. Health and Safety.

Policy number	HSEM_POLICY_01
Policy name	Health and Safety Policy
Policy version	Version 4
Standards applicable	MOE Standard 7a
Policy owner	Health Safety & Environment Management Committee
Date of policy development	18 July 2019
Review date	20th July 2023
Date of recent modification	26 December 2022
Approved by	DASS

A. Introduction

Under the UAE Health & Safety Code, we are committed to undertake proactive measures to maximize safety performance at SUC. This objective is in compliance with SUC's legal obligations. The Health and Safety Policy provides a framework for the management of health and safety throughout SUC's undertakings. It is a specific requirement that all Departments and Sections have clear allocation of responsibilities in place for managing health and safety, and detail their organizational arrangements and processes for identifying hazards, assessing and controlling risks, and ensuring compliance with the Policy.

B. Facilities

    i.   Fire Extinguishers
    ii.   Fire Alarms
    iii.   Emergency Exit Plans

C. Services

    i.   First-Aid facilities and Medical Room
    ii.   Multi-Gym
    iii.   Health Tips
    iv.   Mock drill
    v.   MOU with medical centers
    vi.   Implement measures to prevent accidents and injuries
    vii.   Provide information, instruction, training and supervision as appropriate
    viii.   Provide and maintain a safe working environment for employees and students, ensuring adequate facilities and welfare arrangements are in place
    ix.   Conduct regular inspections and audits of Departments, Services, and Sections to ensure compliance with health and safety requirements.

D. Head-Sports' Responsibility – HSE Committee

Head-Sports is responsible for the planning, development and implementation of SUC Health and Safety Management Policies.

Head-Sports fully accept that the effective management of health and safety is fundamental to enable SUC to minimize the impact of accidental loss during activities and will help 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 to ensure health and safety that will take precedence over all other operational activities. Wherever required, unsafe activities will be suspended until appropriate control actions are implemented.

To assist 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.

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 wherever necessary, additional support is provided through external consultants. We will ensure that enough number of competent personnel are appointed to assist the Management in meeting their responsibilities.

While it is a principle duty of all Managers/HODs 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.

Everyone must be responsible to refrain from activities that are dangerous or for which they have not received appropriate instructions, training or correct equipment in order to carry out the task safely..

E. **Health and Safety Policy**

The Health and Safety Policy provides a framework for the management of health and safety throughout SUC's undertakings. It is a specific requirement that all Departments and Sections have clear allocation of responsibilities in place for managing health and safety, and detail their organizational arrangements and processes for identifying hazards, assessing and controlling risks, and ensuring compliance with the Policy. This includes:

   i. Implement measures to prevent accidents and injuries
   ii. Conduct risk assessments and take appropriate action on findings
   iii. Provide and maintain safe 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.

This Policy is readily available to all Faculty members, staff and students, through various media formats such as notice boards, induction, training and the SUC intranet site.

The Policy is reviewed annually to monitor its effectiveness and to ensure that it reflects changes in legislation or corporate requirements. Interim reviews will also be undertaken as appropriate.

For all Health and Safety Policies, the custodian is the Head-Sports of SUC.

F. Safety in Classrooms and Labs

SUC classrooms and computer labs are well equipped with safety equipment and has proper exits so as to meet any eventuality. For example, if there is fire, regularly refilled fire extinguishers are available and faculty, staff and students are given regular training on handling fire incidents. In case of short circuit of electrical gadgets MCB trippers are installed and smoke detectors and sprinklers are installed.

Seating arrangements in the labs and classrooms are designed ergonomically to safe guard from the computer usage related health issues.

This Policy is 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 is reviewed annually to monitor its effectiveness and to ensure that it reflects changes in legislation or corporate requirements. Interim reviews will also be undertaken as appropriate.

i. Safety Do's and Don'ts

Do's	Don'ts
1. You should know the location of the fire extinguisher and the first aid box and how to use them in case of an emergency.	1. Do not eat or drink in the computer lab, avoid stepping on electrical wires or any other internet cables.
2. You should read and understand how to carry out an activity thoroughly before coming to the laboratory.	2. Do not open the CPU/Monitor/Keyboard particularly when the power is turned on.
3. You should report in case of fires or accidents to your faculty members / computer lab technician immediately.	3. Do not insert metal objects such as clips, pins and needles into the CPU/Monitor/Keyboard.
4. You should report any exposed electrical wires / internet cables or broken plugs to your faculty members / computer lab technician immediately.	4. Do not remove anything / touch the system / connect or disconnect any plug or electrical wire without faculty / technician's permission.

G. Evaluation of Health and Safety

i. Health and safety Policy is displayed in the Sports notice board and in the students & staff portals

ii. Emergency evacuation plan is displayed for the attention of staff & students

iii. Fire Exits, Fire Extinguishers, Fire Hose reels, Assembly points etc. are displayed

iv. These policies are adhered and orientations are given to staff & students at the start of each semester

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

   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.

H. Action Plan in the Event Of Fire

     i.   Raise the Alarm; by operating the fire alarm system

    ii.   Call Fire Brigade; follow procedure. (Call 997 from a mobile number)

   iii.   Fight the fire; if safe to do so, by using an appropriate fire extinguisher

   iv.   Evacuate; the building using the nearest available exit. DO NOT USE LIFTS

    v.   Proceed; to the designated assembly point

   vi.   Do not re-enter; until told it is safe to do so

I. Medical Emergency Management

     i.   Scene survey; Check if there is any danger. Make sure the scene is safe and if unsafe remove any danger if safe to do so

    ii.   Assess response; Treat the patient in the position found. Call ambulance if required. (Call 998 from a mobile number)

   iii.   Shout for help; and do a secondary survey if trained to do so

   iv.   Open Airway

    v.   Check breathing; if breathing is normal, manage life threatening conditions. If appropriate place patient in recovery position and call for an ambulance. (Call 998 from a mobile number)

   vi.   Summon help; Send or go for help. Ask for an AED. If alone call for ambulance first

   vii.   Give CPR if trained and; if required

  viii.   Continue CPR until help/ambulance comes or till the patient breath normally.

   ix.   Manage any other life threatening situations

7. b. Equipment and Software Replacement.

Policy number	COMP_POLICY_01
Policy name	Equipment and Software Replacement Policy
Policy version	Version 2
Standards applicable	MOE Standard 7: Health, Safety and Environment
Policy owner	Computing Department
Date of policy development	18 July 2019
Review date	20th July 2023
Date of recent modification	18 August 2022
Approved by	DVC

A. Equipment and Software Replacement Policy

The computing department Laptop, All-in-one PCS, (A10),Desktop Computer (PC), network, storage & other IT related asset equipment replacement and upgrade policy for SUC in order to utilize the benefits of next-generation office environments, simplify technical support issues, and increase SUC's ability to deploy new solutions to business problems.

Laptop & Desktop computers, by their nature are relatively inexpensive computing devices that have a limited life compared to other office equipment. The rule of thumb for obsolescence of laptop/ desktop computers is 3-4 years. However, changing business practices, new technology and new software applications can impose increased demands on computing power that can force a more

frequent replacement cycle for staff / student affected by the changing business practices or those using the new technology or software.

Guidelines & procedures are required to maintain a replacement cycle of personal computer equipment within the useful and expected lifetime of the equipment, while preventing a proliferation of aging, obsolete, out-of-warranty, unsupported, and incompatible systems.

i) Upgrading is expensive because, more often than not, multiple system components must be upgraded in order to achieve the intended performance improvement.
ii) The purchase price of the various hardware components needed to accomplish an upgrade will exceed the purchase price of a new computer.
iii) The cost of labor to install an upgrade to existing hardware will far exceed the cost of labor to install a new PC.
iv) Upgraded PCs have uncertain maintenance profiles and support costs.
v) There is no increase in residual value of upgraded PCs.
vi) Upgrading PCs tend to increase the overall complexity in the installed hardware base.

The following is a general guideline for replacing Laptop/PCs & IT assets. All departments should consult with computing department for assistance in determining their specific replacement needs. Replacement schedules vary according to ageing policy.

The ageing table facilitates the department in taking decision regarding replacement of old stock and purchase of new stock. Expired or damaged stocks are listed for discarding from the stocks after due approval from the finance department after proper audit is carried out. On approval, the list of discarded items are forwarded to CRDC and Vice Chancellor for their approval. Technology equipment often contains parts, which cannot simply be thrown away. Proper disposal of equipment is both environmentally responsible and often required by law. In addition, hard drives, USB drives, Tonner, Cartridge, speaker, mice, keyboards, printers, scanners, backup tapes, PC, Monitor and any computer/technology equipment or peripheral devices. Therefore, IT department calls disposal item collection agency such as (Beea'h) to collect from University campus.

7. c. Data Security.

Policy number	COMP_POLICY_02
Policy name	Data Security
Policy version	Version 3
Standards applicable	MOE Standard 7: Health, Safety and Environment
Policy owner	Computing Department
Date of policy development	18 July 2019
Review date	20th July 2023
Date of recent modification	11 April 2022
Approved by	DVC

Data Security policy guidelines of SUC are aimed at maintaining security of information regarding its Students, Faculty and Staff. It also provides guidelines on the security of institutional data relating to its policy, procedures and operations. This policy outlines the responsibility of authority of data generation, recording, and modification, accessing, publishing and discarding the data. The policy guideline envisages appropriate procedures for the Protection of Confidentiality, Availability, Privacy, and Integrity of information at SUC. The policy also includes physical security of equipment's where information is

processed and stored, sources of maintaining the regular backup to avoid loss of data due to intentional, accidental, or natural causes that may affect the normal functioning of the institution.

A. Responsibility of Maintaining Data Security

Responsibility of maintaining security of data related to the institution and its stakeholders primarily rests with the Vice Chancellor. The authority to give access to data is with the Vice Chancellor. The Vice Chancellor authorizes the respective Department Heads and the staff involved in operations to have access to the data for the day to day Planning, Executing, Evaluating and reporting the operations.

The custody of data is with the Head of the Department relating to their department and the authority to share the information with the other operational department is limited to the extent of meeting the institutional requirement. This information can be transferred through electronic, verbal or documentary forms.

Certain critical data recording, maintenance, modification requires approval from the Vice Chancellor.

B. Accessibility to the Data

Data type	Authority to Maintain data	Authority to access	Authority to approve to access data
Students			
Administrative records	Administration & Examination	1.Vice Chancellor 2. Program Coordinator 3. DASS 4.DIRQAOA 5. Deputy Director – Administration and staff of Administration	Vice Chancellor
Academic records	Administration	1. Vice Chancellor 2. DSOB, DSOC 3. Registrar 4. Deputy Director – Administration and staff of Administration	Vice Chancellor
Financial records	Finance and Administration	1.The Vice Chancellor 2. Deputy Director – Administration and staff of Administration 3. Deputy Director of Finance and Finance department staff	Vice Chancellor
Faculty and Staff	Human Resources Department	1. Vice Chancellor 2. Registrar 3 HR In charge 4. HR department staff	Vice Chancellor
Operational data	Head of Concerned department	1. Vice Chancellor 2. DSOB, DSOC 3. Head of Concerned department 4. Staff of concerned department	Vice Chancellor

Institutional level data	IRQAOA department	1. Vice Chancellor 2. DSOB, DSOC 3. IRQAOA department staff	Vice Chancellor

Note: The above data can be accessed by BOT, MOE officials & their representatives and law enforcing officials upon the permission of Vice Chancellor. Authority to amend data security policy rests with VC.

C. Method of Keeping and Destroying Records

Documents such a graduation requirement records, transcripts and degree certificates related to students are kept in fire-proof cabinets with proper locking system for a period of four years after the student graduates from the SUC thereafter, the hard copies are destroyed after scanning the copies which will be retained as electronic copies for at least a period of 50 years. All documents that need to be destroyed are put through paper shredder.

D. Off-Site Continuous Backup of Electronic Database

All student records including the student directory, course information, attendance, assessment records, transcripts and degree certificates are kept in electronic format in a centralized manner. The accessibility of these records is limited to SUC's administrative staff with an access password. SUC has an off-site continuous electronic backup for all student records. An automatic back-up of these records shall be taken on a daily basis which is stored in the Cloud Server / Off-Site Server. These records will be kept for a period of 50 years

7. d. Appropriate use of technology resources.

Policy number	COMP_POLICY_03
Policy name	Appropriate Use of Technology Resources
Policy version	Version 3
Standards applicable	MOE Standard 7: Health, Safety and Environment
Policy owner	Computing Department
Date of policy development	18 July 2019
Review date	20th July 2023
Date of recent modification	9 August 2022
Approved by	DVC

The Computing Department provides information technology resources at SUC to the students such as portal services and email services. SUC student can use their personal devices like Laptop, iPad, iPhone, Kindle etc. in the SUC campus as per following guide lines.

1. The SUC will provide assistance to on-campus students connecting personal computers to the SUC campus network.
2. The SUC will not install operating systems or application software on student systems other than that required to gain access to SUC's networks.
3. SUC does not take the responsibility of repairing any student-owned equipment, software, or operating system files.

4. Students are responsible for keeping personal computers virus-free. Students who are knowingly or unknowingly propagating viruses on the SUC network will be disconnected from the network.
5. Student should not use the external storage media such as USB/CD/DVD/Pen Drive etc. on the SUC network without the approval of concerned faculty member, staff or Computing Department.
6. Student should not use SUC printing resources from their personal devices such Laptop, iPhone, iPad, Blackberry etc. without approval of Computing Department.

A. Guideline on SUC Network Usage with Student Owned Devices

i. Acceptable Devices
Students may access the student wireless network with any device with Wi-Fi (802.11 b/g) connectivity. Students may only access the network with devices that are their own personal property.

ii. Content Filtered
Access through Cyberoam (as per SUC's Internet Access Policy) to the Internet will be provided for student owned devices.

iii. Personal Responsibility
The SUC assumes no responsibility for the loss of, theft of or damage to any personal devices that a student connects to the student wireless network through Wi-Fi, wired or any information on that devices.

iv. Security
Students shall not impair the security of the SUC network. This expectation includes but is not limited to:
1. Students are expected to maintain up to date antivirus and antispyware protection on all devices that are connected to the SUC student wireless network. Devices without up to date security programs may be denied access to the network of SUC.
2. Students are expected to safeguard all network passwords. Students should not share network passwords with others and should change passwords every fortnightly. Students are expected to notify to Computing Department immediately if they believe their student account has been compromised.
3. Students are expected to log onto the student wireless network only with their account and not to allow others to use their account.

v. Inappropriate Use
The SUC network is a shared network where all users are obliged to use the resource responsibly. Students are provided access to the SUC student wireless network through their personal devices primarily for educational purposes only. Incidental personal use of the network is acceptable, but students should not use the network for personal activities that consume significant network bandwidth or for activities that violate SUC policy or UAE law. These include but are not limited to:
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.

vi. No Expectation of Privacy

The SUC can and does monitor internet access and activity on the SUC's network, including but not limited to sites visited, content viewed and email sent and received. The SUC may examine a student's personal device and search its contents if there is a reason to believe that SUC policies, regulations, or guidelines regarding access to the network or use of the device have been violated.

vii. Disruptive Activity

Students should not intentionally interfere with the performance of the student wireless network and the SUC's overall network.

viii. Unauthorized Networks

Students may not create unauthorized wireless networks to access SUC's student wireless network. This includes establishing wireless access points, wireless routers and open networks on personal devices.

Unauthorized copying computer program(s) from the SUC Computer System is prohibited.

ix. Consequences of Inappropriate Use

Students who misuse SUC's student wireless network will be subject to discipline which may include loss of access to student wireless or all internet access and/or other appropriate disciplinary or legal action in accordance with the SUC Policy.

B. SUC Issued SIM Cards Policy

i. Introduction

The purpose of this policy is to facilitate the marketing, PRO, Corporate Affairs, Finance, CCL & IT staff (eligible upon approved of management) in their jobs by increasing communication within the organization and especially amongst each other and to prevent them from the hassle of purchasing SIM Cards/Hand Sets.

ii. Objective

This policy has been introduced to:
a. Clearly define who is entitled to a mobile line (SIM card) issued and how the costs of purchasing the asset plus ancillary equipment, and the rental and call costs will be met;
b. streamline statement administration and payment, and the reimbursement of the costs of business calls;

iii. Scope

This policy covers the usage of a mobile phone by permanent Skyline University College staff (eligible upon approved of management) where the regular use of a mobile phone is necessary or useful to meet the requirements of the job.

iv. Responsibility

The preparation of this policy, procedure, forms, letters, and its revision along with justification & obtaining approval from the Management and its implementation and monitoring is the responsibility of Finance Department.

v. Rules

The University College will provide the official SIM to all entitled employees of Marketing, PRO, Corporate Affairs, Finance, CCL & IT staff (eligible upon approved of management) after they have signed an Agreement. This SIM card must be returned upon transfer / discontinuation of the services with the University College.

This facility is provided for official purpose. Monthly Billing Statement would be received at the Finance Department. Any bill exceeding the entitled limit would be debited from the respective monthly salary of the concerned employee.

vi. Mobile Call Limits

SUC shall provide allowances to specific employees for making business calls based on their departmental requirement ranging from Dhs. 30 to Dhs. 300 (As per individual agreement). The business call expenses are exclusive of international incoming roaming calls, international outgoing calls and international data and sending international SMS. In case the call expenses exceed beyond this range, the staff has to bear the excess amount. The staff may either pay this amount in cash to Finance department before 20th of every month or Finance shall deduct the excess amount from his/ her salary. We hope that this would not only improve the coordination and communication amongst the team members, but also would result in better organizational management.

a. Apart from the above, any additional bill/invoice in a particular month which exceeds the threshold level of individual agreement with employee will pay the amount in cash to the Finance Department before 20th of every month or Finance Department may deduct the amount from their monthly salary.

b. For any international calls for the purpose of marketing activities, the employee will use through their mobile phone only.

c. The local and international call, SMS and data package from the SUC provided mobile line will be utilized for official purposes.

d. Any billed amount exceeding the provided plan will be payable by the individual users.

e. Any staff traveling on international assignment will not be paid any additional per diems for calls and if the University College or vice versa wishes to get in touch on emergency will be done through this line.

f. The safeguard use of handset and SIM issued is responsibility of the individual. Report any damage or loss will be paid or shouldered by the individual.

g. In case of loss of SIM card, the employee must inform the University College as soon as possible to avoid any misuse of the SIM and will be replaced SIM card or pay the amount as per actual to replace the lost SIM card.

h. I acknowledge that I have read and understood the terms and conditions of this agreement and further agree to abide by all the terms and conditions set forth herein.

(Signature of the User)   Finance Department / Signature & Stamp

Details of the asset are given below:

vii. **Delivery Note**
Description of the SIM Card: ---, Mobile No ---, Serial No ---
I have received the above stated items and I am satisfied with their working condition.
Issued by/ Name   **Issued to / Name**
Signature / Date   **Signature / Date**

C. **Laptop / Desktop Usage Policy**

All the employee of SUC agrees to the following conditions for using the laptop provided by the university college:

1. SUC provides Laptop / Desktop to all the staff of SUC Campus office & International office.
2. I will only use the laptop for University-related, educational purposes. I will not install and/or download any unauthorized software and/or applications.
3. I will use the laptop on the Skyline university Server only in the University Campus.
4. I will abide by the University's Acceptable Computer Use Policy (see attached).
5. I will notify the LSS (Computing Dept.) immediately if I experience any problems with the laptop.
6. Whenever I will go for annual vacation, I will submit the Laptop / Desktop to the IT Department for maintenance / upgrade / services.
7. When I return the laptop, I will power on the laptop in front of a staff member in order to ensure that the laptop is in working condition. Failure of laptop to power on at the time of return will result in a call to the Help Desk. Check-in will be suspended and/or a note will be added to my file until the problem is identified and resolved.
8. We are highly recommending to the all the employee not to store or Saving personal data and if they are storing or saving personal data SUC IT Department has no liability if the Hard Disk damaged. It is user's responsibility to take care of their personal data.
9. I accept any and all responsibility for the laptop computer, power cord, and network card between the time I accept possession and the time I return the same. I understand that failure to comply will result in loss of privileges and/or other sanctions it may even result in withdrawal of service provided.
10. If loss or damage to equipment occurs, I agree to pay any repair and/or replacement costs, which are incurred. NOTE: The Computing Dept. is responsible for determining market value and/or damages, and for the collection of costs, if necessary. (if any internal / external damage employee will pay for the actual cost.
11. I will save all work on my D-drive. Any work saved on the laptop other than D-Drive will be deleted once the laptop is returned. If you save in C-Drive LSS is not responsible for loosing data.
12. I understand that I am solely responsible for the security of laptop while it is checked out to me and I will not leave it unattended at any time.

13. I will, along with a staff member, inspect the laptop for any visible damage(s) and make note of any problems such as the examples listed below: Keyboard, Power Cord, Screen, USB Drive, Mouse & Other.
14. The laptop issued is a Skyline University College property the same can be requested for use for other purposes without causing any hindrance in any individual works.
15. Laptop should be used for only official purposes as it will contain official data. The laptop can be carried home over weekend or holidays.
16. Computer access is provided only for activities that support education, research, administrative processes, and other University-sanctioned pursuits. All internet activities must be consistent with this purpose.
17. All current faculty, staff, and students may access Skyline University College's computer systems by obtaining proper University authorization. When a staff/Faculty is no longer registered that individual's account will be deleted from the system. Users are expected to refrain from deliberately performing acts that will impair the operation of any facet of the computing resources of the University or the resources of any recipient of the information. Such acts include permeating computer viruses, sending excessively large mailings, large print jobs, batch programs, and "junk mail" including chain letters.

i. **Violations include but are not limited to:**
   a. Commercial activities for personal gain.
   b. Knowingly creating, displaying or transmitting threatening, racist, sexist, obscene or harassing language and/or materials, including electronic mail (email)
   c. Games
   d. Copyright and licensing violations,
   e. Violation of personal privacy,
   f. Disclosing/sharing one's access code/password,
   g. Vandalism and mischief that incapacitates compromises or destroys University resources and/or violates federal and/or provincial laws.
   h. Procedures for dealing with violations: Violations of this policy are subject to policy-defined disciplinary action as decided by the committee. Policy review: This policy will be reviewed annually to account for changes in technology and University planning.

D. Archiving of Photograph & Video Policy

The SUC photograph and video resource will be safeguarded / protected. As an institutional asset, photograph and video resource will be protected from deliberate, unintentional, or unauthorized alteration, destruction and/or inappropriate disclosure or use in accordance with established institutional policies and practices.

The SUC photograph and video resource will be shared based on institutional policies, are not owned by a particular individual, unit, department, or system of the University. The photograph and video resource will be made accessible to all authorized users and systems.

The SUC photograph and video resource will be managed as an institutional resource. Photograph and video resource organization and structure will be planned on functional and institutional levels. Photograph and video resource usage and photograph and video resource sources will be managed through centralized server.

E. Gaining Remote Access or Using Third Party Software

Remote access involves setting up a VPN (Virtual Private Network) connection between the remote PC/Laptop using Dell SonicWall (SRA 4600) VPN client software and a special gateway router that allows access to the university network over the internet. This remote access requires a high-speed connection to the internet via an ISP. Access is granted to users by login, using an account name and password combination. when actively connected to the SUC network, all the traffic to and from the remote attached PC/Laptop is through the VPN secure tunnel, excluding internet browsing so users will not above to access internet browsing such as checking mails, searching in google & other activities.

SUC provides remote access so that authorized personnel have access to SUC network services from outside the campus. Remote access is strictly controlled and made available only to Administrators (Head-Computing department), IT Staff, and faculty & authorized personnel with a defined official work needs, at the discretion of the Vice Chancellor's approval.

Any other employee wants to access the system remotely has to take the written approval from Vice Chancellor's office. All the employees are responsible for adhering to all of IT policies and procedures, not engaging in illegal activities, and not using remote access for interests other than those for SUC. It is the remote access user's responsibility to ensure that the remote worksite meets security & configuration standards. This includes configuration of personal PC/Laptop, routers and Wi-Fi-networks.

i. Rules and Regulations of VPN Access

    a. VPN access is provided through the IT Dept. no other department may implement VPN services.

    b. Only the VPN client software (Dell SonicWall SRA 4600) distributed by IT may be used.

    c. VPN account names and passwords will be assigned by an IT administrator or authorized delegate.

    d. It is the responsibility of employees and third parties with VPN privileges to ensure that unauthorized users are not allowed access the SUC network.

    e. All network activity during a VPN session is subject to SUC policies and may be monitored for compliance.

    f. Dual (split) tunneling is NOT permitted during VPN sessions to the SUC network.

    g. All computers connected to the SUC network via VPN or any other technology must use the most up-to-date anti-virus software that meets or exceeds the corporate standard. Proof of compliance may be required prior to the assignment of a VPN account.

    h. VPN users will be automatically disconnected from the SUC network after thirty minutes of inactivity. The user must then logon again to reconnect to the network. Pings or other artificial network processes are not to be used to keep the connection open.

    i. The VPN gateway is limited to an absolute connection time of 24 hours.

    j. Users of computers that are not SUC-owned equipment must configure the equipment to comply with SUC's VPN and Network policies.

    k. By using VPN technology with personal equipment, users must understand that their machines are in fact SUC network, and as such are subject to the same rules and regulations that apply to SUC-owned equipment.

l. SUC employees must discuss the viability of remote access with their immediate supervisor. If the supervisor approves, enter a request for VPN services via portal services request form for Faculty and Staff upon request, provide proof of anti-virus compliance to the IT network administrator.

m. The IT network administrator or delegate will provide the software and setup instructions. Install the VPN software on the target computer as instructed. A computer capable of providing appropriate network connectivity.

n. Broadband connection to the Internet via a local Internet Service Provider (ISP)

o. Internet interface device (provided by and connects to the ISP network)

p. Ethernet network interface in computer (connects to ISP interface device)

q. VPN Client Software (provided by IT) and installation instructions

r. Any employee found to have violated this policy may be subject to disciplinary action as per HR policy guidelines.

7. e. Equipment and software technical support.

Policy number	COMP_POLICY_04
Policy name	Equipment and Software Technical Support
Policy version	Version 2
Standards applicable	MOE Standard 7: Health, Safety and Environment
Policy owner	Computing Department
Date of policy development	18 July 2019
Review date	20th July 2023
Date of recent modification	22 August 2022
Approved by	DVC

A. Computer and Network Usage Policy

The purpose of the computer and network usage policy is to plan, implement & maintain IT infrastructure to support the academic and academic support service departments in providing teaching, learning, research and departments to extend services to the SUC community. This usage policy codifies what is considered appropriate usage of computers and networks within SUC and determines the rights and responsibility of the users and the Computing Department.

i. Procurement of Hardware & Software

SUC procures only authorized licensed hardware and software from certified vendors as per the requirements and the directions of strategic plan arising after assessments made at the end of academic year.

ii. Regulations for using Information Resources

SUC community users must respect the rules & regulations of Computing Department in order to optimize the computing services.

a. Modification or Removal of IT Equipment

Users must not attempt to modify or remove computer equipment, software or peripherals that are installed in the system. Any such attempts will consider breach of regulations and the individual would be subjected to disciplinary action.

b. **Access and Use of Other's ID**

All users must use only their personal id and passwords. Any unauthorized means of accessing SUC's computers, networks or other information technology resources is liable for disciplinary action.

c. **Email**

The email services provided by SUC must be used only for official purposes in communicating with faculty, staff & student and external stakeholders. Any misuse of email services by users or sending chain-letters, unsolicited bulk electronic mail either locally or off-campus is prohibited and is considered as breach and strict action may be initiated on the defaulters.

d. **Repro-graphics**

Repro-graphic services are provided to faculty, staff & students to facilitate in accomplishing the academic and academic support service activities. The repo-graphics must be used for all the legal documents. Using repro-graphic services for un-authorized and illegal material is strictly prohibited. SUC users are requested to use eco-friendly approaches while printing and photocopying.

e. **Unauthorized Or Destructive Programs**

All computer users of SUC must not intentionally develop or use programs which may disrupt computer networks. The use of any unauthorized or destructive program may lead to disciplinary action.

f. **Unauthorized Access**

Computer users of SUC must refrain from gaining access to unauthorized information resources which are prohibited by law in UAE. Giving password to others and enabling them to access is considered unauthorized access and such persons will be liable for disciplinary action.

g. **Reporting Problems**

All the users of SUC IT services are responsible to provide information to the computing department regarding the problems encountered with respect to the network, security and other IT services. This will enable to the department to rectify the problems and provide uninterrupted service to the users.

h. **Password Policy**

Users are requested to avoid misuse of personal email id, portal, class room & ERP id. The users are advised to change their password at regular intervals. If the user is not changing the password within 30 days, the system may force the user to change the password (Password must be minimum eight (8) characters with first letter capital followed by any four alphabetic and numeric characters each).

i. **Monitoring**

Computing Department technician reserves the right to examine all data stored in the machines with Internet connection to ensure compliance with all regulations and policies. The network / system administrator may review files and communications to maintain system integrity and ensure that students are using the system responsibly.

j. **BYOD 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.

k. Assignment of IP address to faculty, staff & student

The computing department assigns static IP address to all the staff and faculty members in order to resolve issues which may arise in case of any dispute. Some dynamic IP addresses are also maintained by the computing department for assignment to part time faculty members as per the requirement. For the student's Wi-Fi access dynamic IP address are issued automatically in the Firewall and router.

B. Internet and Wi-Fi Policy

Faculty, staff and students of the SUC are provided with User ID and password which enables them to access computer resources.

i. Academic Use

Internet resources are made available to students to support their studies. It is inappropriate for students to use these resources for personal gains.

ii. Authorized Access

Faculty, staff and students are provided with the computer resources. All computers (PC's and Notebooks) in the SUC are interlinked with the Ethernet and / or Wireless Local Area Network (WLAN). The SUC Internet service is accessed via a Cyberoam Firewall, which monitors sites and restricts those which may be in breach of the following rules:

a. 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.

b. Each user issued with a unique id and password to use internet facility.

c. The students can also access the SUC Wi-Fi network within the campus from their personal Laptops/ iPhone/ iPad/ Tablets etc.

d. Improper use of SUC network by any student will be subjected to the SUC disciplinary action.

e. 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.

f. 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.

g. Wi-Fi Policy Inside Classroom: The students can also access the SUC Wi-Fi network inside the classroom as per the requirements of learning environment within the classroom from their personal Laptops/ iOS/ iPad/Any Android, devices or Tablets etc. Student can access as per the faculty's guidelines inside the classroom to access the internet to meet the deadline of assignment, quizzes, online quiz (SCORM), project work etc.

C. Students Internet Usage

Internet facility is provided to the students only for educational purpose. The following policy require strict adherence. Any infraction thereof could result in disciplinary action as per SUC policy & such users will be debarred from use of the information technology services of SUC. Unacceptable conduct includes the following and liable for disciplinary action including those are staying in the SUC premises boy's hostel:

Users who engage in:

a. The site falls under the prohibited content categories of the UAE's internet access management policy.

b. Obscene & criminal activities which are against the local laws and abusive in nature to gender, race, religion & community.

c. 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.

d. 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.

e. 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.

f. 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.

g. Intentionally wasting finite resources, e.g., on-line time, unauthorized chatting etc.

D. Computer Lab Usage Policy

Rules and regulations for using SUC computer Lab (All the users should strictly abide by the below specified guidelines)

i. Computer Labs should be used exclusively for the benefit of SUC community to create an environment of learning and speed of services.

ii. Do not allow his/her id & password to be used by anyone other than Computing Department staff.

iii. Do not damage any of the equipment in the computer

iv. Do not download and store culturally undesired/unwanted files in the system.

v. Do not modify the configuration of equipment, until the permission of Computing Department staff is obtained.

vi. Do not bring any pirated software and install on any of the workstations in the computer lab.

vii. Do not bring any eatables or drinks inside the computer lab.

viii. Do not use mobile phones inside the computer lab.

ix. 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.

xi. Deliberate damage to, or loss of, materials, equipment or furniture is a breach of these regulations, will brought to the notice of Vice Chancellor. Under such circumstances the student may be required to pay for any damage to the property he/she has caused then they should compensate the SUC for any loss it may have suffered.

The SUC accepts no responsibility for personal property lost or damaged at the SUC premises, including in computer lab.

E. Guideline on SUC Network Usage with Student Owned Devices

i. Acceptable Devices

Students may access the student wireless network with any device with Wi-Fi (802.11 b/g) connectivity. Students may only access the network with devices that are their own personal property.

ii. **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.

iii. **Security**

a. Students shall not impair the security of the SUC network. This expectation includes but is not limited to:

b. 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.

c. Students are expected to safeguard all network passwords. Students should not share network passwords with others and should change passwords on regular basis. Students are expected to notify to Computing Department immediately if they believe their student account has been compromised.

d. Students are expected to log onto the student wireless network only with their account and not to allow others to use their account.

iv. **Inappropriate Use**

The SUC network is a shared network where all users are obliged to use the resource responsibly. Students are provided access to the SUC student wireless network through their personal devices primarily for educational purposes only. Incidental personal use of the network is acceptable, but students should not use the network for personal activities that consume significant network bandwidth or for activities that violate SUC policy or UAE law. These include but are not limited to:

a. Students are allowed to use only approved online academic/business games through SUC network.

b. Downloading software, music, movies or other content is in violation of licensing requirements, copyright or other intellectual property rights.

c. Downloading, viewing or sharing inappropriate content, including pornographic, defamatory or otherwise offensive material.

d. Conducting for-profit business.

e. Using hacking tools on the network or intentionally introducing malicious code into the SUC's network.

f. Conducting any activity that is in violation of SUC policy or UAE law.

g. Using any software or proxy service to obscure either the student's IP address or the sites that the student visits. Disabling, bypassing, or attempting to disable or bypass any system monitoring, filtering or other security measures.

h. Accessing or attempting to access material or systems on the network that the student is not authorized to access.

v. **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.

vi. Disruptive Activity

Students should not intentionally interfere with the performance of the student wireless network and the SUC's overall network.

vii. 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.

viii. 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.

F. 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

7f. IT management & security policy.

Policy number	COMP_POLICY_05
Policy name	IT Management & Security Policy
Policy version	Version 2
Standards applicable	MOE Standard 7: Health, Safety and Environment
Policy owner	Computing Department
Date of policy development	15 August 2021
Review date	25th July 2023
Date of recent modification	17 August 2022
Approved by	DVC

A. Introduction

This policy is an addendum to policies that already exists in IT Policy Manual, and will override the framework defined earlier during normal mode of operations. This policy was developed by E-Learning task force to meet the E-Learning contingency requirements, and guides the management, monitoring and security of Information resources including E-Library, Learning Management System, Synchronous Learning Access Servers, and Data Centre Operations, which included ERP servers.

B. Purpose

The purpose of Information Security and maintenance policy is to ensure that Cybersecurity triad of **Confidentiality** (guides the type of information that can be accessed based on roles), **Integrity** (guides that information is not altered, and is trustworthy) and **Availability** (guides on continuous availability of information using Maintenance, Replacement and Redundancy of the Hardware and Devices) is guided in a strategic way. This policy will provide the framework for redefining the other security policies that exists in the IT Policy and Procedure manual.

C. Objectives

1. The objective of this policy is that critical university data resources can be accessed only by authorized people and sensitive information is protected from the reach of unauthorized access, thus maintaining **Confidentiality & Integrity** of Information Resources.
2. To ensure that network infrastructure is reliable, and there is an active failover in case the primary resources are disrupted, thus ensuring high level of Resource **Availability**.
3. To provide a framework for replacement, and maintenance of devices in order to experience disrupted services.

D. Policy Framework

i. Domain Access Policy

This policy specifies the guidelines to access the resources accessible using unified authorization credentials.

a. The IT resources available for member's access can only be accessed, if a member is a part of skylineuuniversity.ac.ae domain.
b. Windows Active Directory Server Authentication controls the access to server resources, irrespective of the devices and the location of resource access.
c. Every member (faculty, student or staff), at the time of their joining is provided a unique Active Directory userid, wherein the staff and faculty's access is either based on their roles (example ssd@skylineuniversity.ac.ae, finance@skylineuniversity.ac.ae, dean.soc@skylineuniversity.ac.ae, etc.), or based on their names (for faculties: firstname.lastname@skylineuniversity.ac.ae), or based on their 5 digit enrollment id's (for students: 15771@skylineuniversity.ac.ae)
d. Access credentials should not be shared or given to anyone other than the user to whom they were assigned.
e. The E-Mail Server is hosted in Microsoft Azure cloud, and can only be accessed through MS-TEAMS or Office365 portal using their valid domain credentials.
f. The Password Protection Policy regulates the Password for all the members. (Refer Section 1.2)
g. The access to domain is automatically disabled once a member leaves the organization (Faculty & Staff: Resignation, Termination or suspension; For Students: Graduation, transfer etc.) though the mails are retained for a period of three (3) months, beyond that the mailbox is automatically cleaned, and account is deactivated.
h. In case student's files a Cancellation Request, the account is disabled as soon as the application is processed by the Registration Department.
i. The E-Learning Resources (Learning Management, Online Examination Server, e-Library Access, and Synchronous Learning (MS-TEAMS)), are also governed by the Domain access policy, and Synchronous Learning Policy (Section 1.3)

ii. Password Protection Policy:

The core purpose of this policy is to ensure, every user of skylineuniversity.ac.ae domain, creates strong passwords, and changes regularly to avoid identity or data theft.

a. All system level passwords irrespective of their authority level should be changed after 90 days
b. All user level passwords must be changed after 90 days, and cannot be reused again.
c. In no circumstances password should be communicated in clear text (Example: over the E-Mail).
d. All passwords should adhere to the Password Construction Guidelines described in below clause.
e. Should be minimum Eight (8) Characters across all the systems.
f. Should contain uppercase letters (A-Z), lowercase letters (a-z), based 10 digits (0-9), and special characters such as: &, % etc.
g. Not be a dictionary word or proper name.
h. Should not be the same as user ID.
i. Not be identical to previous Ten (10) passwords.
j. Not be transmitted in the clear or plaintext.
k. Should be reset by authorized user only.

iii. Bring Your Own Device (BYOD) Policy

The Computing Department provides information technology resources at SUC to its members such as E-Learning services. SUC student can use their personal devices like Laptop, iPad, iPhone, Kindle etc. in the SUC campus as per following guidelines.

a. The SUC will assist 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.

iv. E-Learning Servers, Data Center Security, Backup & Redundancy

a. Server Infrastructure is hosted over the Microsoft AZURE secure cloud data center, with a backup at Etisalat Hor-Al-Anz (Dubai) data center that provides 99.99% up-time, and Active-Active failover.
b. The access to datacenter is prohibited, and only after raising a ticket by the Head of Computing department, can a person visit to rectify the issue.
c. All the Operating System, and Database Servers operate under the legal Microsoft License Agreement, and it is prohibited to install any software apart from tested applications in the production server.
d. Any modification to the database or application should be tested in test server, and after a thorough review can be updated on the Production server.
e. The server resources are protected with Firewalled security, the access to these resources is restricted to specified software team using 256-bit encrypted IPSEC VPN tunnel.
f. Any faculty or admin member wishing to access the E-Learning or Campus3K ERP, need to access it using secured VPN client software installed on their system. This software should be disabled in the campus, as access is already through a secured site-to-site VPN tunnel.

g. Data Centre operates under Virtualization platform wherein a new server can be allocated based on the needs of the resources.

h. A table of all the Virtual Servers, along with their processing power, memory allocated, and the Head of Computing Department in a secured location maintain Disk Space carved.

i. All the data on the servers is backed up on real-time basis on Storage Area Network.

j. IT Department must maintain 2X storage, to ensure the exponential growth of data is catered to.

k. The Hard Disk Drives of Storage Area Network and Servers must be replaced after every 3 years.

l. All the Data resources are block replicated using Active-Active Failover policy.

m. A Storage Area Network working on RAID-5 provides the central storage services to all the Server machines, and is connected to Data Redundancy Site using a secured tunnel.

n. The Data Redundancy Site must have the same capacity of primary SAN storage, and replication is enabled on a dedicated Internet Leased Line over a 256-bit encrypted tunnel.

o. The Data center should retain the capacity of 10 U size to accommodate two addition servers, one switch and backup device in case of contingent additions.

p. All the devices must be under service warranty, with a storage capacity planning of 5 years. After that data should be archived on digital media in the data center.

v. Hardware, and Software Maintenance & Security Policy

Skyline University College has a well-defined procedure for maintaining the IT assets deployed for providing access to Information resources. The policies governing its maintenance is defined below:

a. All-in-One's, Desktop, Laptops & Smart-Devices (ADLS):

1. The IT Team maintains a full list of ADLS devices, along with their ageing history.

2. All the devices are installed with legal version of Operating System, and licensed Microsoft productivity apps.

3. A repository of Asset allocation amongst its members is maintained by IT department, and the same needs to be returned in case the member decides to leave the University.

4. The device can be accessed using the member's unique login domain credentials provided during their time of joining the campus. (Refer Domain Access Policy)

5. In order to support the Mobility, devices are pre-installed with a secured Virtual Private Network app, that can be accessed from distant location.

6. It is strongly recommended to use the devices for educational purpose and install only licensed and recommended application, as the logs are captured by central active directory server on regular intervals.

7. The Use of USB/Disk Drives is strictly prohibited, and Office-365 productivity tools should be used strictly for information sharing.

8. All the devices are updated with latest version of auto-updated Anti-Virus and Internet Security Suites. In no circumstance this service should be disabled by its faculty members, as this service is provided to assets deployed and distributed by IT department only.

9. IT team has a full time service teams, which has call based agreements with 3rd party service providers to provide the support to its members.

10. The IT Team will only service the devices provided by the SUC, and in no way will provide repairing services to personal devices and gadgets owned by the members. Though the access related issues will be troubleshooted by the IT Team.

11. The Printing services for faculties is based on print quota allocation of 1000 pages per month, though this quota is just a monitoring benchmark, and in case of urgent requirements, a mere information over mail to the IT department will suffice the justification for an increase.

12. The Printing Services for students is paid, and can be accessed using top-up credit on their student id cards.

13. In case a device is having a hardware malfunction, an alternate device will be allocated to its member. In all other cases, members need to back up their data in Microsoft One Drive, before presenting their devices to the IT Team.
14. The IT Team conducts a regular maintenance of its assets and may ask the member to present the device in their center.
15. All the devices in this category has an estimated lifetime of 3-5 years, though the device can be retired based on its working condition by the Head of Computing department.
16. All the devices are adhering to Microsoft Licensing Policy, and is governed by Microsoft School Agreement.

b. Communication Equipment's, Security Devices, Cables, and WiFi
1. This policy is applicable to all active (Routers, Switches, Firewalls) and passive components (Racks, Patch Panels, Cables, and Patch Cords) deployed within the campus.
2. The services offered by IT within the campus is powered over a robust Fiber optic backbone that interconnects various sections of the campus together.
3. The access to Data Centre resources can be achieved by plugging the RJ-45 connections from the University campus.
4. In order to access the resources, a private static IP address will be allocated by IT department, and is Administratively protected to allow any changes.
5. The IT team always maintains 25% of equipment's and 2 rolls for Cat6A cable, and 1000 mtrs of Single Mode Fiber cable in its stock should the need arises.
6. SUC has a policy to modify its cable infrastructure every 5 years, though this policy can be modified based on the recommendation of Computing Resource Development Committee.
7. The Firewalls deployed by the University are always under manufacturer's warranty and an Active subscription is maintained for its operation.
8. All the packets and Frames are filtered using Deep Packet Inspection to prevent any Intrusions.
9. An additional level of security in context to Gateway Antivirus Suite is installed on Edge devices to block any unauthorized access.
10. In order to access WiFi services, students can access by authenticating themselves using CISCO two-factor pre-authentication services.
11. Guests can access the services, by entering their mobile number, and an access code is send using SMS service on their active numbers. The access is limited to one hour only.
12. All the traffic (inbound and Outbound) is actively monitored by the Active devices, Wi-Fi Controllers and the Firewalls.
13. The IT department reserves the right to deactivate any host in case it is found to be broadcasting traffic or propagating virus or Trojan.
14. All the devices in this category has an estimated lifetime of 3-5 years, though the device can be retired based on its working condition by the Head of Computing department.

c. Social Media Policy
The policy defined by SUC covers medium and modes of social media platform including (WhatsApp, Facebook, LinkedIn, Twitter, and Wikipedia) and other blogging and posts based online sites that includes blogs, posts created under the patronage of Skyline University College but is not limited to them. The underlying document also holds coverage over the usage of social media for both a personal or professional purpose, during office hours or on their personal time to the degree that it may have an impact on the operations of the organization. The following policy governing under this.

1. Staff refrain from posting any SUC information on a public platform without the proper approval from the authority.

2. Staff should be aware that SUC is able to track the materials and details that employees are making available via social media. Staff to make full use of their discretion when publishing material that is neither disrespectful nor damaging to SUC, its staff or clients.
3. Staff should refrain to print or post or disclose any information considered confidential. If question arises what is deemed appropriate, then staff should check with the HR dept. and/ or their respective HOD's.
4. If employees experience a situation that tends to become antagonistic with social media, employees may disengage respectfully from the conversation and request guidance from a supervisor / HOD.
5. Social, tribal, political remarks or videos should not be shared in this group.

E. Review Of The Policy

This policy was reviewed and endorsed by both the Deans of both the Schools and the Head of Computing department. The Vice-Chancellor subsequently approved the policy after reviews.

7g. Learning Management System Policy

Policy number	COMP_POLICY_06
Policy name	Learning Management System Policy
Policy version	Version 2
Standards applicable	-
Policy owner	Computing Department
Date of policy development	20 May 2020
Review date	25th July 2023
Date of recent modification	22 August 2022
Approved by	DVC

A. Introduction:

The Learning Management System is the core component for E-Learning Services offered by the Computing Department to its members. This policy aims at improving student's success by providing collaborative, synchronous, as well as asynchronous mode for communication and collaboration.

B. Purpose:

The core purpose of Learning Management System is to provide an online collaboration platform between the students, faculties, and Academic Support Services. The LMS aims at enhancing student's experience by providing an access to asynchronous and synchronous communication tools, and support resources.

C. Objectives

1. To provide a platform that is robust, open-sourced, and provides a range of communication tools such as e-mail, discussion groups, calendars, E-Board, Video-Conferencing, Attendance, and support services.
2. To provide an environment, that acts as a fallback to anytime, anywhere access, by providing an access to all Learning Material in the known formats, and provides real-time buffering and playback to all multimedia contents.
3. To provide an environment where electronic library can be integrated, and provides an integration with known publishers using api integration.

D. Learning Management System Policy

Skyline University College, maintains a robust Moodle based Learning Management System, that is fully maintained by in-house Learning Management System team. The policy specifies the guidelines for the optimum utilization of LMS services, and are stated below:

i. The LMS server can only be accessed using the **userid** provided to all the members of skylineuniversity.ac.ae domain. (Refer to Domain Access Policy)

ii. All users of the LMS are responsible for maintaining the security of usernames, passwords and any other access credentials assigned.

iii. The faculty members can share the resources with the student members based on the weekly plan specified in Course Syllabus, for the individual courses allocated to them.

iv. Faculty members are expected to understand and follow the UAE copyright law and ensure that online resources are directly related to the course content and are available to only students enrolled in the course.

v. The students should be notified explicitly that the materials used are subject to copyright protection while using study materials, case studies, simulations etc. from various sources.

vi. SUC is not responsible for the accuracy, integrity, and/or legality of the content uploaded to the LMS by its students, or faculty. The University is not responsible for content linked from LMS to external web sites.

vii. Only the students, faculties, and accredited agencies may be granted access to the LMS resources.

viii. User must update their browsers, though it is recommended to use Google Chrome for optimum performance.

ix. User must regularly update their profiles, and pictures. As the profile picture forms the base for face authentication that is mandatory to give online exam.

x. The Video resources to be shared with a student should be in the form of an external hyperlink, embedded within the course. Direct upload of external video contents is prohibited, as it might lead to infringement of copyright laws.

xi. All subjective assessment should be defined as per the weekly submitted plans and must be linked to Turnitin with an option of less than 20% matching criterion.

xii. For the purpose of quality control, the VC, DYVC , Dean(s), DIRQAOA can request course access from LMS Staff, and review the course contents to perform assessment activity.

xiii. Faculties can use Moodle Authoring tools to create summative and formative assessments for practice. All the assessments are subjected to randomizer, shuffling, and versioning, whereas the results can be centrally administered and marked using the LMS Marking engine.

xiv. The Discussion Groups within a course can be invoked to generate student responses on a particular topic. These Groups can be archived based on the request of the faculty.

xv. Faculty teaching the same subject can import the contents from the same course taught previously.

xvi. It is recommended to have a bandwidth of 10Mbps for accessing Learning Management System.

xvii. Student's landing page provides an access to Dashboard, which contains:

    a. **Digital Noticeboard:** where all the approved announcements can be displayed.

    b. **Calendar:** It's an integrated link to the University Calendar, which can be used to display upcoming academic and non-academic events.

    c. **Course Allocation:** Access to the courses allocated in this semester.

    d. **Library:** The Channel, and the services student can avail using e-Library

    e. **Departments:** The Links to the Department, to raise their request and communicate with them using mails and MS-Teams.

    f. **Request System:** All the traditional paper based requests, can be availed using e-Requests, and is linked to the payment gateway.

    g. **Appointment System:** All the institution departments and faculties, can share their appointment calendar in ERP. Based on the availability the student can seek an appointment from the concerned staff or faculty.

h. **Improvement:** This acts as a loopback, wherein all the suggestions raised by students are treated with strictest confidentiality, and are routed to SSD for improvement of services

i. **Student Profile:** Provides the access to student profile, wherein few fields such as contact details, picture can be modified, but is subjected to approval from the administration.

xviii. **Issues:** Student can notify the LMS team either through Video-Conferencing using LMS Team Channel, through email to lms@skylineuniversity.ac.ae, or through sending a WhatsApp: +971-56-1197407 message.

xix. **Training:** The LMS department organizes various webinars for faculties and students, the details of which is published on the e-Board of the LMS Landing Page. Members can also access the LMS user manual for a quick review of the features, or can call back on the channels specified in 1.1.18.

E. Review Of The Policy

This LMS policy shall be reviewed at the beginning or every semester or as and when deemed appropriate by the E-Learning Department. The updated/amended policy will be placed for approval of the Vice Chancellor before implementation

7h. Hardware and Software Maintenance Policy

Policy number	COMP_POLICY_07
Policy name	Hardware and Software Maintenance Policy
Policy version	Version 1
Standards applicable	MOE Inspection Directorate Standard
Policy owner	Computing Department
Date of policy development	7 September 2022
Review date	20th July 2023
Date of recent modification	7 September 2022
Approved by	DVC

A. Introduction

The policy aims at planning the current and futuristic requirements of hardware, software and its maintenance at regular intervals. It also includes entering into agreements with the vendors to supply, maintain and renew the contracts with advanced versions available in the market. The policy also is used to evaluate the vendor performance in order to renew, modify or discontinue the contracts.

B. Purpose

The purpose of this policy is to establish guidelines for the replacement, servicing, upgradation and renewing of recurring licencing for all hardware peripherals and soft wares to avoid interruption, maximize support to stake holders and maintain SUCs hardware and software assets in a manner to avail uninterrupted IT services for learning and to provide administrative services.

C. Scope

The scope of this policy is applicable for procurement, maintenance and renewals of licenses in all of the workstation like Labs, classrooms, laptop, peripherals, interactive panels, computers and associated software that are being used by Students, Faculty and Staff members inside the University campus.

D. Policy

i. Replacement of hardware

Replacement of the equipment are usually carried out based on the ageing table. Sometimes the increase in cost of maintenance or frequent breakdowns of the equipment may also be the reason for replacement of the equipment with advanced versions or upgrade to facilitate the improvements in teaching, learning and administrative services. The first preference will be always to exhaust the existing stock of hardware and if required additional procurement will be made to replace the hardware equipment. For further details, please refer Equipment and Software replacement policy.

ii. Upgradation of hardware and software

Upgradation of hardware and software aims at fulfilling the needs of teaching, learning and providing administrative services to the stakeholders in a n effective and efficient manner. Since in the IT sector the software and hardware developments are rapid and are at regular intervals, it is essential to incorporate the advanced versions to facilitate teaching and learning. Therefore when renewals or replacements are undertaken, the availability of latest or upgraded versions are evaluated and suitable ones are procured.

iii. Renewal of licenses

At the time of procurement of licensed versions of hardware and software, the details of date of procurement and the renewal dates are recorded for the purpose of timely renewal of licenses so that the operations of the institution and the teaching and learning processes are not affected. The responsibility of renewal of licenses including seeking necessary approval of budgets from concerned authorities lies with the Head of Computing department.

iv. Servicing

Servicing is an important element of the hardware equipment in the institution. SUC adopts preventive and corrective servicing policy. Preventive servicing of the equipment is carried out by regularly maintaining the hardware as per a predefined calendar.
Corrective maintenance is carried out due to wear and tear of the components on a case to case basis. The corrective maintenance is usually covered under the Annual Maintenance contracts with different vendors.

v. Vendor evaluation

All vendors supplying hardware and software will be retained and continued or the terms and conditions are revised based on satisfactory vendor evaluation carried out on selected parameters.
1. Compliance to terms and conditions mentioned in the contract
2. Prompt services within the timeframe specified in the contract
3. Quality of services provided
4. Reliability of services
5. Cost of services

E. Review of the policy

The policy will be reviewed upon requirement or yearly basis and necessary updates will be carried out by the Head of Computing department.

MOE Standard 8. Learning Resource Center

8. a. LRC/Library Policy, Procedures and Regulations

Policy number	LIBR_POLICY_01
Policy name	Library Policy, Procedures and Regulations
Policy version	Version 3
Standards applicable	MOE Standard 8: Learning Resource Centre
Policy owner	Library
Date of policy development	22 July 2019
Review date	25th July 2023
Date of recent modification	20 April 2022
Approved by	DASS

A. Acquisition Procedures
  i. Orders
  a. Book Requisition by faculty members may be applied through the portal. The LRC staff checks duplication of the book. If the LRC already holds the title, it will be informed to the faculty concerned and his/her request will be eliminated.
  b. If not the LRC 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.
  c. The order forms will be processed by the HOL in consultation with DEAN – School of Business and DEAN – School of Computing and sent to VC for final approval.
  d. The approved requisition will be processed to obtain quotations from vendors, the vendors prices will be reviewed and compared to place the order

  i. Receiving and Invoicing
  a. The received items are verified for accuracy of shipment. The order card is matched with the item, and a processing slip listing the date received and the price of the item is placed in a pocket with the order card to be given to the Librarian. The item is then received and invoiced in KOHA Software.
  b. 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 LRC records.
  c. The Cheque requests are then given to the Librarian to be entered into the budget spreadsheet.

B. Collection & Development
  i. Objectives
  The primary goal of the Library is to support objectives of SUC.

  The objectives of collection development are:

  a. To support the SUC curriculum
  b. To strengthen the collection
  c. To provide services for the research and information needs of the SUC community.

ii. **Selection Responsibility**

The process of selection, acquisition and organization of learning resources is a cooperative venture between the Learning Resource Development Committee (LRDC) which comprises of faculty members of different subject areas, VC, DEAN - School of Business, DEAN- School of Computing, , DASS, 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 VC.

C. **Collection Development Activities**

i. **Library Resource Development Committee (LRDC)**

SUC organizes three meetings in a year on semester basis. During the meeting, Members discuss the areas of improvement in the collection development. Members suggestion are amended as appropriately in due consultation with DASS by HOL required approval obtained from the VC. SUC conducts various collection development activities which include organizing and participating in the Book Fairs, receiving input from faculty members and procure various reference titles in order to meet the requirements of strategic plan. The collection development ratio will be maintained as 60% online resources and 40% print resources as per the strategic directions.

ii. **Library Resource Planning Review**

Library resources will be maintained as per the Resource Adequacy Feedback (RAF) and the as per the Strategic Plan of SUC

iii. **Selection Criteria**

The following criteria apply to selection of materials (excluding periodicals) for the library collection:

a. Request for books or learning material from faculty, student, LRDC
b. Present holdings of books in subject area
c. Projected number of student for the semester
d. Number of cycles of lending
e. Reputation of author and publisher
f. Availability of online learning resources relevant to the books
g. Availability and price
h. Approval by Vice Chancellor

iv. **Other guidelines for selection:**

a. Textbooks are purchased when they have inherent value to the collection as a reference work or authoritative source.

b. Multiple copies of titles are purchased only when it is appropriate and recommended by Chair-LRDC.

c. Paperback editions of books are purchased if available.

d. Materials are selected in a wide range of formats such as hardbound and paperbound print, a variety of electronic formats, audio-visual, etc. When multiple formats are available, the Library avoids duplication in most cases. Decisions on choice of format are based on ease of use, the need for simultaneous users, preservation, storage and price.

e. Consideration to replace lost or damaged materials is based on availability, significance to the collection and relevancy to the current use.

D. Print/Elecronic Book Procurement Procedure:

The Books in print/electronic form for Undergraduate programs of School of Business and School of Computing 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. The electronic textbooks can be accessible through their student's portal. Reference books will be procured based on the recommendation of RAF, LRDC,-Book Fair and SUC strategic plan

E. Coretext Print/Electronic Books

All the students of in School of Business & School of Computing will be given core text of their subjects as print/electronic. A student will be allowed to the class, only if he/she carries the core text books. Students are responsible to collect the Print Books from the library on semester basis. The electronic textbooks can be accessible through their student's portal. The collection of core text in every semester is compulsory for the students.

F. Periodicals

The LRC acknowledges that periodical subscriptions represent an ongoing commitment; therefore, budgeting and selection differ from that involved in purchasing periodicals. The selection of periodical title does involve a prospective longstanding commitment, and because of annual increases in subscription rates, the acquisition of a periodical title receives substantially more consideration than the acquisition of a single periodical.

Some or all of the following criteria are used in evaluating periodical titles for acquisition or cancellation:

  i.   Support of present academic curriculum
  ii.   Present use of this or other periodicals in a subject area
  iii. Projected future use
  iv.   Price, projected availability of funds
  v.   Reputation of journal and/or inclusion in a prominent abstracting and indexing   source.

G. Magazines

The LRC also subscribes to several magazines related to different subject areas mainly on global news, trends in Education, Tourism, Business, IT and The selection is done by the LRDC keeping in view the authenticity and popularity of the magazines.

H. Electronic Resources

The LRC is well equipped in terms of providing electronic resources in the form of E- journals and electronic databases. The LRC has 23computer terminals especially for electronic resources access and has been named as E- library area. The effectiveness ease of use and multi user access procedure guides the selection, acquisition and maintenance of electronic resources. Electronic resources are provided to support the instructional program and research needs of the SUC community.

The selection of electronic resources is the responsibility of the Head Librarian after the approval of VC in coordination with DEAN – School of Business and DEAN – School of Computing.

The primary criteria for the selection of electronic products are the extent to which it is relevant to the curriculum; improves the overall learning collection; and/or enhances the user's access to information. Other factors considered during the selection process are:

      i.   Compatibility of the resource with existing hardware and technical support
      ii. Licensing restrictions and costs

      iii.   Ease of use

      iv.   Multi user quality

      v.   Data ownership

I. Electronic Databases

Relevant e-resources are provisioned to all enrolled students and relevant stakeholders in SUC. The library supports the student, teaching community & staff by providing electronic document delivery, access to electronic journals, full-text databases, reference/research assistance, library instruction, reciprocal borrowing and interlibrary loan services, and cooperative arrangements with other libraries for collection access. Electronic databases are evaluated annually paying particular attention to changes in the databases and the needs of the SUC community. SUC LRC subscribes to major E-databases like ProQuest, Ebook Central, EBSCO and IGI Global, IEEE Computer Science Digital Library, SCOPUS besides seven more International Association Membership. The Students, Faculty & Staff will be given orientation to use the above Electronic databases and Association Memberships..

i. On Campus

Electronic databases are accessible in the Library premises especially Electronic Library Area consisting of 23 computer terminals to access and E-Library search station with 2 computer terminals are available to access for all the stakeholders of SUC. Moreover the all the e-resources can be accessible through LMS as well.

ii. Off Campus

Electronic databases are integrated with LMS for the Faculty members, staff and students through LMS to access anytime and anywhere.

J. Gifts/Donation

The LRC will accept gifts/donation 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 LRC's objectives and policies, will be refused. The LRC does not set aside special sections for any gift books or accept books on indefinite loan. The LRC reserves the right to discard any and all gifted books and journals. The LRC accepts donations of materials with the understanding that any materials deemed inappropriate to the collection will be discarded or may be returned to the donor upon request. A gift plate identifying the donor is inserted in gift materials or items purchased with gift funds.

K. Intellectual Property Rights / Copyright Law

The SUC LRC strictly follows the Intellectual property rights and copyrights of all the materials.

i. Print Materials

    a. Books – up to two chapters or 10% - whichever is greater.

    b. Journal articles- up to two articles from an issue or 10% - whichever is greater.

    c. Conference proceedings- up to two papers or 10% - whichever is greater.

    d. Short book, report, pamphlet – up to 10% but not more than 20 pages.

    e. Copied materials must be submitted with full reference citation.

    f. When copying any such source, an acknowledgement from the Head Librarian is required.

ii. Non Print/Electronic Materials

    a. Due to licensing restrictions, remote access to licensed electronic resources is limited to students, faculty, and staff at SUC.

    b. It is the responsibility of each user to ensure that his or her use of these products is for non-commercial purposes only. In general, authorized users may access such products for noncommercial educational, scholarly, and research purposes.

c. Prohibited actions generally include:
1. Systematic downloading;
2. Posting copyrighted materials on publicly accessible Web sites;
3. Use of "robots," "spiders," "crawlers," or other software designed to automatically and systematically copy and download licensed resources;
4. Commercial use.

d. Such activities risk the entire SUC community's continued access to and use of any licensed electronic resources. Web activity may be monitored by vendors and publishers, and violation of the licensing agreement could result in cancellation of the service.

e. Access to the resources should be at the Campus, or via Learning Management Systems only.

Do's	Don'ts
making limited print or electronic copies(such as single articles)	systematic or substantial printing, copying or downloading (such as entire journal issues or books)
using for personal, instructional or research needs	selling or re-distributing content, or providing it to an employer
sharing with SUC faculty, staff and students	sharing with people other than SUC faculty, staff and students
posting links to specific content	posting actual content or articles to web sites.
	Modifying, altering, or creating derivative works

iii. Censorship

The selection of LRC books and materials is based on the LRC user's right to read and his freedom from censorship by others. Some LRC materials are controversial and may offend some persons. Selections for the LRC 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 LRC 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 learning materials, he will be expected to complete a request for reconsideration of learning resources. Upon completion of this form, the Head-Librarian will make an evaluation of the request.

Resources/authors/publishers/book sellers banned by Ministry of Education, and the United Arab Emirates Government Authorities are exception to the above set norms. Such banned items are reviewed and removed from time to time as per the received communications.

iv. 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

a. 000 Computer Science, Information &General Works

b. 100 Philosophy &Psychology
c. 200 Religion
d. 300 Social Sciences
e. 400 Language
f. 500 Science
g. 600 Technology
h. 700 Arts &Recreation
i. 800 Literature
j. 900 History &Geography
This scheme follows a hierarchical structure and further each class is divided into 10 subdivisions.

ii.   OPAC (Online Public Access Catalogue)

The LRC collection is managed through the KOHA online Catalog system known as OPAC or Online public access Catalog. The LRC is able to manage its acquisitions, cataloging, circulation and public access using this system. After LRC materials are cataloged electronically using the online public Access Catalog (OPAC) database, the bibliographic records are exported to website for use by the LRC users.

The OPAC includes local information for our LRC such as barcode number, collection, bibliographical details, call number, copy/volume number, holding LRC and format type. The OPAC can be accessible through the Learning Management System of SUC for the availability of the LRC resources

iii. Cataloging Procedures: Rental and Reference Books

a. All rental and reference books have a barcode with protector tape and RFID Tags are pasted on the back cover.
b. The Librarians will enter the bibliographic records of the book. A tag is added to the record, which includes barcode number, collection, and call number, volume number, holding library, and price and format type. Barcode labels are printed and pasted for reference books with the accession numbers provided to each book. Whereas for rental collections, the accession number is preceded with RB and pasted. All these entries are automatically added to the record in the OPAC and it is automated through KOHA software.
c. Before shelving the books in order, tagging and recording in OPAC are essential.

iv.   Cataloguing Procedures: Serials
The Serials/Journals details like volume, issue and year are encoded in the KOHA software and the copy of the same are maintained in the Library.

v.   Circulation
i.   Library Use

The Library is open to the faculty members, staff, students, alumni and outside stakeholders who are engaged in research activities.

a.   General Rules of the Library

1. Silence should be maintained in the LRC.
2. Spitting, smoking and other offensive or objectionable practices are strictly prohibited.
3. Cell phones should be kept in the silent mode with in LRC premises.
4. Using audio devices is not allowed (use of earphones is acceptable)
5. Engagement in noisy activities is not allowed (except in approved areas)
6. Interrupting or disturbing other members in the Library is not allowed

7. Student ID Cards should be shown at entrance & also on demand whenever there is a Check.
8. Student ID cards/borrower cards are not transferable. Books are issued against borrower cards only by submitting their ID cards.
9. On completion of course "No dues Certificate" will be issued only on submitting all the materials borrowed from the library.
10. Overdue charges will be collected if book is not returned by due date.
11. 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.
12. No eatables are allowed in the Library.
13. Violations of Library rules can lead to hefty fines / debarred from Library.
14. Playing games, downloading games, software, music /video files is strictly prohibited in the electronic library area.
15. Library computers are meant for academic purpose only students are allowed to work on their assignments also.

b. Borrowing Privileges

Borrowing privileges are available to SUC faculty, staff and currently enrolled students, as well as alumni and outside members who can avail membership for their research purposes. The SUC provides identity cards to each student which is also used as a membership cards or library cards for issuance/return of books and other materials. The ID card is scanned with barcode technology and the books are issued with the help of Library management software. For the faculty members, staff and others, membership cards are developed through the Library database management software and the same is maintained records.

c. Borrower or Library Membership Cards

Individuals must complete a registration card and update their individual finger print registration or ID card in the KOHA software using the barcode technology in order to borrow materials from the Library. For faculty, staff and currently enrolled students, barcodes are attached to the library system at the beginning of each semester or any other convenient time. The students from the other schools, colleges and universities can use the library resources inside the SUC premises at Free of Cost by submitting their ID proof. Library membership comes at AED 250 annual charges with a security deposit of AED 500 (refundable) if the member wants to check out the materials.

d. Borrower Confidentiality

The SUC Library protects the confidentiality of each member. The Library staff shall not disclose any personal or circulation record information regarding any if a book is urgently needed, the staff will make arrangements for making the book available within a reasonable timeframe.

e. Rule For Circulation - Students

The number of books to be issued and loan period is classified into 4 broad categories. They are as follows:

1. Undergraduate program (School of Business & School of Computing)
2. Graduate program (School of Business)
3. Faculty and Staff
4. Others include CCL students, Alumni and outside members
   Collection of core text books from library is the responsibility of the borrower and no refund of utilization fee will be applicable.

1. **Membership Fees**
   The Library fees for SUC student is included in the annual fees as per the institution policies. All library borrowings will come into force after a member pays applicable security deposit which will be refunded at the time of withdrawal of membership or cancellation of the admission after deducting any dues pending against the library.

   The outside members will have to pay applicable annual membership with a security deposit of AED 500/= and it has to be renewed each year. The alumni members of SUC can access the library e-resources absolutely free of charge through the portal.

2. **Membership Forms**
   Alumni Membership forms are available in the portal and print copies in the library as well.

3. **Rules for Circulation of Print Materials for students**
   3.1. **Core Text**
       3.1.1. **Print Book**
           The students can borrow the books as per the courses enrolled and needs to be return as per the deadline received from the Learning Resource Centre.
       3.1.2. **E-Book**
           Learning Resource Centre will deliver the E-Book codes to the student's LMS as per their registered courses.
   3.2. **Reference Books**
       Students can borrow maximum of 3 books and needs to return as per as per the deadline received from the Learning Resource Centre

4. **Rules for Circulation of Non-Print Materials (NPMs)**
   The students cannot checkout any audio visual materials from the LRC. They can use the Audio Visual materials like CDs, DVD, Cassettes materials in the LRC with the permission of their respective faculty. Students may use audio-visual materials in the electronic LRC area of the LRC. Materials must be returned to the circulation desk during LRC hours after use.

5. **Rules for Circulation for Students**
   The Students from School of Business and School of Computing can receive the Books from the LRC for every semester. Students need to personally visit the LRC and collect the books. It is mandatory for the students to collect the core text from the LRC on semester basis. Learning Resource Centre will deliver the E-Book codes to the student's LMS as per their registered course.

6. **Renewals**
   Users may renew any materials borrowed from the LRC 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 or via email to library will be accepted only in case of emergencies or mitigation circumstances.

7. **Reservation**
   Resources can be reserved only when they are on loan. The availability of the reserved item would be informed through e-mail. The reserved resource should be collected from LRC within 24 hours after intimation, otherwise the reservation stands cancelled.

8. **Return**

All print core text books should be returned as soon as they finish their final exams and the reference books should be returned as per the due date given. It is the sole responsibility of the borrower to check the status of books issuance and return in their LRC account through Online Public Access Catalogue (OPAC) and immediately contact the LRC staff for clarification if any.

9. **Late Fines**

The LRC charges a fine of AED 1/ per day per book as overdue for all the LRC reference books from the students. The LRC core text books should be returned on or before the deadline, failing to do so the total cost of the books will be Forfeited or Debited in their account. If the books are returned in good condition after the debit, 50% of the amount from the total will be refunded.

10. **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 DASS and Registrar.

11. **Books lost fine refund policy**

If the books are lost by the Students, they have to either pay the cost of the books or finance department will debit the amount in their account. This amount is reversible if the books are found and returned after the payment within the semester

f. **Rule for Circulation - Faculty & Staff**

The eligibility for full time faculty, part-time faculty and staff members to borrow from LRC begins from receiving the intimation about the new member from Human resource department. The faculty members can avail LRC books by observing the following circulation policy.

1. **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 LRC.

All core text and reference materials borrowed by the faculty have to be returned to the LRC at the end of each academic year.

2. **Rules for Circulation of Non-Print Materials (NPMs)**

   Non- print materials (NPMs) in the collections of LRC 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 LRC. Items can be retained for a maximum of seven days only.

3. **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 if there is no reservation against the particular item.

4. **Penalty for Damages/Lost**

   The cases of penalty for any damage or loss of any item will be referred to the Head-Librarian for action. The user needs to check the price with the LRC staff and make the payment in the Finance Department and submit the receipt to the LRC.

   i. **Non-Circulating Materials**

   Reference books like dictionaries, encyclopedias, atlas, maps etc., are not circulated by the LRC.

   ii. **Clearance Form**

   SUC LRC will issue the clearance certificate to any faculty member only after he/she returns the borrowed materials from the LRC 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 LRC.

vi. **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 Head Librarian having the responsibility to order replacements.

   The following serial items will not be replaced when lost or damaged:
   1. Newspapers and newsletters
   2. Titles that are not held permanently
   3. Titles that are not indexed

   Since back issues may be expensive, the decision to replace will be guided by the following considerations:
   1. Does the material being replaced meet general Library collection policy?
   2. Does the frequency of use justify replacement?
   3. Should microforms be purchased rather than replacing paper issue(s)?
   4. Is the periodical readily available elsewhere, including full-text sources available to Library users
   5. Does the information in the particular title have lasting value?
   6. Is the lost or damaged piece more than five years old?

vii. Weeding Of Resources

   a. **Discard Plan**

   SUC LRC staff will analyze the existing collections based on the year of publication and physical condition of the print books. The HOL prepares the analysis report and it will be verified by the DASS, DEAN- School of Business and DEAN – School of Computing. The outdated materials will be removed from the stock after the approval of LRDC members.

   b. **Reference books:**

   The LRC holdings are evaluated to identify inappropriate or outdated materials. This process is accomplished through a cooperative effort between the LRC 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 DASS instructs the LRC staff and they are responsible for removing multiple copies, multiple editions, outdated materials and worn or damaged materials.

   c. **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 VC for the final approval. The LRC staff is responsible for eliminating the existing titles.

   d. **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:

   1. Obsolete and/or inaccurate material

2. Subject no longer of current interest
3. Poor physical condition
4. Old edition is no longer appropriate within current environmental context
5. Whether the title to be discarded is part of multi-volume set or series

e. **Frequency of discard**
   1. 2% of stock annually
   2. Dissertations after 3 years of submission
   3. As an ongoing collection management tool for each collection area

f. **Retention**
   1. Seminal works and selected copies of dissertations (approved by the Faculty)
   2. Local study material

g. **Disposal of Withdrawn Stock**
   1. Last copies of material in good physical condition are offered to members of the LRC
   2. Withdrawn books shall be handed over to any needy universities or institutions or organizations or recycling agencies
   3. Other material may be offered for sale at the LRC's discard through exhibition
   4. Material in poor physical condition is disposed

h. **Considerations For Periodicals**
   1. Incomplete and short runs of a title may be withdrawn particularly when the title is not received currently.
   2. Titles which contain information that is not useful long-term, such as newsletters and trade magazines, usually have automatic discard patterns established such as "latest two years only retained".
   3. Annuals, biennials and regularly updated editions of guidebooks, handbooks, almanacs and directories have a de-selection pattern established depending on the value of the information contained retained in the earlier editions. Often one or two older editions are kept in Reference and/or Circulating collections.
   4. Duplicate issues of journals and magazines are discarded when a volume has been bound.

viii. **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 LRC. The report of the feedback is evaluated by the LRDC committee and makes it suggestions and recommendations depending upon the findings of feedback.

ix. **Resource Utilization By Faculty And Students**

The Library Performance measured by the utilization of library resources of both Print and Online Resources by the faculty, staff & students. The reports will be displayed at the end of every year to the Academic Support Service Meetings and will be discussed in the LRDC meetings also. The corrective measures will be suggested by the members.

x. **Institutional Repository**

Institutional Repository or SkyRep -Skyline Repository is an institutional repository of research publications and other research output containing the details of published research produced by Skyline University College. The SkyRep is a research and an online archive to increase the visibility and impact of our pioneering work.

a. Metadata Policy

1. Anyone may access the metadata free of charge.
2. The metadata may be re-used in any medium without prior permission for not-for-profit purposes provided the OAI Identifier or a link to the original metadata record are given.

b. Data Policy

1. Anyone may access full items free of charge.
2. Single copies of full items can be:
    i. reproduced, and displayed or performed in any format or medium
    ii. for personal research or study, educational, or not-for-profit purposes without prior permission or charge.
3. Full items must not be sold commercially in any format or medium without formal permission of the copyright holders.

c. Content Policy

1. This is an institutional or departmental repository.
2. The repository holds all types of materials.
3. Deposited items may include:
    i. working drafts
    ii. submitted versions (as sent to journals for peer-review)
    iii. accepted versions (author's final peer-reviewed drafts)
    iv. published versions (publisher-created files)
4. Items are individually tagged with:
    i. their peer-review status.
    ii. their publication status.
5. Principal Languages: English

d. **Submission Policy**

1. Items may only be deposited by accredited members, academic staff, registered students, and employees of the institution, or their delegated agents.
    i. Authors may only submit their own work for archiving.
    ii. The administrator only vets items for the eligibility of authors/depositors, relevance to the scope of the repository, valid layout & format, and the exclusion of spam
    iii. The validity and authenticity of the content of submissions is the sole responsibility of the depositor.
    iv. Items can be deposited at any time, but will not be made publicly visible until any publishers' or funders' embargo period has expired.
    v. Any copyright violations are entirely the responsibility of the authors/depositors.
    vi. If the repository receives proof of copyright violation, the relevant item will be removed immediately.

e. Preservation Policy

No preservation policy defined.

Policy number	FINA_POLICY_02
Policy name	Internal Audit Policy
Policy version	Version 2
Standards applicable	MOE Standard 9: Fiscal Resources, Financial Management and Budgeting
Policy owner	Finance Department
Date of policy development	21 July 2019
Review date	23rd July 2023
Date of recent modification	19 August 2022
Approved by	Vice Chancellor

Internal Audit is an independent, objective, assurance and consulting activity designed to add value and improve an organizations operations. It helps the SUC accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve effectiveness of risk management, control, and governance process.

A. Objectives

Internal Audit assists SUC in assessing risks and evaluating the controls designed to address those risks. Internal Audit furnishes management with analysis, recommendations, counsel and information concerning the activities reviewed. The audit objective includes promoting effective CONTROL AT REASONABLE COSTS.

B. Scope

The scope of internal audit activity includes examining and evaluating the policies, procedures and systems which are in place to ensure: reliability and integrity of information, compliance with policies, plans, procedures, laws and regulations; safeguarding assets; economical and efficient use of resources; and accomplishment of established objectives and goals for operations or programs. Internal audit also provides special services within the SUC concerning issues related to internal controls, special investigations, and other areas of interest and concern.

C. Functions

Functions of the internal audit include:

i. The primary duty of the Internal Audit department is to develop and implement, on a continuous basis, an internal audit program to check and verify the existence of an adequate internal control system. Internal controls include:

    a. Internal check, a set of arrangements made so that the work of one person is checked by another person.

    b. Inspection – a periodic system of examination of processes, approvals, documentations, security controls, accounting, etc to ensure that:

        1. Internal controls are adhered to,

        2. Statutory matters are complied with and

        3. Regulatory controls are observed.

ii. Examination of financial and operating information including review of means used to identify measure, classify and report such information and specific inquiry into individual items including detailed testing of transactions, balances and procedures.

iii. Review of the, efficiency and effectiveness of operations including non-financial controls of the company.

iv. Review of compliance with laws, regulations and other external requirements and with management policies and directives and other internal requirements.

v. Perform these other functions through internal check arrangements:

vi. All banking procedures are observed.

D. The Standard Procedure for Each Audit Includes the Following Steps:

i. Based on the strategic plan the scope and objectives are defined.

ii. The department wise auditing of physical assets and the budget to actual variances are conducted.

iii. Draft report is prepared and discussed with the concerned departments regarding deviations from the plan.

iv. Reporting to the management about the status and unanswered discrepancies.

v. Key issues and alternative activities are discussed with the management.

vi. Records are maintained for future review.
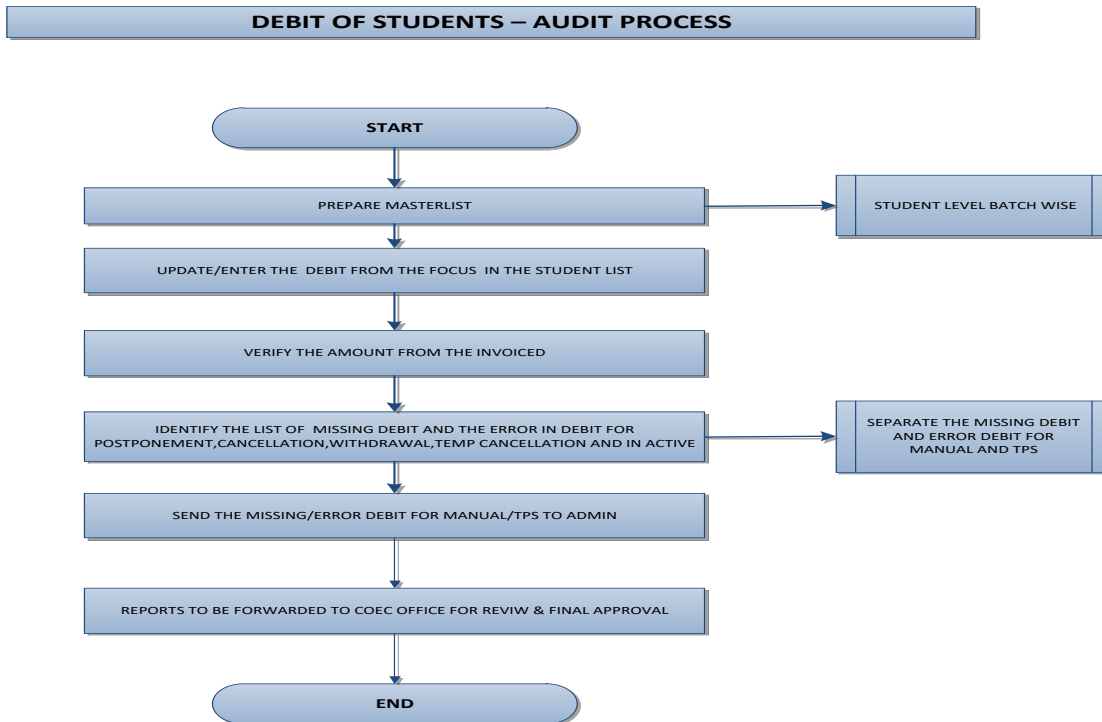
E. Internal Audits are Categorized into the Following:

i. **Physical Resource Audit**
   a. Furniture's & Fixtures audit
   b. IT fixed assets
   c. Sports fixed assets
   d. Store Audits

ii. **Scholarship**
   a. MOU based scholarships
   b. Sports scholarships
   c. Reward ship
   d. Toppers scholarship
   e. Need based scholarship
   f. Fee waiver audit

iii. Debit & Credit Audit

D-3

DEBIT OF STUDENTS – AUDIT PROCESS

```
                          START

  PREPARE MASTERLIST  ───────────────►  STUDENT LEVEL BATCH WISE

  UPDATE/ENTER THE DEBIT FROM THE FOCUS IN THE STUDENT LIST

  VERIFY THE AMOUNT FROM THE INVOICED

  IDENTIFY THE LIST OF MISSING DEBIT AND THE ERROR IN DEBIT FOR      ────►  SEPARATE THE MISSING DEBIT
  POSTPONEMENT,CANCELLATION,WITHDRAWAL,TEMP CANCELLATION AND IN ACTIVE         AND ERROR DEBIT FOR
                                                                              MANUAL AND TPS

  SEND THE MISSING/ERROR DEBIT FOR MANUAL/TPS TO ADMIN

  REPORTS TO BE FORWARDED TO COEC OFFICE FOR REVIW & FINAL APPROVAL

                          END
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iv. Invoice Audits
The finance department conducts audit of the invoices processed after each intake to determine the adequacy and effectiveness of internal control over invoice processing.

v. Student Ledger Audit
A major aspect of auditing involves verifying the accuracy of the student ledgers, which are carried out at the end of each semester. The process includes:

a. Verify the debits are attached to each student ledger corresponding to the student invoices.
b. Verify the auxiliary incomes in the student ledger
c. Verify the debit notes and credit notes passed to each student ledger
d. Verify the post dated cheques entered in the student ledgers
e. Verify and confirm the student net balances

vi. Miscellaneous Fee Audit
Steps to be followed for doing the Miscellaneous fees audit:

a. After completion of month the miscellaneous credit is extracted from Focus Software Management and compared with the debits in Focus & TPS .
b. To reconcile all credits have corresponding debits
c. Report to be extracted

vii. Proforma Invoice And Invoice Audits
a. PI's are audited after each intake by verifying the total number of students enrolled into the Enrollment Management System and by verifying the number of actual enrollments imported by Focus Software Management through the Transaction Processing System

(TPS). The reports are generated by the TPS, which helps to understand the total conversions.

b. Invoice Audit, more than correcting errors delivers control, visibility and improved efficiency within operations. After the PI process is complete the Administration Department enrolls the students and each student is attached with an invoice as per his admission status. The relevant fee structures which are attached are used by the TPS for student debits. All the students are initially attached with the normal fee structures and students who are having fee waivers are attached with the discounted fee structures after meeting the admission criteria and criteria pertaining to award of fee structures.

c. Internal departmental calendars are made which mentions the period the audit has to be performed. After the close of each intake, the TPS generates reports that help us to understand if all the students enrolled have been attached with fee structures.

viii. **Scholarship Audits**
Scholarships are given to various government organizations, schools, clubs, corporates, Non-profit organizations where SUC has signed memorandum. The following steps are to be followed when scholarship audit is conducted:

a. Relevant documents pertaining to the scholarship is met by the student
b. Students submit all the documents within the stipulated time frame
c. The scholarship awarded matches the amount in the ERP
d. The student meets all criteria if the scholarship is to be credited in student account.
e. The scholarship report to be extracted from TPS
f. The figures is to be cross tallied with the marketing data .

F. Students will be required to maintain CGPA of 3.00 to continue to qualify for 50% scholarship and 2.50 to continue to qualify for 25% scholarship. At the end of each semester in any case the student falls below the above mentioned marks respectively the scholarship will be withdrawn for the next semester. Once student recuperate and achieved the required CGPA respectively the scholarship will be reinstated for the upcoming semester.

G. **Audit Timeline**

Sr	Description	Frequency	Period		Responsibility
1	Furnitures & Fixtures	Twice In A Year	Fall	Summer	Finance Executive
2	IT Fixed Assets	Twice In A Year	Fall	Summer	Finance Executive
3	Sports Equipments	Twice In A Year	Fall	Summer	Finance Executive
4	Inventory Audit	Twice In A Year	Fall	Summer	Finance Executive
5	Scholarship Audit	Thrice In A Year	Fall	Summer	Finance Executive
6	Debit Audit	Monthly			Finance Executive
7	Student Ledger Audit	Monthly			Finance Executive
8	Miscellaneous Fee Audit	Monthly			Finance Executive
9	Invoice Audits	Monthly			Finance Executive

H. **The Audit Process**
Every Month/quarter (list annexed) the internal auditor of SUC carry out a thorough review of all the financial records in relation to the predefined policies and procedures. After all verification is completed, the auditor prepare a report that documents in line with the objectives, procedures and process of plan at the beginning of the academic years and provide recommendation for improvements.

i. **Responsibility and Authority**

Approval to Appointment of Internal auditor	Responsibility to furnish records	Responsibility to Submission of Audit reports to EC	Review of financial policies and amendments	Review and necessary action on Internal Audit report
Vice Chancellor	Departments	Internal Auditor	VC	Departments

I. The Audit Selection Process

i. Risk Assessment

Risk assessment is the identification and analysis of risks to the achievement of the University's established objectives. It is important that Internal Audit's resources be allocated and priorities established to address areas with the highest risk exposure. The degree of risk associated with an area can be measured in financial terms, in terms of activities that affect the delivery of important services to the University community, in terms of goal importance or activities that are regulated by external bodies.

Risk factors must be considered when prioritizing audits and may include, but are not limited to, complexity and size of the operation, personnel turnover, results of previous audits and laws and regulations. In addition, some areas require more frequent audit or review while others may only need to be reviewed every few years.

ii. Internal Controls

The existence and effectiveness of internal controls within a department or process is another consideration in the audit selection process. A preliminary step in determining the existence of such controls would include reviewing whether goals and objectives are clearly defined and that actual operations are consistent with those goals.

iii. Types of Audits

Audit projects can normally be categorized as one of the following:
a. *Financial Audit* - this type of audit involves a review of a department's records and reports in order to check that financial transactions are properly recorded in the University's financial accounting and reporting system.
b. *Operational/Process Audit* - this type of audit involves a review of a department's operating processes, procedures and associated internal control activities.
c. *Compliance Audit* - this type of audit generally involves verification of whether or not the department, area or individual is in compliance with established guidelines (policies, procedures, laws, and regulations). Various programs, contracts and grants have specific rules and regulations that must be followed in order to maintain funding.
d. *Special Requests (investigative engagements)* - this type of audit is usually requested by management. The purpose is to investigate incidents of possible fraud or misappropriation of assets.
e. *Multiple Objectives* - this type of audit will be comprised of one or more of the aforementioned audit categories and is often referred to as a department or unit audit.
f. *Follow-up Engagements* - this type of engagement reviews administration's action plans implemented based on a previous audit or review.

J. Conducting an Audit

An audit is normally conducted in four phases and during each phase in the audit process staff from the units involved will have the opportunity to participate. The process works best when

management and Internal Audit have a solid working relationship based on clear and ongoing communication.

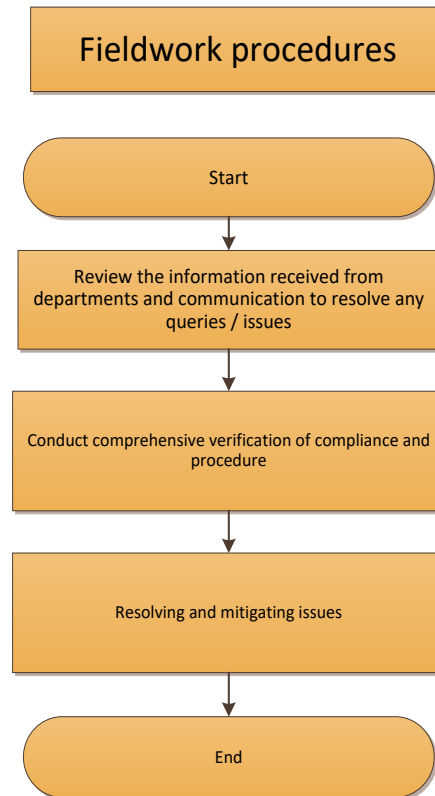Listed below is the process for the four different phases of an audit.

i. **Planning**

Prior to beginning the audit, Internal Audit Department personnel will gather as much information as possible about the area to be audited. Prior audits, if applicable, would be reviewed and areas of concern would be highlighted.

The responsible Vice Chancellor, would be notified in writing of the audit. The written notification would provide brief information regarding the audit, the time frame for return of the questionnaire and the intent to contact them in the near future to set up the entrance conference. Audit objectives will be determined and formulated prior to the end of the planning phase. After audit objectives are approved by the Internal Audit Director, a written notification will be sent to the client.

ii. **Fieldwork**

The next phase of the audit process involves gathering information via interviews with key personnel, review of department manuals, policies and procedures, general operations, etc. This work is tailored to address the audit objectives determined during the planning phase.

When performing tests on items, the Internal Auditor may select audit items via a technique called sampling. Sampling allows the auditor to test attributes and internal controls activities by selecting a sample of transactions from a population of data (e.g., payroll checks, Travel and Business Expense Reports and testing the presence or absence of certain attributes or qualities. For example, a sample of records are selected and tested to see whether or not each contains a signature of approval by an authorized signer. Sampling permits the auditor to review a portion of the total population to determine and express an opinion on whether or not the University is in compliance with policies and procedures, assets are being safeguarded and managed appropriately, or grant sponsor requests are being followed. It allows the auditor to gather evidence that the system of internal controls that has been established is actually in place and functioning appropriately.

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┌─────────────────────────────────┐
│      Fieldwork procedures        │
└─────────────────────────────────┘

         ╭──────────────────╮
         │      Start        │
         ╰──────────────────╯
                  │
                  ▼
    ┌───────────────────────────────┐
    │ Review the information received│
    │ from departments and           │
    │ communication to resolve any    │
    │ queries / issues                │
    └───────────────────────────────┘
                  │
                  ▼
    ┌───────────────────────────────┐
    │ Conduct comprehensive           │
    │ verification of compliance and  │
    │ procedure                       │
    └───────────────────────────────┘
                  │
                  ▼
    ┌───────────────────────────────┐
    │ Resolving and mitigating issues │
    └───────────────────────────────┘
                  │
                  ▼
         ╭──────────────────╮
         │       End         │
         ╰──────────────────╯
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iii. **Reporting**

After technical review, a preliminary draft report is prepared and sent to the client. This report will contain an executive summary letter, introduction, statement of objectives and scope, conclusion and summary, appendices outlining the detail of the reported findings and exhibits as appropriate.

The client will have the opportunity to review the preliminary draft for errors in fact and will be asked to provide a response and corrective action plan to the reported findings.

A final draft report containing the client's responses and action plan will then be issued to the Vice Chancellor for review and comment prior to final issuance and distribution.

The final report will be issued to the Board of Trustees and other responsible parties.

iv. **Follow-up**

Typically, follow-up activities are scheduled after issuance of the final audit report depending on the significance of the findings noted. Follow-up activities focus primarily on the progress the client is making to correct matters previously reported and any specific instructions received from the University President and Vice President responsible for the area audited. Generally, follow-up report distribution will parallel that of the final audit report.

9.b. External Audit.

Policy number	FINA_POLICY_03
Policy name	External Audit Policy
Policy version	Version 2
Standards applicable	MOE Standard 9: Fiscal Resources, Financial Management and Budgeting
Policy owner	Finance Department
Date of policy development	21 July 2019
Review date	23rd July 2023
Date of recent modification	13 May 2022
Approved by	Vice Chancellor

A. **Introduction**

The purpose of this policy is to ensure that the external checks are in place to review and verify the implementation of financial policies and the best practices are adhered. The external audit is carried out on quarterly basis to monitor the financial transaction are taking place according to polices and that the risk bearing issues are identified and mitigated at its source.

B. **Appointment of External Auditor**

BOT shall approve a suitable firm to be External Auditor for the financial year. In arriving at this recommendation, BOT shall consider a number of factors including the professional reputation of the firm, audit approach and methodology, qualifications, relevant experience and quality of audit services.

C. **Procedure**

Every quarter the auditors visits SUC and carry out a thorough review of all the financial records in relation to the predefined policies and procedures. After all fieldwork is completed, the auditor may prepare a report that documents objectives, procedures, conclusions, and recommendations.

D. **Responsibility and Authority**

Table					
Approval to Appointment of external auditors	Appointment of External Audit firm	Responsibility to furnish financial records	Responsibility to Submission of Audit reports to VC	Review of financial policies and amendments	Review and necessary action on External Audit report
BOT	VC	Deputy Director of Finance Department	External Auditor	VC	BOT

Policy number	FINA_POLICY_04
Policy name	Budgeting
Policy version	Version 2
Standards applicable	MOE Standard 9: Fiscal Resources, Financial Management and Budgeting
Policy owner	Finance Department
Date of policy development	21 July 2019
Review date	23rd July 2023
Date of recent modification	9 August 2022
Approved by	Vice Chancellor

The budget process is initiated by reviewing the guidelines of Strategic Plan and reviewing the previous year's income and expenditure statements. It also evaluates the market conditions to develop current year budget. The finance department initiates the procedures of preparing the current year budget by inviting departmental requirements. The finance department then compiles short term and long term institutional budget and send to VC to seek final approval from BOT.

Budgeting forms one of the prime functions of the Finance Department. The financial budget is prepared on the following basis:

A. **Revenue**
   a. Revenues from the existing number of students.
   b. Reserves
   c. Receipts from miscellaneous sources.
   d. Receipts from ELC & CPD
B. **Sponsorships, Donations**
   a. Funds received from charitable institutions towards students scholarships.
   b. Sponsorships, donations received from corporate.
C. **Forecasting**
   a. Review the strategic plan projections.
   b. Review of proposed facilities
   c. Proposed targets for student's enrollments
D. **Preparation of Overall Budget**
   a. Budgets are prepared based on reviewing the previous year's allocated budgets and utilization
   b. Reviewing projected strategic activities
   c. Projected fee / market trends
   d. Proposed budgets from each department
   e. Inflation rate
   f. Contractual agreements
E. **Allocation of Funds to Various Departments as Per Proposed Budget**
   a. Academics (Undergraduate and Graduate Program)
   b. Marketing
   c. Human Resources Department
   d. Library
   e. Computing
   f. Administration
   g. Corporate Affairs
   h. Sports
   i. Institutional Research Office

j. Finance
k. Centre for Professional Development
l. Maintenance
m. English Language Centre
n. Students services departments

F. Budget Reviews & Amendments

The developmental activities and the enrollments for each intake are carefully monitored and suitable amendment is recommended to the Vice Chancellor whereupon ratification is send for approval. The suggestions put forth are based on careful analysis of internal budgets, financial data and enrollments achieved during the intakes. The enrollments are carefully monitored in each enrollments and the variance to the budget are carefully analyzed to make suitable amendments in the existing budget.

G. Unspent Budget Amount

Departments would not include an unspent balance as a budget category. Any budgeted figure does not have to balance out to zero. The budget should be what is planned to be spent within the year. Thus the unspent amount will not be carried over to the next year budget.

9.d. Financial.

Policy number	FINA_POLICY_05
Policy name	Financial
Policy version	Version 3
Standards applicable	MOE Standard 9: Fiscal Resources, Financial Management and Budgeting
Policy owner	Finance Department
Date of policy development	21 July 2019
Review date	23rd July 2023
Date of recent modification	14 May 2022
Approved by	Vice Chancellor

A. Approval & Delegation Authority

SUC is committed to ensuring strong organizational performance through sound corporate governance practices. Delegation of authority is recognized as a critical component of the framework. Delegation of Authority will support the pursuit of the SUC's functions and strategic priorities as well as the efficient, effective day-to-day management and operation of the SUC.

The VC is empowered with the task of approval of all documents. The Vice Chancellor of SUC is authorized to approve the budget and expenditures less than AED 5000/- and expenditures above AED 5000/- will need to have the approval of the BOT. Delegations and approvals related to expenditure of any kind can only be exercised within approved budgets. There is no authority to incur expenditure unless there is an approved source of funds. Any variation from the original approved expenditure must also be approved by the Vice Chancellor provided that the total cost (including the variation) is within the limits of their delegation. If the increased total cost exceeds the limit of the delegate's delegation, then the transaction must be approved by the Vice Chancellor. Any Department or individual who incurs expenditure beyond or without an approved source of funds is accountable for that expenditure. Any contingency or any major expenses are referred to the BOT for final approval.

B. Procedure for Amendment in Policies & Procedures

Any proposal for amendment shall be submitted to the Vice Chancellor through the Heads of Departments. This will normally be given in form of revised procedures to replace the existing procedure in the manual.

Subject to approval, amendment can be effected to reflect the business dynamics and/or economic realities without any prejudice to the objective of the manual.

i. Review of Existing Policy & Procedures

Policies and procedures of SUC are reviewed on a regular basis. The review cycle may vary depending on the policy type and its scope. Review dates are set to allow adequate time for revision and approvals processes.

ii. Procedure for development of New Policies

The need for new policy and / or procedures may be initiated by the departments based on:

1. Changes to external operating environment
2. Review of strategic directions of the institution

iii. Amendment to Existing Policies

If an existing policy does not meet the best practice guidelines or if there are new risks that the policy should address, the policy is subject to amendment within the guidelines of SUC. The new changes are first ratified then approved by the Vice Chancellor after which it is amended and disseminated to the concerned departments and individuals.

iv. Fee Structure, Review and Amendments

SUC policy with regards to the Tuition Fee and other miscellaneous Fee is implemented after the approval from Board of Trustees, the board approves the changes in accordance with the Strategic Plan to enable SUC to manage its financial resources effectively and plan development and strategic initiatives to provide quality education.

Tuition Fee charged per credit remains the same for the students once they register with SUC however, the students should continue and complete the program without any postponement or break in between. If student postpones officially for one semester only, then the tuition fee remains the same. Non-attendance beyond one semester will be considered as new admission and published Tuition Fee for the new admissions will be applicable. Tuition Fee is subject to change annually and will be applicable for new admissions only.

Miscellaneous & Additional Fee is subject to change annually and becomes applicable from the start of New Academic Year for continuing and new students, in which case the details will be published by the Finance Department before the start of each Academic Year. The changes in the Miscellaneous & Additional Fee changes will be communicated to students through their emails, published on the website, catalog, notice board and student handbook well in advance. Students are required to take note of such changes and clarify if needed.

v. Statement of Account

Student's statements of account are uploaded in the portal at the end of every semester. Students can also request for statements by applying online through their online portal services.

vi. Invoicing of Students

On completing all admission formalities the students are issued fee invoices for the total amount payable. The invoice will reflect the transfer of credit amount, any fee waivers applicable to the student which is deducted from the total fees. Students whose admission formalities are not completed will not be eligible for the fee waiver. On completing the admission formalities a revised invoice will be issued to the student by the Administration Department.

Changes in invoices happens when students deviates from his actual progression and has a break in his continuation of study due to postponement of studies. A revised invoice is generated indicating the revised graduation plan.

Additional invoices are generated by the Administration Department for students incurring miscellaneous charges like repeating courses, hostel fees.

vii.   Review of Chart of Accounts
The chart of accounts is a listing of all accounts used in the general ledger. The chart is used by the FOCUS software to aggregate information into an entity's financial statements. Chart of Accounts are reviewed before the start of each academic year to:
   a.   Locate any inconsistencies
   b.   Verify that similar types of accounts are set up for financial consolidations to function properly
   c.   Determine which object account numbers are available (unused) if you need to add new accounts.

C.   Transaction Processing System (TPS)- Procedures

The transaction processing system in the ERP handles the financial aspect of the department where it interfaces with the financial software. The modules which is in the TPS are:

   i.   Creation of fee structures for School of Business (BBA & MBA), School of Computing(BSIT & BSCS), ELC, CPD and Miscellaneous Fees
   ii.   Monthly auto debiting of students from Administration department
   iii.   PI approval process
   iv.   Invoice generation
   v.   Fee waiver approval
   vi.   Processing of refunds for cancelled students
   vii.   Processing of cancellation, postponements, temporary cancellation
   viii. Scholarship Reports
   ix.   Invoice verification reports

D.   Creation of Fee Structures
New fee structures are created in the module on the approval of the fee structures from the VC office. Different fee structures for School of Business, School of Computing, ELC fees, CPD fees and miscellaneous fee structures are fed into the TPS.
Fee structure comprises of the below mentioned categories:

After the fee structure entries are completed the audit trail and the summary sheets are extracted to check on errors and the fee structures are uploaded in the system for integration into the EMS-CMS and Admin module.

E.   Pro-Forma Invoice Approval Process
When and admission is done in the EMS-CMS module the marketing department inputs the amount which is to be collected from the applicant. The data is pushed into the TPS integration channel where the data is further extracted into the Finance accounting software. The initial admission fee along with other miscellaneous fees is collected from the applicant.

F.   TOC Invoice Generation
TOC students invoice is generated from the TPS by feeding the below mentioned data:

   i.   Select the student granted TOC

ii.   Input the number of TOC granted for the student (the TOC amount will automatically appear)
iii. Select the start date and end date of the applicant
iv.   Enter the amount paid by the student till the date of entry
v.   TPS generates the invoice
vi.   Verify the invoice for any errors
vii. Forward the invoice to the Administration Department.

G. Monthly Auto Debiting of Students From Administration Department

Students whose admissions are processed through the TPS will have the invoice attached to their profile and based on the fee structure the monthly debits are generated by the TPS and the data is extracted into the financial accounting software.

H. Fee Waiver Approval

All fee waivers granted to the student at the time of admission will be approved from the TPS. The following criteria are checked by the finance department:

i.   The files of the student are transferred to the students.
ii.   The files are checked for the endorsement letters from the place of work.
iii. The categories of the fee waiver are checked.
iv.   Files are approved and returned to Administration Department

I. Refund Processing for Cancelled Students

The refunds of admission and other fees for the newly enrolled students are processed through the TPS. The procedures to be followed are;

i.   Marketing Dept. does the process of the new student's cancellation in EMS-CMS.
ii.   The data is pushed to TPS and the cancellation amount due if any is calculated by the TPS.
iii. The cancellation and form and refund form is printed and forwarded for approval

Policy number	FINA_POLICY_06
Policy name	Purchasing and Inventory Control
Policy version	Version 2
Standards applicable	MOE Standard 9: Fiscal Resources, Financial Management and Budgeting
Policy owner	Finance Department
Date of policy development	21 July 2019
Review date	23rd July 2023
Date of recent modification	15 August 2022
Approved by	Vice Chancellor

The policy guidelines set forth in this document are intended to ensure compliance with the guidelines set by SUC for all authorized purchases.

These guidelines are not intended to supersede or invalidate requirements or restrictions that may be in effect in individual departments, provided they are within the SUC guidelines. Each purchaser needs to be aware of his or her department's policy restrictions regarding purchases.

A. **Purchasing Department Authority**

Purchasing authority is granted by the Management to the Office of Finance, and then delegated to the Purchasing Department.

B. **Conflict of Interest**

It is the responsibility of each member of the SUC staff and the Purchasing Department to assure that the SUC does not knowingly enter into any purchase commitment that could result in a conflict of interest. The Purchasing Department will refer questionable situations to the Management of SUC.

C. **Personal Purchases**

The Purchasing Department does not enter into any negotiation or become involved in any transaction for purchases of a personal nature for the SUC staff. The Purchasing Department may question requisitioned items that seem to be of a personal nature or an inappropriate expense against SUC fund.

D. **Ethics**

All Purchasing Department employees, and all other personnel authorized to conduct purchasing activities, must adhere to the principles and standards of SUC. Each employee involved in the expenditure of SUC fund is held to the highest degree of public trust and will abide by the following:

i.   Give first consideration to the objectives and policies of SUC.
ii. Strive to obtain the maximum value for each amount of expenditure.
iii. Decline personal gifts or gratuities.
iv. Grant all competitive suppliers equal consideration.
v.   Conduct business with potential and current suppliers in an atmosphere of good faith, devoid of intentional misrepresentation.
vi. Demand honesty in sales representation whether offered through the medium of a verbal or written statement, an advertisement or a sample of the product.

vii. Receive consent of originator of proprietary ideas and designs before using them for competitive purchasing purposes.

viii. Make every reasonable effort to negotiate an equitable and mutually agreeable settlement of any controversy with a supplier; and/or be willing to submit any major controversies to arbitration or other third party review, insofar as the established policies of my College permit.

ix. Accord a prompt and courteous reception insofar as conditions permit to all who call on legitimate business missions.

x. Cooperate with trade, industrial and professional associations, and with governmental and private agencies for the purposes of promoting and developing sound business metHeads of Departments.

xi. Foster fair, ethical, and legal trade practices.

E. **Special Approvals / Review**

The following purchases require the additional approval of the individuals and areas noted, and must be processed through the Purchasing Department:

i. Advertising: Vice Chancellor
ii. Equipment Leasing: Deputy Director of Finance
iii. Insurance: Deputy Director of Finance
iv. Office Equipment (copiers, computers): Head – Computing Department.
v. Painting Services and Renovations involving Painting Services: Deputy Director of Finance and Maintenance Department.
vi. Repair, Renovation and Construction: Vice Chancellor
vii. Purchase of Library Books: Vice Chancellor & Head of Library

F. **Emergency Purchase Order**

The justification for emergency procurement is based on a time sensitive project or purchase. A delay in the issuance of an emergency purchase order would have adverse consequences to essential daily operations, special events, health, safety, and/or environmental issues. This ordering venue should be reserved for true emergencies with potential for additional damages or expenses such as burst pipes or breakages. Emergency orders:

1. Require a requisition sent to the Purchasing Department;
2. Are usually placed with the supplier via a verbal purchase order;
3. Are followed by written confirmation to the supplier with purchase order
4. Approval Process
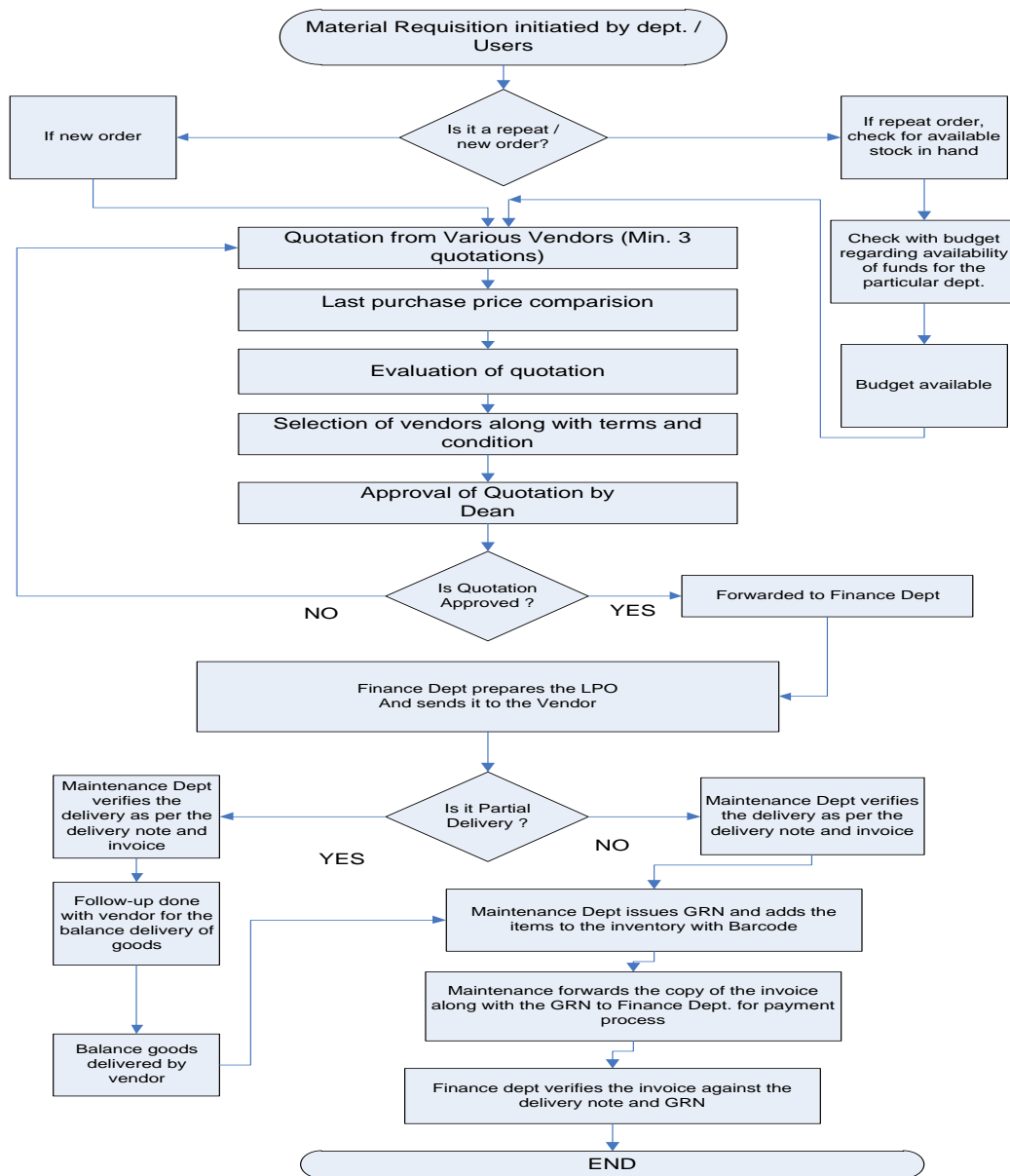
G. Procurement Policy

i. Introduction

The Procurement policy of SUC is aimed at achieving effective operations. It manages the purchase requirements of all departments by a well-defined system of requisition, purchasing, receiving, payments, maintaining and supplying the inventories as and when required.

ii. Procurement of Policy Framework

Procurement policy is aimed at meeting the requirement of strategic plan and annual plans to facilitate the departments achieve planned activities during the academic year. The objective of the policy is to optimize the utilization of resources without affecting the operations.

iii. **Procurement Process**

    a. **Requisitioning**

Requests for supplies, materials, equipment and services are to be submitted by the academics and academic support services departments initiating the request.

The following procedures are to be followed to complete and process a Requisition

1. Complete purchase requisition online by specifying the items desired with the estimated cost.
2. Select a vendor, based on vendor selection process
3. Selected vendor should be reliable and capable of meeting the requirements with facility of after Sales Service wherever required.
4. Get approval of the Requisition

    b. **Review of Requisition**

1. Level of stock available
2. List of vendors and requests for quotation
3. Compare the quotation for quality and price as per previous purchase
4. Appropriate quotation along with requisition is approved against the budget
5. Necessary approvals and preparation of purchase order

iv. **Processing Of Purchase Order**

After the approval of requisition the online purchase order is generated. The Purchase Order serves as the official authorization of the SUC to make a purchase. Process of issuing the purchase and maintaining proper record of accounts shall be as per the process established by the Finance department.

v. **Contingency Purchasing**

Contingency purchases are made outside the regular purchasing procedures as requested by the departments in cases of urgent requirements as per the situation which may cause operational hindrances and long term financial losses. For contingency purchases the written/verbal request for the purchases needs to be made and the reasons for it. Later the detailed reasons for such purchases must be sent to the finance department for records.

vi. **Receipt of Supplies, Materials or Equipment**

Supplies, materials and equipment purchased against LPO by SUC are generally received by the maintenance department. As items are received, it is the responsibility of the department to note the date on which the goods were received, and other information that applies to the particular shipment and to forward this information to the Finance department. On receipt of the materials the purchase vouchers are entered in the system and maintenance department ensures that The payments are made by the finance department only after the goods received are in good condition are recorded in books of inventory specifying the quantity and quality specified in the LPO. All the assets and equipment's are properly bar coded for further verification. The supplies, materials or equipment to be accepted by the Requisitioning Departments as per the specifications mentioned in the Purchase Order.

vii. **Payment to Creditors**

All payments to the vendors/suppliers are made against invoices corresponding to the LPO by the finance department only. The payments are made in cheque as per the procedure established by the finance department after verification by the head of the requisitioning department on the receipt of good as per the LPO specification.

9.f. Cash Management.

Policy number	FINA_POLICY_07
Policy name	Cash Management
Policy version	Version 2
Standards applicable	MOE Standard 9: Fiscal Resources, Financial Management and Budgeting
Policy owner	Finance Department
Date of policy development	21 July 2019
Review date	23rd July 2023
Date of recent modification	17 August 2022
Verified by	Vice Chancellor

This section is responsible for managing the revenue SUC. The revenue management activities are largely focused on receiving fees, fund raising activities and any other sources of collection of funds by SUC. BOT authorizes Finance department to be the custodian of all financial transactions of the institution and enables the department to manage the financial flows and assess all risks associated with it.
For SUC the main source of revenue generation is the collection of tuition fees for all the programs conducted, it also includes the incomes from auxiliary services and revenue generated from short courses.

A. Cash Management

i. Collections and Cash

The revenue and fund collections are the sole responsibility of the Finance Department. Collections are made by persons authorized by finance department should deposit the collections on day to day basis.

All the receipts by the cashier are accounted in the accounting software indicating clearly the source of receipts. The department manages SUC revenue, bank transactions, and records and safeguards the interest of SUC through evaluating risk management and judiciously handling financial resources of the institution.

ii. Functions of Cashier

The main functions of cashier are:

a. Identify the purpose for which the amount is collected.
b. Identify the purpose for which the amount is paid.
c. Cash received at the counter has to be verified in the cash counting machine for counterfeits.
d. For every inward / outward transaction appropriate vouchers are raised with proper details.
e. Reconciling the receipts / payments with cash and Cheques.
f. Prepare daily cash / bank reports
g. Daily cash receipts / collection of Cheques are deposited in the bank the next working day.
h. Recording daily transactions in the accounting software.
i. Prepare daily cash transaction report to be
j. Preparing monthly, quarterly and yearly collection reports.

iii. Process for Collecting Cash

a. The cashier collects the full payments as per the debit note or the voucher.
b. If part payment is collected from the student the cashier has to obtain prior authorization from the HOD.
c. The cashier is solely responsible for verifying, reconciling of all the cash / bank transactions in the day and discrepancies between the total amounts are to be rectified.

iv. **Depositing of Cash**
   a. The cashier has to take approval from the Head of the Department for making any deposit of cash into the bank.
   b. The steps to be followed for depositing cash are:
      1. The amount of cash to be deposited is to be entered in the deposit form and cash deposited needs to be re-verified by the person taking the cash.
      2. Security to be provided to the personnel taking cash for deposits.
      3. After making the deposit the acknowledged deposit form to be returned to the cashier
      4. The cashier makes necessary entry in the Focus Accounting Software.

v. **Process for Collecting Cheques**
   a. The cashier has to verify that Cheques received are in account payee form addressed to "Skyline University College".
   b. The cashier has to verify the amount in words and figures.
   c. Ensure the cheques are signed.
   d. The cashier can accept only cheques which are dated for the month and to receive any postdated cheques the cashier needs to take approval from HOD.
   e. The cashier has to accept cheques with full payment and If part payment cheques are presented the cashier has to obtain prior approval from the HOD.
   f. All cheques received the details of the student / payer must be mentioned at the back of the cheque. (SUC Bank A/c No. /Student ID No. / Contact Nos.).
   g. The voucher entry for cheques received should be posted only after realization in the bank.

vi. **Precautions for Accepting Cheques**
   a. Accept cheques from the students who do not have previous history of bounced cheques.
   b. Verify that the student is not included in the most recent returned cheque list.
   c. If the payer is listed in the returned cheque list, do not accept the cheque.

vii. **Depositing of Cheques**
   a. Depositing of daily cheques should be done in the Panini online cheque deposit machines
   b. Log of all cheques deposited should be recorded
   c. Cheques that are cleared in the bank should be couriered to the bank within 2 working days.
   d. Cheques which are not cleared should be retained in finance department and necessary entries to be passed in the Focus management software.

viii. **Cheque Return Procedures**
   a. On receiving the cheque return notification from the bank the payer is contacted to clear the outstanding payments.
   b. On receipt of the return cheque the details are posted in the respective student ledger and the payer will be listed in the defaulters list.
   c. A Penalty of AED 577.50/- are charged to the student for bounced cheques.
   d. The student is given a maximum of two weeks to clear the return cheque amount failing which the names are forwarded to the Administration department / Students department for further action.
   e. If the payment vide cheque is already credited in the student account and the cheque is bounced then reverse the entry to the debit account of the student along with the cheque return charges.
   f. Once collection is received against the bounced cheque along with the penalty, the returned cheque is handed over to the payer.
   g. If the return cheque is unpaid for a period of more than three months, the cheque has to be referred to the legal authorities.

B. Revenue Collections

All revenue collections in SUC are in the form of cash, Cheques, Online Payment, Bank transfers and payment made through Credit & Debit cards.

i. Receipting

The Cashier is responsible for the collection and receipting of University revenue. Cash receipting procedures are in place to ensure that all University monies are accurately collected, recorded and banked. Examples of cash receipts include:

a. Tuition fee
b. Miscellaneous fees
c. Bookshop
d. Reprographics
e. Library Fines
f. Student Transport fees
g. Facility hire fees

ii. Invoicing

An invoice is raised to recover dues from students / external organizations in return for goods or services which have been provided by the University.

Invoices are raised for a wide variety of goods and services including:-

a. Invoice for student tuition fees to Government Departments / Banks / Charitable Organizations
b. Consulting Services
c. Rental of Premises
d. Hiring facilities of Playgrounds

iii. Admission and Tuition Fees

a. Admission fee is collected at the time of admission of a student into SUC as per the published fee structure.
b. An initial pro-forma invoice is generated by the ERP (EMS-CMS) at the time of admission where the initial charges are debited for the student.
c. After registration, tuition fee is collected as per the fee payment plan which is generated by the ERP.
d. The administration department issues the invoice to the student after verification of the invoice by the finance department.
e. The student will be eligible for fee waivers and discounts as per the admission / placement requirements. The student with fee waivers are required to adhere to the normal fee payment plan till the admission criteria's are completed.
f. Once a fee plan is issued it becomes the responsibility of the student to make the payment in total to be eligible for receiving the degree.
g. The finance department relies on debit note raised by the ERP and the Administration Department on a monthly/semester basis and continues till the student is graduated or cancels and exits SUC.

iv. Short Course Fees

The Finance Department is also entrusted to collect fees for the short courses conducted by the SUC. The collection of fees in this case is also based on the debit notes raised by the ERP.

v. Collection of Security and Refundable Deposits

The finance department is also entrusted to collect refundable deposits from the students and use these funds as security deposits till the student is pursuing academic programs in the institution. Following are the categories where deposits are collected from students.

a. Passport guarantee
b. Hostel Deposits

The deposits are refunded to the students after fulfilling all obligations, in case the obligations are not fulfilled the deposit shall be adjusted against the outstanding fees due to the institution in part or full.

vi. Safeguarding of Funds

All revenue collection in any form is maintained in a secured place (Fire proof Cabinet) at all times. Only those persons authorized to receive cash have access to such cash during the business day. Cash receipts not deposited during the business day are to be stored in the SUC's Fire Proof Safe in the Finance Department.

vii. Reconciliation of Accounts and Banks

a. The process of comparing information that exists in two systems or locations, analyzing differences and making corrections so that the information is accurate, complete and consistent in both systems or locations.

b. The cashier should ensure that the receipts are generated into the corresponding student's ledger.

c. This process should be done before the student leaves the cashier's counter, thus the process of reconciliation will be completed. The bank accounts must be reconciled with the bank statements with the cheques and cash deposited to verify any discrepancies.

d. Reconciliation of the debits which are done by the ERP and the Administration Department is verified and reports are generated for further audits by the internal and external auditor.

e. Reconciliation of revenue is done on daily basis by tallying the cash received, the credit card receipts are tallied with the summary reports generated from POS machines and the cheques are physically verified with the bank ledger.

f. Student ledgers are verified and reconciled with the daily summary list.

ix. Facilitating Internal & External Audit

The finance department is responsible for keeping the books of accounts, revenue and payment vouchers ready for internal and external audit.

Internal audit are carried out on a monthly basis and the external audits are carried out by the external auditor on quarterly basis.

x. Revenue Reporting

The Finance department provides periodic financial reports pertaining to the financial performance. Revenue reports forms part of the financial disclosures done on monthly and quarterly basis with analysis. Reports which are submitted by the department include:

a. Operating revenue from tuition fees
b. Operating revenue from auxiliary enterprises

xi. Dissemination of reports

The reports generated by the finance department gives a clear picture of the financial position of SUC in terms of actual income, statement of cash flows and variances with respect to the organization as a whole and departments in specific.

The financial information along with observation by the auditor is disseminated to the management for the necessary approval and action.

9.g. Financial Risk Management.

Policy number	FINA_POLICY_08
Policy name	Financial Risk Management.
Policy version	Version 2
Standards applicable	MOE Standard 9: Fiscal Resources, Financial Management and Budgeting
Policy owner	Finance Department
Date of policy development	21 July 2019
Review date	23rd July 2023
Date of recent modification	22 August 2022
Approved by	Vice Chancellor

A. Introduction

As an Educational institution SUC has a regular flow of various stakeholders which includes employees, students, visitors, service providers, parents and other guests at regular intervals. The risk associated with the infrastructure, facilities, processes, services provided and reputation of the institution are numerous and they arise from internal and external sources. All the risks have the potential to disrupt achievement of the University's strategic and operational objectives, impact the employees, students, visitors, resources and the infrastructure of the university. To minimize such risks SUC aims to manage risks on a continuous basis by identifying, analyzing, evaluating and responding to risks through informed decision process. The process is detailed in the policy below.

B. Risk Statement:

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

C. Purpose

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

D. Risk Definition

Risk is defined as any event that has a potential to disrupt the normal operations, processes, cause damage to property, assets, fixtures and furnishings, equipment that does not allow SUC to carry out its functioning to attain its goals and objectives over a period of time. It also includes the shortfall in enrollments and employees, financial and resource inadequacies that hampers the accomplishment of its mission and vision.

The risks arising from natural and physical environment can only be mitigated by creating awareness and providing necessary warning systems. Risks also arise from uncertainties in the socio – politico - economic environment impact businesses and will have an influence on the education sector too. In order to mitigate the risks from environment, socio-political conditions and from competitors; continuous process of evaluation of the hazards arising out of environment, equipment, furnishing and facilities, policies, processes and macro environment; it is essential to be prepared to face any eventuality and find alternative strategies to fulfill the university mission in a long run. It is required

that all departments compile a risk report based on issues that needs to be addressed for effective risk mitigation within their purview so that a detailed risk report is regularly submitted for review and necessary improvements based on the recommendations by the review committee.

E. **Key Terms Definition:**
   i. **Hazard/ Aspect:** Anything with the potential to cause harm, loss or damage to human, the environment or SUC property and assets which hampers the functioning of the institution
   ii. **Risk/ Impact:** Is the potential harm that causes loss or damage to the assets and stakeholders and may lead to inability of SUC to achieve its mission and objectives.
   iii. **Risk/ Impact Assessment:** It is a process of measuring the likelihood and the extent of damage to determine the severity of harm. *(loss or damage **X Likelihood** of its occurrence)*
   iv. **Control Measures:** Necessary means to mitigate and reduce the impact of risks on the human health and safety and the environment for sustainability. The measures, precautions and procedures undertaken and implemented in order to control and handle all potential risks/ impacts is the policy frame for controlling risks. The purpose of the control measures are to identify and evaluate to reduce, eliminate or mitigate risks associated with preserving human health and safety.

Identified Potential Risks Related to Finance Department

Operations	Risks	Brief description	Likelihood	Impact	Evaluation of Initial Risk	Control measures	Time frame	Responsibility
Financial	Insufficient revenue generation	Shortage of funds and issues in institutional operations	1	3	3	Ensure proper auditing of balance sheet	Semester	Deputy Director of Finance
	Increasing fee outstanding		4	3	12	Regular monitoring of outstanding payments and necessary follow-ups to be done	Semester	Deputy Director of Finance
	Non-timely reporting of financial status	Improper financial decisions	2	3	6	Ensure report submission as per calendar	Semester	Deputy Director of Finance
	Improper recording of transactions	Non-Complia	5	2	10	Ensure proper	Semester	Deputy Director of Finance

		nce to VAT				auditing of transactions		
AY	Errors in reconciliations	Auditing issues	5	2	10	Ensure proper auditing of reconciliations	Semester	Deputy Director of Finance
	Errors in payments and collections	Impact on cost and revenue	4	2	8	Ensure proper auditing	Semester	Deputy Director of Finance
	Allocation of insufficient budget	Issues in operations	1	3	3	Ensure budget allocations based past expense analysis and estimated cost for future needs of the institution based on strategic plan	Semester	Deputy Director of Finance and Heads of Department
	Insufficient allocation for safety & security equipment	Increase in losses and damages to resources, people and the assets	1	3	3	Allocate appropriate funds after carefully reviewing the requirement of safety & security equipment in the institution and finding their estimated costs	Semester	Deputy Director of Finance

9.h. Auxiliary Enterprises.

Policy number	FINA_POLICY_09
Policy name	Auxiliary Enterprises
Policy version	Version 2
Standards applicable	MOE Standard 9: Fiscal Resources, Financial Management and Budgeting
Policy owner	Finance Department
Date of policy development	21 July 2019
Review date	23rd July 2023
Date of recent modification	22 August 2022
Approved by	Vice Chancellor

Auxiliary enterprises are self-supporting activities which provide non-instructional support in the form of goods and services upon payment of a specific cost. Auxiliary Enterprises generate revenue and have physical spaces specifically dedicated and assigned to their operations. They have different operating ledgers in the accounting software and have their rates set and approved. The auxiliary activities at SUC include:

A. Outsourcing Of Cafeteria
B. Sale of Books,
C. Transport Services
D. Hostel Accommodation,
E. Rental of Playground
F. Rental of College Premises
G. Reprographic Services
H. Sponsorships for Events
I. Donations Received from Corporate
J. Playground Revenue

1. Each auxiliary enterprise will be accounted for separately on the accrual basis, (i.e., revenue is recorded when earned and expenses recorded when incurred), regardless of when, whether, or how much cash has been received or paid.
2. Each auxiliary enterprise will normally establish an auxiliary fund balance which may be used for purposes as instructed by the management.
3. Each auxiliary enterprise's auxiliary fund balance will retain its separate accounting identity and will be reported separately.

MOE Standard 10. Legal Compliance and Public Disclosure

10. a. Conflict of Interest.

Policy number	HUMR_POLICY_16
Policy name	Conflict of Interest
Policy version	Version 2
Standards applicable	MOE Standard 10: Legal Compliance and Public Disclosure
Policy owner	Human Resource Department
Date of policy development	18 July 2019
Review date	23rd July 2023
Date of recent modification	15 August 2022
Approved by	DASS

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

Employees must disclose actual or potential conflicts to their supervisor as soon as they become aware of them. Failure to make required disclosures or resolve conflicts of interest satisfactorily can result in discipline, up to and including termination of employment.

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

a. Accept or solicits a gift, favor, or service from an individual, business, or other party involved, or potentially involved, in a contract or transaction with SUC.
b. Accept, agree to accept, or solicits money or other tangible or intangible benefit in exchange for the exercise of official powers or the performance of official responsibilities
c. Accept employment or compensation or engage in any business or professional activity that might require disclosure of the information to SUC.
d. Accept, agree to accept, or solicits money or other tangible or intangible benefit in exchange for the exercise of official powers or the performance of official responsibilities
e. Makes personal investments that are contrary to SUC interests

Policy number	FINA_POLICY_10
Policy name	Anti-Corruption and Bribery
Policy version	Version 2
Standards applicable	MOE Standard 10: Legal Compliance and Public Disclosure
Policy owner	Finance Department
Date of policy development	21 July 2019
Review date	23rd July 2023
Date of recent modification	19 August 2022
Approved by	Vice Chancellor

A. Introduction

The purpose of this policy is to fight and prevent corruption and bribery in all its forms and to ensure that members of SUC conduct business in an ethical manner and adhere to the requirements of all applicable anti-bribery laws and best practices. SUC has a reputation for honesty and integration in management practices and in its business transactions that it wishes to maintain. This policy will comply with anticorruption and bribery laws wherever it does business as per the United Arab Emirates Law.

B. Scope

This policy applies to all members of SUC Community, wherever located, with respect to their activities for or on behalf of SUC or otherwise in connection with SUC activities.

C. Procedures for Implementation

i. Providing or Receiving Gifts/Favors:

Providing Gifts/Favors to, and receiving Gifts/Favors from, Third Parties on behalf of SUC can play an important role in strengthening relationships and promoting the educational and research mission of SUC. However, the provision or receipt of Gifts/Favors that are excessive or inappropriate may create the appearance of impropriety or violate anti-bribery laws.

The principal guide in providing or receiving Gifts/Favors is a rule of reasonableness. These practices vary among cultures and what may be normal or ace ptable in one culture may not be normal or acceptable in another. Members of the University should always consider whether a Gift/Favor is reasonable and justifiable, taking into account all relevant circumstances, including the intentions of the parties and whether they or their colleagues would be comfortable seeing the Gift/Favor reported publicly.

A Gift/Favor that is not directly or indirectly provided to or received from a Third Parties and that meets all of the following criteria is generally permitted:

a. It does not include cash or a cash-equivalent (e.g., gift certificates, vouchers, or other items that can be readily exchanged for cash);
b. It is not intended to improperly influence or reward any person regarding any matter or transaction involving SUC or another party;
c. It is unsolicited, given infrequently, and given openly, not secretly;

d. It does not breach any other law or SUC policy;

e. It is given or received in SUC's name and not in the name of the individual member of the University Community;

f. Any Gift/Favor that does not meet all of the criteria must be approved in advance by the Finance/VICE CHANCELLOR's Office

ii. The reimbursement of travel expenses of Third Parties may not be used as a Gift/Favor and is permissible only when the travel serves a legitimate University purpose, is appropriately documented, and complies with SUC's Business Expenses Policy.

D. Reporting

Members of the University Community should report immediately any suspected or actual violations of this policy or anti-bribery laws. Complaints should be made in accordance with grievance policy & procedures policy of SUC.

E. Consequences of Violation

Any member of SUC who violates this policy may be subject to disciplinary action, up to and including dismissal or expulsion, as applicable. Third parties who violate this policy are subject to termination of all relationships with SUC. Violations of this policy may also result in civil and criminal penalties for such individuals in multiple jurisdictions.

F. Responsibility

Student & Staff DAC (Disciplinary Action Committee) committee is having the primary and day-to-day responsibility for implementing this policy and for monitoring its use and effectiveness and dealing with any quires on its interpretation. SUC Management at all levels are responsible for ensuring those reporting to them are made aware of this policy and are given adequate and regular training on it. Moreover, all employees of SUC will have overall responsibility for ensuring this policy complies with our legal, obligations and that all are under SUC control and comply with it.

10. c. Copyright and Intellectual Property.

Policy number	HUMR_POLICY_17
Policy name	Copyright and Intellectual Property
Policy version	Version 2
Standards applicable	MOE Standard 10: Legal Compliance and Public Disclosure
Policy owner	Human Resource Department
Date of policy development	18 July 2019
Review date	23rd July 2023
Date of recent modification	1 September 2022
Approved by	DASS

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

i. SUC has a right to use all the teaching & training program materials, research works, books and patents developed / applied by Faculty Member during their tenure for conducting its operations or to enhance its image in the competitive environment.

ii. SUC has a right to copyrights on any applications, projects, systems or software's created by the Faculty Member, Staff and the students during their tenure at SUC.

iii. The SUC believes that all published works of its community should be available to interested scholars.

iv. SUC holds the rights on all the course material (Course syllabus) 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.

v. The Faculty Members/ Students also reserve the right to use the created material for their career advancement.

vi. 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.

vii. 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.

viii. 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.

ix. 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.

x. 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.

A. Patent and Copyright Issues

RSAC will facilitate in organizing regular workshops/webinars for faculty members, staff and students about patents, and copyright issues. The committee will make sure that Federal Law No. 7 of 2002 on Copyrights and related rights are understood and followed by everyone in the institution. Any violation of these issues will be reported and handled by the Disciplinary Action Committee.

Policy number	FINA_POLICY_11
Policy name	Teach-Out
Policy version	Version 2
Standards applicable	MOE Standard 10: Legal Compliance and Public Disclosure
Policy owner	Finance Department
Date of policy development	21 July 2019
Review date	23rd July 2023
Date of recent modification	7 September 2022
Approved by	Vice Chancellor

A. Introduction

SUC Teach out policy includes a number of measures to ensure an effective and efficient operation, enabling SUC to respond to a variety of operational, financial, and commercial risks. However, in case unforeseeable events take place, SUC has a provision that 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 or emergency situations, an ad-hoc 'Teach- Out' committee is formed comprising of AAC members and Deputy Director of Finance.

C. Functions of the Committee

   i.   To prepare a general 'Teach-out' plan to rehabilitate the students on rolls at the time of emergency.
   ii. To ensure the last student is rehabilitated as per the proposed plan
   iii. To refund the fee as per the provisions made by finance department for such contingencies

D. Process Flow

   i.   Gravity of the emergency situation is reviewed
   ii. A 'Teach-Out' plan is prepared to accommodate the students
   iii. Ensure the implementation of the 'Teach-Out' plan

E. 'Teach-Out' Plan

   i.   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:

   a. Students will be offered to transfer to the existing emphasis/major programs of their choice offered at SUC
   b. 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.
   c. If the student decides to cancel his registration with SUC, applicable refunds will be offered.
   d. The applicable refund shall be paid over a period of one year.

ii. 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:
   a. 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.
   b. If the student decides to cancel his registration with SUC, applicable refunds will be offered.
   c. The applicable refund shall be paid over a period of one year.

F. Financial Guarantee

SUC maintains sufficient reserves under the heading Contingency reserves, the financial statement is regularly audited and the contingency reserves are reflected in the annual audited statements. These contingency reserves are aimed at meeting requirements of teach out policy and the amount of contingency reserve is considered as the financial guarantee.

10. e. Publications.

Policy number	MEDC_POLICY_01
Policy name	Publications
Policy version	Version 2
Standards applicable	MOE Standard 10: Legal Compliance and Public Disclosure
Policy owner	Media & Communications Department
Date of policy development	14 July 2019
Review date	20th July 2023
Date of recent modification	20 April 2022
Approved by	Director- Marketing & Communication

Under the publication of policy of SUC all publications have to maintain consistency and clarity of information related to the institution. Generally, catalogs and website are the main sources of information to the external community and handbooks are published for internal stakeholders.

A. Publication Process Flow

   i. Departments are responsible to prepare the draft contents of publication in line with the SUC policies and procedures
   ii. IRQAOA department reviews the draft document and forwards its recommendation for approval
   iii. VC gives the final approval

B. Responsibility and Authority

Type of publication	Responsibility of preparing Draft content for publication	Review and amendment of the content	Authority to release for publication	Frequency of update
Catalog	Heads of Department	IRQAOA Department and VC	VC	Annually
Student Handbook	Deputy Director – Administration	IRQAOA Department and VC	VC	Annually
Faculty Handbook and Staff Handbook	HR – In charge	IRQAOA Department and VC	VC	Annually
Advertisement and Brochure	Director of Marketing and HR – In charge	IRQAOA Department and VC	VC	As per Schedule
Website content related to policy and procedure	Heads of Department	IRQAOA Department and VC	VC	Semester wise
Website content related to articles and news	Heads of Department	IRQAOA Department and VC	VC	As and when required
Social Media	Heads of Department	MCD/English Faculty	VC	Daily / upon request

Policy number	CORP_POLICY_05
Policy name	Institutional Relations
Policy version	Version 2
Standards applicable	MOE Standard 10: Legal Compliance and Public Disclosure
Policy owner	Corporate Affairs Office
Date of policy development	4 August 2019
Review date	20th July 2023
Date of recent modification	9 August 2022
Approved by	Director-Marketing & Communication

A. Organizing Guest Lectures and Technical Visits

Corporate Affairs Office will send a request letter to the Dean of Respective Schools and entertain request for Guest lectures, live project, Industry Visits, from various faculties in the beginning of the semester. The Corporate Affairs Office will action upon the request sent by the Dean of respective Schools. Dean of Respective Schools to forward the mail in the beginning of the semester stating guest lecture/technical visits required with the following details.

   i.   Name of the faculty member
  ii.   Request made: Guest Lecture - Topic based; Technical Visit- Industry and Objective for the visit
 iii.   No. of students
  iv.   Date and time of activity
   v.   Purpose of the activity
  vi.   Learning Objective achieved
 vii.   Technical visit subject related

The Corporate Affairs Office will coordinate with the faculty to help students undertake field visits & industrial tours.

The Faculty Member will orient students before the industry visit about its relevance and expected learning outcomes and assign a small graded assignment to Student. Faculty will send a copy of feedback report of students along with photograph to office of corporate affairs and a copy to IRO.

Thank you letter will be sent by the Corporate Affairs Office to the respective corporate.

B. CEO Lecture Series

Corporate Affairs Office coordinates with the Corporate and extends invitation to the President/CEO of the organization to attend the prestigious SUC event the "CEO Lecture Series" and provide a lecture on specific topics which are discussed internally. The CEOs identified for this event are generally the heads of the organization having responsibility of the entire Asia, Middle East and Africa region and have given their consent to deliver a lecture.

Scope: It is a brand building exercise by associating with the super brands by inviting the celebrated CEO's of the organization. The event brings lot of valuable insights and leadership lessons for the Management Graduates and the academia.

C. Alumni Lecture Series

Corporate Affairs Office prepares and finalizes list of successful Alumni who can be a part of the SUC's prestigious event "Alumni Lecture Series".

SCOPE: To invite successful Alumni who can share their success story and the transition of their journey from campus life to corporate life with the students.

D. Round Table Conference

As a part of the brand building activities, The Corporate Affairs Office organizes round table conferences or panel discussion wherein professionals are invited from various industrial sectors for participation. The participants get the benefit of networking with counterparts from different corporate sectors and also upgrade their knowledge base by participating in the discussions on current topic.

Procedure

Step 1: Initiate a meeting to discuss areas of current issues with the concerned area chair for organizing corporate round table / seminar / panel discussions.

Step 2: To finalize with the Area Chair/ Dean of Respective Schools the experts from SUC and industry for participation in the round table/seminar /panel discussions.

Step 3: Determine the dates in the calendar for the event

Step 4: Finalize the list of invitees for the event from the media, corporate, schools, consulates, students, clubs and universities.

Step 5: To select external moderator, select venue and prepare budgets for the event.

Step 6: To conduct the event in coordination with Marketing.

Step 7: To coordinate with IRQAOA for event feedback.

Step 8: Share the event experience with SUC community

The Corporate Affairs Office will coordinate with the faculty to help students undertake field visits & industrial tours.

The Faculty Member will orient students before the industry visit about its relevance and expected learning outcomes and assign a small graded assignment to Student. Faculty will send a copy of feedback report of students along with photograph to office of corporate affairs and a copy to IRQAOA department.

Thank you letter will be sent by the Corporate Affairs Office to the respective corporate.

10. g. Co-operative agreements and contractual relationships.

Policy number	CORP_POLICY_01
Policy name	Co-operative Agreements and Contractual Relationships
Policy version	Version 2
Standards applicable	MOE Standard 10: Legal Compliance and Public Disclosure
Policy owner	Corporate Affairs Office
Date of policy development	4 August 2019
Review date	20th July 2023
Date of recent modification	20 April 2022
Approved by	Director-Marketing & Communication

A. **Establishing Scholarship MOUS**

CAO engages in developing relations with corporate, building brand image, facilitate signing of MoUs with the Corporate, Government Institutions, and Business Councils engaging them in partnerships for various activities relating to academic and community development.

CAO has one of the Goal is in line with the both National & International standards, i.e. to create brand awareness, knowledge exchange and corporate linkages of SUC among the top 50 globally recognized companies in UAE. CAO is geared to create corporate linkages with the renowned MNC's and Local Organizations which are among Fortune 500 and have operations in UAE.

Following are the Steps to follow :

Step 1: Collecting appropriate information and attending exhibitions, career fairs, important government and non – government activities which directly or indirectly benefits SUC.

Step 2: Including list of activities to be conducted in collaboration with the Head of Academics of both School of Business & School of Computing in the Corporate Affairs Office monthly plans.

Step3: Schedules meetings with corporate with predetermined agenda.

Step 4: Visits the corporate as per schedule and develops networking.

Step 5: Exploring the possibilities of partnering with Corporate for community development and organizing panel discussions.

Step 6: Corporate MoU signing for different programs offered by the School of Business & School of Computing.

Step 7: Reporting the progress with regard to potential opportunities to DOMC for Marketing Department activities. Once the program is completed the reports, photos, etc. will be sent to the respective partnering corporates.

One of the important role of Corporate Affairs Office is to build long term Corporate/Public relations in order to develop a positive image about SUC by engaging them into constructive activities that are mutually beneficial for the industry and SUC community.

The public relations can be built through various academic and non-academic activities wherein the stakeholders of industry and SUC participate to achieve the desired mutually beneficial goals.

B. **Policy for Signing MOU with Corporates**

i. The Corporate Affairs Office coordinates for signing of a Memorandum of Understanding between SUC and the Corporate Sectors. The purpose of signing this MoU is to engage the corporate for

community development activities, availing internship and placement opportunities for SUC students, for organizing panel discussions, etc. The MoUs are signed by the Vice Chancellor. The validity of the MoUs commences from the date of signing by both parties and will remain valid unless otherwise terminated by either party or on the expiry of the agreement. The agreements may also be renewed depending upon the continuation of the agreement between the parties. The MoU clearly lists down the responsibilities of each party involved in the MoU.

ii. Areas of cooperation included in the MOU are as follows:
   a) Scholarship to eligible employees of corporates;
   b) Arranging Management Development Programs as per their requirements;
   c) Counseling Services and Workshops;
   d) Language Programs, Guest Lecture and Technical visits;
   e) Corporate Relations;
   f) Internship & Placement;
   g) Research and Consultancy; and
   h) Event Sponsorship

C. Corporate Event Participations

i. 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.

ii. **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.

D. Signing of MOU and Articulation with Universities

i. Identifying Institutions for Partnerships

Skyline University College has established articulation agreements with various Colleges/Universities in Canada, UK, USA, Australia, New Zealand, India, Ireland, Pakistan etc., which facilitates the faculty and students exchange program.

CAO has one of the Goal is in line with the both National & International standards, i.e To enter into agreements with MOE approved universities by signing MOU's and articulations for student and faculty exchange, research collaboration. CAO is working on reaching to the World renowned and Approved Top 200 universities by MOE. This process is in line with the National & International Standard set by the MOE.
Corporate Affairs Office will identify university of repute across the globe including GCC and explore possibilities to work together for mutual benefit. CAO office will also identify and collaborate with universities which are involved in high end research and MOE listed.

ii. Signing of MOU

a. The corporate Affairs Office sends an email with the proposal of articulation or MoU to all the shortlisted institutions. On receiving a positive response from the institution, further documents are requested to ensure all the requirements of MOE with regards to the partnership agreements are met.

b. Once the institution is found to meet all the requirements enlisted by MOE, the Corporate Affairs Office initiates the process for signing of MoU with that institution. A draft of the MOU including possible areas of collaboration such as faculty exchange, student exchange, collaborative research, sharing best practices, organizing joint conferences and seminars is sent to the respective institution and for establishing partnership with them. The institution is requested to send their suggestions on the draft MoU after a thorough review. The requirements of the institution with respect to the draft MoU are discussed with the Vice Chancellor and upon approval are incorporated in the draft MoU. Once the draft MoU format

is accepted by both the institutions, the signing of MOU by designated authorities at respective universities takes place.

    c.   Objective of this Memorandum of Understanding is to promote the cooperation between SUC and the Partner University by carrying out the following activities:

        1.   Exchange of Expertise and know-how of the best practices followed at each institution that provides a conducive environment for learning;

        2.   Exchange of books, teaching materials, academic data and dissertations, concerning teaching and scientific research projects;

        3.   Faculty and Student Exchange;

        4.   Exchange of information and best practices in the areas of:

            4.1.   Community Engagement

            4.2.   Professional Development

            4.3.   Exchange of contribution in Publications such as Journals, Newsletters, Brochures etc.;

            4.4.   Participate in conferences; and

            4.5.   Collaboration in Research and Project work

iii. Signing of Articulation

    a.   Corporate Affairs Office will correspond with the partner institutions for identifying collaborative projects which can be undertaken mutually.

    b.   The Corporate Affairs Office discusses the possible collaborative projects with the Vice Chancellor and finalizes them. To formalize the execution of partnership activities, an articulation agreement with scope, objectives and details of the activities is signed between the two institutions.

    c.   In case the collaborative projects are academically oriented, the partner institutions are required to enlist their University in MOE, UAE and requirements are as follows:

        1.   The institution and its academic programs are approved by competent authorities in the country of study;

        2.   The certificates issued by the institution are equalized by competent authorities in the country of study;

        3.   The institution has a campus;

        4.   The institution is not a broker to issue certificates;

        5.   The admission policy is compliant with the academically recognized admission policies;

        6.   Teaching in the institution is based on the traditional ways;

        7.   Teaching is in the official language of the country or an international language;

        8.   Institution's specialties are comprehensive;

        9.   The university does not have duality in the admission system for students, reducing the criteria for foreign students and conceding many academic components and admission requirements;

        10. The university is ranked in (The World University Rankings);

        11. In case of private university, the Vice Chancellor may require more information that helps develop a clear image of the university including student numbers, rate of PhD holders among faculty members and whether the university is recognized by the equivalency authorities at the GCC countries;

        12. Once the listing process is completed, the Institutions are requested to forward their curriculum plan along with course description for all programs offered by them. The

curriculum plan along with course descriptions are forwarded to the Quality Assurance Office to develop the course equivalencies for all similar programs offered at both the institutions. These course equivalencies are sent for Vice Chancellor's review. Once approved by Vice Chancellor, the Corporate Affairs Office will send them along with a draft articulation format to the corresponding institution for their review and feedback. In case the institution agrees with all the terms specified in the agreement, the agreement is finalized and sent to MOE, UAE to seek their approval for signing of this agreement. Upon approval by MOE, the agreement is signed by the respective signatories of both the institution.

The articulation process involves the following steps:

1. **Planning**

   The semester – wise planning of the articulation activities is carried out by Corporate Affairs Office. The Corporate Affairs Office researches the web to identify Institutions from specific countries offering similar programs or courses. Only institutions recognized by authorized regulatory bodies in its home country are considered for articulation agreements. The list of Institutions identified for the purpose of articulation is sent to the Vice Chancellor's Office for review and finalization.

2. **Coordination for Partnership Projects**

   To promote cooperation between universities in the following areas:
   Exchange of Expertise and knowhow of the best practices followed at each Institution that provides a conducive environment for learning.
   2.1.   Exchange of students
   2.2.   Exchange of faculty
   2.3.   Exchange of information and best practices in the areas of
         2.3.1.   Curriculum Development
         2.3.2.   Research
         2.3.3.   Community Engagement
         2.3.4.   Professional Development
         2.3.5.   Learning Support Services
   2.4.   Exchange of contribution in Publications such as Journals, Newsletters, Brochures, etc.
   2.5.   Participate in conferences
   2.6.   Collaboration in Research and Project work

3. **Feedback of Projects**

   Once the Articulation agreement is signed, the Corporate Affairs Office works towards the implementation of the agreement by coordinating with representatives at both the institutions and facilitates the execution of different collaborative projects that are agreed upon by both the institutions.
   Towards the end, feedback is taken from both the participating universities for the execution of each activity.

Policy number	MEDC_POLICY_02
Policy name	Website
Policy version	Version 2
Standards applicable	MOE Standard 10: Legal Compliance and Public Disclosure
Policy owner	Media & Communications Department
Date of policy development	21 July 2019
Review date	16th July 2023
Date of recent modification	16th April 2022
Approved by	Director- Marketing & Communication

A. Introduction

The purpose of the SUC website policy is to ensure clarity and consistency of all the information displayed on the SUC website. The content should be in accordance to the mission, vision, and policies set by the institution. The website is the main source of information about the university and it is necessary to ensure that the content is accurate and contains relevant information.

B. Process Flow for Updating Website Contents

i.   The requirements of MOE and MOE Inspection Directorate Standards for the website are disseminated to concerned departments and schools by the IRQAOA department so as to carry out necessary updates for meeting the requirements

ii.   In addition, the website sections are reviewed by concerned departments and schools every semester to ensure contents are current and relevant based on structural or operational changes

iii. The responsibility of reviewing and updating the contents for different sections of the website is carried out as per details given in the below table. The concerned unit shall forward the updated contents to IRQAOA department for initial review and the IRQAOA department shall suggest required updates in the website contents if any

iv.   The concerned unit shall update website contents based on IRQAOA suggestion and forward it to VC for further review

v.   VC shall review the contents and suggest updates if any

vi.   The concerned unit shall update website contents based on VC recommendation if any and submit updated contents to VC or final approval

vii. Media and Communication department shall ensure that the contents approved by VC are published on the website

C. Responsibility and Authority

Website Section	Responsibility of reviewing and updating the website content	Review and suggest amendment of the content if required	Final Approval before the website update	Frequency of review
Institutional updates	IRQAOA department	VC	VC	Semester
Program updates-School of Business	DSOB	DIRQAOA & VC	VC	Semester
Program updates – School of Computing	DSOC	DIRQAOA & VC	VC	Semester
Departmental updates	Heads of Department or Department incharge	DIRQAOA & VC	VC	Semester
Faculty details & Employee Directory	Human Resource department	Dean of respective Schools & VC	VC	Semester
News and events	Media and Communication Department	DOMC & VC	VC	Continuous

10. i. Response to requests for information policy

Policy number	IRQA_POLICY_30
Policy name	Response to Requests for Information Policy
Policy version	Version 2
Standards applicable	MOE Directorate Standard 11 A
Policy owner	IRQAOA Department
Date of policy development	27 December 2021
Review date	20th July 2023
Date of recent modification	26 August 2022
Approved by	DIRQAOA

This policy deals with the disclosure of information to the stakeholders upon their request. The request of information relating to the operations and academic services of SUC can be sought by individuals, organizations, regulatory authorities or legal enforcement agencies through a letter of request by mail or hard copy. The process of information dissemination on request will be sent to the Vice Chancellor for his approval and authorizing Registrar to supply the requested information. This information will be

provided within a maximum of 10 working days depending upon the nature and details of information requested. All request must be made by the source with proper identification.

A. Responsibility and Authority

Type of information	Responsibility to prepare / review content	Review and suggest amendment in the content	Final Approval
Operational	Authorized department	Registrar	Vice Chancellor
Academic services	Authorized department	Registrar	Vice Chancellor

MOE Standard 11. Community Engagement

11. a. Community Engagement.

Policy number	CORP_POLICY_04
Policy name	Community Engagement.
Policy version	Version 2
Standards applicable	MOE Standard 11: Community Engagement
Policy owner	Corporate Affairs Office
Date of policy development	21 July 2019
Review date	20th July 2023
Date of recent modification	15 August 2022
Approved by	Vice Chancellor

A. Introduction

The Community Engagement Committee (Community Services Committee) will be fully responsible for the activities of the calendar events scheduled during the current academic year and ensure its smooth implementation by providing guidelines and needed support.

B. Purpose

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

C. Community Engagement Policy

  i. Introduction

Community Engagement is an important element of SUC's Vision and Mission. It is the manifestation of the SUC's commitment towards society and its social responsibility.

On one hand, community engagement encompasses the active involvement of faculty, staff, and students in making positive contributions to society. While On the other hand, community engagement also entails fostering connections between the university and external stakeholders such as the industry, academia, alumni, and government departments. These interactions serve multiple purposes, including the enhancement of the academic curriculum, facilitating internships and placements for students, and staying abreast of the latest developments and trends in various fields.

  ii. Policy Framework

To fulfill the commitment towards Community Engagement, SUC organizes its activities through the offices of Corporate Affairs and Community Services Committee.

  iii. Policy Guidelines

  a. To plan and execute community service activities for the academic year
  b. To encourage faculty members, staff and students (including student community club) to contribute in community development activities.
  c. To evaluate the benefits of the service activities to the community.
  d. To invite industry experts in developing the curriculum for program and
  e. To arrange placement and internship opportunities for students.
  f. To promote consultancy and joint projects with the identified organizations
  g. To develop an industry – academia forum and organize panel discussions

iv.   **Tenure and Authority**

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**
Vice Chancellor	IRQAOA	AAC	VC

D. MOU Signing

Community Engagement committee initiates the process of identifying organization for mutual collaboration towards serving the community at the Emirate and Federal level. Memorandum of Understandings will be signed with the identified organization which can include Government, Semi-Government, Social Engagement Organizations and Corporates. The areas of mutual collaboration will include both training of soft and hard skills for the employees of the organization, participating in the events conducted by the organizations and involve the organizations in SUC community Engagement events.

i.   **Process for conducting for school workshops on the community Engagement theme**
   a. The community Engagement committee coordinates with the marketing department for conducting various workshop for school students, teachers, counselors at SUC or at the school premises as per the requirement
   b. After the events is over the coordinator prepares the event report and forwards it for chairs and the same would also be sent to SUC media and communication department for updating in digital and print media
   c. The committee takes feedback from the participants for assessing the impact of the activity

ii.   **Process for liaison with external organization in conducting events through corporate affairs**
   The community Engagement committee will coordinate with corporate affairs in community engagement programs initiated by the corporates to service the society. SUC will provide support by involving students, staff and faculty in conducting the events.

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

iv.   **Process for Conducting for External and internal Events**
   a. The community Engagement committee prepares the yearly calendar of events before the start of the academic year which includes both external and internal events. The events are broadly classified under the categories such as Environment, Education Health, Safety (not limited to)
   b. Committee prepares the budget for conducting internal and external events
   c. The Engagement committee disseminates the calendar to Faculty, Staff and Students
   d. A team will be formed for conducting each internal and external events

e. The community Engagement committee conducts the external event as per the community Engagement calendar and the budget allocated for the particular event.
f. The coordinator prepares the pre- and post-event checklist and disseminates the information to the identified team which is responsible for conducting the events.
g. After the events is over the coordinator prepares the event report and forwards it to chairs and the same would also be sent to SUC media and communication department for updating in digital and print media
h. To take feedback from the external participants for assessing the impact of the activity

E. Mandatory Polices
i. Award Policy Under Fes
Award for best Community Engagement will be presented to Faculty, Staff and Students who excelled in community Engagement during the academic year. The criteria will include both qualitative and quantitative aspects which are listed below

a. Faculty Community Engagement Award:
1. Initiating the proposal for conducting the events in innovative way of reaching out to the society
2. Fulfilling the assigned responsibility in the conduct of the event
3. Evaluate the best impact event.
4. FES rating on community Engagement for faculty member

b. Staff Community Engagement Award:
1. Initiating or suggesting a proposal for conducting the events in innovative way of reaching out to the society
2. Contribution to the successful implementation service committee programs.
3. Fulfilling the assigned responsibility in the conduct of the event
4. SES rating on community Engagement for member of SUC staff.

c. Students Community Engagement Award:
Community Engagement Committee and Student Services Department (SSD) will provide inputs for a decision in regards to community Engagement awards to students and assist the Community Engagement Committee

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

To evaluate the performance of the students towards their contribution to the community Engagement, Student committee will be formed in the beginning of the academic year. The committee will comprise of the following members:
3.1. President   (Senior/Junior)
3.2. Secretary   (Senior/Junior)
3.3. Organizer
3.4. Public relation

The Students committee will nominate the best student based on the table below.

S. No	Objectives	Weightage
1	To Conduct awareness programs Theme based, Social and environmental through Seminars/Workshops for community	20%
2	Contribution to SUC's Social Activities	Initiator 40% Contributor 20% Participant 10%
3	Representing SUC in community forums and competitions	15%
4	SUC Brand Building	25%

Total exceeds 100%, please adjust percentages in each component.

The item Number 2 is elaborated as follows. If the student is an initiator then he will obtain 100%, if he is a contributor then 80%, Participant then only 70%

ii. Promotion Policy

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

iii. Role and Responsibilities in Recruitment

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

iv. Role and Responsibilities in Probation Confirmation

The chair will report the activities and involvement of the candidate during his/her probation tenure at SUC in consultation with the committee members. New Faculty member required to submit their plan for community Engagement activities.

v. Authority of Committee Members

a. Engagement committee will organize, manage and conduct community Engagement events as per schedule during the academic year.
b. To evaluate the Faculty, Staff and Students for community Engagement award.
c. To develop, amend and modify the policies depending on the review and suggestions.
d. After review of Faculty, Staff and Students the committee would counsel them to be proactively participate in Community Engagement programs.
e. After first verbal counseling the faculty, staff and student's involvement will be reviewed and if necessary a letter will be put in the HR file.

11. b. External Advisory Council

Policy number	EADB_POLICY_01
Policy name	External Advisory Council
Policy version	Version 3
Standards applicable	MOE Standard 11: Community Engagement
Policy owner	School of Business and School of Computing
Date of policy development	21st July 2019
Review date	22nd July 2023
Date of recent modification	25 April 2022
Approved by	Vice Chancellor

I. Introduction

The School of Business and School of Computing in SUC have their own External Advisory Council (EAC) responsible for advising the Dean of the respective School on the formulation of strategies required for the growth of the school regionally and internationally. They also advise on directions for achieving sustainability of each program of the school and implementation of strategies. Deans of respective school chair the respective EAC and expected to incorporate the directions and advice of EAC in their planning and operations.

II. Goals

1. To suggest strategies for sustainable growth of the school.
2. To advise on enhancing the academic and academic services provided by the school.
3. To suggest brand building activities.
4. To advise on placement, internships and live projects for the students.
5. To suggest on training, consulting and community service.

III. By-Laws

A. Formation & Constitution of External Advisory Council

The External Advisory Council for School of Business and School of Computing is formed consisting of members such as consultants, members from corporate, alumni, parents, government executives, social activists and academicians. The Dean of the respective schools are the chair of External Advisory Council.

B. Appointment and Term Of External Advisory Council Members

The eligibility for appointment to EAC, is that the person from the industry holding senior positions, CEO of corporate, senior officials of government organization, parents and alumni. The members may also be an eminent academician and social activist. These members are recommended by the respective Dean to the Vice Chancellor of the university to be nominated to EAC to provide inputs on the practical aspects of the business environment for assisting the School to formulate its strategic plan and progress to achieve its vision and mission in the long run. The appointment shall continue for a period of **two years** and may be extended for another term of 2 years depending on the mutual agreement.

New EAC members may be added at any point of time as per the requirement of the school and other requirements.

C. Renewal of Term Of External Advisory Council Members:
The External Advisory Council members tenure may be renewed for another term of 2 years depending on the mutual agreement.

D. Resignation & Removal:

An EAC member may resign by a written notice to the Chair (Dean of the School) 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.

E. Time, Place of Meeting And Records:
The External Advisory Council is expected to meet **twice in a year**. The meetings shall be held in SUC campus/ online or any other place within the U.A.E. In case, any external advisory council member cannot attend the meeting in person, he may attend through virtual platform. The minutes of the meetings are recorded by the secretary appointed for the meeting by the Chair (Dean).

F. Special Meetings:
Special meetings of the External Advisory Council may be called by the Chair (Dean) on the written request giving at least one week's time to the members.

G. Delivery of Agenda:
The secretary of respective Dean 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.

H. Duties of Chair of External Advisory Council
  i.   To call meetings of the External Advisory Council.
  ii. To preside over all meetings of the Council.
  iii. To appoint members of External Advisory Council
  iv. To maintain regular liaison with External Advisory Council Members
  v.   To be the spokesperson and representative of the Council for any matter dealt with by the Board of Trustees.
  vi. To apprise the Vice Chancellor on plan and execution of EAC suggestions
  vii. To nominate internal members such as Program Chair/ Faculty Member to the External Advisory Council
  viii. To perform such other duties as determined by the Council

I. General Responsibilities of the Members of the External Advisory Council
The members of the External Advisory Council are appointed by the Vice Chancellor on the recommendation of respective Dean. As a members of the External Advisory 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 issues in UAE and the region and to provide suggestive directions that may help the sustainable growth of the school in all dimensions.

i. To advise on all academic and academic services issues relating to school for discussion and decision

ii. To suggest strategies for sustainable growth of the school

iii. To suggest branding activities of the school

iv. To suggest training, consulting and community service for developmental of the school

v. To enhance student learning and career growth

vi. To provide suggestions on building strong alumni relationships

vii. Suggest opportunities of higher education, placements and entrepreneurial opportunities

viii. To attend meetings of External Advisory Council and contribute constructively.

ix. Each member is expected to attend all the meetings.

x. In the event of absenting from the meeting, the member shall inform the inability to attend the meeting to the Chair well in advance.

xi. Members are prohibited from any financial dealing with the institution.

xii. The External Advisory Council is responsible for adding value to the school from different perspective that may lead to improvements in the functioning and visibility of the school in the region.

xiii. The External Advisory Council should provide some alternative inputs for the development of the school through council meetings as well as informally throughout the academic year.

xiv. The External Advisory Council enables school to achieve the educational effectiveness, academic excellence and appropriate financial stability of the institution.

xv. The EAC members represent the standpoint of alumni, parents and friends.

xvi. Attending and actively participating at the council meetings as per schedule

xvii. Serving on select committees or task forces of the council

xviii. Meeting individually with the Dean and / or Vice Chancellor, if required.

xix. Advising in career service activities, and interacting with current students

xx. Hosting or participating in SUC events that promote awareness of and interest in the institution and its faculty, departments and programs.

xxi. Identifying and engaging other alumni, parents, and friends in a position to support the university fundraising activities.

xxii. Recommending and supporting the for annual fund and other campaigning activities at a level commensurate with one's capacity.

xxiii. Review progress of the institution and share ideas

xxiv. Support academic program accountability by providing guidance and feedback and serving as partners in research and community collaborations

xxv. Review governance procedures and provide suggestions for improvements

xxvi. Review brochures and website and provide suggestions.

xxvii. Help in formulating new strategies which are presented to the Board of Trustees for review and approval

xxviii. To help the school in understanding the current trends in the industry requirements and job market

J. Code and Conduct:

i. The EAC members shall conduct in accordance with the responsibilities and obligations as mentioned above and within the applicable laws of UAE.

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

iii. Member of EAC shall not disclose to others, or use to further his or her personal interests, confidential information acquired in the course of performing Board or Committee functions. "Confidential" will be defined as either any information marked "Confidential" or matters of a personal nature concerning an individual; confidential personnel matters.

11. c. Continuous education and lifelong learning.

Policy number	CCLL_POLICY_01
Policy name	Continuous Education and Lifelong Learning
Policy version	Version 3
Standards applicable	MOE Standard 11: Community Engagement
Policy owner	Centre for Continuing Learning
Date of policy development	18 July 2019
Review date	15th January 2024
Date of recent modification	15th January 2024
Approved by	Director- Marketing & Communication

I. **Introduction**

The Continuous Education and Lifelong Learning Policy is designed to provide students, alumni, and the public with ongoing educational and professional development opportunities. This policy aims to enhance knowledge, skills, and career prospects while fostering a culture of lifelong learning.

SUC, through its Centre for Continuing Learning, offers participants with the opportunity to earn a diverse range of certifications, including Certificates issued by the Centre for Continuing Learning (i.e. Certificate of Attendance, Certificate of Completion) and accredited certificates and diplomas issued by renowned International Awarding Bodies. These partnerships have been established with esteemed international bodies including ACCA, IATA, SHRM, Confederation of Tourism and Hospitality, ICDL Arabia, EC-Council, IFA, CISCO Academy, Coursera, and ATHE. These collaborations ensure that the certifications offered by SUC are recognized and held in high regard within their respective industries.

By embracing this policy, SUC aims to empower students, alumni, and the public to pursue continuous learning, obtain professional certifications, and secure career advancement opportunities.

II. **Objectives**
1. To offer a comprehensive range of continuing education programs and courses that align with the academic disciplines and career aspirations of students, alumni, and the public.
2. To support participants in obtaining professional certifications and credentials that enhance their professional standing and career prospects.
3. To provide flexible learning options, including online and blended formats, to accommodate individual schedules and preferences.
4. To offer non-degree courses to individuals who wish to enroll in undergraduate and graduate courses offered by Skyline University College.
5. To foster a culture of lifelong learning and professional development among students, alumni, and the public.

III. **Continuous Education and Lifelong learning programs**
   a. **Training Offerings**
      i. SUC will develop and offer a diverse portfolio of continuing education training programs and short courses designed to meet the evolving needs of participants.
      ii. The training offerings will be developed in collaboration with faculty, industry experts, professional associations, and academic partners to ensure relevance and currency.
      iii. The training programs may include short-term workshops, seminars/webinars, SUC's certificate programs, executive education, and other forms of professional development opportunities.

   b. **Professional Certifications and Career Advancement**
      i. SUC will actively support and guide participants in pursuing professional certifications and credentials recognized by relevant professional bodies and organizations, such as, ACCA, IATA, SHRM, Confederation of Tourism and Hospitality, ICDL Arabia, EC-Council, IFA, CISCO Academy, Coursera, and ATHE.
      ii. SUC will provide resources, guidance, and preparation materials to help participants prepare for certification exams and meet the necessary requirements.
      iii. Career counseling services, job placement assistance, networking events, and alumni connections will be facilitated to support participants in securing career advancement opportunities.

   c. **Non degree courses**
      Non-degree courses are offered to individuals, who wish to enroll in undergraduate and graduate courses delivered by the schools at Skyline University College, to enhance their skills, acquire knowledge in specific areas, or explore academic interests. A certificate of completion and a transcript will be awarded as per the Non-degree student enrollment policy.

IV. **Admission requirements and financial policies**
   Refer to CCL Policies and procedures manual for Admission requirements and Financial policies related to each program.

V. **Evaluation of Effectiveness**
   i. SUC acknowledges the importance of evaluating the effectiveness of the lifelong learning program in enabling students, alumni and the public to obtain professional certifications and secure career advancement.
   ii. Regular assessment and feedback collection will be conducted to measure the impact and outcomes of the lifelong learning program. Assessments will be conducted at various stages, including pre, during, and post-training programs, to comprehensively evaluate the program's effectiveness. In addition, feedback from trainers and faculty members involved in delivering the programs will be gathered and considered.
   iii. The evaluation process will include tracking the number of participants who obtain certifications, their career progression, and feedback from participants on the support and resources provided during the program.
   iv. Based on the evaluation results, adjustments and improvements will be made to enhance the policy's effectiveness and ensure its alignment with participants' needs and industry demands.

   By implementing this holistic policy, SUC aims to empower students, alumni, and the public to engage in continuous learning, obtain professional certifications, and secure career advancement opportunities.

   The policy's effectiveness will be regularly assessed to ensure its effectiveness in fulfilling these objectives.

11. d. Non-degree Student enrollment policy

Policy number	CCLL_POLICY_10
Policy name	Non degree Student enrollment policy
Policy version	Version 1
Standards applicable	Standard 3 and Standard 6
Policy owner	Centre for Continuing Learning
Date of policy development	8 January 2024
Review date	-
Date of recent modification	-
Approved by	Vice Chancellor

A. Introduction

This policy outlines the guidelines for non-degree students seeking enrollment in courses offered by Skyline University College (SUC) under different programs. The policy adheres to the regulations set forth by the Ministry of Education (MOE) in the United Arab Emirates (UAE) to ensure transparency, fairness, and compliance with national standards.

Applicants interested in attending a limited number of courses at SUC without enrolling in a degree program can apply as non-degree applicants. Non-degree status does not apply to exchange students.

B. Definition of Non-Degree Students

Non-degree students are individuals who wish to enroll in undergraduate or graduate courses offered at Skyline University College without enrolling in a formal degree program. Student may seek to acquire knowledge in specific area, enhance skills, , or explore academic interests.

C. Eligibility Criteria

To be eligible for enrollment as a non-degree student, candidates must meet the below requirements:

  i. Non-degree applicant seeking enrollment in undergraduate courses:
    a. Must hold a high school certificate or equivalent qualification.
    b. English Proficiency evidenced through professional experience (Letter issued by Employer) or submit English Language Proficiency certificate
    c. Meet any additional course-specific prerequisites through Recognition of Prior Learning (RPL) *, or formal study

  ii. Non-degree applicant seeking enrollment in graduate courses:
    a. Must hold a bachelor or higher degree.
    b. English Proficiency evidenced through the candidate's latest awarded degree admission requirement
    c. Meet any additional course-specific prerequisites through Recognition of Prior Learning (RPL) *, or formal study

* The RPL for a program will be based on professional certifications, diplomas, work experiences in the related fields and equivalency will be awarded upon verifying the validity and authenticity of issuing authority or its equivalency approved by CAA or NQA.

D. **Application Process:**
    i. Non-degree applicants may register courses through the Centre for Continuing Learning at SUC.
    ii. Non-degree applicants should follow SUC's Non-degree application process, which includes:
        a. Submission of a completed application form (Non-degree Student Application).
        b. Payment of the applicable non-degree application fee.
        c. Providing proof of academic qualifications, English Language proficiency and Professional certificates /evidence of formal study as per eligibility criteria.
        d. Submission of the following documents
            1. Photocopy of Valid Passport and Residence Visa (if applicable)
            2. Photocopy of a Valid Emirates ID Card
            3. Passport-Size Photograph

E. **Course Selection**

Non-degree applicants may opt for a maximum of 5 courses from the undergraduate program or a maximum of 2 courses from the graduate program per semester offered at SUC as per the undergraduate / graduate curriculum, which is available on SUC website.

Course/s may be offered by SUC only upon meeting the minimum enrollment number and availability of applied courses in immediate offerings otherwise applicants will be notified to register for the course/s with intended timeframe in subsequent semesters.

F. **Tuition Fees**

Non-degree applicants are required to pay tuition fees for each enrolled course/s. Tuition fees must be paid in full before the start of the semester. Fee structures are in accordance with the SUC fee policy. Tuition fees paid by the applicant will be forfeited in case of non-degree applicant withdraws in the middle of study period.

    i. **Payment option:**
        a. Enrolling for 1 or 2 courses, the total tuition amount must be paid before the commencement of the semester.
        b. Enrolling for more than 2 courses, tuition fees can be paid in equal monthly instalments during their study period

G. **Rights and Responsibilities:**
    i. Non-degree students have the right to access SUC resources, including library, labs, and other facilities.
    ii. They are expected to adhere to SUC's code of conduct and academic integrity standards.
    iii. They do not qualify for financial aid or scholarship or other benefits available to degree-seeking students.
    iv. They may request to change status to degree-seeking students with a separate application as per SUC admission requirements

H. **Attendance and Assessment**
    i. Non-degree students are subject to the same attendance and assessment requirements as degree-seeking students.
    ii. They must participate in class activities, complete assignments, and undertake assessments

I. **Completion:**
    i. Non-degree students may enroll in courses for a maximum of two consecutive semesters as below detailed:

a. Undergraduate students can only enroll for a maximum of two semesters, with no more than 5 courses or 15 credit hours per semester.

b. Graduate students can only enroll for a maximum of two semesters, with no more than 2 courses or 6 credit hours per semester.

ii. Students must be in good academic standing order in line with the SUC's Assessment and Grading policy

iii. Upon completion of a course, a certificate of completion along with a transcript will be issued.

J. Termination of Enrollment

SUC reserves the right to terminate the enrollment of a non-degree student for reasons including academic misconduct, violation of SUC's policies, or failure to meet attendance and assessment requirements. *(Refer to Student Discipline policy, Student Attendance policy and Assessment and Grading policy)*

K. Appeals

Non-degree students have the right to appeal against decisions related to enrollment, grading, and termination of enrollment in accordance with the SUC's Student Appeals policy.

L. Review and Revision of the policy

This policy will be reviewed once in every academic year and revised to ensure alignment with the SUC's evolving standards and practices.

Additional SUC Policies

Academic Policies
12a. Faculty Exchange and Student Exchange Policy.

Policy number	CORP_POLICY_06
Policy name	Faculty Exchange and Student Exchange Policy
Policy version	Version 1
Standards applicable	MOE Standard 11: Community Engagement
Policy owner	Corporate Affairs Office
Date of policy development	22nd May 2023
Review date	*Not applicable*
Date of recent modification	*Not applicable*
Approved by	Dean-SOB and Dean-SOC

A. **Introduction**
   Internationalization is an important element in enhancing the teaching and learning experience of the taught and the teacher in a multicultural environment. It is particularly important in paving a path for the holistic development of students, learning different ways of solving problems and developing socio-cultural adaptability skills for both the student and the faculty member. It is a process of bringing in new vistas into learning pedagogy through experiential and sensitized learning.

B. **Goal**
   To provide an international experience of learning at affordable cost and sharing knowledge.

C. **Objectives**
   1. Create avenues for faculty and student exchange opportunities
   2. Learn from shared experiences
   3. Enhancing knowledge, skills and competencies in multi-cultural environment
   4. Strengthening collaborative scholarly activities
   5. Promoting faculty and student interaction between partnering universities

D. **Role of Corporate Affairs Office**
   The department shall identify international universities and initiate faculty and student exchange with them. Corporate Affairs Office should ensure following tasks are completed:
   i. Signing of Formal agreements between the universities
   ii. Request for documents that can demonstrate quality and rigor to be submitted to CAA
   iii. Specifying contact persons for faculty or student exchange program
   iv. Creating local socio cultural environmental awareness
   v. Creating university learning environment
   vi. Specifying the requirements for exchange program
   vii. Facilitating smooth mobility of student and faculty
   viii. Clearly defining the requirements for smooth mobility
   ix. Ensuring health, safety and security of the faculty and students under the exchange program.
   x. Ensure the immigration requirements are fully complied with

xi. If a contractual relationship involves an educational organization as a partner, the institution offers evidence of the partner organization's quality, ensuring that it is either licensed in the UAE or respected internationally.

xii. The institution submits any prospective contract or memorandum of understanding that will impact on its programs of study to the CAA for review and approval before signing it

E. Policies and Procedures for Faculty Exchange

A. Introduction

As part of our vision and pursuing its goal of internationalization, SUC encourages both inbound and outbound faculty exchange in order to gain international exposure of the institution, provide exposure to international best practices and enable students to learn from experienced faculty members from outside the country. This process will enhance learning experience to the students.

Faculty exchange between the partnering universities can be in the form of inbound and out bound movement of the faculty members, permitted by respective universities, to go and teach for a semester or two.

B. Inbound Faculty:

i. Definition

Faculty members from reputed or Top 200 universities outside the country, who are engaged for a semester or for a year, to teach students at undergraduate or graduate level at Skyline University College, at onsite campus are considered as inbound faculty.

ii. Selection process for Inbound Faculty
1. Receiving Letter of intents by HRD from their affiliated university
2. Evaluating faculty requirements for the semesters
3. Verification of recruitment documents for shortlisting and selecting
4. A brief discussion /interview with Dean of respective school and Vice Chancellor
5. Selection of appropriate candidate as per recruitment policy
6. HRD to provide Job description and contracts before finalizing the appointment
7. HR to give appointment letter after receiving acceptance of Job description and contract by the candidate

iii. Eligibility:
1. Faculty members from reputed or Top 200 international universities having terminal degree in their area of specialization
2. Minimum 3 Years of teaching experience at undergraduate or graduate level
3. Sufficient Research publications in Scopus journals
4. Experience in guiding dissertations, thesis, project work

iv. Information required from Inbound faculty:
1. Letter of Intent to work for a semester or a maximum of 1 year
2. Submission of CV
3. Submission of documents related to qualifications, visa
4. Any health conditions that need to be informed or a medical report
5. Contact points back home

v. General Terms of agreement
1. Planning and developing programs, courses and teaching and learning material
2. Delivering programs, courses or teaching and learning materials
3. Faculty member will teach as per the schedule and the mode of teaching agreed upon as per the syllabus

4. Faculty member will participate in collaborative research or independent research
5. Guide students on their dissertation, project work or thesis
6. Assess and evaluate the performance of the student
7. Award grades based on the performance
8. Prepare and submit course files within week of completing the course
9. Affiliate Scholarly output with SUC
10. Be sensitive to the socio cultural aspects of the region
11. Abide by the law of the land
12. Submit an experiential report on teaching a learning process and submit areas of development
13. Provide endorsement video

    vi.   **Roles of SUC departments for inbound faculty exchange as per requirement**
        a. **Role of Human Resources Department**

1. Requesting documents for visa processing and processing of visa
2. Preparing letter of contract including timely remuneration as per the contract
3. Provide support in opening bank account in UAE
4. Requesting contact point of local guardian or mentor and back at home
5. Pick from and drop to airport
6. Providing accommodation and transportation
7. Provide health insurance
8. Ensuring availability of basic facility on occupying the accommodation
9. Arranging for salary advance on arrival
10. Orientation on the socio cultural aspects
11. Providing arrangement for sim card and basic shopping
12. City tour to show shopping centers, contact points for laundry, catering and rent a car
13. Showing nearby prayer places depending on their faith
14. Agreeing upon currency of payment

        b. **Role of SUC Dean**

1. Allocation of courses
2. Sending approved syllabus
3. Induction of the Program Chair, discipline leader, faculty members and introducing to the class
4. Providing orientation on use of academic related ERP and LMS
5. Orienting on academic policies
6. Orientation of the university and departments, academic policies
7. Orientation on teaching pedagogy and modes of assessment and grading
8. Providing assistance for printing and photocopying or typing
9. Introducing to learning support services Library
10. Introducing to learning support services labs and software
11. Provide facilities to teach / research
12. Arranging a Peer mentor
13. Provide Academic guidance and support
14. Fund research or other scholarly activities as per policy
15. Getting arranged the workstation
16. Showing a sample course file

        c. **Role of Administration department**

1. Preparing schedule
2. Supplying with attendance list and orienting on attendance system
3. Sample copies of all assessments
4. Explaining examination process

C. Outbound faculty:

i. Definition

Faculty members from Skyline University College, who go outside the country, to teach students at undergraduate or graduate level of a university, at onsite campus are considered as outbound faculty

ii. Selection process for Outbound Faculty:

1. Submitting Letter of intents
2. Evaluating faculty requirements for the specific semester in the host country
3. Communicating documents required by the host university
4. A brief discussion /interview with dean of respective school and VC of SUC and host university
5. Letter of appointment by the host university
6. Receiving Job description and contracts from host university before finalizing the appointment

iii. Information required from outbound faculty:

1. Letter of Intent to work for a semester or a maximum of 1 year
2. Submission of CV
3. Submission of documents related to qualifications, visa
4. Any health conditions that need to be informed or a medical report
5. Submitting Contact points back home

iv. General Terms of agreement

1. Planning and developing programs, courses and teaching and learning material
2. Delivering programs, courses or teaching and learning materials
3. Faculty member will teach as per the schedule and the mode of teaching agreed upon as per the syllabus
4. Faculty member will participate in collaborative research or independent research
5. Guide students on their dissertation, project work or thesis
6. Assess and evaluate the performance of the student
7. Award grades based on the performance
8. Prepare and submit course files within week of completing the course
9. Affiliate Scholarly output with SUC
10. Be sensitive to the socio cultural aspects of the region
11. Abide by the law of the land
12. Submit an experiential report on teaching a learning process and submit areas of development
13. Provide endorsement video
14. Any specific requirement by the host university

v. Host university commitments

1. Processing visa
2. Pick from and drop to airport
3. Boarding facility in the hostel or a pre designated location
4. Remuneration as per the agreement in the contract
5. Provide health insurance
6. Provide internal transportation
7. Orientation on the institution and socio cultural aspects
8. Provide facilities to teach / research
9. Fund research or other scholarly activities as per policy
10. Providing a Peer mentor
11. Providing Academic guidance and support

F. Policies and Procedures for Student Exchange

A. Introduction

As part of our vision and pursuing its goal of internationalization, SUC encourages both inbound and outbound student exchange in order to gain international exposure of the institution, provide exposure to international best practices and enable students to learn from experienced faculty members in foreign universities. This process will enhance learning experience to the students.

Student exchange between the partnering universities can be in the form of inbound and out bound movement of the faculty members, permitted by respective universities, to go and teach for a semester or two.

B. Inbound Student:

i. Definition

Students from outside the country, who are enrolled for a semester or for a year at the undergraduate or graduate level at Skyline University College, at onsite campus are considered as inbound students under student exchange program.

ii. Selection process for students under inbound student exchange program:
1. Announcing the opening of study exchange program to students with details
2. Defining the eligibility requirement for student exchange program
3. Receiving Letter of intents from students
4. Evaluating requirements of the admission to semester in the Skyline University College
5. Verification of documents as per admission requirements shortlisting
6. Dean/nominee to have a brief discussion /interview with the student
7. Selection of appropriate candidate
8. Explaining academic policies and socio-cultural aspects of the country
9. Getting the consent of the sponsor or parent
10. Ensuring funding for the stay

iii. Eligibility criteria for inbound students:
1. Students from international universities fulfill admission requirements to study at the Skyline University College
2. Admission requirement at the undergraduate or graduate level
3. Payment of the required fee
4. Letter of permission for student exchange program from the host university
5. Letter of admission from Skyline University College
6. Demonstrating the ability to bear the expenses in the host country

iv. Roles of SUC departments

a. Role of Human Resources Department
1. Requesting documents for visa processing and processing visa
2. Provide support in opening bank account in UAE
3. Requesting Contact points at home country
4. Pick from and drop to airport
5. Boarding facility in the hostel or a pre designated location
6. Providing accommodation and transportation
7. Any health conditions that need to be informed or a medical report
8. Provide health insurance
9. Ensuring availability of basic facility on occupying the accommodation
10. Orientation of the university and departments, academic policies
11. Orientation on the socio cultural aspects
12. Requesting contact point of local guardian or mentor and back at home
13. Providing arrangement for sim card and basic shopping

14. Showing nearby prayer places depending on their faith

    b. Role of SUC Dean
1. Allocation of semester courses to the student
2. Sending approved syllabus
3. Induction of the Program Chair, discipline leader and faculty members
4. Providing orientation on use of academic related ERP and LMS
5. Orienting on academic policies
6. Orientation on teaching pedagogy and modes of assessment and grading
7. Introducing to learning support services Library
8. Introducing to learning support services labs and software
9. Orienting on labs and available software on the workstation

    c. Role of Student Services Department
1. Orientation of the university and departments
2. Orientation on clubs and committees
3. Advisory orientations
4. Introducing to the class
5. Arranging a Peer mentor
6. Providing assistance for printing and photocopying or typing

    d. Role of Administration department
1. Submission of documents as per Admission Requirements:
2. Preparing schedule for the student
3. Explaining examination process
4. Orienting on the general policies of SUC

C. Outbound Students:
    i. Definition

Students from Skyline University College, who go outside the country, to study at undergraduate or graduate level of a partnering university, at onsite campus are considered as outbound students under student exchange program.

    ii. Selection process of Outbound Students from Skyline University College :
1. Announcing the opening of study exchange program to students with details
2. Defining the eligibility requirement for student exchange program
3. Receiving Letter of intents from students
4. Evaluating requirements of the admission to semester in the host university
5. Verification of documents as per admission requirements in the host university and shortlisting candidates
6. Dean/nominee to have a brief discussion /interview with the student
7. Selection of appropriate candidate
8. Explaining academic policies and socio-cultural aspects of the host university
9. Getting the consent of the sponsor or parent
10. Ensuring funding for the stay

    iii. Information required from outbound students:
1. Intent to study for a semester or a maximum of 1 year
2. Submission of academic credentials
3. Submission of documents related to qualifications
4. Any health conditions that need to be informed or a medical report
5. Submitting Contact points back home

iv. Commitment of host university to facilitate outbound students from SUC
1. Requesting documents for visa processing and visa processing
2. Providing support in opening bank account
3. Pick from and drop to airport
4. Contact points at home country
5. Provide health insurance
6. Boarding facility in the hostel or a pre designated location
7. Provide internal transportation
8. Informing the allocation of semester courses to the student
9. Handing over the approved syllabus for the semester
10. Induction of the Program Chair, discipline leader, faculty members and introducing to the class
11. Providing orientation on the availability of academic related ERP and LMS
12. Orienting on academic policies of host University
13. Orientation on teaching pedagogy and modes of assessment and grading in host university
14. Providing a Peer mentor
15. Providing Academic guidance and support

12b. Professional Certification Policy

Policy number	ACAD_POLICY_09
Policy name	Professional Certification Policy
Policy version	Version 1
Standards applicable	Standard 3
Policy owner	Dean-SOB and Dean-SOC
Date of policy development	31st May 2023
Review date	*Not applicable*
Date of recent modification	*Not applicable*
Approved by	DSOB and DSOC

A. **Introduction**

A Professional Certificate is a focused, industry centric, structured interrelated set of courses that augments the academic programs through enhancement of Knowledge, Skills and/or Competencies of individual students in order to meet the needs of dynamically changing job markets. These courses are non-credit courses and may be delivered face to face, online, by distance, through hybrid mode, depending upon the policy of Certification Provider.

SUC teaching philosophy believes in providing practical learning experience to the students that helps them in applying the practical knowledge in the work environment.

This is expected to increase the employability of SUC students in the region and serve the organizations and society with a problem-solving attitude at work.

B. **Purpose**

The purpose of Professional Certification policy is to enhance the applicability of knowledge through engagement of students in activities that reinforce their learning through linking relevant courses with professional certification courses.

C. Formation of Committee Responsible for Professional Certification

The Professional Certification committee comprises of Deans, Program Chairs and faculty expert relevant to the program from both the schools.

D. Responsibility of the Committee

To identify professional certification courses relevant to the program and specific courses that can enhance students' learning and applicability.

The committee is also responsible to recommend the professional courses, coordinate with the professional bodies and incorporate processes and procedures that are relevant, indicate fee structures and promote among students.

E. Policy Outline

All the undergraduate programs offered at SUC are linked with recognized professional certifications offered by professional bodies. These certification courses are linked with relevant courses and it is integrated in the respective course syllabi. It is expected that faculty as well as students give equal importance to the professional courses alongside the course contents mentioned in the syllabi. The mode of assessment for the certification program shall depend upon the Professional body procedures and practice. It will also be specified in the syllabi.

i. Certification Providers

The Professional Certificates are offered through Industry leading institutions and bodies such as CFA, IATA, CTH, SHRM, ORACLE, CISCO, MICROSOFT, EC-COUNCIL etc., wherein SUC has signed a formal agreement or memorandum of understanding with the above-mentioned institutions

ii. Course Syllabus

The Certification Provider details for each course is updated in the Course Syllabus if applicable at the beginning of the semester. In case student wishes to enroll for the suggested Professional Certification, the details of Certification provider, method of enrollment and mode of payment is available for students review. SUC encourages its students to enroll into these programs as it enhances students experience in an emerging area, meets their professional development requirement and provides the necessary "step-up" preparation for their degree program.

iii. Certification fees

The applicable fees for the certifications, the mode of payment, along with certification provider details are available on the LMS portal and can be referred by the students under the Professional Certification section.

F. Process Flow

1. The committee identifies and recommends appropriate professional certification courses to be included in the syllabus.
2. The professional certification courses are incorporated in the syllabus and circulated to students
3. Mapping of certification courses with relevant CLOs and PLOs
4. Details of registration, fee structures and the processes and procedures are explained to the students
5. Faculty members orient the students on the importance of completing certification courses for their career progression
6. Faculty members to ensure interested students are registered in the certification programs
7. Facilitate students in learning and attempting exams for professional certifications
8. In case a student fails in professional certification course, he may repeat it.

G. Frequency and Authority of Review

Components	Responsibility	Review frequency	Timeline	Responsible to implement	Approval Authority
Identifying relevant professional certifications	Committee	Annual	Before start of Academic year	Deans and Program Chairs	VC and DVC
Incorporating contents of certification courses in the course syllabi	Program Chairs and faculty experts	Annual	Before start of Academic year	Faculty members	Deans
Mapping of certification courses with relevant CLOs and PLOs	Program Chairs and faculty experts	Annual	Before start of Academic year	Faculty members	Deans
Facilitate exams	Professional bodies and Deans	Semester	As per the exam calendar given by Professional bodies	Professional bodies, Faculty members and Administration	VC and DVC

13a. Institutional Effectiveness System

Policy number	IRQA_POLICY_01
Policy name	Institutional Effectiveness System
Policy version	Version 3
Standards applicable	Standard 2.a Standard 2: Quality Assurance- Annex 8: 2 f, g, h
Policy owner	IRQAOA
Date of policy development	18th July 2019
Review date	20th July 2023
Date of recent modification	5th September 2022
Approved by	DIRQAOA

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.

A. **IE Manual (g. the instruments to be used and the type of evidence to be collected and analyzed)**

The Institutional Effectiveness system (IES) 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.

Please refer **Annexure 1 - IE Manual** available in the Quality Assurance Manual for complete details

B. **IE Calendar**

   i. The processes and established timetables used to evaluate all programs, courses, processes and services
   ii. The entities responsible for each aspect of evaluation and quality assurance

   Please refer **Annexure 2 - IE Calendar** available in the Quality Assurance Manual for details

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 unit as per calendar
v. IR unit to review and compile the report and forward to DIRQAOA review as per calendar
vi. Semester wise review of consolidated reports by Vice chancellor
vii. IRQAOA department to facilitate the departments in implementing suggestions

D. Allocation of roles and responsibilities to each IE Committee

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

13b. Feedback System

Policy number	IRQA_POLICY_02
Policy name	Feedback System
Policy version	Version 3
Standards applicable (MOE / AACSB / ABET / Any other)	Standard 2.a Standard 2: Quality Assurance- Annex 8: 2FGH
Policy owner	IRQAOA
Date of policy development	18th July 2019
Review date	26th July 2023
Date of recent modification	29th June 2022
Approved by	DIRQAOA

A. Introduction

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

B. Goals

i. To identify gaps and suggest ways to improve the performance of the institution.
ii. To amend policies and procedures that facilitate improvement in the performance.
iii. To ensure satisfaction of stakeholders.

C. Process

The process of feedback includes planning, conducting, collecting data, analysis, reviewing and suggest improvements.

D. Planning:

The IRQAOA receives inputs from various academic and academic support services units for the need of a new feedback and / or updates required in existing feedback for the coming academic year which are forwarded to Vice Chancellor for review. The VC reviews all the suggested requirements and takes the decision. On approval of the feedbacks, the IRQAOA updates the list of feedbacks, develops the corresponding scope and objectives and sends it for the approval of Vice Chancellor. Upon finalization of scope and objectives for the revised feedback list, the necessary feedback forms developed by the IRQAOA are sent to Vice

Chancellor for approval. IR unit prepares the feedback calendar for student, faculty and staff and forwards it to the respective department for necessary actions.

E. **Conduct of feedback**

   IR unit prepares the feedback calendar for faculty, staff, students and AAC feedback before the start of the academic year and forwards it to the concerned department. Feedbacks for the academic and academic support services offered onsite as well as online are conducted on a regular basis. Academic feedback form is activated for students after verifying their eligibility based on the class attendance. A Minimum of 60% attendance is generally required for providing academic feedback and in case it falls below then a 50% weight of their feedback would be considered for evaluation.

F. **Data collection and analysis**

   IRO collects both qualitative and quantitative data through the feedback and meaningful conclusions are drawn from the processed data. IR unit prepares the feedback analysis report (online/offline) and forwards it to the respective committees for review and necessary action.

G. **Classification of Feedbacks**

   The department is responsible for the conduct of Feedback on various onsite and online academic and academic support services activities in coordination with the Computing Department as per Feedback calendar developed by the department at the start of the academic year.

   Feedbacks are broadly classified into:
   i. Academic Feedback – Interim, Faculty feedback
   ii. Academic Support Services – Feedback on Academic Support Services, Resource Adequacy Feedback – Computing, Resource Adequacy Feedback – Library
   iii. Academic events and Activities – Guest lectures, CEO lecture series, industry visits, PSDP, Internship
   iv. Non Academic Events and activities – SUC events for students, SUC events for Faculty & Staff, Alumni events
   v. External Survey – Need analysis, Employer survey, Alumni survey & Employment rate
   vi. External Public – Events and activities for external public such as Corporates, Consulates, Government organizations, Schools, etc.

13c. Program Learning Outcomes and Review

Policy number	**IRQA_POLICY_03**
Policy name	Program learning outcomes and review
Policy version	Version 2
Standards applicable	Standard 3. Educational Program, stipulation 3.13.1
Policy owner	IRQAOA
Date of policy development	18th July 2019
Review date	26th April 2023
Date of recent modification	26th April 2023
Approved by	DIRQAOA

Program Learning Outcomes (objectives) (PLO) helps to define what the students will achieve at the end of the program in terms of Knowledge, Skills, and Competencies.

The Programs Learning Outcomes are assessed using the direct and indirect measures. The direct measures of the program outcomes are the measurement of performance in capstone courses, course embedded measurements and evaluation at undergraduate and graduate for School of Business and School of Computing. The indirect measures of program outcomes measurements are the Employer Survey and Alumni Surveys, which are subjective in nature and helps to assess how well the programs prepare its graduates to perform in the workplace.

Responsibility of measurement and review of PLO

Designing of PLOs	Measurement of PLO Direct measures	Measurement of PLO indirect	Review of PLO achievement	Update of PLO	Time line
Program review committee	Dean of respective schools	Corporate Affairs	Program review committee	Program review committee	At the end of every academic year (for measurement) /Once in four years (for update)

13d. Learning Outcomes and Examination Analysis

Policy number	**IRQA_POLICY_04**
Policy name	Learning Outcomes And Examination Analysis
Policy version	Version 3
Standards applicable	Standard 3. Educational Program, stipulation 3.10
Policy owner	IRQAOA
Date of policy development	18th July 2019
Review date	26th April 2023
Date of recent modification	26th April 2023
Approved by	DIRQAOA

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 as below for Under Graduate and graduate level programs:

Process

Step1: IR unit reviews and confirms the learning outcomes report generated online and forwards the same to faculty members through respective schools

Step2: Faculty members reviews the achievement status of learning outcomes and include their comments and suggestion in their course report, which acts as a reference for the future conduct of the course.

Step3: The reports on Learning outcomes and examination result analysis for each faculty members are reviewed during the faculty review meeting with Dean – School of Business and Dean – School of Computing at the end of fall and spring semester and necessary improvements are suggested during the meeting.

Step 4: Dean – School of Business and Dean – School of Computing ensures the incorporation of all the suggested changes while planning and conducting the courses relevant to their Schools in future.

Responsibility of measurement and review of CLOs

Designing of CLOs	Measurement of CLOs	Review of CLO achievement	Update of CLOs	Time line
Faculty Members	Faculty members	Dean of respective schools	Program Review Committee	Each semester (for measurement)

13d. Assurance of Learning

Policy number	**IRQA_POLICY_06**
Policy name	Assurance of Learning (AOL)
Policy version	Version 1
Standards applicable	AACSB -Standard 5
Policy owner	IRQAOA
Date of policy development	26th April 2023
Review date	*Not applicable*
Date of recent modification	*Not applicable*
Approved by	DIRQAOA

Assurance of Learning (AOL) process helps to demonstrate whether the students are able to achieve the desired Program Leaning Outcomes and the required Knowledge, Skills and Competencies of QF Emirate Strands according to the level of the programs. AOL includes direct and indirect measurements.

Direct Measures includes the assessment of CLOs through the QF Emirate strands which are mapped with the respective Program Learning Outcomes. The criteria to measure the achievement of learning outcomes is as below for Under Graduate and graduate level programs:

A. 70% of the students achieving at least 70% in each learning outcomes at UG level courses
B. 80% of the students achieving at least 80% in each learning outcomes at Graduate level courses.

For undergraduate programs direct measures includes the internship external supervisor evaluation on the performance of the students

Indirect Measurement includes Student Academic Faculty feedback, Alumni Survey (Graduating Students Survey), External Advisory Members feedback and Employer Survey

Process

Step1: Schools of SUC (SOB and SOC) reviews and confirms the mapping of Program Learning Outcomes with QF Emirate Strands

Step2: Each Course Learning Outcomes are mapped with respective QF Emirate Strands

Step3: Faculty members prepares CLO-QF Emirate Assessment matrix for each course allocated to them during the semester based on the CLO-QF Emirate mapping

Step4: The automated reports of CLO achievement are included in the respective course reports and faculty reviews the achievement status of CLO and suggests improvement for the upcoming semesters.

Step5: The reports learning outcomes of each faculty members are reviewed during the faculty review meeting with Dean – School of Business and Dean – School of Computing at the end of fall and spring semester and necessary improvements are suggested during the meeting. Similarly the reports of indirect measurements are reviewed by the respective deans at the end of each academic year and necessary improvements are suggested by the respective deans

Step 6: Dean – School of Business and Dean – School of Computing ensures the incorporation of all the suggested changes while planning and conducting the courses and the programs relevant to their Schools in future.

Responsibility of measurement of AOL

Direct Measures - Measurement of CLOs	Direct Measures – Internship External Supervisor Evaluation	Indirect Measures – Alumni Survey (Graduating Students Survey) and Employer Survey	Review of AOL achievement	Update of AOL process	Time line
Faculty members	Administration	Corporate Affairs and SSD	Dean of respective schools	Program Review Committee	Each semester (for CLO measurement) Each academic year AOL measurement

Policy number	IRQA_POLICY_11
Policy name	Quality Assurance Process for Program Effectiveness
Policy version	Version 4
Standards applicable	MOE Standard Stipulation 3.13
Policy owner	IRQAOA
Date of policy development	18th July 2019
Review date	25th July 2023
Date of recent modification	26 April 2023
Approved by	DIRQAOA

Program Effectiveness is an important component of Quality Assurance process for improving the academic programs in their planning, delivery, assessment and improving the effectiveness of the program on a continuous basis. The program effectiveness is measured for the institution as a whole that includes academic and academic support services so a s to enhance the teaching and learning experience in the institution. Refer below sections for details of Program effectiveness measurement:

A. Academic Program effectiveness measurement tools

Develop, implement and measure effective Program outcomes through direct & indirect tools.

    i.   Direct methods of measurement

        a. Course Learning outcomes measurements through assessments

        b. Internship evaluation

        c. Projects / thesis / Dissertation

        d. External Supervisor evaluation for internship / projects

    ii.   Indirect methods of measurement

        a. Student feedback

        b. Employer Survey

        c. Alumni Survey

        d. Graduate Survey

        e. External Advisory Council Surveys

        f. Faculty feedback surveys

        g. Staff feedback surveys

        h. Feedback from regulatory agencies

        i. Suggestions from community stakeholders

        j. Suggestions from Board of trustees

        k. Reports from academic and academic support services departments /committees

        l. Internal and external Audit reports

B. Indicators of Quality and Standards

Quality indicators for measuring academic programs

The academic programs offered at SUC intends to ensure that the students of the respective program are able to meet the PLO requirements and demonstrate their skills and competencies effective in the work environment. In order to measure the achievement of quality standards both direct and indirect measures will be used to evaluate the quality of students graduating from the program. The quality indicators identified for the academic programs are listed below:

Quality indicators UG and PG programs - SOB	Proposed targets for UG Programs	Proposed targets for PG programs
Overall retention rate	80%	80%
Student overall satisfaction	80%	80%
% of Alumni Satisfaction	80%	80%
Employers satisfaction with Graduates	80%	80%
Graduate employment rate (excluding ones employed before studies)	85%	85%
Internship Supervisor grades	80%	-
Dissertation grades	-	80%
Overall retention rate	75%	-
Student overall satisfaction	80%	-
Student satisfaction with internships	80%	-
Graduation rates	80%	80%
Cumulative Grade Point Average for the program	C grade and above	B grade and above
Course satisfaction	80%	80%

Quality indicators for UG Programs - SOC	Proposed targets
Percentage of Alumni Satisfaction with 21st century skills development support by HEI	80%
Course satisfaction	80%
Cumulative Grade Point Average for the program	70% of students must attain 70% of the grades
Employers satisfaction with Graduates	80%
Graduate employment rate (excluding ones employed before studies)	85%
Graduation rates	80%
Internship Supervisor grades	80%
Overall retention rate	75%
Referrals for BSCS program	70%
Student overall satisfaction	80%
Student satisfaction with internships	80%
Students outcomes	70%

C. **Academic Support Services effectiveness measurement tools**
   To audit compliance with policies and procedures in:

   i.   Admission procedures including marketing efforts
   ii.   Human resources recruitment, selection and utilization
   iii. Learning resource Adequacy and systems (library and IT)
   iv.   Financial resources
   v.   Student services and Advising
   vi.   Corporate Affairs including Job Placement
   vii. Facilities for co-curricular and extracurricular activities

ix.   Sports department
x.   Health and safety
xi.   Facility Management

D. Use of Program Effectiveness results for Quality Enhancement

The improvement in the quality of programs is undertaken by

1. CLO achievement analysis for all the courses to address the areas of reviewing academic strategies, assessment strategies and pedagogy of teaching are redefined by the faculty members in their course reports which are discussed by the faculty members

2. The CLOs of the courses are mapped with the PLOs in order to assess the achievement of PLOs as per the criteria and any shortcomings in the PLO achievement rate are discussed with the faculty members and necessary academic strategies are designed to improve the achievement rates of PLOs

3. Indirect measures of PLO analysis through Feedback surveys from alumni and employers are analysed to understand the areas of weakness and necessary strategies are adopted to improve the program curriculum and delivery

4. Feedback from external Advisory Council is also used to improve the program

5. The results of program effectiveness evaluation are disseminated to the respective Dean for taking necessary action within a timeframe and implementing

13f. Review of Feedback and IE Reports

Policy number	**IRQA_POLICY_13**
Policy name	Review of feedback and IE reports
Policy version	Version 4
Standards applicable	MOE Standard 2.a Standard 2: Quality Assurance-Annex 8: 2a
Policy owner	IRQAOA
Date of policy development	18th July 2019
Review date	25th July 2023
Date of recent modification	7 September 2022
Approved by	DIRQAOA

All the feedbacks are conducted by IRQAOA department as per the scheduled calendar, data is collected and compiled for analysis and reporting for concerned unit to have an understanding of the feedback from the stakeholders so as to review their performance and improvise in the areas wherever necessary. The IRQAOA department reviews the feedback reports academic and academic support services offered onsite as well as online and identifies gaps which are forwarded to Vice Chancellor for review. The Vice Chancellor reviews the report presented by IRQAOA department and suggests corrective actions along with the timeframe for implementation.

Process for review of Feedback and IE Reports

Step 1: Collection of IE & Feedback Reports along with supporting documents from Chair

Step 2: D-IRQAOA reviews the feedback reports for services offered onsite and online semester-wise, identify gaps and suggests improvements

Step 3: IE & Feedback reports with D-IRQAOA comments are forwarded to Vice Chancellor for review

Step 4: Dissemination of VC recommendations/suggestions to concerned department/units

Step 5: Department/units prepare action plan with time lines & required resources including budget and submits them for Vice Chancellor's review

Step 6: Dissemination of action plan & timelines, which are approved by Vice Chancellor to concerned department/units

Step 7: Follow-up on implementation

Step 8: Reporting the status of implementation

Step 9: Auditing the progress as per calendar and provide feedback to Chairs for necessary improvements

13g. Disseminating the results of evaluation

Policy number	IRQA_POLICY_14
Policy name	Disseminating the results of evaluation
Policy version	Version 3
Standards applicable	Standard 2.a Standard 2: Quality Assurance- Annex 8: 2a
Policy owner	IRQAOA
Date of policy development	18th July 2019
Review date	26th April 2023
Date of recent modification	26th April 2023
Approved by	DIRQAOA

IRQAOA department evaluates the Institutional Effectiveness reports submitted by the IE Committee Chairs, the feedback data collected on facilities, services, events and activities and departmental semester closing audit reports. The results of evaluations of all these reports including gaps from feedback review reports, IE reports and audits are forwarded to concerned units along with the recommendations given by the Vice Chancellor, DIRQAOA and Auditors. The concerned units are required to prepare the action plan for closing the gaps and for improving the onsite as well as online services offered by various academic and academic support services.

13h. Production of improvement plans based on self evaluation process

Policy number	IRQA_POLICY_15
Policy name	Production of Improvement Plans Based on Self Evaluation Process
Policy version	Version 2
Standards applicable	MOE Directorate Standard 3 Continuous Quality Enhancement
Policy owner	IRQAOA
Date of policy development	18th July 2019
Review date	26th July 2023
Date of recent modification	5 September 2022
Approved by	DIRQAOA

Upon the review of outputs from the internal and external feedbacks, surveys, institutional effectiveness; gaps and risks identified by various departments are compiled to prepare action plans for each of the gaps based on their seriousness and relevance to progress and development of the institution. These action plans are submitted to the Vice Chancellor for necessary approval.

The approved action plans are assigned to the respective department heads for implementation and necessary budgetary resources are estimated and included in the institutional budget to be made available for departments to utilize as and when required. Each department head is responsible for implementing the action plans are monitored as per details given in next section.

13i. Monitoring the implementation of improvement plans

Policy number	**IRQA_POLICY_16**
Policy name	Monitoring the Implementation of Improvement Plans
Policy version	Version 3
Standards applicable	MOE Standard 2.a Standard 2: Quality Assurance- Annex 8: 2a
Policy owner	IRQAOA
Date of policy development	18th July 2019
Review date	26th July 2023
Date of recent modification	29 June 2022
Approved by	DIRQAOA

The suggestions or recommendations with time frame are carefully reviewed by IE Committee Chair and their implementation plan is prepared & submitted to the IRQAOA department along with the resource requirement including financial budgets. Action plan and the budgets should be duly approved by the Vice Chancellor for implementation.

A. **Role of QA in monitoring the implementation of improvement plans:**
   After disseminating the evaluation results to concerned unit/IE committee, IRQAOA department coordinates with concerned units for implementing the suggestions and recommendations for improving the online and onsite academic and academic support services within the time frame. The concerned Chairs / Heads are required to update the progress of implementation plans on a regular basis. The status report is submitted to Vice Chancellor in the monthly reports for his review and recommendations. Vice Chancellor places the report in the VC for further suggestions on corrective actions.

B. **Audits conducted by QA for monitoring the implementation of improvement plans**
   Quality Assurance Committee conducts various audits throughout the academic year for monitoring the implementation of improvement plans by concerned units which are broadly classified as follows:

   i. **Audit of academic activities**
      The responsibility of auditing the course files of the respective schools lies with the respective Deans of the Schools and the Quality Assurance Committee. Faculty members submit the audited course files to IRQAOA at the end of each semester. The IRQAOA reviews the sample of course files from each school for validating and to evaluate the gaps in conduct of onsite and E-learning courses, learning outcomes, course reports, academic strategies and recommend improvements in order to ensure academic quality standards are maintained.

   ii. **Audit of academic support services**
      a. **Semester and Annual closing audit**
         The Quality Assurance Committee chaired by DIRQAOA conducts the departmental audits every semester and at the time of closing of an academic year.

The audit conducted at the end of semester includes verification of following:
1. Audit of departmental reports
2. Audit of records maintained
3. Audit of policies and procedures followed by the department

The audit conducted at the time of closing of academic year includes verification of following:
1. Audit of planning files
2. Audit of closing files
3. Audit of departmental reports
4. Audit of records maintained
5. Audit of policies and procedures followed by the department

The Quality Assurance Committee prepares an audit report which consists of the areas of audit, audit status and any gaps identified. The audit reports are submitted to VC for review and suggesting corrective actions for improvement. The audit reports are then disseminated to concerned units for implementation of VC suggestions or recommendations.

Process flow for conduct of semester and yearly closing audit of Departments:
Step1: Committee prepares a department-wise checklist of audits
Step 2: Inform departments about the audit schedule
Step3: Sends preliminary requirements to respective departments for the conduct of audit
Step 4: Conducts the audit of documents or reports
Step 5: Prepares an audit report with gaps identified
Step 6: Submits the audit report to Vice Chancellor
Step 7: Approval of suggestions and recommendations provided by Vice Chancellor
Step 8: Dissemination of recommendations with timelines to concerned units
Step 9: Follow-up on implementation
Step 10: Action closed post implementation

C. **Start of semester audit**
The IRQAOA department reviews the preparation of all units before the start of every semester to ensure smooth operations during the semester. The audit includes submission of fact file, monthly & semester reports, notice board updates, pre-semester checklist status, semester planning & closing presentation, upload of updated information on websites, portals and FAQ sections, updates in the Calendar management system & Document Management System by departments. The audit also includes the status of IE, Feedback status, course files, LO analysis and goal setting status review. An audit report with status of all reviews is prepared by The IRQAOA department and submits to VC for review and approval. Gaps identified in the audit are disseminated to concerned units for implementation and follow-ups are done for closing of the implementation actions.

D. **Institutional Audit**
The IRQAOA department coordinates with various units and keeps track of various institutional reviews including review of SUC's vision, mission, goals, objectives, SWOT, branding statement, review of strategic plan, review of curriculum, audit of

ERP uploads, review of planning & closing of all units, review of conduct of E-learning courses, review of online services and review of preparation for the start of next Academic year. A report including the status of the Institutional audit is prepared by The IRQAOA department and presented to VC for review. Gaps identified in the audit are disseminated to concerned units for implementation and follow-ups are done to ensure all the gaps are closed within the required timeframe.

13j. Review of SUC and departmental goals, objectives, KPIs and benchmark

Policy number	IRQA_POLICY_18
Policy name	Review of institutional and departmental goals, objectives, KPI's and benchmark
Policy version	Version 3
Standards applicable	MOE Standard 2.a Standard 2: Quality Assurance- Annex 8: 2a
Policy owner	IRQAOA
Date of policy development	18th July 2019
Review date	26th July 2023
Date of recent modification	29 June 2022
Approved by	DIRQAOA

To measure the performance of various departments and functions of the institution, SUC has developed the goals, objectives, KPIS and benchmark for the institution and it's various operative wings.

A. **SUC Goals and Objectives**

SUC goals, objectives, KPIs and benchmark are annually reviewed and updated by the IRQAOA department in coordination with AAC members and submitted for VC review and approval, once approved by VC, the updated SUC Goals and objectives are presented to BOT for their approval and upon approval by BOT, it is disseminated to all employees for implementation and also updated on website and publications.

B. **Program goals and Learning outcomes**

The program goals and outcomes are also annually reviewed as part of Program review and updated by the Deans of respective schools if necessary and upon approval from the VC, it is disseminated for implementation.

C. **IE Committees**

The objectives of different IE Committees are available in the IE Manual section under the heading Terms of Reference of Standing Committees.

The Chairs in consultation with IRQAOA annually review these objectives and update if necessary. Upon approval from the VC it is disseminated to respective committees for implementation.

D. **Departmental**

Departmental goals, objectives, KPIs and benchmark are also annually reviewed by the Heads of departments & respective AAC members and updated if necessary and upon approval from the VC it is disseminated to respective departments for implementation.

13k. Roles of the Quality Assurance unit in strategic planning, operational planning and preparing annual reports

Policy number	IRQA_POLICY_21
Policy name	Roles of the Quality Assurance unit in strategic planning, operational planning and preparing annual reports;
Policy version	Version 3
Standards applicable	MOE Standard 2.a Standard 2: Quality Assurance- Annex 8: 2a
Policy owner	IRQAOA
Date of policy development	18th July 2019
Review date	26th July 2023
Date of recent modification	29 June 2022
Approved by	DIRQAOA

A. **Strategic Plan Development and Review**

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

B. **Process Flow**

Based on the inputs received from the BOT, 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 five major components:

   i. Strategic directions
   ii. Strategic goals
   iii. Strategic initiatives
   iv. Annual Action plans
   v. Review of strategic plans

The Strategic Planning Committee chaired by the Vice Chancellor 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.

C. 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.

D. Annual Planning

Quality Assurance Unit 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.

  i. **Procedure for QA Review of Annual Planning**
      a. IRQAOA department disseminates a calendar for submission and review of planning documents at the beginning of academic year
      b. Departments submit the document for initial review by QA
      c. QA reviews the documents and recommends changes wherever required
      d. Departments resubmit the document with updates to QA
      e. QA forwards the updated documents to VC for review and approval
      f. Approved documents are disseminated to institutional functionaries

  ii. **Schedule for review of planning and closing documents**

UNIT	Planning				Closing			
	Initial review		Final Review		Initial review		Final Review	
	QA review	VC review	QA review	VC review & approval	QA review	VC review	QA review	VC review & approval
Academic Affairs Council Committees Departments	3rd & 4th week of April	1st & 2nd week of May	3rd & 4th week of May	1st & 2nd week of June	3rd & 4th week of May	1st & 2nd week of June	3rd & 4th week of June	1st & 2nd week of July

A. Semester Planning Process Flow

Quality Assurance Unit 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.

B. Revisits and Review of Planning

The annual plans and Strategic plans are revisited periodically by the Institutional Governance and Management 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.

C. **Evaluation of Annual Planning**

IRQAOA 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 DIRQAOA presents these gaps to VC along with suggested actions for improvement. Upon approval, these recommendations are disseminated by IRQAOA to concerned units for necessary implementation.
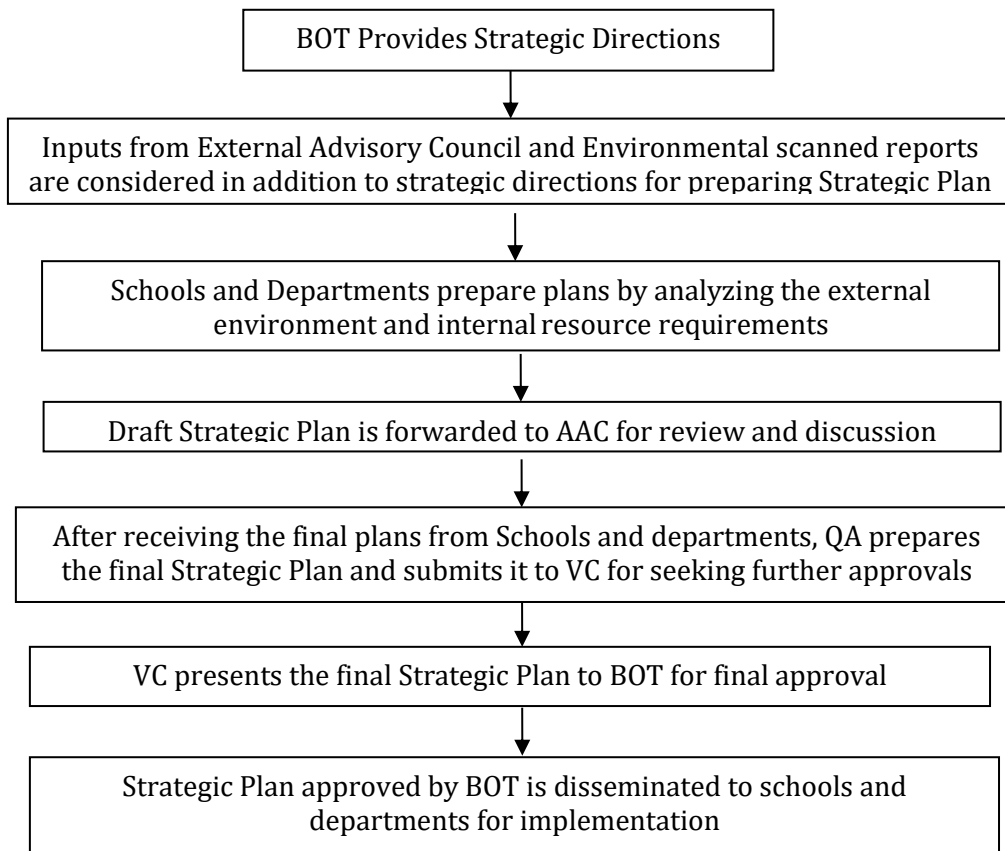
The IRQAOA department in coordination with the Vice Chancellor conducts a thorough auditing of its previous strategic plan achievements in relation to its strategic directions. The internal capabilities and its gaps are assessed continuously through the Institutional Effectiveness (IE) tools which are documented on a semester basis. Evaluation of the IE tools provides an understanding of operational strengths & weaknesses and provides suggestions for the areas of development. The external environment is evaluated with reference to the scope of diversification and potential of growth across the academic areas and training and development, competitors, changing Government policies and changing market trends. Based on these inputs appropriate decisions are taken during the review of the Strategic Plan which further provides inputs for the next Strategic Plan.

D. **Operational Strategic Plan**

Academic Affairs Council (AAC) members, Heads of Department and Committee Chairs prepare the operational strategic plan based on the approved strategic plan. The operational strategic plan is prepared for each year of strategic plan period and helps the members in achieving their respective components during that particular year. At the end of the each year, the status of achievement of strategic plan components is reviewed and action plans are developed to address the gaps if any.

Process Flow for Planning and Review

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┌─────────────────────────────────────┐
│   BOT Provides Strategic Directions  │
└─────────────────────────────────────┘
                  │
                  ▼
┌──────────────────────────────────────────────────────────┐
│ Inputs from External Advisory Council and Environmental   │
│ scanned reports are considered in addition to strategic   │
│ directions for preparing Strategic Plan                   │
└──────────────────────────────────────────────────────────┘
                  │
                  ▼
┌──────────────────────────────────────────────────────────┐
│ Schools and Departments prepare plans by analyzing the    │
│ external environment and internal resource requirements   │
└──────────────────────────────────────────────────────────┘
                  │
                  ▼
┌──────────────────────────────────────────────────────────┐
│ Draft Strategic Plan is forwarded to AAC for review and   │
│ discussion                                                │
└──────────────────────────────────────────────────────────┘
                  │
                  ▼
┌──────────────────────────────────────────────────────────┐
│ After receiving the final plans from Schools and          │
│ departments, QA prepares the final Strategic Plan and     │
│ submits it to VC for seeking further approvals            │
└──────────────────────────────────────────────────────────┘
                  │
                  ▼
┌──────────────────────────────────────────────────────────┐
│ VC presents the final Strategic Plan to BOT for final     │
│ approval                                                  │
└──────────────────────────────────────────────────────────┘
                  │
                  ▼
┌──────────────────────────────────────────────────────────┐
│ Strategic Plan approved by BOT is disseminated to schools │
│ and departments for implementation                        │
└──────────────────────────────────────────────────────────┘
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13l. Risk based assessments

Policy number	IRQA_POLICY_24
Policy name	Risk Based Assessment
Policy version	Version 2
Standards applicable	Standard 1 Stipulation 1 : 1.6
Policy owner	IRQAOA
Date of policy development	18th July 2019
Review date	26th July 2023
Date of recent modification	27 August 2022
Approved by	DIRQAOA

To meet the requirement of CAA new Standards 2019, of 'risk-based approach' to institutional licensure and program accreditation, IRQAOA department has included CAA suggested context-sensitive assessment of institutional performance, which is determined against baseline regulatory requirements. The risk level of institutions is identified according to the threshold risk level as determined by the CAA. This risk-based approach is centred on providing a full understanding of the implications of the risk evaluation for different providers, their students and other stakeholders.

The determination of risk is based on two equally weighted elements:

Risk Evaluation Part A: considers the extent to which the SUC meets the requirements of the Standards.

Risk Evaluation Part B: evaluates the risk of strategic, operational, legal and financial, academic and international dimensions as applied to specific risk statements.

The IRQAOA department shall undertake a risk-based evaluation of the units responsible for implementation of CAA Risk Assessment Parameters as detailed in Annexure-4 at the end of each semester as well as before the Re-licensure and accreditation/reaccreditation visit of CAA. The summarized report indicating the achievement of each unit based on Risk assessment parameters is submitted for VC review and necessary approval. Any major gaps identified in this process are communicated to respective unit along with suggested corrective actions. The IRQAOA department follows-up with concerned unit for implementation of actions and closing of any gaps.

13m. Data reporting policy to external authorities

Policy number	IRQA_POLICY_26
Policy name	Data reporting policy to external authorities
Policy version	Version 3
Standards applicable	Standard 7, stipulation 7.4.6
Policy owner	IRQAOA
Date of policy development	18th July 2019
Review date	26th July 2023
Date of recent modification	29 August 2022
Approved by	DIRQAOA

Institutional data is a valuable asset of SUC. It contains information regarding students, faculty, staff, and resources. In order to protect this valuable data, and ensure the sharing of it in an accurate and a consistent manner, all the institutional data are centralized in the Institutional Research Unit. The following are policy for reporting and sharing the Institutional Data.

A. Data Submission and Reporting

i. A calendar indicating the deadlines and responsibility for the submission of data pertaining to Institutional Effectiveness is provided to all the IE Committees at the beginning of every academic year. Reports should be submitted by all committees and departments within the timelines mentioned in the calendar. Any unforeseen issues pertaining to report submission should be discussed immediately by the persons responsible.

ii. Any updates in the feedback form should be notified at the beginning of the Academic year. Any error cited in the questionnaire needs to be reported to the concerned head of department and committee chair person.

iii. The contents and format of enclosures of the faculty Portfolio/course file is finalized by DIRQAOA in line with MOE guidelines at the beginning of every academic year. The faculty members should submit the Portfolios/course files to the IR Unit as per the standard formats.

iv. IRO forwards all feedback reports to the concerned committees for review.

v. All the IE committees forward their reports and recommendations to the IRQAOA department.

vi. IRQAOA department reviews and prepares a consolidated report along with recommendations and forwards it to Vice Chancellor for approval

vii. Upon approval by Vice Chancellor, IRQAOA department disseminates the recommendations to concerned Chair for preparing the action plan

viii. IRQAOA department follows up with concerned Chair for implementation status of actions and records the outcomes of actions taken.

B. Data Requests and Data Analysis

i. The time to process any data by the IRQAOA department will be from one to three working days. The time could exceed depending on the amount and mode of entry (manual entry or automated entry) of the data.

ii. All the feedback analysis report of the academic and academic support services undertaken are submitted to Vice Chancellor. The coordinator/ instructor can collect

his feedback report from the IRQAOA department after receiving written or verbal approval from Vice Chancellor.

   iii. IRQAOA department also analyzes the data for various decision making purpose and forwards it to concerned authorities as the need arises.

C. Confidentiality

All data maintained at the IRQAOA department shall be considered confidential and may be disseminated only to persons/committee/agencies authorized by the Vice Chancellor.

D. Information Integrity

Information recorded at the IRQAOA department has to be maintained with utmost integrity of sources, processes and dissemination. It is imperative that the information is used strictly according to predetermined purpose.

E. Retention and Disposal

- All the institutional data which is in the hard copy form is stored in the IR Unit for three years and then moved to a secured store room.
- Course files will be maintained in the hard copy form for one accreditation period. Once the accreditation period is completed, hard copies pertaining to that period will be discarded. However, the softcopy along with report of External Review Team (ERT) of MOE will be maintained for future references.
- All redundant paper documents are sent for recycling while such confidential documents are shredded.
- Regular back up of records in electronic format is taken by the Computing department at the end of the semester.

13n. Accreditation Process

Policy number	IRQA_POLICY_27
Policy name	Accreditation process
Policy version	Version 3
Standards applicable	MOE Standard 2.a Standard 2: Quality Assurance- Annex 8: 2a
Policy owner	IRQAOA
Date of policy development	18th July 2019
Review date	26th July 2023
Date of recent modification	26 August 2022
Approved by	DIRQAOA

A. Accreditation by MOE

Skyline University College is officially licensed to operate as Higher Education Institution and all its programs are accredited by the Ministry of Education in UAE. Renewal of the licensure is required to be done after every five years and in order to retain its licensure status, the University has to comply with all the standards set forth by MOE. The validity of accreditation for each program is specified in the approval letter given by MOE and the renewal of program accreditation is done as per the expiry date mentioned in the approval letter.

The IRQAOA department plays a vital role in ensuring that all the MOE requirements are met by the University and also in continuously monitoring its compliance. IRQAOA department coordinate with Vice Chancellor and various units for all the correspondence with MOE on their requirements.

SUC has an institutional policy which is encompasses the standards of MOE, all the data is collected to meet the institutional and accreditation requirements.

Step-1: Semester wise data is collected at regular intervals throughout the period of accreditation so as to present the documents for review of ERT

Step-2: Based on the regular data collection, IRQAOA department prepares self-study document to be reviewed by the Vice Chancellor and the finalized version will be sent to MOE office.

Step-3: IRQAOA department takes the responsibility of preparing documents for Re-Licensing, Program Accreditation and application for launching new majors, emphasis and programs.

Step-4: IRQAOA department organizes the visits and presents required documents for the ERT visit and replies to all the queries raised during and after the visit and the responsibility continues till the approval is received.

B. Inspection Directorate audits

The IRQAOA department coordinates with AAC members, departments and committees during the audit visits by the MOE inspection directorate team.

C. International Accreditation

The University strives to achieve an international recognition and as a first step towards this the University would like to obtain international accreditation for its various academic programs such as AACSB for School of Business programs and ABET for School of Computing programs. This will enable the University in enhancing its reputation amongst the international student body, providing an evidence of its quality, increasing international partnership opportunities serve larger community in line with the Vision of SUC.

D. Conducting Self-Studies

IRQAOA department ensures that self-studies are conducted periodically at the institutional, operational unit and program level.

A detailed 5-year self-study report is prepared at the institutional level and submitted to MOE for renewing the institutional licensure and it includes analysis of 5-year data at different operational units. The self-study report is a critical evaluation of outcome of SUC's processes and procedures at the institutional as well as operational unit level during the last five years. The report identifies its strength and weakness and action plans to address the same.

Similarly, for each program, a detailed 5-year self-study report is prepared and submitted for the purpose of reaccrediting the program. The self-study report is a critical evaluation of strength and weakness of its program during the last five years and action plans to address the same.

Apart from the five-year self-study report, semester and yearly closing reports are prepared at the operational unit level and program level which reflects the review of semester and year wise outcomes and includes plans to address any deficiency in meeting the outcomes if needed

Policy number	IRQA_POLICY_28
Policy name	Benchmarking and Best Practices Guideline
Policy version	Version 3
Standards applicable	MOE Standard 2.a Standard 2: Quality Assurance- Annex 8: 2a
Policy owner	IRQAOA
Date of policy development	18th July 2019
Review date	16th May 2023
Date of recent modification	16th May 2023
Approved by	DIRQAOA

A. Benchmarking

Benchmarking in higher education is an important tool of setting higher goals and achieving them through defining specific academic processes and procedures. SUC benchmark its Key Performance Indicators and processes with institutions both inside and outside the UAE for the purpose of improving its process, programs and operations of the institution and compare the performance of SUC with the benchmarked institutions. SUC enters into Memorandum of Understanding (MOU) with the institutions at the UAE and international level to make the benchmarking process more realistic and useful.

B. Best Practices

SUC policy and procedures are prepared based on the guidelines provided by UAE Ministry of Education 2019 standards and taking in consideration some of the best practices followed at a similar to SUC level of higher education institution inside and outside of UAE the region. SUC reviews its policy and procedure manuals before the start of the academic year and incorporates the necessary changes for the coming year. Yearly reviews are carried out at the end of the spring semester to identify status of current practices followed at SUC and to align with the requirement of MOE.

C. Objectives:
1. To benchmark with higher educational institutions at regional and international level
2. To adopt best practices followed by benchmarked institutions at international level
3. To Sign MOU with institutions at the regional and international level
4. To compare, review and recommend improvement based on identified parameters

D. Process:

STEP-1: Identify institutions at regional and international level for the benchmarking purpose

Step 2: Use CHEDS and MOE Risk Classification data for Benchmarking (once made available in public domain) and Sign MOU with institutions at the regional and international level.

Step-3: Identify processes, best practices and Key Performance Indicators for comparison with benchmarked institutions

Step-4: Identify gaps and suggest action plan to improve SUC processes, policies and procedures

Step-5: implement the approved best practices and KPIs and review the progress at regular intervals

Step 6: To have continuous interactions, discussions, and learnings from the benchmarked institutions.

E. Time Frame

The review for comparative performance will be decided mutually by both the institutions, however the proposed time frame would be three yearly basis.

F. Parameters for Benchmarking

SUC has collaborated with Explorance for benchmarking. The agency has about 23 universities from UAE and international level. The data compiled by Explorance is shared with the member universities. SUC has obtained access to the benchmarking data from member Universities on the following parameters. Henceforth, SUC shall use these parameters benchmarked with Explorance, compare our standing with the other universities and make action plans for improving our status in comparison to other private universities:

i. Governance
ii. Bachelor Degree Programs Offered
iii. Master Degree Programs Offered
iv. Undergraduate Students Fall Enrollment
v. Graduate Students Fall Enrollment
vi. % Female Students
vii. % International Students
viii. Total number of Students Nationalities
ix. First Year Students Retention Rate
x. Undergraduates Students On Time Graduation Rate
xi. Undergraduates Students Graduation Rate at 1.5 times the Length of the Program
xii. Graduate Students On Time Graduation Rate
xiii. Graduates Students Graduation Rate at 1.5 times the Length of the Program
xiv. Persistence Rate
xv. Headcount: Full-Time Faculty
xvi. Headcount: Part-Time Faculty
xvii. Female Faculty as % of Total Full-Time Faculty
xviii. Faculty FTE
xix. Percentage of International Full-Time Faculty
xx. Total Number of Faculty Nationalities
xxi. Percentage of Full-Time Faculty with Terminal Degree
xxii. Undergraduate Students FTE
xxiii. Graduate Students FTE
xxiv. Students FTE
xxv. Student to Faculty Ratio
xxvi. Undergraduate Degrees Awarded in previously Completed Academic Year
xxvii. Graduate Degrees Awarded in previously Completed Academic Year
xxviii. Papers per Faculty
xxix. Citations Rate in Journals per Faculty
xxx. International Accreditation
xxxi. Employment Rate

xxxii.	Undergraduate Tuition in USD
xxxiii.	Graduate Tuition in USD
xxxiv.	% of Students Receiving 100% Scholarship
xxxv.	% of Students Receiving 50% Scholarship
xxxvi.	Proportion of Dedicated Research Budget
xxxvii.	Proportion of External Research Funding
xxxviii.	Overall Students Satisfaction with Course Experience
xxxix.	Overall Students Satisfaction with Teaching
xl.	Overall Students Satisfaction with University Services
xli.	Overall Graduating Students Satisfaction with the Program
xlii.	Overall Employer Satisfaction with Graduates
xliii.	Overall Alumni Satisfaction with the University

Administration Policies

14a. Application Policy

Policy number	ADMN_POLICY_25
MOE Standard 2019	NA
Policy name	Application Policy
Policy version	Version 2
Policy owner	Administration
Date of policy development	20th July 2019
Review date	22nd July 2023
Date of recent modification	27 January 2022
Approved by (AAC)	Registrar

A. **Application**

Formal process of applying to the University is each applicant fills up the application form. The form captures detail of personal information, list of necessary documents, undertaking, fees payment policies, tuition & miscellaneous fees, refund policy & the terms and conditions on which the application will be accepted. Application Form is required to be duly signed by the applicant, parent/guardian and the admission officer. It is the sole responsibility of the applicant to furnish genuine and authentic information during the admission process

B. **Application Process**

The Application is the formal process of becoming an applicant of the University. Each applicant fills up the application form at the time of registration. The form lists the personal information, passport and visa details, the major area of the program the student has opted for, educational qualifications, work experience, registration payments, residential address, passport & emirates ID detail, Previous studied institution name, placement test details, work experience, Tuition fees, the terms and conditions on which the application is to be considered for the registration. Signature of the Applicants, Parents and registration officer is must and by signing the application, the applicant is accepting to comply with the rules and regulations of Skyline University College and officially authorize that the documents submitted are genuine. All the fields as per the application form are required to be filled by the applicant wherein the authenticity of information provided is sole responsibility of the applicant, failure to adhere will lead to cancellation of admission as well as withdrawal of degree, with no responsibility of university to issue documents/transcripts and/or refund of any fees.

The application for each student is sent for audit to the registration unit of the Administration & Examination Department for verification of documents required for registration into SUC. The registration department audit the applicant file with all the necessary documents mentioned in the registration checklist. In case of documents being incomplete or not submitted, the file will returned to Marketing department for fulfilling the requirements.

i. After the verification of the application and related documents, the registration unit of Administration and Examination department forwards the offer letter or rejection letter to the applicant.
ii. Once the student receives the offer letter he/she needs to accept the same for the registration process in SUC

C. Procedure

i. Fill-up the application form in capital letter

ii. Student information should be accurate and correct [especially DOB, nationality, photo, gender]

iii. Signature of applicant, guardian and registration officer is mandatory

iv. In the event that students would like to avail visa letter from SUC, visa letter fee structure will be applicable

v. Medical insurance is mandatory for international students

vi. Student is eligible only for one type of fee waiver / scholarship throughout the study period.

vii. Scholarship recommendation letter must be submitted within 30 days of registration; noncompliance will forfeit the scholarship awarded.

viii. Fee waiver will be adjusted from the 1st semester for BBA , BSIT, BSCS and MBA students. If student wishes to get this included in monthly installment (subject to approval from the finance department) and cancels his registration in between the semester, the fees will be calculated as per the original fee structure and the fee waiver granted will be revoked.

ix. Graduation fee will be additional and be applied in final year.

x. Transportation fee will be applicable if the student is staying in hostel outside the SUC campus.

xi. Transportation fee is as a minimum period of one month.

xii. Hostel fee is in 2 installments (for students availing SUC hostel facility)

xiii. Undertaking letter/form is mandatory in case of any missing document

xiv. Placement test/entrance exam date

xv. Work experience to be mentioned if they availing scholarship

xvi. TOC details to be mentioned if TOC applicable

xvii. Student type to be mentioned (local candidate own visa/students seeking visa, visa letter, embassy letter/international students)

xviii. Parent / guardian details (address, email id, contact number to be provided for international students

xix. Local guardian details such as emirates id, tenancy contract and contact number, email id for international students who are staying outside SUC accommodation

xx. Student declaration of authenticity of submitted documents is required. If found fraudulent, the university holds the right to revoke the degree at any point of time.

xxi. Student must read and understand the general terms and conditions governing the program fee structure

xxii. Student must comply with the rules and regulations of SUC

xxiii. Student must declare that the information provided is correct and complete

14b. Registration Policy

Policy number	ADMN_POLICY_26
Policy name	Registration Policy
Policy version	Version 3
Standards applicable	-
Policy owner	Administration
Date of policy development	20th July 2019
Review date	22nd July 2023
Date of recent modification	15th February 2023
Approved by	Registrar

A. Registration Procedure

The Administration department upon verification of admission documents registers each student in respective class. Each student is assigned a unique Student ID and the personal information and academic details for the students are entered into the system. In case of documents being incomplete or not submitted the file is returned to Marketing department for fulfilling the requirements.

B. Registration Checklist

i. Documents Required from All Students

a. Candidates applying for undergraduate admissions are required to submit one of the following documents as applicable:

1. Certificate of completion of the secondary school education, attested by the Ministry of Education or the Emirates Schools Establishment for high school qualification acquired from the public schools within the country.
2. An equivalency issued by the Ministry of Education for a certificate of completion of secondary school studies acquired from the private schools within the country
3. An equivalency issued by the Ministry of Education for a certificate of completion of secondary school education acquired from the schools outside the country
4. Letter of No Objection for Conditional Admission issued by MOE if unable to obtain Certificate of completion or equivalency at the time of admission

b. Dully Filled- Up Registration Form with Signature of Applicant / Marketing Officer
c. Passport copy (Minimum 6 Months Validity)
d. Visa Page (Minimum 6 Months Validity)
e. Emirates Id
f. IELTS [A]/ EmSAT /TOEFL
g. Student Name in the Registration Form Vs Passport
h. Initial Payment
i. Visa/Embassy Letter [Submission of Post-Dated Cheque]
j. Placement Form
k. Proof - If Placement Test Not Required
l. Financial Rules & Regulation Form – Signature
m. Visa Documents

n. Guardian Tenancy Contract/Emirates Id Card/PP & Visa Copy/Undertaking
o. Accreditation of the University/School
p. SAT/Diploma Verification
q. High School Mark sheet for undergraduate admissions or Bachelor's degree transcript for graduate admissions
r. IGCSE/O-Level/A-Level/As-Level/Other Curriculum
s. Student Personal Detail
t. Student Visa / Letter Processing Request Form

ii. Additional Document from Local Students
a. Submission of National Security Services clearance certificate for UAE Nationals effective from 2014.

iii. Additional Documents Required from International Students
a. Visa Documents
b. Undertaking Form for non-submission of Visa page
c. Visa Student Detail Forms
d. Hostel Forms
e. Guardian Details Form
f. Visa Processing Form
g. Guardian Authorization Letter
h. Accreditation of the University/School
i. Police Clearance (Nigerian Student)

iv. Documents Given to Students [Counter Signed]
a. Duly Attested High School Credentials or / Diploma if Applicable OR Duly Attested Bachelor degree Credentials or / Diploma if Applicable

v. Full Undertaking List
a. Undertaking -Visa Page
b. Undertaking -Passport Page
c. Undertaking - Non Submission Of Attested 12th Standard UAE Secondary School Certificate
d. Undertaking - Non Submission Of UAE National ID
e. Undertaking - Non Submission Of equivalency from IGCSE/GCE/GCSE Board certificate
f. Undertaking -12th Standard from Abroad
g. Undertaking -12th Standard from Private Institution in the UAE
h. Undertaking -Attested High School Certificate
i. Undertaking -Non submission of TOFEL/IELTS/EmSAT
j. Undertaking -Non submission of Maths (SAT/ Diploma), EmSAT Result
k. Undertaking -IB Diploma
l. Undertaking –Equivalency
m. Undertaking for BBA / BSIT & BSCS Scholarship / Fee Waiver/Recommendation grant

vi. Transfer of Credits if Applicable
a. Dully Filled-Up Application form For Transfer of Credits
b. The Official Transcript
c. Detailed Syllabi (Credit Value, Level, Course Content Etc.)

d. Official Letter from Previous Institution
e. Paid Processing Fees

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

viii. Visa/Embassy Letter
a. Submission of 3 Postdated cheques
b. Old Visa Copy Page

C. Pre- Registration Procedure for New Students

i. Audit of Files for New and Transfer Students

After receiving the admission file from the Marketing department the Administration department audits the file for the fulfillment of documents required for registration into SUC. The Administration department registers the students with all the necessary documents as per the available registration checklist. In case of documents being incomplete or not submitted the file is returned to Marketing department for fulfilling the requirements.

Administration department will verify the following:
a. Student information is dully filled in
b. Photograph is scanned
c. Signature of the enrollment officer & student
d. All necessary documents for the registration including copies of certificate
e. All undertaking forms dully filled in if applicable
f. All visa documents if applicable
g. Placement test form
h. TOC application with relevant documents if applicable
i. Payment receipt
j. MOU / Scholarship / discount letter or undertaking if applicable
k. Personal Interview Form
l. Checklist

ii. Rejection of Admission/ Registration

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

The admission / registration unit will also reject the admission under the following conditions:
a. In case of non-submission of documents required by the institution or government authorities
b. In case of submission of any forged documents for admission
c. In case of non-attestation of certificates submitted for admission

d. Any information received from the parent organization regarding the irregularities in the documents submitted.

e. Criminal charge(s) are proved against the student at the time of admission.

iii. Audit of Admission Requirements

a. As per the policy of Skyline University College

b. Undertaking only for one semester [**Attestation**]

c. Copy of certificate is must during the admission [if there is an undertaking student have to submit the copy of the certificate on the first day of the class commencement]

d. TOEFL / EmSAT/ IELTS Academic is mandatory

e. National Id Card Copy is compulsory

f. Equivalency Certificate Undertaking[If Required]

iv. Student File Verification

Registration officer should verify the documents before forwarding to administration:

a. Student Information, Photograph and Signature

b. Enrollment Documents are Verified

c. Academic Documents are Attached

d. Placement Documents are Available

e. All The Admission Requirements are Met

f. Financial Clearance

g. All Undertaking Letters are attached if applicable

h. Toc Documents are attached if applicable

i. Visa Related Documents are attached if applicable

v. Student Files Management

a. Student Files to be maintained as Per the Serial Number.

b. Student file includes Student application form, registration documents, progression data, student correspondence, DAC report, financial report, fee status, re-sit, medical reports, etc.

c. Postponement/Cancellation forms submitted by the students should also be enclosed in the Student File. Any email sent by the student for postponement/ cancellation cannot be considered as a record and kept in the student file.

d. File should also be created for rejected admissions to maintain the evidence for rejection

e. All student files are maintained in the Administration, Registration and Examination Department.

f. If any Old Postponement / Cancellation Student Who Want To Re-Activate; New File Should Be Created With The Serial No. & Student has to submit New Documents. [*Old Documents Should Not Transfer To The New File Since We Have To Keep The Records Of The Old Files].*

vi. E-Filing

Once the final registration of a student is completed, all the student records are scanned and a soft copy of the same is maintained in the Administration, Registration and Examination department and the backup is stored at the appropriate secured places as per backup policy, to enable SUC retrieve the information during emergency contingency.

vii. **Enrollment Data**

All students are enrolled in the Administration and Examination registration system. All their personal, registration, academic details, curriculum, graduation plan, TOC status (If applicable) are entered in the system and this comprises of the Enrollment Data.

viii. **General**

a. Please Do Not Mention Any Name of the Staff / or Any Other Comments on the Application Form. Please Use Separate Sheet for the Same If Required.

b. All Discounts & Fee Policies to be followed as per the Skyline University Policy with the supporting document.

c. All discounts will be approved after submitting the attested copy of previous school/university certificate and successful completion of placement test.

d. Signature of authorization is required for all the discounts.

e. Student has to appear for the placement test within 1 week of registration.

f. Collections of kit & registration payment to be done with in 1 week of result publish.

g. Police Clearance & Medical Certificate Required Form International Nigerian Students

D. Post Registration Procedure

i. **Audit of files (Continuing Students)**

Administration department regularly audit the files for continuing students

The checklist for carrying out the audit is as follows:

a. **Submission of necessary documents as per the Undertaking form submitted at the time of Admission**

b. **Verification of all student personal information data**

c. **Expiry date of Visa, passport and emirates ID**

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

ii. **Issuance of students' kit**

a. **New Students:**

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

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

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

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

2. **Admission Letters & Invoice [Provisional Admission]:** Once the student's admission is provisional, he/she is issued a 'Provisional Letter of Admission' & 'Invoice'. Student will

be issued a confirmation letter once he/she fulfilled all the requirement as per the deadline. Students need to pay their SUC fees according to the Invoice issued.

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

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

4. **LMS ID:** Every student is issued a LMS ID and password through which they can access their class attendance, assessments and the results online. The academic profile, academic advisor and the events of the SUC can also be accessed through the LMS/ MOB APP. Username for the LMS user_id will be your email id.

5. **Graduation Plan:** Every student is issued with the graduation plan, which will help them to plan their studies accordingly.

6. **RFID:** Students who use their own transportation will be provided with the RFID car stickers which will be issued from the main gate security office.

7. **Placement Results:** Result copy of the English and Mathematics

8. **Handbook :** It is a ready reckoner that guides the student to understand the academic and academic support service policies and procedures, semester wise course plan, examination calendar, Institutional calendar and whom to approach for services.

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

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

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

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

2. **Graduation Plan:** Every student is issued with the graduation plan, which will help them to plan their studies accordingly.

c. **Procedure for the kit preparation:**
Review the Department Checklists [as mentioned in the registration checklist]
Attach the fees structure as per admission requirement
1. **If no discount**

1.1. Forward the file to finance department along with the updated checklist

1.2. Finance department will approve the fees structure and update their checklist

1.3. Administration department receive the approved file and process the kit

2. **If discount is applicable**

2.1. Forward the file to finance department along with the updated checklist

2.2. Finance department will approve the fees structure and update their checklist

2.3. Administration will forward the file to verification department for the discount approval

2.4. Administration department receive the approved file and process the kit

14c. Cancellation Policy

Policy number	ADMN_POLICY_28
MOE Standard 2019	NA
Policy name	Cancellation Policy
Policy version	Version 1
Policy owner	Administration
Date of policy development	21st July 2019
Review date	22nd July 2023
Date of recent modification	Not applicable
Approved by	Registrar

Cancellation is a process where a student willingly discontinues the graduation Program by cancelling his enrollment from the Program.

General cancellation procedure for Non-Visa students

Step 01: Apply for cancellation of registration through the student portal.

Step 02: 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 03: 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 04: Application will be sent to REGISTRAR for approving the cancellation

Step 05: Upon approval, the form is sent to various departments for getting no dues clearance

  a. Marketing & Registration Department for their comments.
  b. Finance department for checking whether the student's account is cleared.
  c. Library to check for any pending books to be returned.
  d. Computing department will de-activate the portal and email address.
  e. Human Resource Department for the verification of the student visa status.
  f. Administration department for the comments and pass credit note if applicable.

Step 06: 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 07: Approved application will be forwarded to registration officer for cancellation of registration

Step 08: The cancellation status will be communicated to the student, faculty, advisor, Dean - School of Business & Dean – School of Computing and all concerned departments

Step 09: The form will then be returned to the administration department for updating student database.

Step 10: Cancellation form along with supporting documents shall be placed in the student file

Step 11: A cancelled student if he wishes to join back will have to undergo the process of re-registration

In addition to the above general cancellation procedure for Non-Visa students, the Visa students have to submit the following documents at the time of cancellation:

    a. Emirates ID (Original)
    b. Passport
    c. Ticket Copy
    d. Visa Cancellation Letter from Immigration

In addition to the above general cancellation procedure for Non-Visa students, the Visa letter and Embassy Letter students have to submit the following documents:

    a. Visa Cancellation Letter from Immigration

14d. Re-Activation Policy

Policy number	ADMN_POLICY_29
MOE Standard 2019	NA
Policy name	Re-Activation Policy
Policy version	Version 1
Policy owner	Administration
Date of policy development	21st July 2019
Review date	22nd July 2023
Date of recent modification	Not Applicable
Approved by (AAC)	Registrar

The students who are in the category of Postponement, Temporary Cancelation, not meeting the academic standing in a particular semester are required to re-activate by enrolling in the courses offered in the next semester.

Step 1: Student will fill up the re-activation form
Step 2: The student will be initially counseled for graduation plan and applicable fee
Step 3: Application will be sent to REGISTRAR 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

14e. Postponement Policy

Policy number	ADMN_POLICY_31
MOE Standard 2019	NA
Policy name	Postponement Policy
Policy version	Version 1
Policy owner	Administration
Date of policy development	21st July 2019
Review date	22nd July 2023
Date of recent modification	Not Applicable
Approved by (AAC)	Registrar

Student may postpone a semester only once in an academic year and maximum twice during the graduation program. The postponement form should be filled within two weeks of commencement of a semester only under mitigating circumstances. After the postponement of the semester, the student can join back the Program in which case the new academic plan will be applicable. All postponements will be effective only after the applicable fee is paid.

Postponement is not applicable for students under SUC Visa / Visa Letter / Embassy Letter.

PROCEDURE:

Step 01: Apply for postponement through the student portal within two weeks of commencement of semester
Step 02: Student will be called for a counseling meeting including the advisor, to assess the need for change and provide necessary guidance.
Step 03: The Application will be sent to REGISTRAR for his approval
Step 04: Upon approval, applicable fees will be debited to the student account and deadline for payment is informed
Step 05: Student pays the amount debited to his account, if applicable
Step 06: Approved application will be forwarded to registration officer for postponing the semester for which a student is enrolled
Step 07: The status of the application will be communicated to the student, faculty, advisor and Dean - School of Business & Dean – School of Computing
Step 08: A revised graduation plan and invoice are issued to the student who postpones
Step 09: 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

14f. Degree Certificate Policy

Policy number	ADMN_POLICY_35
MOE Standard 2019	NA
Policy name	Degree Certificate Policy
Policy version	Version 1
Policy owner	Administration
Date of policy development	21st July 2019
Review date	22nd July 2023
Date of recent modification	Not applicable
Approved by (AAC)	Registrar

Provisional Certificate

Provisional certificate is given on the request of the student only after the successful completion of the graduation requirement by the student; it is issued as an interim certificate before the award of the degree during the graduation ceremony. The provisional certificate is valid from the date of issue till the award of degree certificate in the graduation ceremony.

Procedure
a. Student to submit an Application along with the necessary fees
b. Clearance form signed by all the departments to be submitted
c. REGISTRAR audits the graduation candidacy sheet
d. Upon clearance and authentication, the REGISTRAR signs the letter
e. Administration Informs the student the status of the letter within 48 hrs.
f. Signed copy of the letter is filed in the student file.

Graduation Board

The Graduation Board consists of VC, Dean-School of Business / Dean- School of Computing, REGISTRAR and concerned faculty. The Board confirms the graduation award to the students who have successfully met the graduation requirements. Upon the approval of the Board, the students will be awarded degree. Qualified students are also placed in the list of graduation honors and the Dean's List. The Graduation Board also confirms the final Toppers list and Graduate Honors List.

Graduation Board meeting will be conducted in the month of March each year to approve graduating students completing the requirements in Fall semester, and in the month of October each year to recommend graduating students completing the requirements in Spring semester, Summer semester respectively.

Degree certificate template which includes design text, name of the university, logo, major / Concentration area, signing authorities and date of graduation board, and the same will be reviewed every year.

Graduation ceremony will be conducted once in a year [November], in which all students from each board will be awarded with their degree certificate.

E. **Undergraduate Completion Requirement**

i. **BBA / BBA in Accounting**

Bachelor of Business Administration / Bachelor of Business Administration in Accounting degree is awarded to a student upon fulfilling the following requirements:

    h. Students enrolled for a Full time Undergraduate Program must have completed the program within a maximum duration of 6 years and attempted not more than 180 credits. Those enrolled for a Part time Undergraduate program must have completed the program within a maximum duration of 7.5 years and attempted not more than 180 credits.

    i. The successful completion of 120 credit hours

    j. The number of credit hours as specified in the core, major and concentration

    k. Achievement of CGPA not less than 2.00 in the following:

        1. Overall 120 credits earned

        2. In Major / Concentration Courses

    l. Students must attain a minimum of "C" grade in every Capstone course

    m. Students are required to fill the graduation application along with fee as applicable.

    n. Recommended for graduation by Graduation Board

ii. **BSIT Graduation Requirement**

Bachelor of Science in Information Technology degree is awarded to a student upon fulfilling the following requirements:

    h. Students enrolled for a Full time BSIT Program must have completed the program within a maximum duration of 6 years and attempted not more than 180 credits. Those enrolled for a Part time Undergraduate program must have completed the program within a maximum duration of 7.5 years and attempted not more than 180 credits

    i. The successful completion of 120 credit hours

    j. The number of credit hours as specified in the as specified in the core and concentration

    k. Achievement of CGPA not less than 2.00 in the following:

        3. Overall 120 credits earned

        4. In Concentration Courses

    l. Students must attain a minimum of "C" grade in every Capstone course

    m. Students are required to fill the graduation application along with fee as applicable.

    n. Recommended for graduation by Graduation Board

iii. **BSCS Graduation Requirement**

Bachelor of Science in Computer Science degree is awarded to a student upon fulfilling the following requirements:

    h. Students enrolled for a Full time BSCS Program must have completed the program within a maximum duration of 6 years and attempted not more than 192 credits. Those enrolled for a Part time Undergraduate program must have completed the program within a maximum duration of 7.5 years and attempted not more than 192 credits

    i. The successful completion of 128 credit hours

    j. The number of credit hours as specified in the as specified in the core and concentration

    k. Achievement of CGPA not less than 2.00 in the following:

        3. Overall 128 credits earned

        4. In Concentration Courses

l.   Students must attain a minimum of "C" grade in every Capstone course

m. Students are required to fill the graduation application along with fee as applicable.

n.   Recommended for graduation by Graduation Board

Procedure:

a.   Graduating students file to be prepared by Administration which includes the following:
1.   Copy of attested Graduate level certificate or Equivalency if required
2.   Copy of TOEFL / EmSAT/ IELTS
3.   Copy of the transcripts
4.   Copy of TOC confirmation (if applicable)
5.   Final Statement of Account
6.   Candidacy sheet containing clearance from all departments
7.   Graduation Application form

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

c.   Certificate Preparation process
1.   Place chips on the Degree and hologram on the transcript
2.   Sort the degrees Major Wise
3.   Academic excellence letter is placed in the folder
4.   Toppers list /scholarship letter if applicable is placed in the folder
5.   Medals are placed in the graduation kit as per graduation honors list

Duplicate Degree / Transcript

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

Procedure

a.   Students need to apply for the duplicate degree/transcript paying necessary fees

b.   Submit the evidence of loss and police complaint copy and a photocopy of the certificate/transcript (if available)

c.   Administration will refer to the original graduation candidacy sheet to establish the authenticity of the degree completion status

d.   Administration prepares the duplicate degree /transcript within 1 week time.

e.   The necessary signatures from the respective signatories for the degree/transcript is taken

f.   Administration Inform the student the status of the Degree/transcript within 48 hrs.

g.   Signed copy of the Degree/transcript is filed in the student file.

Certifying Criteria for Degree Certificate

Graduate Completion Requirement

A student will be awarded the Masters of Business Administration degree upon fulfilling the following requirements:

vi. Students enrolled for a Full time Graduate Program must have completed the program within a maximum duration of 27 months and attempted not more than 57 credits. Those enrolled for a Part time Graduate program must have completed the program within a maximum duration of 42 months and attempted not more than 57 credits

vii. The successful completion of 39 credit hours

viii. Achievement of CGPA not less than 3.00 in the following:
   d. Overall 39 credits earned
   e. Capstone course [CGPA of 3 on a scale of 4]
   f. Dissertation / Thesis [CGPA of 3 on a scale of 4]

ix. Students are required to fill the graduation application along with fee as applicable.

x. Recommended for graduation by Graduation Board

Procedure:

a. Graduating students file to be prepared by Administration which includes the following:
   1. Copy of attested Graduate level certificate or Equivalency if required
   2. Copy of TOEFL / EmSAT /IELTS
   3. Copy of the transcripts
   4. Copy of TOC confirmation (if applicable)
   5. Final Statement of Account
   6. Candidacy sheet containing clearance from all departments
   7. Graduation Application form

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

c. Certificate Preparation process
   1. Place chips on the Degree and hologram on the transcript
   2. Sort the degrees Concentration-wise
   3. Academic excellence letter is placed in the folder
   4. Toppers list /scholarship letter if applicable is placed in the folder
   5. Medals are placed in the graduation kit as per graduation honors list

Duplicate Degree / Transcript

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

Procedure

a. Students need to apply for the duplicate degree/transcript paying necessary fees
b. Submit the evidence of loss and police complaint copy and a photocopy of the certificate/transcript (If available).

d. Administration prepares the duplicate degree /transcript within 1 week time.

e. The necessary signatures from the respective signatories for the degree/transcript is taken

f. Administration Inform the student the status of the Degree/transcript within 48 hrs.

g. Signed copy of the Degree/transcript is filed in the student file.

14g. Participation / Course Completion Certificate Issuance Policy

Policy number	ADMN_POLICY_37
MOE Standard 2019	NA
Policy name	Participation / Course Completion Certificate Issuance Policy
Policy version	Version 1
Policy owner	Administration
Date of policy development	21st July 2019
Review date	22nd July 2023
Date of recent modification	Not applicable
Approved by (AAC)	Registrar

i. **Participation Certificate Issuance for Activities Conducted by Academic / Academic Support Service Units at SUC**
Certificates will be issued to the participants/attendees of any Events/ Programs/ Competitions /Workshops/ Activities conducted inside SUC related to Academic / Non-Academic activities under the regime of any SUC departments. Organizing committee of the event will be responsible for the certificate Issuance. They shall review the certificate template which includes, particulars font & color, SUC name & logo, every year and finalize. No other template should be used for any general certificate.

ii. **Participation Certificate Issuance for Competitions Conducted by External Agencies at Skyline University College Premises**
Certificates will be provided to the participants/winners/runner-ups [depending upon the nature of competition] of any competitions conducting by externals at SUC premises under the regime of any SUC departments. Respective Coordinator will be responsible for the certificate Issuance.

Organizing committee of the event will be reviewing the certificate template which includes, particulars font & color, SUC name & logo, every year and finalize. No other template should be used for any competitions certificate.

iii. **Course Completion Certificate Issuance for Courses Completed Under Center for Continuing Learning**
Certificates will be provided to the participants/winners/runner-ups [depending upon the nature of competition] of any competitions conducted by external authority at SUC

premises under the regime of any SUC departments. Respective Coordinator will be responsible for the certificate Issuance.

iv. **Certificate Template:**
The Certificate template shall include:

a. Standard Format
b. Particulars Font & Font Color. Particulars includes:
  1. Name of Receiver
  2. Name of General Events/Programs/Workshops/Activities
  3. Name of signing Authorities
  4. Date
c. SUC Name and Logo
d. Space for embossing

v. **Guidelines:**
a. Background of the certificate can be changed as per the approval from the respective coordinator and DEAN - SCHOOL OF BUSINESS & DEAN – SCHOOL OF COMPUTING (Academic activities) /DASS (Non-academic activities)
b. Certificate Template will be standard and cannot be changed.
c. BEBAS NEUE font will be used to print the particulars.
d. Particulars will be printed in black color only.
e. Font size for the particulars will be adjusted as per its size.

vi. **Procedure for Printing Certificates and Distribution:**
a. Respective Academic / Academic Support Service Coordinator to request [email request] the examination office 8 working days prior to the date of certificate distribution.
b. Respective Academic / Academic Support Service Coordinator to request Designing Executive [MCD] for updating the general certificate template with particulars details and any themes if they wish.
c. Completed Certificate Request form to be submitted to the examination office by the respective coordinator along with a copy of the updated approved certificate template. Form must be submitted 5 working days prior to the date of certificate distribution.
d. Updated certificate template [JPEG Format] to be send to examination office by Designing Executive [MCD] at least 3 working days prior to the certificate distribution.
e. Examination Office receives approval [in the same Request Form] from the Admin HOD for printing the certificate.
f. Examination Office prints the certificates and emboss certificates with SUC logo embossing seal.
  1. Embossing without foil stamping on certificates if the receiver is a SUC student.
  2. Embossing with foil stamping on certificates if the receiver is a SUC member or any externals.
g. Examination Office will have to hand over the certificates, a day before or the same day, of the certificate distribution, depends upon the nature of certificate distribution.
h. Examination Office have to collect signature of respective coordinator on the Certificate Handover Form upon handing over the certificates.

i. Either receiver has to sign or respective coordinator has to confirm that the certificate has been received/issued, on the Certificate Collection Receipt.

j. Respective Academic / Academic Support Service Coordinator to return the uncollected certificates to the Examination Office after 3 working days of the certificate distribution date.

k. No uncollected certificates will be distributed to the recipients by the examination office.

l. Uncollected certificates will be shredded by the emanation office.

14h. Change of Class Timing

Policy number	ADMN_POLICY_38
MOE Standard 2019	NA
Policy name	Change of Class Timing
Policy version	Version 1
Policy owner	Administration
Date of policy development	21st July 2019
Review date	22nd July 2023
Date of recent modification	Not applicable
Approved by (AAC)	Registrar

Students willing to shift their classes from Morning to Evening or Full time to Part time 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 Dy. Director - Administration, Registration & Examination 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 Dy. Director - Administration, Registration & Examination Department 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

14i. Change of Major/Concentration

Policy number	ADMN_POLICY_39	
MOE Standard 2019	NA	
Policy name	Change of major /concentration	
Policy version	Version 1	
Policy owner	Administration	
Date of policy development	21st July 2019	
Review date	22nd July 2023	
Date of recent modification	Not applicable	
Approved by (AAC)	Registrar	

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

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

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

Step 1: Apply for the change of major/Concentration 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 Dean - School of Business & Dean – School of Computing for his approval

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

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

Step 6: Student pays the amount debited to his account

Step 7: Approved application will be forwarded to registration officer for changing the major/Concentration.

Step 8: The status of the application will be communicated to the student, faculty and advisor

Step 9: A new ID card, revised graduation plan and fee schedule is issued to the transferred student

Step 10: Application copy with approval status will be placed in the student file

14j. Change from One Program to Another within the Institution

Policy number	ADMN_POLICY_40
MOE Standard 2019	NA
Policy name	Change from one program to another within the institution
Policy version	Version 1
Policy owner	Administration
Date of policy development	21st July 2019
Review date	22nd July 2023
Date of recent modification	Not applicable
Approved by (AAC)	Registrar

SUC students who would like to change from one program to another for example at the same level of study within the institution, may apply for the same to the Administration department using the student request form. The program to which they intend to change may be either from the same school or from different school in SUC.

Following are the terms applicable for change from one program to another in different scenarios:

A. In case of program change requests done before commencement of classes for current program:
   i. The student needs to cancel his admission from the current program before the commencement of classes for the new program.
   ii. The student shall be eligible for any refunds if applicable for the current program as per SUC's refund policy
   iii. The student needs to register again for the new program to which he intends to be transferred to by paying the required application fee. The registration fee paid for the current program shall be transferred to the new program.
   iv. The fee structure of the new program to which the student is transferred shall be applicable.
   v. Scholarship / fee waiver will be grant as per the school policy in which the program is offered.

B. In case of program change requests done after the commencement of classes for current program:
   i. The student needs to cancel his admission from the current program.
   ii. The student shall not be eligible for any refunds for the current program
   iii. The student needs to register again for the new program to which he intends to be transferred to by paying the applicable fee as per policy
   iv. The student shall be awarded transfer of credits for the new program as per TOC policy.
   v. In case the student was granted any scholarship / fee waiver, it will not be transferred to the new program.

14k. Withdrawal of Course

Policy number	ADMN_POLICY_41
MOE Standard 2019	NA
Policy name	Withdrawal of Course
Policy version	Version 1
Policy owner	Administration
Date of policy development	21st July 2019
Review date	22nd July 2023
Date of recent modification	Not applicable
Approved by (AAC)	Registrar

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 Duplicated 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 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 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 Dean - School of Business & Dean – School of Computing
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

14l. Addition of a Course

Policy number	ADMN_POLICY_42
MOE Standard 2019	NA
Policy name	Addition of a course
Policy version	Version 1
Policy owner	Administration
Date of policy development	21st July 2019
Review datw	22nd July 2023
Date of recent modification	Not applicable
Approved by (AAC)	Registrar

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 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 Dean - School of Business & Dean – School of Computing
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

Policy number	ADMN_POLICY_43
Policy name	Faculty Allocation
Policy version	Version 2
Standards applicable	Not applicable
Policy owner	Administration
Date of policy development	18 July 2019
Review date	20th February 2024
Date of recent modification	20th February 2024
Approved by	Registrar

Based on the course plan and the number of courses offered in a particular semester the administration department sends the details to the respective Dean & VC to allocate the faculty based on their expertise to the respective courses. Once the allocation is approved, it is communicated to the faculty member's at least 1 month before the start of the semester to enable them to plan the course delivery. The Faculty holding administrative positions are given release hours from the teaching load as per the Faculty Workload policy.

Faculty allocation is done based on the following:

a. Selection of the academic curriculum which has to be implemented year wise [intake wise]
b. Define semester wise courses
c. Define Sessions [Morning/Evening/Weekend]
d. Define no. of students [Active/TOC/repeating etc...] in each session.
e. Define no. of batches to be created session wise
f. Creation of batches accordingly and handover the list to academic planning committee
g. Collect the faculty expertise list from the HRD
h. Faculty allocation will be assigned by the Academic planning committee as per below mentioned guidelines

Faculty allocation guidelines:
Academic Planning Committee considering student's number, contact hours, preparation required and other factors as mentioned below assigns allocation of teaching load:

1. Allocation of faculty has to be done as per their specialization, preference and course preparation in last two academic years.
2. Allocation of faculty from Undergraduate to Graduate Program is not allowed however, it can be done only under extreme case for which VC's approval needs to be taken.
3. Academic administrative positions will be given release of three credit hours on the acceptable load as per their academic rank or remunerate additional refer to HR for each Academic rank details.
4. Full time faculty to Adjunct faculty ratio has to be maintained at the level of 75:25 (Either credit or head count).
5. Acceptable faculty to student ratio is 1:30 at the Undergraduate level and 1:25 at the Graduate level.
6. Minimum course preparation will be in range of 2-3 courses.
7. Maximum course preparation will be 4 courses in extreme cases.
8. Maximum course preparation for the faculty carrying administrative position will be 2 courses.

9. Faculty needs to contribute additional hours to cover admin responsibilities associated with extra credit course.
10. PhD faculty (terminal degree holders) can be allocated maximum 12 credit hours
11. Non-PhD (Non-terminal degree holders) / master's degree can be allocated maximum 15 credit hours
12. Faculty load needs to be balance between morning, evening and weekend sessions.
13. Dissertation load to be considered while calculating total load of a faculty.

Qualification	Teaching Load/ week
PhD faculty (terminal degree holders)	maximum 12 credit hours
Non-PhD (Non-terminal degree holders) / master's degree	maximum 15 credit hours

Credit Distribution – Undergraduate Faculty (BBA , BSIT & BSCS)

Designation	Teaching Load/ week
Professor/ Associate Professor/ Assistant Professor	12 Credits
Lecturer	12 Credits
Sr. Instructor	15 Credits
Instructor	15 Credits
Faculty Members with Administrative position	3 release hrs. per semester and appropriate release time for other major administrative assignments.
Visiting Faculty (International)	12 Credits
Adjunct Faculty-Part Time	6 Credits

Credit Distribution – Graduate Faculty (MBA)

Designation	Teaching Load/ week
Professor/ Associate Professor	9 Credits
Faculty Members with Administrative position	3 release hrs. per semester and appropriate release time for other major administrative assignments.
Visiting Faculty (International)	9 Credits
Adjunct Faculty-Part Time	6 Credits

Faculty allocation which is assigned and the right to amendment is reserved by the same committee after VC's approval.

Policy number	ADMN_POLICY_44
Policy name	Student Management Review
Policy version	Version 1
Standards applicable	-
Policy owner	Administration
Date of policy development	17 November 2022
Review date	-
Date of recent modification	-
Approved by	Registrar

A. Student Management Committee

i. Introduction

Once the student is registered into the SUC program or courses (BBA, BSIT, BSCS, MBA, CCL); the regularity, requisitions, academic standing, and progression of the student is tracked on a regular basis and the status is communicated to the student concerned faculty and department to help in their smooth progression.

ii. Purpose

To review the status of student management with respect to student attendance, performance and progression

iii. Constitution:

The committee consists of the Registrar as a Chair and three members comprising of Deputy Vice Chancellor, DASS and Deputy Director of Administration.

iv. Functions:

The Student Management Committee at SUC is established for providing best possible services to students and other stakeholders. The committee is assigned with specific roles and responsibilities, which facilitate the smooth functioning of student body.

a. Monitoring student attendance
b. Monitoring student academic performance
c. Monitoring academic progression with respect to qualitative and quantitative requirements
d. Execution of student requests within stipulated timeframe
e. Monitoring the Student Strength
f. Monitoring and Auditing the Student Debit (student financial Liabilities, student status, student semester registration)

v. Roles and Responsibilities of the Committee

i. **New Students** (Start of the semester)
g. Audit of Admitted student strength
h. Audit of Admitted students application debits
i. Audit of Admitted Students 1st Installment debit
j. Audit of Miscellaneous debits
k. Audit of Fees structure of new students
l. Audit of Scholarship/Sponsorship/Fee waiver

m. Audit of Kit attachment
n. Audit of TOC debit
o. Admitted Vs Applicants debit audit
p. Audit of fines and penalties.

ii. **Continuing Students** (Monthly Wise)
   a. Audit of Total Active Students
   b. Audit of Non-Active Students
   c. Audit of Graduates Students
   d. Audit of CCL students
   e. Audit of Reactivation students
   f. Audit of TC/PPND/ Cancellation students
   g. Audit of status updates of students
   h. Audit of fees structure missing students
   i. Audit of no debit student and reason
   j. Audit of Scholarship / Sponsorship/Fee waiver
   k. Audit of forfeited students
   l. Audit of Total debit Vs Active student strength
   m. Audit of fines pushing
   n. Follow-up with fee defaulters
   o. Transfer student to TC/PPND not attending / non-payment/ non-semester registration students
   p. Follow-up of class attendance fortnightly
   q. Audit of Miscellaneous debit
   r. Audit of fines and penalties.

iii. **Graduating Students**
   a. Audit of candidacy sheet
   b. Audit of final clearance
   c. Audit of all department fines
   d. Follow-up with the outstanding

vi. **Procedures of the Committee**
The below section provides details about the specific duties of the Student Management committee at Skyline University College.
   a. **Monitoring student attendance:** The attendance for all students are available in the system, which can be printed when required. Administration finalizes the list of eligible students for the exam based on meeting the minimum requirement of 75% attendance as per the policy.

   b. **Monitoring student academic performance (Failure, low CGPA):** Various student data's like low CGPA, failed students, withdrawn students, low major CGPA students, students with low GPA in capstone courses etc. are categorized and compiled. Students are properly counselled and informed to register for the Duplicated Course to maintain the Good standing status.

   c. **Monitoring academic progression with respect to qualitative and quantitative requirements:** All Students enrolled at Skyline University College shall be monitored very carefully for the quality and quantity of satisfactory academic work completed during their study at SUC. A freshman student will be evaluated at the end of spring

semester for good academic standing and there after the academic progression will be reviewed every semester.

    d. **Execution of student requests within stipulated timeframe:** Various student requests status are keenly monitored and processed.

    e. **Student Strength:** All the registered students are counted as active students and their status will be closely monitored fortnightly.

    f. **Student Debit:** All the active students are debited on semester basis prior to the start of each semester. Committee will review the debits after closing the semester registration, non-registered students will be categorized as non-active, and appropriate action will be taken which shall be documented properly.

  vii. **Periodic Review by the Committee**

The Student Management committee meets on a weekly basis to review the progress of the committee's operations and forward the recommendations and decisions of the Committee to the Vice Chancellor for final approval.

Human Resource Department Policies

15a. Academic Support Services Staff Titles and Required Qualifications

Policy number	HUMR_POLICY_32b
Policy name	Academic Titles and Required Qualifications
Policy version	Version 2
Standards applicable	Not applicable
Policy owner	Human Resource Department
Date of policy development	18 July 2019
Review date	20th July 2023
Date of recent modification	4th August 2020
Approved by	DASS

i. **Director**

The rank is attained by appointment / selection from Dy. Director Level after a positive evaluation of performance and promise. An appointee to this rank must hold a Master's Degree. The candidate must have total of fifteen plus years of experience and at least seven plus years of experience in a University / Institution or must have work with SUC with similar experience.

ii. **Deputy Director**

The rank is attained by appointment / selection from Asst. Managerial level after a positive evaluation of performance and promise. An appointee to this rank must hold a Master's Degree. The candidate must have total of ten plus years of experience and at least five plus years of experience in a University / Institution or must have work with SUC with similar experience.

iii. **Head of the Department**

The position is attained by appointment / selection from Managerial level after a positive evaluation of performance and promise. An appointee to this rank must hold a Master's Degree. The candidate must have total of ten plus years of experience and at least three years in a University / Institution or must have work with SUC with similar experience.

iv. **Manager**

The rank is attained by appointment / selection from Asst. Managerial level after a positive evaluation of performance and promise. An appointee to this rank must hold a Master's Degree. The candidate must have total of seven plus years of experience and at least three plus years of experience in a University / Institution or must have work with SUC with similar experience.

v. **Assistant Manager**

The position is attained by appointment / selection from Supervisory level after a positive evaluation of performance and promise. An appointee to this rank must hold a Master's Degree. The candidate must have total of five plus years of experience and at least at least two plus years of experience in a University / Institution or must have work with SUC with similar experience.

vi. Supervisor

The position is attained by appointment / selection from Assistant level after a positive evaluation of performance and promise. An appointee to this rank must holds a Masters or Bachelor Degree. The candidate must have total of four plus years of experience and at least at least one plus years of experience in a University / Institution or must have work with SUC with similar experience.

vii. Clerical Staff

This position is attained by selection. The rank on this level must hold a Masters or Bachelor Degree. The candidate must have total of two plus years of experience and preferably one plus years of experience in a University / Institution or must have work with SUC with similar experience.

viii. Support Staff

This position is attained by selection. The rank on this level must hold a high school diploma and additional certificates on their chosen field. The candidate must have at least a year experience in a University / Institution.

ix. Non Regular Academic Support Staff

A staff member of the University which hold a temporary position and are employed on semester or monthly contract which can be renewed as per agreement of both parties. Lab Assistants as mentioned above can be hired as part time with the similar requirements as full time staff.

15b. Employee code

Policy number	HUMR_POLICY_21
Policy name	Working Hours Policy
Policy version	Version 4
Standards applicable	MOE Standard 5: Faculty and Professional Staff
Policy owner	Human Resource Department
Date of policy development	20th July 2019
Review date	25th July 2023
Date of recent modification	25th July 2023
Approved by	DASS

At SUC, employees are required to abide by below rules during their working hours:

A. Respect UAE Culture

The culture in UAE has evolved from a deep-rooted belief in Islam, which is more than just a religion. It is a total way of life, which governs every activity and decision that is made in daily life. Keeping these cultural and religious concerns in mind and following the simple guidelines, it is possible to live very happily in the UAE. One should avoid contentious discussions about religion, the status of women and the politics of the Middle East. Everybody should remember that they are a "Resident Guest" of the United Arab Emirates and should be respectful of the culture and way of life here. By nature, locals are hospitable and extremely courteous. Aggression

and rude behavior are seldom seen; authority and calm are the norm. All the Employees are expected to adhere to the decency code of UAE both in their personal and professional lives.

B. No Smoking Policy in SUC Campus

SUC follows a No Smoking policy (Including vapes and electronic cigarette) at all locations of its Campus indoors, i.e., offices, classrooms, lobbies, cafeteria, gymnasium, multipurpose hall, toilets etc. which is as per the SUC rules as well as by law. A designated area is allocated for smokers within the premises of SUC. Employee must not smoke in front gate of the University or the main entrance. HRD personnel may pay a surprise visit anytime. Employee disregarding the No Smoking policy indoors will be served a verbal warning on the first instance. A cautionary note will be issued on the second instance. Thereafter disciplinary proceedings will be initiated against the Employee.

C. Prohibition of Alcoholic Drinks and Narcotic Drugs in SUC Campus

SUC does not allow or authorize anyone to bring in any kind of alcoholic drinks or narcotic drugs into its premises for consumption and storing; and furthermore prohibits any person under intoxication to enter or remain in the SUC. Violations will be viewed seriously and result in immediate suspension / expulsion / termination.

D. Employee Dress Code

i.   Male employee dress code

Male Employees are expected to wear Formal wear i.e. pants/trousers, business shirts with a tie along with formal shoes. Preferably jackets should be worn when the weather permits.

ii.   Female employee dress code

Female Employees are expected to wear pants/trousers, dresses & skirts which are on or below the knee with formal shirts or tops with a formal Jacket. Blouses, Shirts, Tops or jackets covering upper arm is considered to be appropriate.

iii. Office Support staff dress code

Office support staff must wear uniform provided by the SUC on all weekdays.

Note:

    a. Friday wear for all employees is plain blue / black denims along with SUC Polo Shirts provided by SUC. Friday Dress Code will remain same even in case of any internal or external meetings on that day

    b. 2 SUC Polo Shirts are given in a year; any additional requirement will have to be purchased additionally.

    c. It is mandatory to wear the SUC Polo Shirts every Friday at all levels and should wear proper shoes. Shoes which are striking in colors or sandals are prohibited.

*   **Don'ts:** Patched/ Rugged jeans, Printed/ Check shirt or Tee shirt, Bright / Glossy clothes, Captioned/ Pattern Tee shirts are not permissible.*

E. Employee Personal Property

SUC is not liable for any loss of, or damage to personal property brought into the premises by the employee. It is expected from the employees not to bring personal items of value to the premises and, in particular, not to leave any items (cars, personal laptops, luggage, etc.) overnight without prior permission from HRD.

F. Professional Conduct

i. Academics

To ensure professional work environment at SUC, Faculty Members must subscribe to high standards of professional conduct. Membership in the academic community imposes upon the students, Faculty Members and administrators an obligation to respect the dignity of others, to acknowledge their right to express differing opinion and to foster and defend intellectual honesty, freedom of enquiry and instruction, and free expression.

Faculty Member must comply with the standards and principles of conduct set forth in this Policy & Procedure Manual. Faculty Member will be informed promptly by Dean in written of any allegation of unprofessional conduct made against him/her. Complaints of unprofessional conduct, professional dishonesty, lack of professional integrity, professional unethical behavior will be investigated and appropriate action taken.

    a. 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.

    b. 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.

    c. 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.

    d. Faculty are engaged in reviewing the programs and work towards development of contents of the curriculum and also participate in developing new curriculum for proposed programs and courses.

    e. The faculty members apart from their teaching theoretical aspects of the course are also required to supervise and guide the instructor and students for lab works.

    f. Faculty members shall participate in search and recruitment of faculty members appropriate to area of specialization. They are expected to be a part of screening committee, interviewing committee and evaluation of peers

    g. Non-residential faculty is also required to perform all the roles and responsibilities of full time faculty with respect to their area of specialization

h. All faculty members are expected to be a part of IE committee and contribute to streamlining the operations and improve the effectiveness of academic planning and delivery

i. The Faculty member agrees to obey promptly all directions and lawful orders given by the Vice Chancellor or his nominee.

j. The Faculty member shall not at any time whether during or after the termination of the agreement impart or disclose any information as to the business or affairs of SUC to anyone other than as directed by or with the consent of the Vice Chancellor or his nominee in so far as may be required by a court of competent jurisdiction. The Faculty member shall uphold the interest of SUC to the best of ability and shall do nothing to prejudice them at any time whether during or termination of agreement.

k. 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.

l. 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.

m. 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.

n. To maintain regular communication with the Discipline Leader, Dean, DVC and Vice Chancellor of SUC.

o. To be familiar with the SUC Policies and Procedures and abide by them at all times.

p. 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.

q. All copyrights and/or design rights in any work created in the course of or under this agreement shall belong to SUC.

r. The Faculty Member agrees to obey promptly all directions and lawful orders as per SUC Policy & Procedures.

s. Faculty members are discouraged to defame colleagues or involve in any act of disparaging SUC.

t. Faculty members are required to participate in activities in promoting SUC which includes plan and conduct of Seminars and workshops and participates in exhibitions as assigned by the Vice Chancellor from time to time.

ii. Academic Support staff

To ensure a professional and idealistic work environment, all Staff Members must adhere to high standards of conduct, such as honesty, integrity and ethical behavior. The Staff Members and administrators have an obligation to respect the dignity of others, free expression of differing opinions and to inculcate and defend intellectual honesty, freedom of enquiry and instruction. Staff Members must comply with the standards and principles of conduct set forth in this Handbook. Complaint of unprofessional conduct is subject to investigation. The Staff Member will be informed promptly by Head HR of any allegation of unprofessional conduct carried out with a verbal warning to avoid any such incidence in future.

a. The Staff member shall at all-time faithfully serves Skyline University College and uses his utmost endeavors to promote its interests. He shall not directly

enter or engage in any other employment service, business or speculation, whatsoever which is in direct competition to the affairs of SUC.

b. The Staff member agrees to obey promptly all directions and lawful orders given to an individual as per the organization schedule and activities.

c. The Staff member shall not at any time whether during or after the termination of the contract impart or disclose any information as to the business or affairs of SUC to anyone other than as directed by or with the consent of the Dean or his nominee in so far as may be required by a court of competent jurisdiction. The Staff Member shall uphold the interest of SUC to the best of his ability and shall do nothing to prejudice them at any time whether during or termination of contract.

d. In case of termination or resignation before the contract period, the Staff member will not take up any employment with a competitor or start any business, which would directly or indirectly affect the business of SUC for a minimum period of one year.

e. In case of staff member is joining competitor after completion of the contract period, they need to give non-disclosure undertaking to SUC before the release is given to the employee.

f. To be familiar with the SUC Policies and Procedures and abide by them at all times.

g. All copyrights and/or design rights in any work created in the course of or under this contract shall belong to SUC.

h. The Staff member agrees to obey promptly all directions and lawful orders as per SUC Policy & Procedures.

i. Staff Members are expected to devote their energies in developing and improving their administrative competence.

j. All staff members must accept the obligations to exercise critical self-discipline and judgment in using, extending, and transmitting information and practice intellectual honesty

G. Presence & Absence at Work Place

Except for the 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 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 staff members are required to be available on campus during the official working hours of SUC all year around. Staff members may take leave of absence for professional development with written authorization from Vice Chancellor or in case of emergency, but must inform Vice Chancellor and Human Resources Department. Absence or non-adherence to office hours will be subjected to disciplinary action.

H. Outside Employment

An employee 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 DASS and Vice Chancellor.

I. Prohibition of Harassment

Harassment in any form be it gender, race, color, religion, age, nationality, disability or any bullying or any verbal, physical or psychological violence and other factors 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.

c. **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.

J. **Confidentiality of Information**

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

i. **Employment Information**

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

ii. **Employer Information**

Faculty members may, by virtue of their employment with SUC, obtain access to sensitive, confidential, restricted and proprietary information about SUC, including but not limited to financial records, customer/student records and files, referral or mailing lists, credit card numbers, and similar documents. Such confidential information shall be used solely by Faculty members in the performance of their job duties for SUC. Faculty members shall not, without the prior written consent of SUC, use, disclose, divulge, or publish to others any such confidential information acquired in the course of their employment. Such confidential information is the exclusive property of SUC and under no circumstances whatsoever shall employees have any rights to use, disclose or publish to others such confidential information subsequent to the termination of their employment.

Unauthorized use or disclosure of confidential information may result in discipline, up to and including immediate termination, prosecution, or other available action.

Upon termination of employment, employees must return any and all confidential information, including all copies of such documents prepared or produced in connection with their employment at SUC pertaining to SUC's business or the employee's services for SUC, whether made or compiled by the employee or furnished to the employee in connection with such services to SUC.

All information that:
1. Is or has been acquired by the employee during, or in the course of your employment, or has otherwise been acquired by the employee in confidence,
2. Relates particularly with SUC business or that of the other person with whom employee have dealing of any sort.
3. Has not been made public shall be confidential, and employee shall not at any time, whether during the course of work or after separation with SUC, disclose such information to any person without written consent of concern authority.

15c. Separation Policy

Policy number	HUMR_POLICY_27
Policy name	Separation Policy
Policy version	Version 1
Standards applicable	Not applicable
Policy owner	Human Resource Department
Date of policy development	4th August 2020
Review date	20th July 2023
Date of recent modification	Not applicable
Approved by	DASS

Separation includes retirement, resignation, non-renewal of contract, dismissal due to adequate cause related to academic non-performance, breach of contract, indiscipline, moral turpitude, discontinuance of an academic program, and financial exigency. These Guidelines apply to conditions whereby an Employee, whether on initial or reappointed contract, may be separated from employment with the SUC prior to the expiration of an Employee's contract or resignation.

A. **Resignation**
Academics:

1. The contract may be terminated by the Employer without cause by giving to the other party at least one semester notice or pay in lieu of notice in case of Academics.
2. The contract may be terminated by the Employee at the first day of the semester starting by giving the other party at least one semester notice or pay in lieu of notice. If the Employee terminates the contract in between an ongoing semester, the succeeding semester is considered as the notice period.

Policy outline:

1) In case of resignation organization has right to decide on the last working day of employee considering the academic calendar and full and final settlement and benefits will be paid till the last working day.
2) All the pending benefits forfeit as soon as Employee resigns from services.
3) Employee resigning from the services is not eligible for any pending tickets. Booked air tickets which are reimbursed but not availed will have to be paid back to SUC.
4) Employees discontinuing their services with the university, has to reimburse the amount of the furniture allowance & Accommodation Allowance paid at pro rata bases.
5) In case of Loan, the period of services ends before the repayment of loan due to any kind of separation (Resignation, Termination, Death etc.,) then the remaining amount shall be adjusted with end of term benefits and balance will be paid to the Employees.
6) Leave balance is paid on Basic i.e. Annual Leaves accrued till the last working date minus availed leaves.
7) In case the faculty has undertaken any dissertation, addditional credit, summer courses during notice period, payment for same will be done along with the end of service benefit upon submission of clearance form.
8) If an employee avails any loan facility from any bank and has taken salary undertaking letter from SUC, then the employee is responsible to submit bank clearance to HRD as part of their clearance process.
9) Gratuity will be paid as per UAE Labor Law. All termination entitlements must be paid to employees within fourteen days after the termination date
10) Any shortfall in the notice period will have to be borne by the employee and the acceptance on the last working date will be subject to approval by the VC.

A. Dismissal

This Contract may be terminated by the Employer without notice and forfeit of all the benefits if the Employee:
   a. Commits any gross or repeated breach of his/her obligations.
   b. Is engaged on probation and is dismissed during the probationary period or on its expiry.
   c. Willfully neglects SUC interests causing substantial loss thereto whether monetary or otherwise.
   d. Becomes incapable of performing his/her basic duties due to his/her fault or misconduct.
   e. If they fail to perform their basic duties and continues to do so despite written warning to them by the Vice Chancellor or his nominee.
   f. Is discovered to have disclosed a secret or confidential matter of the business of SUC.
   g. Is convicted of offence involving honor, honesty or public morals and order.
   h. Misconduct in any way whether in relation to the affairs of SUC or otherwise is disobedient, non-cooperative or is guilty of habitual or gross negligence.
   i. Is discovered to have made or given false statement or document to SUC.
   j. Is found under the influence of alcohol or drugs during working hours.
   k. Is found to have defamed the SUC or the Management.
   l. Is found to be working against policy and procedure of SUC.
   m. Additional grounds for "for-cause" termination, including where an employee:

1. Abuses their position for profit or personal gain; or
2. Commences work for another employer without complying with the applicable rules and procedures.

n. Notice period of employees is

    i. 30 days for employees with up to five years' service
    ii. 60 days for employees with between 5 and 10 years' service
    iii. 90 days for employees with 10 years' service or more.

i. Assurances

The SUC policies and procedures on employee dismissal ensure:
a. The rights of the individuals are protected under these policies and procedures.
b. Dismissal shall not violate the rights of the individual under applicable UAE laws.
c. The threat of dismissal will not be used to restrain Employees in exercising their academic freedom.
d. The procedure of dismissal ensures timely written notification of the reasons and circumstances that led to dismissal.
e. The principal of natural justice and due process will be adopted to give fair chance to the Employee to defend wherever applicable.
f. Employees are entitled to one day of unpaid leave per week during the notice period to look for new employment.

ii. Justifications

Dismissal may be justified by one or more of the following:
a. **Adequate Cause**
Dismissal for adequate cause may include grounds related to dishonesty, demonstrated professional incompetence in teaching or research, grounds related to substantial neglect of professional or academic responsibilities and personal misconduct, breach of contract, indiscipline, & moral turpitude affecting directly or indirectly the community or SUC. The dismissal is done by giving one semester of notice or in lieu of pay as per the clause "Notice and Termination" of the contract is justified except in case of adequate cause.

b. **Procedure for Dismissal for Adequate Cause**
The dismissal of Employee due to adequate cause requires formal notification in writing to the affected Employee by the Vice Chancellor. The notice should inform the Employee of the decision to dismiss and the specific ground for dismissal.

For suspected breach of contract involving dishonesty in teaching or research, neglect of duty, unfitness of the Employee in his/her Professional capacity as an instructor or researcher, personal misconduct, the Employee can be suspended with immediate effect by the VC. The Vice Chancellor in consultation with Head-HRwill constitute an ad-hoc Employee Disciplinary Action Committee to establish the facts of the case. The ad-hoc Employee Disciplinary Action Committee shall offer the Employee the opportunity to respond to the charges. This Committee will file a report within seven days of start of the investigation. Committee will forward its findings to the Vice Chancellor for approval.

Should the SUC decide to dismiss the Employee, he/she will normally receive salary and benefits until the effective date of dismissal as per UAE law.

B. Discontinuance of Academic Programs

Termination of employment may also be based on the discontinuance of an academic program reflecting judgments concerning the strategic planning of the SUC.

   i. Procedure for Dismissal due to Discontinuance of an Academic Program
Before recommending discontinuing an academic program the Dean shall deliberate with VC and on the basis of their recommendations and educational considerations present the closure of the Academic Program to the VC who will present it to the Board of Trustees for final approval.

The decision to discontinue an academic program can be made by the Board of trustees only. Termination of Employee appointments or major changes in academic programs must conform to principles established in the strategic plan presented to Board of trustees by the Vice Chancellor. The discontinuance requires affirmative vote of the Board of Trustees.

C. Financial Exigencies

Termination of employment is justified by a demonstrated and bonafide financial crisis that threatens the continuation of one or more academic programs in their present form.

   i. Financial Exigency Declaration
The declaration of an exigency requires that the dismissal of the Employee is likely, even if such dismissals are not imminent. When the Vice Chancellor of the SUC believes a bona-fide financial exigency exists, he/she shall promptly advise and consult with the Board of Trustees. The decision to approve financial exigency can be made only by the Board of Trustees.

   ii. Retrenchment
After the declaration of an exigency, major steps for dealing with financial crisis will proceed along the lines as described in the case of discontinuance of academic programs. Consultation between the Vice Chancellor and BOT or AAC is mandatory.

A retrenchment plan must be developed and approved by the Vice Chancellor. If acceptable, Vice Chancellor will present it in front of the Board of trustees. Termination of Employee's appointments or major changes in academic programs must confirm with principles established in the strategic plan. Academic considerations will be primary in making program and personnel decisions. Final decision in such cases will reside with Vice Chancellor.

The Board of trustees may declare that a financial exigency no longer exists. However, this does not imply that the notice of dismissal issued to any individual during a period of declared exigency is automatically withdrawn or otherwise invalid. However, reconsideration to re-employ some of the employees terminated due to financial exigency as per the discretion of the Vice Chancellor is possible. This will supersede the contract terms and EOSB will be as per labor law.

D. Death of an Employee

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

E. Settlement & Clearances Formalities

i. Payment of Salaries and Benefits in Case of Separation from Employment

In case an Employee is separated from employment under Dismissal Justified by Adequate Cause, the Employee's salary shall be terminated effective upon the date of dismissal. As per labor law Employee resigning from the services is not eligible for any pending benefits not availed in the Academic Year. All the pending benefits (Air ticket, non-accrued annual leaves, furniture allowance) forfeit as soon as Employee resigns from services. In case of SUC terminates an Employee will be eligible for repatriation ticket for Employee alone who is under SUC Visa. In case of visa transfer employee's subsequent employer is responsible for his repatriation.

If an Employee's service is separated because of discontinuance of an academic program or declaration of financial exigency, the Employee's salary shall be terminated according to the provisions specified in plans developed for discontinuance of an academic program or financial exigency. Payment of full and final settlement which includes gratuity (if eligible) will be paid only in the form of bearers cheques after cancellation or transfer of employment visa. In all cases, final settlement for employees will be calculated as per the implemented law governing the relation between employee and employer like UAE labor law. All the entitlements must be paid to employees within 14 days after the termination date.

ii. Handover and clearances

In case a Staff Member is separated from employment, they should prepare and forward their Handover Checklist confirmed by the Dean of respective school (School of Business and School of Computing)/, Program Chairs, DVC, DASS HOD and Head HRD and approval of the Vice Chancellor. The staff member needs to get clearance from the concerned Departments and submit the clearance form along with duly filled Exit Interview form to HRD for processing the Full and Final Settlement. As soon as the resignation is accepted or termination / dismissal is communicated following documents need to be submitted by the employee to HR for clearance purposes: u

a. Employee has to submit their family visa cancellation document (incase family is sponsored by the employee)
b. Passport
c. Emirates ID
d. Insurance card
e. Skyline ID
f. Employee handover

Full and Final Settlement will only be released after clearances from respective departments, submission of the above documents and submission of stamp visa in their passport if change of status and ticket submission if returning to their home country.

Policy number	HUMR_POLICY_33
Policy name	Promotion Policy
Policy version	Version 1
Standards applicable	Not applicable
Policy owner	Human Resource Department
Date of policy development	4th August 2020
Review date	20th July 2023
Date of recent modification	Not applicable
Approved by	DASS

A. Academics Promotion Policy

i. Promotion Policy for AAC-Academic members:
Promotion of AAC –Academic members shall be carried out based on the Promotion policy for faculty members given below. .

ii. Promotion policy for faculty members:
SUC Academics promotion policy is based on the vacancies created at each level due to retirement/resignation/job enrichment and expansion. The promotions are generally subject to analysis by the HRD on the basis of eligible Faculty member applying for the promotion.

The number of vacancies at various levels is proposed to VC. On receiving approval from the VC, the recruitment committee initiates internal promotion process for the eligible candidates within SUC before releasing the vacancies open to the external sources. A faculty member can be promoted before the completion of eligibility period as listed in the promotion guidelines provided he/she has shown outstanding performance as per the policy and to the satisfaction of FES committee (Deans, DASS,DVC, and VC).

The contributions can be specified such as innovation, improvement in academic and or operational processes, or Faculty promotion will be initiated along with FES

All faculty promotion will be initiated along with FES and promotions will be effective from the time of increment in October.

iii. Promotion Guidelines

Criteria for Promotion

Designation	Normal Track	FES Average Rating During the Previous Rank for Research	Overall FES (Research, Teaching,… Etc)
Lecturer to Assistant (Only PhD Holders)	30 Points And 3 Years Of Service At The Same Rank Or Similar Role	85	≥80%
Assistant to Associate	45 Points and 5 Years of Service at the Same Rank	85	≥80%

Associate to Professor	54 Points and 5 Years of Service at the Same Rank	**85**	**≥80%**
Faculty Members Holding Administrative Responsibilities	75% Points as Per their Position	**85**	**≥80%**

iv.   **Promotion Eligibility for Instructor and Senior Instructor:**
To be eligible for promotion a faculty member should meet the following conditions:

Instructor to Senior Instructor:
a.   FES overall score should be ≥80.
b.   One of the following conditions should be met:
1.   A minimum of three non-research papers every year for three consecutive years.
2.   A minimum of two research article in Scopus indexed journal during the three years under consideration for promotion eligibility.
3.   For fast track- Promotion after completion of one year- a minimum four non-research papers in a year and one research paper in a Scopus indexed journal.

Senior Instructor to Lecturer:
a.   FES overall score should be ≥80.
b.   One of the following conditions should be met:
i.   A minimum of 4 non-research papers every year
ii.   A minimum of three research article in Scopus indexed journal during the three years under consideration for promotion eligibility.
iii. For fast track – promotion after completion of one year- a minimum of six non-research papers in a year and one research paper in a Scopus indexed journal.
iv.   A minimum of two research articles in a Scopus indexed journal and should be the first author in one of them.

Criteria for Fast Track Promotion

Designation	**Fast Track**	**FES Average Rating During the Previous Rank for Research**	**Overall Fes (Research, Teaching,… Etc)**
Lecturer to Assistant (only PhD holders)	40 Points and 1 Year or Service at the Same Rank or Similar Role	**85**	**80≥**
Assistant to Associate	55 Points and 3.5 Years of Service at the Same Rank	**85**	**80≥**
Associate to Professor	65 Points and 4 Years of Service at the Same Rank	**85**	**80≥**
Faculty Members Holding	70% Points as Per Their Position	**85**	**80≥**

Administrative Responsibilities			

v. Process: -

a. Apply during the last year of the eligibility period so that on the day of the promotion review board meeting the candidate should have completed the eligibility period as specified in the promotion guidelines The promotion review board is convened during FES evaluation.

HR will notify by mid of May every year to apply for promotions and May 31 will be taken for calculation of number of years. The faculty members will apply for promotion by June first week every year. The Registrar will present the details of the faculty members who applied for the promotion to the AAC. AAC will discuss and finalize the list of faculty members who can be called for the promotion presentation will happen along with the regular FES process in the month of June/July every year. FES committee will take the presentation and give their recommendation for approval.

b. Promotion Review Board consists of FES committee who will evaluates the quantitative and qualitative performances of the Candidates.

c. Submit all credentials:
1. Scholarly Work as per Policy for the period under consideration.
2. Teaching effectiveness documents including Feedback.
3. Contribution to SUC as well as community.
4. Any New Courses developed.
5. FES rating as per the Criteria.
6. Promotion Details of previous organization.
7. HRD prepares comparative chart as per the Policy and convenes the initial meeting to discuss the eligibility and shortlist eligible candidates.
8. 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.
9. HRD issues a mail to the candidates on the status of their candidacy of their promotion and seeks Presentation from the shortlisted candidates.
10. The presentation should focus on their contribution during the period considered for processing the promotion application as per the promotion criteria table, 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.
11. All Eligible candidates are required to make a presentation to the promotion review board on a schedule date.
12. 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.
13. Distribution of Marks as per the Criteria to be awarded by each member of the Promotion Review Board.

d. Upon Promotion of Candidate, VC issues a Formal letter of promotion to the candidate and the same is communicated to all the departments (Administration, Computing, Finance, Library etc.)

e. HRD updates all the records accordingly and maintains the promotion files for references after get it signed from Faculty / Staff.

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:

   a. Defending the claim for promotion
   b. Vision of Academic excellence, Research and services to SUC.
   c. Goal for next 2 years
   d. Owning responsibility of Administrative Activities.
   e. Owning Responsibility to mentor and Develop Productive teams
   f. Any other areas which promotion board may feel necessary.

% 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%	

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

   a. The Concerned faculty member needs to defend his claim for promotions by showing exceptional track record with previous organizations which includes
      ➢ Previous promotions
      ➢ Exceptional Achievements
   b. The faculty members need to present his Goal for next 2 years to the promotion board.
   c. For any other exceptions, Dean is required to make recommendation to VC.
   d. VC discretion will be final for approval of the promotion

   vi.   Proposed Rank Ratio
   a. **Undergraduate Level** (School Of Business & School of computing)

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

Table 1– School of Business	
Grade	**% of Full-Time Faculty Members**
Professor	15%

Associate Professor	30%
Assistant Professor	30%
Lecturer	15%
Sr. Instructor	5%
Instructor	5%
Table 2 – School of computing	
Grade	**% of Full-Time Faculty Members**
Professor	15%
Associate Professor	30%
Assistant Professor	30%
Lecturer	15%
Sr. Instructor	5%
Instructor	5%

b. Graduate Level (School of Business)

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

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

vii. Outcome & Feedback

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

B. Academic Support Staff Promotion Policy

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

Staff performance evaluations are periodically conducted to support and provide guidance to Staff Members regarding professional development and obtain information for management to decide on renewing and extending contracts, promotions, terminations and award merit based increments/ appreciation. Evaluators of Staff and Department are: Vice Chancellor, DVC, DASS, Director–IRQAOA, 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 Vice Chancellor by SUC salary review Committee. On approval of the Vice Chancellor, HRD releases the vacancy to be filled up from internal or external sources. Preference is given to filling the vacancies through internal over external sources. Only when internal sourcing is not possible the vacancy is filled through external sources. Employees competing for internal promotions must normally have completed minimum of five years of service in a lower position than the position for which an application is tendered. The candidate is required to submit an application detailing the outstanding contribution made to the operations of SUC. The contributions can be specified such as innovation, improvement in operational methods, or any other noticeable achievements recorded by Human Resources Department. Employees are encouraged to submit any material or information that they feel will be helpful for review for promotion at the time of application.

All applications are collated by the Human Resources Department and forwarded to the Promotion Review Committee for review. The committee constitutes of Vice Chancellor, Head HR and concern HOD. The committee will review the candidature of all the applicants and forward the recommendations to Dean for consideration.

A. Promotion Guidelines
i. Criteria For Promotion

Designation	No. of Years of Service [Previous Rank]	Quality Assurance [Ses Average Rating During the Previous Rank]
Dy. Director to Director	3	≥80%
Manager to Dy. Director	3	≥80%
Asst. Manager to Manager	3	≥80%
Supervisor to Asst. Manager	3	≥80%
Clerical to Supervisor	3	≥80%
Support Staff to Clerical	3	≥80%

ii. Documentation for Promotion Consideration

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

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

To complete the application HRD adds the following:

a. Report on the Staff evaluation of the employee
b. Noticeable achievements recorded by Human Resources Department

The Human Resources Department will notify all eligible Staff Members about the date of interview with Promotion Board at least two months in advance. Promotion Board is set up on ad-hoc basis and will consist of Vice Chancellor, DVC, DASS, Registrar and Head HR.

a. Apply during the last year of the eligibility period so that on the day of the promotion review board meeting the candidate should have completed 3 years. The promotion review board is convened during SES evaluation.

b. Promotion Review Board consists of Academic Affairs Council who evaluates the quantitative and qualitative performances of the Candidates.

c. Submit all credentials

d. HRD prepares comparative chart as per the Policy and convenes the initial meeting to discuss the eligibility and shortlist eligible candidates.

e. Promotion Review Board will review the applications and shortlist the eligible candidates and Recommends the shortlisted candidates to HRD for further processing of the evaluation process.

f. HRD issues a mail to the candidates on the status of their candidacy of their promotion and seeks Presentation from the shortlisted candidates.

g. The presentation should focus on their 3 years' contribution to SUC and any extra ordinary activities performed by the candidate during the tenure with SUC. The presentation should also contain his/her achievements in previous organizations in terms of promotion etc.

h. All Eligible candidates are required to make a presentation to the promotion review board on a schedule date.

i. If the candidate is unable to make the presentation to Board on the schedule date due to some unforeseen circumstances (accident, Death in the family or severe illness), the candidate must appeal for the postponement of the date by submitting the supporting relevant documents. HRD will reschedule the same with consultation of Promotion Board.

j. Distribution of Marks as per the Criteria to be awarded by each member of the Promotion Review Board.

k. Upon Promotion of Candidate, Vice Chancellor issues a Formal letter of promotion to the candidate and the same is communicated to all the departments (Administration, Computing, Finance, Library etc.)

l. HRD updates all the records accordingly and maintains the promotion files for references.

The focus of the selection is based on candidates who have performed relatively better than the other applicants. The candidates will also be evaluated other than the presentation on their interview wherein the focus shall be on:

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. Any other areas which promotion board may feel necessary.

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

a. The Concerned staff members needs to defend his claim for promotions by showing exceptional track record with previous organizations which includes:
    1. Previous promotions
    2. Exceptional Achievements

b. The HOD need to present his Goal for next 2 years to the promotion board.
c. For any other exceptions, Vice Chancellor is required to make recommendation for approving of the promotion.

iii.   Outcome & Feedback

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

15e. Awards to Employee

Policy number	HUMR_POLICY_34
Policy name	Awards to employees
Policy version	Version 1
Standards applicable	Not applicable
Policy owner	Human Resource Department
Date of policy development	4th August 2020
Review date	20th July 2023
Date of recent modification	Not applicable
Approved by	DASS

A. Academic Awards

i.   AAC-Academic Members:
SUC adopts an appreciation policy to motivate the AAC –Academic Members to encourage them to contribute their best, to execute the various academic and academic support functions and to be responsible and dependable in achieving the desired vision. In this respect SUC recognizes and appreciates AAC through Letter of Appreciation and monetary reward. The Awards are given is based on annual AACES and VC recommendation (This is applicable to AAC members only):

Sr. No.	Award	Monetary Reward
1	AAC of the Academic year	7500

Process for Selecting AAC for Appreciation/Awards:
a. The AAC members to be eligible for the awards must have achieved at least 80% in each of the components of FES.
b. The VC will decide the AAC award not totally based on the FES/SES quantitative values instead qualitative aspects of contributions are also considered.

ii. Faculty:

SUC adopts an appreciation policy to motivate the Faculty Members to encourage them to contribute their best to execute the various academic functions and to be responsible and dependable in achieving the desired vision. In this respect SUC recognizes and appreciates Committee through Letter of Appreciation and monetary reward. The Awards are given is based on annual FES VC recommendation (This is applicable to Faculty Members only):

Sr. No.	Award	Monetary Reward
1	Overall Excellence in Academics	AED 7500
2	Excellence in Teaching Effectiveness	AED 5000
3	Excellence in Research	AED 5000
4	Excellence in Services	AED 5000
5	Decadal Excellence Award for Continual Contribution	AED 10000

Process for Selecting Faculty for Appreciation/Awards:
a. The Faculty members to be eligible for the awards must have achieved at least 80% in each of the components of FES.
b. The VC will decide the Faculty award not totally based on the FES quantitative values instead qualitative aspects of contributions are also considered.

B. Academic Support Staff Awards

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

The Awards are given is based on annual SES and VC recommendation (This is applicable Staff Members only except for Decadal of the Year):

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 of the Year Award for Continual Contribution	10000

Process for Selecting Training Staff Member for Appreciation/Awards:
a. The Staff members to be eligible for the awards must have achieved at least 70% in each of the components of SES.
b. All the Staff Members comply with the above mentioned criteria will be invited to face an interview/ presentation with SES committee
c. The SES Committee will decide the Staff for the award after the interview.

Policy number	HUMR_POLICY_35
Policy name	Human Resource Policies of Training Staff
Policy version	Version 1
Standards applicable	Not applicable
Policy owner	Human Resource Department
Date of policy development	4th August 2020
Review date	20th July 2023
Date of recent modification	Not applicable
Approved by	DASS

A. Titles and Required Qualification:

i. Head Training (CCL)

The Head Training Department is responsible for planning and execution for both the below areas. He is responsible for income & revenue generation and manage expenses within the budget for the below areas.

ii. Regular Training Staff

The following are the job specifications of full time Training Department Staff positions at SUC. These positions are filled as and when the vacancies arise as per the requirements of SUC.

a. Sr. Lecturer / Lecturer

The rank of Sr. Lecturer/ Lecturer is usually attained by appointment or promotion from Sr. Instructor or equivalent after a positive evaluation of performance and promise during the review period. An appointee to this rank must hold a doctorate in the discipline of his specialization or have requisite professional and administrative experience in the specific area of their expertise. Training Staff with experience of more than 8 yrs. but less than 10 yrs. are considered for Sr. Lecturer rank.

The candidate must have at least seven years of full time teaching experience at the level of Instructor in a University or worked in SUC at the rank of Sr. Instructor for at least 3 years and must have a total teaching experience of seven years. Must have proven records of services rendered to academic institution and society.

Designation	Total number of Teaching and administrative/industry experience
Sr. Lecturer	8-10
Lecturer	7-8

b. Sr. Instructor / Instructor

An appointee to this rank must hold a masters in the discipline of his specialization or have the requisite professional experience.

The candidate must have at least one to 7 years of full time teaching experience at the level of Instructor in a University. Must have proven records of services rendered to academic institution and society.

Sr. Instructor	3-7
Instructor	1-3
Designation	Total number of Teaching and administrative/industry experience

iii. **Non Regular Training Staff**

a. Visiting Training Staff (International):

A person who is on sabbatical from the Full-Time Teaching Training Staff of an accredited University or from a comparable Educational Institution may be appointed on a Semester or Annual basis as Visiting Assistant Professor or Visiting Instructor. The qualifications and requirements shall commensurate with similar appointments to Full-Time Training Staff ranks.

Training Staff recruited under this contract is treated as Full time in nature. The Visiting Training Staff in this category will be provided visa, subsidized accommodation, and transportation. Visiting Training Staff Members will have a Full teaching load and should complete all tasks (Academic administrative work / invigilation duties / Academic Advising / Services to Community & SUC) allocate to them during a particular semester. Visiting Training Staff who are on yearly contract would have to participate in research work & services to SUC & community during the Academic Year.

A person who is on sabbatical break from Full-Time teaching for more than one year will be hired as a full time Training Staff only.

b. Adjunct Training Staff

1. **Semester Contract Training Staff:** If the Training Staff is recruited for a semester contract from within the UAE or outside the position can be Semester Contract Training Staff. Under semester contract Training Staff Members will have to perform same duties as specified under Visiting Training Staff Section.

2. **Part Time Contract Training Staff:** A Part Time Training Staff is appointed on hourly basis. Part Time Training Staff Members will be remunerated on per lecture basis.

B. Training Staff Roles & Responsibilities

Duties of Training Staff Members consist of responsibilities assigned by the Vice Chancellor and/or appropriate administrative authority, such as Head HR, Heads of Departments, and DASS etc. in form of Job Description. Normally, duties and responsibilities will be related to the administrative area and Department where the Training Staff Member is assigned to work.

Please refer "Faculty Roles and Responsibilities" in the Faculty Handbook for details of Academic Training staff and refer "Academic Support Staff Roles and Responsibilities in the Staff Handbook for details of Academic Support Training staff.

Teaching load is assigned by Academic Planning & Operations Committee considering student's number, contact hours, preparation required and other factors.

C. Training Staff Perks & Benefits

The training staff will be given following perks and benefits

  i.   Official Transportation
 ii.   Medical Insurance
iii.   Initial Air Ticket Allowance
 iv.   Annual Airline Ticket Allowance For Expatriates
     a   Instructor and Senior Instructor
        Training Staff Members under this grade are entitled to Annual airline tickets for self once every year to first port of entry in home country.

  v.   Training Staff Loan Against Gratuity Policy
       The detailed perks and benefits for Academic Training Staff can be referred in the Faculty Handbook-Section Faculty Perks and benefits whereas the detailed perks and benefits for Academic Support Training Staff can be referred in the Staff Handbook-Section Academic Support Staff Perks and benefits

D. Goal Setting, Training Staff Evaluation, Grading Scale, Awards and Promotion Policy

The Goal Setting, Evaluation, Grading Scale, Awards and Promotion Policy for Academic Training Staff can be referred in the Faculty Handbook whereas The Goal Setting, Evaluation, Grading Scale, Awards and Promotion Policy for Academic Support Training Staff can be referred in the Staff Handbook.

15g. Human Resource Policies of Student Trainee

Policy number	HUMR_POLICY_36
Policy name	Human Resource Policies of Student Trainee
Policy version	Version 1
Standards applicable	Not applicable
Policy owner	Human Resource Department
Date of policy development	4th August 2020
Review date	20th July 2023
Date of recent modification	Not applicable
Approved by	DASS

Student Trainees are enrolled students of the University that is looking for valuable work experience while studying or to off-set the cost of education. Student Trainee provides support to the Academic Support Services on their administrative operations for the smooth conduct of academic programs and operations of SUC. Employment of student trainees adds substantial value to the University operations but added as well substantial value to the students' personal and professional development.

A. Objectives:

i. To provide a broad range of job opportunities which will help provide students with transferable job skills, personal growth, leadership, networking, and feeling a sense of belonging at the University.
ii. To provide students with employment opportunities that not only provide them with experience, but help them contribute to what is a vital part of our University operations.
iii. To foster student career development through a variety of employment options along with programs that will enhance what they learn on the job

B. Benefits of Student Trainee Employment

i. Gain valuable training and work experience
ii. Develop transferable skills that are necessary for a great career upon graduation
iii. Increased connection to campus
iv. Superior time management and organizational skills
v. Networking and reference opportunities
vi. Personal and professional growth
vii. Pay for educational expenses

C. Student Trainee Role and Responsibilities

Duties of Student Trainee Members consist of responsibilities assigned by the Head of the Department. Normally, duties and responsibilities will be related to the administrative area and Department where the Student Trainee Member is assigned to work.

D. Student Trainee Contracts

i. 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.

ii.   Format of the Contract

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

  a. Job title of appointment
  b. Salary structure
  c. Benefits
  d. Duration of Contract
  e. Working Hours
  f. Notice period
  g. Terms and conditions of employment

iii.   Duration of Contract

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

iv.   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.

E. Student Trainee Personal File

SUC maintains a personal file of each Student Trainee which contains the progressive record of the individual and it is updated on a yearly basis for references. Student Trainee Members are required to update the CV's and personal information as and when any changes occur in the current status of information and or SUC requirements.

The file consists of the following records:

  i.   Employee Information Form
  ii.   Pre recruitment correspondence
  iii.   A copy of the individual's CV with copies of academic, professional and experience certificates. Records are updated on yearly basis.
  iv.   Copy of employment contract
  v.   Copies of Certificates (if any)
  vi.   Appreciation, Awards and Achievements (if any)
  vii.   Warning letters or any other letter issued to the Student Trainee Member
  viii.   Passport and Visa related documents
  ix.   Miscellaneous documents

HRD maintains current year & previous year's contract records in active files and old documents are shifted to HRD master database. Records of employees who left the organization are maintained in HRD master database for the period of 2 years from last day of working. HR ERP containing all the personal information in soft format along with soft copies of CV, Certificates, Passport copies etc., in printable format.

It is the responsibility of individual Student Trainee to notify HRD of any change in name, address, telephone number, family detail etc., so that the accurate information can be maintained and used in case of any emergency, if necessary, including outside normal working hours.

F. Office & Supplies Allocation

Student Trainee Members are allocated offices within their respective assigned Departments prior to their joining. A complete set of computers and office supplies, stationery etc. are provided for their convenience on settling down in their new assignment.

G. Standard Work Hours

The SUC observes 48-hour work schedule for all Academic Support Services. HOD may allocate Student Trainee timings based on the below work timings of the University.

The work timings are as given below:

Work Timings			
Day	**Monday to Thursday**	**Friday**	**Saturday (For Weekend Duty Only)**
Straight Shift	09:00 AM to 19:00PM	14:30 PM to 22:00 PM	09:00 AM to 17:00PM
Split Shift	Morning Shift 09:00 AM to 14:00PM		
	Evening Shift 17:30 PM to 22:00PM		

Note: Working days are five in a week and two days will be off days as per the duty schedule of individual Student Trainee

H. Leave Eligiblity

Any leave taken by Student Trainee will be deducted from their monthly payments as per pro rata basis. Student Trainee Member service will be subject to summary termination if he/she absents from work without notice.

i. National / Public / Official Holidays

Student Trainee are entitled to national/public holidays as per notifications issued by the SUC based on government notifications and as communicated by the Vice Chancellor's office or HRD in accordance to the Academic Calendar.
Most holidays are based on the sighting of the moon, and are not fixed dates. Many of them are therefore only confirmed the day before they take place. Also, note that Eid Al Fitr and Eid al Adha move back by about 10 days per year.

Note: As per UAE law National/Religious holidays will not be included in the leave periods.

1. Prophet Muhammad's Birthday
   Commemoration Day

2. National Day
3. National Day
4. New Year 2024
5. Eid Al Fitr
6. Arafat Day
7. Eid Al Adha
8. Islamic New Year

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 ad-hoc disciplinary committee consisting of Dean, and one more Member is co-opted based on the nature of the issue. The procedure for any disciplinary action is as given under corrective measure.

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**			

J. **Separation**

The Student Trainee contract can be terminated by the Student Trainee by giving the University fifteen days' notice period.

   a. The contract may be terminated by the SUC without cause by giving the Student Trainee Member at least fifteen days' notice.

Student Services Department Policies

16a. Care Package

Policy number	STSR_POLICY_12
Policy name	Care Package
Policy version	Version 1
Standards applicable	MOE Standard 6: Students
Policy owner	Student Services Department
Date of policy development	18 April 2023
Review date	Annual
Date of recent modification	18 April 2023
Approved by	DASS

A. Introduction

SUC Care Package is a creation of the SSD to cater for New students (Bridging program) and Academically weak SUC students (Student Tutorials). It is a package to support and give assistance to students in the different capacities. The team in charge of each package serve to guide students in each category to an efficient orientation/induction into the culture at play in the University and properly link students to key departments vital to the success of their degree completion as well as improving their Academic standing and quality of students respectively.

These packages will run concurrently and will be closely monitored for outcomes that have been predicted; which is to build well-adjusted and academically sound students.

B. Objectives

   i. Bridging Program

     1. Integration of new students to SUC culture & prepare them for university life.
     2. Ensuring proper and wholesome orientation of new students.
     3. Introducing students to various contact persons and departments handling their academic and social development.
     4. Creating a platform for feedback and correspondence between student and the University.

   ii. Student Tutorials

     1. Improve the academic standing of SUC students
     2. Give opportunity for more flexible and relatable learning environment.
     3. Provide students with extra academic support
     4. Give students the opportunity to experience, explore their leadership potentials and get financial compensation.

iii.   SUC Bridge Program

Program for new joinees for integration, induction and orientation. Program will be initiated at the first week of enrolment (after all enrolment is cleared) and will run with foundation courses or freshmen courses according to the enrolment status of the student. These activities and meetings with key departments will span from orientation week till the third week of the semester.

Each department will have a scheduled day for their meeting and orientation; and will organize fun activities with the students.

h.   Team/Committee

  a.   **SSD/Events** –orientation and activity coordination
  b.   **Admin** –calendar of program.
  c.   **SUC representatives**- Older students

i.   Welcome Package

Students will be welcomed by a team of (DASS, Registrar, Admin, SSD & Marketing) and ushered in for registration and given a welcome kit collection alongside other new joinees. After the general welcoming and orientation, new students will be given a special itinerary for the Bridging Program.

j.   Introduction to SUC Culture

This will be a blend of orientation to the academic and social aspects of schooling in SUC. Older students will have a mix with new students in a social settings sharing experiences and information about the happening/events & activities that can be enjoyed in the University. Events department will plan the introduction party for freshmen and induct new students to the campus life officially.

k.   SSD & Event Induction/Interaction

Various social activities (sports, get-together & fresher's bash) will be organized by the Events personnel as well as SUC students mix. These activities will induct new students into the student life and socials of the University. It will also be an avenue for various University clubs to pitch their activities and register new students. SSD will also help facilitate some of the activities and induction process.

l. Know Your Faculty & Advisors:

A day with faculty members and both DSOB & DSOC, giving due orientation on the various courses they will take along their degree program and potential projects that will be engaged in (teasers on what to expect in each course).

Advisors meet with their advisees for brief introduction and exchange of contact.

m. A Day with the Admin Team:

The HOD gives a brief orientation of requirements for graduation, ministry requirements, discount policy, accelerated program, TOC & other areas of concerns.

Sensitization on exam etiquettes and appeal of marks.

n. Know Your Finance:

Students will be meeting with the head of finance to discuss the various payment plans and instalment for both Local & International students. Finance will be briefing students on common issues students face and ways to avoid such.

There will be a short orientation of how to manage finance & list of charity organizations/ agents students can approach in case of financial shortfalls during their program.

o. Be Well, Be Healthy:

Head of Sports will have a day with the new intakes to do some basic exercises that can help students de-stress. Discussion will be based on healthy lifestyle and how to maintain a positive mind.

Orientation on gym etiquettes and the various sports club available for practice/competition. Students will also have their vitals taken and a mini match (football or basketball) will be held as an icebreaker.

p. Timeout at The Library & Toastmaster Orientation:

Students will be engaged in the library and oriented on library resource and library etiquette. Fun activities based on ways to fully utilize the library and build a reading culture will be explored.

Students will also be introduced to Toastmasters' club and given an orientation on its usefulness; alongside taking registrations for those interested in joining.

q. Meet the Corporates & PSDP Orientation:

The corporate affairs team will introduce their various services and give orientation on the process of internship/ job application.

Students will be given an orientation on how their professional skills will be groomed all-through their degree program, through workshops and corporate visits.

Brief career counseling will be carried out to give students an overview of what their chosen degrees can afford them in the world of work.

iv.   Details of SUC Student Tutorials

This program is tailored to assist SUC students at all levels and Degrees on SAP status and Repeating Courses Status. The program will be run by a committee of Faculty, Admin & SSD. The modality of the package entails fellow students tutoring other students in core courses that are challenging. The main duty of the Student Tutor is to disseminate course content in a more flexible and understandable form to student; considering learning from a student's view point.

a. *Team/Committee*

1. **SSD** – feedback, monitoring/supervising attendance of both tutors & tutored
2. **Admin** –calendar of program, faculty allocation, tutors rostering & course structure
3. **Faculty**- handling courses/mentoring student tutor
4. **Student Tutor**- academically sound students from all levels & degrees
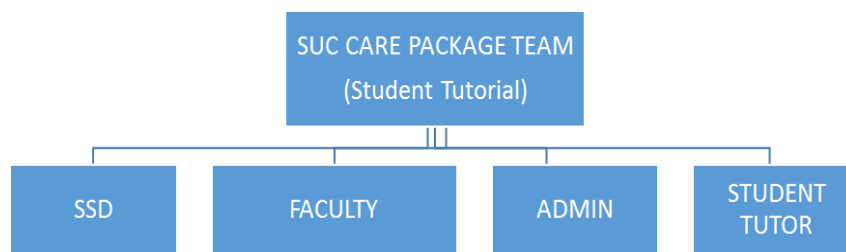
b. *Appointment of Tutors & Contract*

1. Student tutors are to be chosen from academically sound students with acceptable CGPA.
2. Registration of such students will be done after their names have been forwarded by their Class Representatives.
3. Such registration will undergo further investigation and verification by the SUC Care Committee. Student tutors will be appointed after all assessment and interview has been done by committee members. HR will draw up contracts that entail what is expected of tutors as regards- attendance, input, tutorial hours and the compensation package. The contract signifies the student tutors' commitment to the package and the responsibility to given sound/quality support to students allocated to him.

c. *Orientation of Tutors by Mentors & SSD*

1. Student tutors will undergo an orientation to understand their responsibility and task at tutoring other students to a better understanding and increased academic performance. Academic advisors will serve as mentors to tutors guiding/supervising their delivery and coaching tutors on how best to cover the course content.

d. *Scheduling of Classes & Allocation of Tutors*

1. The scheduling of classes and allocation of courses to tutors will be done by Faculty & Admin. This will be done for a balance in work load; and allocation according to academic strength and understanding of student tutors. Courses to be taking will also accommodate popular demanded courses. The rostering of tutors will be done by the Admin as well as attendance collation of both tutor and tutored.

e. *Control & Tracking Performance of both Tutor & Tutored*

1. The control and tracking of both student tutors and the tutored will be done by both SSD and Admin. SSD will ensure all tutors are efficiently performing up to standard and will receive regular feedbacks from both tutors and tutored on the impact of the package and the progress made.

f. *Feedback*

1. Various feedback will be employed in the package-
2. Student tutor- on the response of student, class participation and contribution.
3. Student tutored- on teaching effectiveness of tutors, effectiveness of the package.
4. Academic advisor- assessment of tutor's performance and the level of understanding of the tutored.
5. SSD- on the overall performance of the package.

g. *Follow Up Sessions*

This will entail the various meetings to be held to keep track of and monitor the whole SUC Care Packages (Bridging program & Student tutorial). The various committees are to meet at stipulated times; bi-weekly or monthly as the case may be. All committee members will give feedback and take decisions together on the progress of the package.

v. *Policy & Procedures for Student Tutorials*

a. Faculty in-Charge of Courses

There will be assigned faculty to each course to be handled by student tutors. These tutors will also be linked with the faculty heading the course for which they have been chosen to take. This is for guidance and quality control of the delivery of each course.

b. *Team of Student Tutors*

Tutors will be registered through their class representatives and will undergo screening before allocated to courses. These tutors will undergo training and orientation with the faculty in charge. Student tutors will also be registered on the University's portal. Tutors are to focus on the following in the tutorials: -

- Revision
- Solving problems
- Solving assignments

c. *Students for the Tutorials*

This will include all SAP & Repeating students of all levels and degrees. They will be registered in the system with their academic status and courses to be repeated. They will be offered the various technical courses and attendance for the same will be required.

d. *Payment Package of Tutors*

Student tutors will be offered an amount dictated by the HR and Finance. A contract will be signed for the same and failure to comply will lead to the termination of such offer. However, one of the main criteria is for tutors to have minimum number of students attending.

e. *Scheduling of Tutorials*

This will be prepared by the Administration and HR; which will include: - timing, duration and rostering of tutors. Scheduling will be done at the beginning of each semester to cater to the availability of tutors and courses for the semester. However, the proposed timing includes; Morning students- 1:15pm- 2:30pm and evening students- 5:30pm-7:00pm. The proposed start date is 2 weeks before the main exams- 3 days in a week.

f. *Publicity & Online Presence of Tutors*

Student tutors will make themselves known to students by conducting class-to-class as well as online campaigns; highlighting the courses they will be handling. Tutors will also engage in running a blog that will showcase their works.

g. *Certifications to be Given*

All student tutors will be awarded certificates for their stewardship.

vi. *Policy & Procedures for Bridging Program*

a. Faculty in-Charge of Courses

The faculty in charge of the courses are to be full time and persons with the ability to create a relaxed and warm delivery of the courses. They are to majorly guide International students in the right perception of the culture of both the UAE and Skyline University.

b. *Scope of the Courses and Activities*

The courses to be offered in this program are: - UAE Culture & SUC Culture. These courses are to be strictly handled by the faculty assigned to this program. Along with the courses will be other extra-curricular activities such as excursions to places of historical and cultural interests, social mix with other students & friendly matches.

c. *Registration/Orientation of Eligible Students*

This program is designed strictly for International students and they will be automatically registered into the program after their enrolment for the semester. All orientations for International students irrespective of the departments involved, are to be casual and in a relaxed atmosphere.

d. Welcome Pack

All registered International students will receive a welcome pack arranged by the Marketing team and this will include: - a SUC branded notebook, pen, bag & mug.

e. Faculty and Departments Involved

The following departments will be involved in the induction and correspondence on International students' matters: - Administration, SSD, Events, Marketing, Library, Sports & Academics. They will be present at various points in the students' journey and will need to adequate communicate to students, their role and how they can assist them.

f. Scheduling of the Program/ Course Delivery

The scheduling of this program will be fixed by the Admin and courses will run in the morning and evening. Classes will start after late joinees' orientation and will run for one full month. A schedule will be handed to all students registered for the program.

g. Certifications to be Given

All students who register and finish attending the courses in this program will qualify to receive a certificate at the end of the program. Certificates will be coordinated by the Admin department

16b. Class Representatives

Policy number	STSR_POLICY_13
Policy name	Class Representatives
Policy version	Version 2
Standards applicable	MOE Standard 6: Students
Policy owner	Student Services Department
Date of policy development	20th July 2019
Review date	25th July 2023
Date of recent modification	22 August 2022
Approved by	DASS

SSD conducts the election of Class representatives from each class. SSD meets the Class Representatives twice in every semester and receive their feedback related to issues faced by students with different academic and academic support service units.

SSD disseminates the feedback to different units and assists in resolving any issues. DASS will prepare the minutes of the meeting with response to their suggestions or requirements from different departments and send it back to CRs.

Process Flow

Step 1 planning of schedule for different activities

Step 2 election of CR's (one academic and one nonacademic)

Step 3 conduct meetings as per scheduled.

Step 4 prepare MOM and send them to different departments to get the feedback.

Step 5 get back to CR's and provide them with answers to all their comments and queries

17a. Sports Policy & Procedure

Policy number	**SPOR_POLICY_01**
MOE Standard 2019	NA
Policy name	Sports Policy and Procedure
Policy version	Version 2
Policy owner	Sports
Date of policy development	20th July 2019
Review date	27th March 2023
Date of recent modification	27th March 2023
Approved by	DASS

A. Introduction

The Sports Department works actively throughout the academic year and arranges sports camps during summer vacations. Yearly time table is prepared by the Sports Department where male students and female students are engaged in various sports activities during the academic year. The Department aims at achieving the highest participation and also selects suitable players for SUC team that can bring laurels at the national level. SUC offers coaching facilities in Soccer, Basketball, Volleyball, Table Tennis, Badminton, Cricket and Swimming. Students who do not participate in Inter-University athletics will have the opportunity to compete in intra-mural and club sports at SUC. Student participation in any athletic program is voluntary. The Sports Department has a policy in place to encourage students and organize sports events.

B. Facilities

i. Gym

SUC has a well-equipped gym which can be used by its students, faculty and staff under the supervision of the gym instructor. Students have to register their names with the sports department before using the gym facilities. All users of gym facilities must follow the displayed instructions of how to use equipment and the need for warm up activities. Students can use this facility between **11 AM to 7 PM** from Monday to Thursday and **3PM to 7PM** on Fridays, wherein the days allocated to male students and male faculty/staff are Monday, Wednesday, and Friday and for female students and female faculty/staff it is on Tuesday and Thursday. Male students and female students are not allowed to use the gym simultaneously.

ii. Students' Common Room

Table Tennis, Badminton, Chess, Carom, Billiards and Foosball facilities are available in the recreation hall for SUC students and staff members.

iii. Playgrounds
Two Football and four Cricket grounds are available for the use of students and to the community for healthy living.

iv. Hostel Recreation Facility
Billiards and Foosball facilities are available in the students' hostel

v. Basketball/Volleyball Courts
The Basketball and Volleyball Courts are available for the use of students and staff

C. Sports Services
i. To provide coaching to the students in various games such as Soccer, Basketball, Volleyball, Table Tennis, Badminton, Cricket and Swimming.
ii. To organize various Inter-University sports events.
iii. To select and train teams to participate in various inter-university and intramural events.
iv. To provide exposure to students in Community Service Activities.
v. To provide health services which include first aid and medicines for minor illness.

D. Rules and Regulations
i. The schedule of Sports Department should be followed very strictly.
ii. No intentional damage should be caused to the equipment, facilities and structures of the Sports Department, else the student will have to replace it or compensate the damage.
iii. Smoking is not allowed in the sports arena.
iv. Eatables are not allowed in the inside sports arena.
v. No chewing gum or spitting inside the sports hall and gym area.
vi. No fighting or disorderly behavior is permitted.
vii. Good sportsmanship is expected always in the playing area.
viii. Students are not allowed to play a game for more than one hour during rush hours.
ix. Sports clothes are required at all times when using sports facilities.
x. No friend or outsiders are allowed to use the sports facilities.
xi. Noise level should be kept to a minimum.
xii. Violation of any of the above rules may result in suspension from using the sports facilities.

E. Sports Events
SUC organizes the following inter-collegiate, government, corporates, social and intra-mural sports activities during an academic year during Fall and Spring semesters. Sports department promotes all the Sports events conducted in SUC with the support of Marketing department, Media & Communication department and Corporate Affairs Office.

The Sports Department also conducts various activities for the faculty and academic support service staff members to promote a healthy and friendly atmosphere amongst them.

i. Inter-Collegiate/Inter-university Events

a. Skyline Inter-University Cricket Tournament (Male students): This is a pioneer event of Skyline and is conducted for last 18 years. Students from various universities actively participate in this event.

b. Inter-University Sports Festival (Male students & Female students): Skyline also conducts Inter-University sports festival annually where students from different universities from UAE come to participate in different games like Football, Basketball, Table Tennis, Throw ball, Volleyball etc. which are conducted during this festival.

ii. **Skyline Inter-School Sports Festival (Male students & Female students):** Skyline Inter-School Sports Festival is an event organized for the schools in UAE to promote sports activities and to give a platform for school students to showcase their talent inter-school level. This event also aims at identifying outstanding sports persons and supporting them with Sports Scholarships for pursuing higher education in SUC.

iii. **Faculty Staff and Students Sports Festival:**
This event is organized exclusively for SUC employees and students in order to provide them an opportunity to get physically active and mentally relaxed. It also enables them to participate fun filled sports & team building activities.

iv. **Fitness Challenge**
The sports department plans and organizes various fitness challenges for SUC employees in coordination with the HR department and reward winners to motivate all SUC employees to remain fit and healthy.

v. **Corporate Cricket Tournament:**
SUC Sports department organizes this tournament for the corporate companies in UAE to participate in some sort of sports activity. This is also an opportunity for the Corporates to interact with each other and to have fun.

vi. **Diplomat/Govt. Tournament:**
The department organizes a Diplomat / Government Tournament for bringing various consulates or government offices under one umbrella and for developing a good relationship & comrade among the expatriate diplomat community and government officials.

F. **Eligibility Criteria for Participating in Sports Events**
i. **Inter-University Sports Events**
   a. The Inter-University sports program is conducted according to the rules of the Inter-University Athletic Conference and the Higher Education Sports Federation (UAE).
   b. The participating teams (Universities/Colleges) should be accredited by the Ministry of Higher Education as well as the Universities operating in the Academic City/Knowledge Village (Dubai).
   c. The Universities/Colleges invited are eligible for participation.
   d. Acceptance of teams will be based on submitting entry forms within the due date.
   e. All participating players' list must be duly attested by the Head of the Institution.
   f. Corporates; Players must be the employees and visa holders of the same company.

ii. **Intra-mural Sports Activities**

    a. All bonafide students of SUC enrolled for Undergraduate and Graduate programs in School of Computing & School of Business and also the students enrolled for the courses offered by CCL and FDC under the Centre for Continuing Learning are eligible to participate in the activities. The intramural sports activities will help in selecting SUC team.

    b. Students wishing to participate in the Intra-mural sports activities should make sure to clear any outstanding fees before they register for the intra-mural sports activities.

G. General Guidelines

    i. Intramural competitions are held between the students of the undergraduate programs from both Schools, students from different emphasis of Graduate program from Business Schools and also the short course students from Centre for Professional Development.

    ii. The winning team receives a rolling trophy for the overall Championship which is then handed over to the new winning team in the next year. However, if a team wins for 3 consecutive years, the trophy remains with them.

    iii. International Federation rules and regulations of games will be followed. The rule book will be available with the technical committee at all times.

    iv. The technical committee decision will be final and is not subject to any review or challenge.

    v. All protests will only be received by the Faculty head for each major / emphasis either one hour before or within one hour post completion of the match.

    vi. Each participant must play for their respective teams formed on the basis of their majors or emphasis in any activity; he/she should not switch to another team for the duration of that sport season.

    vii. Any individual who participates in more than one discipline during any sport season shall be suspended from participation in that semester.

    viii. Any team captain who uses a player participating under an assumed name shall be suspended from participation for a minimum of one game.

    ix. Any individual who participates in an intramural sports activity under an assumed name shall be suspended from participation for the one academic year similar to the guidelines provided for repeat disciplinary committee. In addition, the falsely used I.D. will be confiscated and reported to Administration department for further action.

Jersey / T-Shirt Colours	
School of Business	
BBA-Marketing & Retail Management	Green
BBA-Tourism & Hospitality Management	Red
BBA-Public Administration	Grey
BBA- International Business	Blue
BBA-Public Administration	Black
BBA- HRM	Yellow
BBA- Innovation & Entrepreneurship	Orange
MBA	Violet
School of Computing	

BSIT	White
BSCS	Pink

H. SUC Team Selection Procedure

i. In the initial months of Fall (September) and Spring (January), the Sports department conducts orientation and provides information regarding various games, team selection and trial schedules is informed. The interested students have to register their names for being selected in the teams. Head sports department with the help of sports committee conducts the trials to test fitness and participation of students and later declare the team to represent the SUC. Information pertaining to the same will be displayed on the notice board and copies sent to concerned students.

Game	Male/Female
Basketball	Male/Female
Volleyball	Male/Female
Throw ball	Female
Soccer	Male
Table Tennis	Male/Female
Cricket	Male
Badminton	Male/Female

ii. The Head of Sports Department will assign a coach to each team. A playing squad list will be compiled by the assigned coach and submitted to the Sports Department for approval. The Head of Sports will remove all ineligible students as prescribed in the regulations of SUC and submit the lists to the administration office.

iii. Practice for all athletic teams are normally scheduled from 1400 to 1800 hours from Monday to Friday, or as announced by the coach with approval by the Head sports department. Selected students for respective teams will have to attend all scheduled practices sessions unless excused by the coach or Head sports department. Students are required to attend all the pre-scheduled practice sessions and matches by obtaining permission from respective faculty whose class they will be missing.

iv. The Head of Sports Department will provide required equipment for the players subject to budgetary limitations.

v. All sports seasons shall be conducted in conformity with Higher Education Sports Federation regulations.

I. Participation In Tournaments

Department sends the SUC teams for different Inter-collegiate/Inter-University competitions. The department organizes Inter-discipline competition between students from different majors of study and selects prominent players from SUC team. Coaching camps are conducted for these players before finalizing the team. The Head of Sports Department will authorize the number of

inter-university contests in which each team may participate, within the guidelines set by the Sports Committee. Acceptance of invitations to tournaments is selected based on the strengths of the college team, exams schedules, major college events and budgetary limitations.

J. Code and Conduct

    i.   Once the SUC players join the team they need to fill up the form given by the Head of Sports, giving commitment that they will play the entire intercollegiate, Interuniversity and invitation tournaments. In case without notice if they miss the match, he/she will be debarred from the SUC team.

    ii.   It is compulsory that the players must attend all the practice sessions arranged for the SUC team.

    iii. During the practice sessions or tournament (Internal/External) all the members should maintain discipline to uphold the name of the SUC.

    iv. The players representing the SUC team should maintain a highest code of conduct in all their inter-collegiate sports events to maintain the dignity of the University in practice and spirit.

    v.   In case of any disciplinary activity in the sports field, during Sports activities within the University or while representing the University in external events; the student will be stopped with immediate effect from participating in any training sessions, representing SUC in tournaments/matches and using SUC facilities. He / She will also be referred to the Disciplinary Action Committee. The decision of the Committee will be informed to the student in written. If the student is unhappy, he / she may appeal to the Vice Chancellor through the SUC grievance redressal procedure through the SSD. After the Vice Chancellor reviews the appeal the decision of the Vice Chancellor will be final and intimated to the student and the department and the necessary punishment will be implemented.

K. Responsibilities of the Students
    i.   All the rules of Sports Department should be strictly followed.
    ii.   Good sportsmanship is expected always in the playing area.
    iii. The player/member/student is responsible for any equipment issued for practice. It will be used only for practice or competition in the sport for which it is provided.
    iv. The players/students must listen to the instructions given by the coach.
    v.   Student is responsible for all his/her belongings and the department is not responsible any lost or stolen valuables.
    vi. Any accidents or injuries occur during the practice or play is the responsibility of the individual player. SUC will provide first-aid and take the responsibility of taking the injured player to the hospital with which SUC has signed an MOU.

L. Responsibilities of the Coach
    i.   To train Skyline team to develop skills, tactics and to equip the students to play at inter-university level.
    ii.   To conduct selection trials to form the team
    iii. Conduct intramural matches
    iv. Support the Sports Department during major Skyline Sports Events
    v.   To manage the team when participating in external tournaments

vi.   To maintain the discipline of players during training and matches

vii.   Report to the Head-Sports, about the progress of the team

viii.   Recommend outstanding players for Sports Scholarships

M.   Budgeting and Purchasing

Annual budget for the Sports Department is prepared by the Finance Department after taking necessary recommendations from the Head-Sports. Every events and purchases for a particular academic year are budgeted well in advance for the smooth functioning of the departmental activities.

Purchases are generally done two times a year; before the start of the Fall and Spring semesters. All purchases and maintenance are done as per the plan and requirement.

N.   Developing And Maintaining Facilities

As per the strategic plan, developments of facilities are initiated by the Sports department. The students' requirements are surveyed before planning any new facility. SUC signs MOUs with approved companies for the developmental works and maintenance. All periodical maintenance of the existing and new facilities are taken care by the Sports Department.

O.   Sports Scholarship Policy

The SUC Sports Scholarship has been conceived for students who have shown the ability in sporting and academic performance prior to joining SUC and who wish to fulfill their sporting and academic ambitions while pursuing their academic career in SUC. The students are rewarded for their success in the various categories of sport achievement at various levels and are open to students from the School of Business as well students from the School of Computing. The scholarships granted are reduction in their tuition fees at SUC and are generally for the full duration of study (subject to academic performance and other requirements, which will be reviewed every semester).

i.   Sports Scholarship Committee

A Sports Scholarship Committee will be formed in each academic year. The decision of this committee shall be final. The committee's decision shall be approved by the Vice Chancellor. The committee comprises of the following members:

a.   Registrar- Chair of Sports Scholarship Committee

b.   DASS

c.   Head of Sports Department

d.   Head of Finance Department

ii.   Eligibility Criteria

There are several criteria, which must be met – academic qualification for a course must be achieved and the recipient of a scholarship must be prepared to commit him/herself to involvement in the respective SUC sports club. The scholarship student must represent SUC and only SUC in competition. A satisfactory level of academic and sporting progress is essential, if the scholarship is to be renewed on annual basis. The student needs to consistently keep a satisfactory level of academic standing and other criteria which are:

a.   The student must duly apply for sports scholarship.

b. Minimum 2.5 CGPA

c. Minimum 70% attendance in all classes

d. The student should not have any disciplinary proceedings against himself / herself.

e. Performance of the student in a particular game. A report from the coach will be taken.

f. Attendance during the training sessions

g. Support given to the Sports Department

h. The student should not be recipient of any other scholarship offered by SUC

Apart from the above, the following supporting documents should also be furnished:

1. Sports Department (Head-Sport's and Coach's Report)
2. Transcript
3. Fee Clearance
4. DAC Clearance
5. List of Achievements
6. Recommendation Letter from Advisor, HOS, Vice Chancellor

iii. Number of Scholarships in Each Semester

SL No.	Game	10%	15%	25%	50%
1	Football	2 Student	2 Student	2 Student	1 Student who will be the best of all / An all-rounder
2	Basketball	2 Student	2 Student	2 Student	
3	Cricket	2 Student	2 Student	2 Student	
4	Table Tennis	1 Student	1 Student	1 Student	
5	Volleyball	2 Student	2 Student	2 Student	
6	Badminton	1 Student	1 Student	1 Student	

Scholarship will not be awarded if there are no students who meet the eligibility criteria in any game.

P. MOU's

i. MOUS With Clubs

MOU's are signed with external agencies for collaboration in Health, Fire & Safety and Sports Scholarship related matters with Clinics/Hospitals, Fire Safety Agencies, Schools etc. These MOU's will be renewed annually.

ii. MOUS With Schools For Sports Scholarship

MOU's are signed with schools for scholarships for the outstanding sports persons. The students who meet the academic and scholarship criteria from these schools will be given fee concession at the time of admission. The same will be reviewed in a semester and annual basis.

Policy number	SPOR_POLICY_04
MOE Standard 2019	NA
Policy name	Sports Academy Policy
Policy version	Version 2
Policy owner	Sports
Date of policy development	20th July 2020
Review date	27th March 2023
Date of recent modification	27th March 2023
Approved by	DASS

A. Introduction

The Basketball/Football/Cricket Academies are formed to promote the game at the grass root level among the young talents of the school students in UAE. In a broader perspective it also aims at the physical fitness aspects of the people around and to encourage people play these games to maintain physical fitness. The Sports Department felt the need to start these academy's, considering the increasing demand from enthusiasts and strong enquiries from outside had prompted SUC to develop facilities as per the international standards. The modus operandi for the operation of the academy is outlined herewith to have a better understanding and smooth operation.

B. Facilities

   i. Basketball/Cricket/Football/Hockey courts as per standards

   ii. Covered court

   iii. Seating facilities

C. Services Offered

   i. Professional coach's service

   ii. Tournament participation for candidates

   iii. The coaching will be given for various age groups

D. Rules and Regulations

   i. The schedule of training sessions to be followed very strictly.

   ii. At most discipline to be maintained during the training sessions and while the student(s) is in the SUC campus or during tournaments/matches.

   iii. No fighting or disorderly behaviour is permitted

   iv. The fee to be paid before 5th of every month to the SUC Finance department.

   v. Any intentional damage caused to the equipment, facilities and structures of the Academy, the student will have to replace it or compensate the damage as per actuals.

   vi. Eatables are not allowed in the inside sports arena.

   vii. No chewing gum or spitting inside court.

   viii. Good sportsmanship is expected always in the playing area.

   ix. Sports clothes are required at all times when using sports facilities.

   x. No friend or outsiders are allowed to use the sports facilities.

xi. Violation of any of the above rules may result in suspension from using the sports facilities.

E. Operations

i. Head-Sports will run/manage all the Academy's
ii. He will provide coaching sessions to school students during weekends
iii. All maintenance will be supervised and necessary action will be initiated by the Sports Dept.
iv. Marketing will be done using the resources of SUC.
v. SUC will be given prior information before any event/tournament.
vi. SUC logo will be branded on all the playing kits and in all the press conferences.
vii. Students from SUC will be given FOC coaching classes if any student wishes to take individual classes.
viii. Students from SUC will be given opportunities to play in major tournaments and against touring teams.
ix. The court will be made available to SUC team/staff/students and events as per the schedule prepared in the beginning of each academic year or any ad hoc requirement.
x. All academy students will be given ID card for identification purposes.
xi. All payments from the students/teams/sponsors will be collected by SUC
xii. Summer Camp for school / university students to be conducted for a period of 30 days during the month of June / July
xiii. All maintenance will be reported by the Head-Sports and the necessary action will be initiated as per SUC policy
xiv. Head-Sports will plan and suggest further development plans for seating, cooler facility, restrooms, storage space etc.
xv. Timings for the academy will be as follows:

Day	From	To
Saturday	0700 Hrs	0830 Hrs
Sunday	0700 Hrs	0830 Hrs
Tuesday/Thursday	1900 Hrs	20000 Hrs

F. Ground Management Policy

i. All maintenance and developments will be managed by SUC. The Sports Department will look after the complete management of the ground and academy's.
ii. All the Academy's will be run and supervised by the Head-Sports
iii. All revenue will be deposited in SUC finance department
iv. Reconciliation of all income and expenses will be done on a monthly basis. This has to be done before 10th of every month.
v. Coaches' salaries if any, to be paid before 7th of every preceding month.

G. Marketing Plans
  i.   Advertisement through schools using our relations
  ii. Prepare flyers/pamphlets and distribute
  iii. Tie up with associations
  iv. Advertisement through social media
  v.   Develop contacts through social media

H. Revenue Generation Plans
  i.   Registration fee from students who are joining the academy
  ii. Monthly fee from students
  iii. Conducting tournaments for corporates (Entry fee to be charged)
  iv. Sponsorship for tournaments
  v.   Rental Income from Basketball court:

Description	Rate			
	Weekday Daytime	Weekday Night	Weekend Daytime	Weekend Night
Hourly	AED100/-	AED 150/-	AED 150/-	AED 200/-

I. FEE Structure
  i.   Registration fees

  Registration fees will be charged a non-refundable amount of AED 150/- at the time of registration
  Uniform fees of AED 100/- will be charged at the time of registration.
  ii. Monthly fees: AED 350/- p.m. for 8 sessions.

J. Forms
  i.   Application form

  ii. Parents undertaking form (Along with the application form)

K. REPORTS
  i.   Booking Sheet

  ii. Ground/Revenue Management Sheet

18a. Facilitating Internships & Placements [Students & Alumni]

Policy number	CORP_POLICY_03
Policy name	Internship & Placement
Policy version	Version 2
Standards applicable	Standard 11.2.1
Policy owner	Corporate Affairs Office
Date of policy development	20th July 2019
Review date	25th July 2023
Date of recent modification	20 April 2022
Approved by	Director-Marketing & Communication

A. 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 facilitates 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 & Outreach Department coordinates with Corporate and identifies internship opportunities for the SUC students studying Bachelor of Business Administration and Bachelor of Information Technology Program, provided the candidate successfully attends Professional Skills Development Program (PSDP) organized by Corporate Affairs & Outreach Department.

Corporate Affairs & Outreach Department has one of the Goal is in line with the both National & International standards, i.e. to provide career services for placement and networking opportunities for skyline university college students and alumni by organizing career fairs and conducting employability surveys for proper feedback. Corporate Affairs & Outreach Department is geared to create corporate linkages with the renowned MNC's and Local Organizations which are among Fortune 500 and have operations in UAE. This will Support the student to have added value to their career growth.

The following procedure is followed for organizing internship:

i. Corporate Affairs & Outreach Department will conduct workshop through PSDP Program every semester on Resume Writing and Mock Interviews along with the Teaching Effectiveness Committee.

ii. To receive complete list of internship requirement for eligible student from Administration Department.
   a) Specialization wise
   b) Contact Details [Mobile #, Email ID, Fax #]
   c) Name with clear passport size photographs
   d) Photocopy of passport with Visa page
   e) Photocopy of UAE National ID
   f) Letter of consent and compliance from the student
   g) Updated CV/Resume
   h) Contact details of SUC Supervisor

iii. On receipt of acceptance/consent from respective industry the intimation sends to Administration Department.
iv. Admin completes the registration formality and issues letters of internship.
v. In-house orientation for intern by coordination with Corporate Affairs & Outreach Department, Admin & SUC's Supervisor, and Experience sharing from students already placed.
vi. Admin to compile list of intern joined the organization.
vii. SUC's supervisor to monitor the progress of intern and appraise Corporate Affairs & Outreach Department.
viii. In case student does not join or discontinue, it is the sole responsibility of student to find organization for their internship. Corporate Affairs & Outreach Department is not held responsible for arranging second opportunity.
ix. Students intern are required to submit internship Project report to Admin.
x. Admin to send details of organization where internship has been organized during semester.
xi. Corporate Affairs & Outreach Department to send Thank You letter to concerned people in the organization where internship was completed.

B. Placements

Corporate Affairs & Outreach Department gives placement assistance to current and graduating student and Alumni of SUC. Any student who is enrolled in the programs offered by Skyline University College is automatically eligible for the placements, provided the candidate successfully attends Professional Skills Development Program (PSDP) organized by Corporate Affairs & Outreach Department. 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 & Outreach Department with regards to placement are as follows:

i. Conducting workshop every semester on Resume Writing and Mock Interviews.
ii. Identifying employment opportunities for our SUC students in the national, regional and international market.
iii. Maintaining and updating the database of potential employers.
iv. On receipt of placement opportunities from the employers, the detail of the opportunities will be displayed in various locations like, Career Portal plasma, portal and SMS depending upon need and urgencies.
v. Coordinating with employers to complete their **Need Analysis Form** and **Student Placement Request Form** and then accordingly send the appropriate CVs.
vi. To carry out JD based workshop for students with the help of a faculty.
vii. Organizing campus interviews/placement week.
viii. Corporate Affairs & Outreach Department will complete placement report semester wise with complete details of the organization, student, position join for and starting salary.
ix. Maintaining a data of placement activities in the form of monthly and yearly reports.

C. **Campus Interviews**

Corporate Affairs & Outreach Department 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.

D. **Career Fair**

Corporate Affairs & Outreach Department 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.

E. **Students Networking**

Corporate Affairs & Outreach Department facilitates students to develop networking with the corporate world by providing them an opportunity to participate in various summits and conferences in the UAE which will help students to network. The students will be oriented for the importance and approaches of networking and the desirable etiquettes during the event. The current students will be able to network with the industry people by attending various forums organized by the Corporate Affairs & Outreach Department like:

   i.   Seminars and Summits
   ii. CEO Lecture Series
   iii. Guest Lecture Series
   iv. Industry Visits

The Alumni will benefit as there will be a continuous learning for them by attending various events organized by Corporate Affairs & Outreach Department.

   i.   International conferences
   ii. CEO Lecture series
   iii. Alumni Lecture series

Procedure

Step 1: Organize networking events for students by identifying the events [seminars, conferences, business meets etc.].

Step 2: Notify students about the event by displaying information on plasma and request them to send their willingness in participating in such events.

Step 3: Orient students about importance and approaches of networking and expected desirable behavior.

Step 4: Organize for visiting cards for the students who volunteer for participating in networking event.

Step 5: Coordinate with Finance for transportation, refreshments, etc.

Step 6: Coordinate with IRO for feedback of the event.

Step 7: Report the event experience

Policy number	CORP_POLICY_06
Policy name	Feedback Employer Survey & Employment Rate
Policy version	Version 2
Standards applicable	Standard 6.15, 11.2
Policy owner	Corporate Affairs Office
Date of policy development	20th July 2019
Review date	25th July 2023
Date of recent modification	20 April 2022
Approved by	

A. Feedback from Employer & Employed Graduates

Corporate Affairs & Outreach Department takes the responsibility of getting feedback from the corporate regarding the performance of the students employed with them, internships working with them, industry requirements are collected through employer feedbacks. It also collects information from alumni, SUC students studying in foreign universities. Corporate Affairs & Outreach Department will facilitate by collecting feedback form from the employer and students.

  i.   Step 1: Collects survey information from IRQAOA department.

  ii.   Step 2: Takes appointment with corporate and employed alumni for getting the feedback.

  iii. Step 3: Collects employer feedback for understanding the corporate needs for areas of trained human resources.

  iv.   Step 4: Collects alumni feedback to understand placement rate or to plan for facilitating placements.

  v.   Step 5: Reports the progress with regard to the feedback activities to VC & DVC.

B. Internship & Placement Feedback

Corporate Affairs & Outreach Department requests companies which come for placements and hiring Interns to give feedback and candid assessment of the students. The feedback will help the Corporate Affairs & Outreach Department to work upon the areas which require improvements. Corporate Affairs & Outreach Department will ensure the company fills up the recruitment form.

C. Guest Lecture & Industry Visit Feedback

Corporate Affairs & Outreach Department ensures that the feedback on Guest lectures and industry visits are conducted by the concerned faculty members and handed over to IRO for analysis of the feedback data. IRO forwards the feedback analysis report to Head of Corporate Affairs & Outreach Department.

D. Alumni Meet Feedback

The Corporate Affairs & Outreach Department collects feedback from the participants of the Alumni Meet and submits it to the Institutional Research Office for further analysis.

E. Alumni Events Feedback

The Corporate Affairs & Outreach Department in coordination with the Student Affairs Office collects feedback from the participants of the various Alumni activities or events and submits it to the Institutional Research Office for further analysis.

F. Feedback on Partnership Projects Through Articulation

The Corporate Affairs & Outreach Department will collect feedback from the participating Universities on the joint activities and submit it to the Institutional Research Office for further analysis.

G. Program Review – Course Development

Corporate Affairs & Outreach Department serves as a liaison between IRO office and corporates for program review.

Program Review

i. Step 1: Receiving information from Head of Academics invites corporates for curriculum review.

ii. Step 2: Arranging for Corporate and industry experts for curriculum review in different domain areas (Marketing, Finance, Information System, International Business, Travel & Tourism, Human Resource & Strategic Management and Leadership).

iii. Step 3: Face to face interaction with industry experts and academia to discuss and deliberate on the curriculum structure.

iv. Step 4: Head of Academics with the Area Chair and concerned faculty members evaluate the recommendations of the experts and take a decision related to incorporating the changes in the Program Review Committee Meeting.

H. Consulting Services

Information gathering for industry training & consultancy requirements and industry requirements of certification courses. Corporate Affairs & Outreach Department assists CLL by gathering information from various industries regarding the requirements of training and development and certification programs. Corporate Relations facilitates CCL and the academics to develop training programs and syllabuses for certification program.

I. Skyline Corporate Cricket Cup

Corporate Affairs & Outreach Department in coordination with Sports Department invites corporates to participate in the Skyline Corporate Cricket Tournament. The corporates are selected if they have a cricket team which is used to playing T-20 match with the international playing conditions.

Scope: It is also a brand building activity which is equally responsible for the holistic development of the students as well as to develop relation with the industry.

Media and Communications Department Policies

19a. Public Information Integrity Policy

Policy number	MEDC_POLICY_03
Policy name	Integrity Policy
Policy version	Version 2
Standards applicable	-
Policy owner	Media & Communications Department
Date of policy development	20th July 2019
Review date	25th July 2023
Date of recent modification	27 July 2023
Approved by	Director- Marketing & Communication

SUC policy is to ensure any material released for the internal and external communities shall be authenticated, verified and meets the integrity requirements. This information placed on the public media reflects the image of the University. Therefore utmost care needs to be taken before releasing such information. It is also important to ensure that any image, content and the language should not be in conflict with the social and legal framework of UAE.

This policy is applicable to all promotional material released by marketing department such as brochures and catalogues, exhibition material, advertisements, press releases, and write-ups. All information emerging out of the events, activities, achievements and development information that needs to be placed on various public channels selected by the University should be verified for its authenticity and approved by responsible person of the respective departments.

19b. Privacy Policy

Policy number	MEDC_POLICY_04
Policy name	Privacy Policy
Policy version	Version 2
Standards applicable	-
Policy owner	Media & Communications Department
Date of policy development	20th July 2019
Review date	25th July 2023
Date of recent modification	27 July 2023
Approved by	Director- Marketing & Communication

It should be ensured that no information which is in breach of the privacy of any individual stakeholder of SUC such as student, faculty, staff, officials and alumni shall be placed on the public channels unless it is approved by the person in question and the VC.

A. Selection of Appropriate Communication Strategies

The department is responsible in understanding the strategic directions of SUC and developing various short term strategies that fulfills the strategic directions. The selection of appropriate media should be focused on attracting both internal and external segments with a purpose of increasing the reach and keeping them engaged for longer durations. Since it is a public disclosure

source, the department's responsibility is to verify the details in its substance, quality and the language complying with the legal and cultural perspective of UAE.

B. Process of Selecting Appropriate Channel

The process of selecting the appropriate channel shall be based on reviewing the effectiveness of each channel and identifying the channel with highest response followed by the second and third. The weak areas need to be improved by adopting corrective measures. To enable the appropriate selection of the channel, the response rate must be constantly monitored and reported.

19c. Article Publishing Policy

Policy number	MEDC_POLICY_05
Policy name	Article Publishing Policy
Policy version	Version 2
Standards applicable	-
Policy owner	Media & Communications Department
Date of policy development	20th July 2019
Review date	25th July 2023
Date of recent modification	27 July 2023
Approved by	Director- Marketing & Communication

MCD coordinates with the faculty and the publisher for getting the article published submitted by the faculty/staff of SUC. The responsibility of finalizing the articles rests with the faculty/staff member. MCD facilitate in formatting and coordinating with publisher.

All the articles and website material must be submitted to MCD at least 2 days in advance. The submitted material will be sent for review to the expert of the subject and will be finally approved by the HQA before publishing. The content of the subject must be original and may be related to the events taken place in the SUC or articles that are written in a scholarly format and must not have been plagiarized; if material is referred, it must be duly referenced.

A. Publishing Policy and Rights on SUC Website & Social Media Channels:
  i. The responsibility of managing the content of the website is totally on the author and necessary approvals from the VC.
  ii. MCD does not publish any sponsored articles or paid content.
  iii. Does not publish any other public relations (PR) content which is not approved by the VC.
  iv. No advertisement can be published in the website or social media from the SUC portal by anyone without due permission from the Head of Department and the VC.
  v. SUC respects the rights of authors, designers, photographers and developers and the copyright is maintained by the SUC.
  vi. SUC encourages constructive criticism and suggestions from stakeholders and uses the inputs for the website development without any bias and prejudice against the critiques.

Academic Support Services Policies

20a. Diversity, Equity, and Inclusion Policy (DEI)

Policy number	ASSE_POLICY_01
Policy name	**Diversity, Equity, and Inclusion Policy (DEI)**
Policy version	Version 1
Standards applicable	MOE standard 5 & 6
Policy owner	Vice Chancellors Office
Date of policy development	18 December 2023
Review date	-
Date of recent modification	-
Approved by	Vice Chancellor

A. Introduction / Preamble

SUC's purpose of existence (mission) aspirations (vision), policy and procedures process-map, and performance matrices are aligned and integrated with diversity. Being open to diversity means SUC is inclusive, and equitable regardless of ethnicity, nation, age (to the extent employees are healthy to perform the job as per the mental and physical competencies required), marital status, culture, gender, religious beliefs, and orientations, ideologies, as well as learning uniqueness such as people of determination. The purpose of this policy is to provide guidelines for implementation, and the associated procedure and process map give clear instructions for implementation. This policy is implemented across the Institution to ensure that primarily, SUC employees, staff, students, and all relevant stakeholders associated with SUC, such as vendors, and suppliers are dealt with equitably and fairly with a divergent and inclusive perspective. The fundamental objective of this policy and its implementation is to ensure equitable employee, student, and stakeholder experiences on a consistent and ongoing basis.

B. Policy Outline

SUC is committed to cultivating and preserving a culture of equity, inclusion, and diversity. Our internal constituents such as employees and the student community are the most valuable assets we have.

The distinctive and unique behaviour of individuals is considered at SUC as the outcome of exceptional life experiences, knowledge, self-expression, and talent that our employees invest in their work. We believe this would foster unique innovation and design thinking capabilities forming our culture, reputation, and institute's achievement.

We, thus welcome and embrace differences in race, religion, age, gender identity, colour, disability, learning orientations and uniqueness, ethnicity, family or marital status, or expression, language, national origin, physical ability, socio-economic status, veteran status, and other attributes that would make our employees and students unique.

This policy and procedure intend to implement relevant process maps in all the departments including the Performance Indices and matrices to meet planned outcomes.

C. Policy and Procedure:

i. Purpose

a. Establish, document, and maintain a system to ensure that the Diversity, Equity, and Inclusion Policy is effectively implemented throughout all departments, and integrated into applicable systems and processes.

b. To ensure that the working environment provides an inclusive and safe space for all.

c. To ensure that recruitment, selection, and promotion of Faculty and staff create opportunities for all candidates from all economic and ethnic backgrounds.

d. To ensure a research environment that promotes equity, diversity, and fairness for faculty members and students irrespective of cast, creed, gender, age nationality, ideology, marital status, and religion.

e. To create opportunities and an atmosphere for inclusion thereby integration in the Institution. This policy and procedure intend to promote and ensure an Institutional culture for Inclusion and full recognition of diversity and equity. This policy and procedure seek to create an inclusive and equitable environment that recruits, supports, and retains a diverse community of students, faculty, and staff.

ii. Scope

Applicable to Skyline University College campus, University City, Sharjah.

iii. Authority and Responsibility

Vice Chancellor's Office holds the Authority for this Policy and procedure.

Respective HODs hold the responsibility to implement this Policy and procedure.

IRQA-Office holds the responsibility to develop and review this Policy and procedure in consultation with the Vice-Chancellor.

iv. Definitions:

Diversity: At SUC, Diversity is a multifaceted concept that integrates multiple variables, such as differences in socio-economic status, language and culture, race, ethnicity, gender, national origin, age, disability, parental status, religious commitments marital status, etc.

Equity: At SUC, Equity is considering everyone equal, irrespective of their socio-economic background, ethnicity, color, gender, age, nationality, or financial situation, does have an equal opportunity to achieve their goals.

Inclusion: The SUC campus is a place where every employee and student is valued for being who they are, where everyone's experiences and ideas are heard and respected, and where they feel safe, comfortable, and safe expressing themselves openly within the context of UAE laws and regulations.

v. Method

This procedure has been established to take care of cases of the following attributes and, our main priorities are focused on the following:

a. Gender diversity and equality.
b. Age-wise diversity whether young or veteran.
c. Ethnic cultures, nations/countries including color and race.
d. Students and staff with special needs and of determination.
e. Diversity in Marital Status and dependency
f. Religious inclusion and diversity

a) Gender diversity, and Equality:

Skyline University College provides gender diversity, equity, and equality in terms of teaching, learning, and participation. Both male and female students receive the same teaching, learning, and opportunities to conduct and engage with different topics of research.

Gender diversity, equity, and equality also apply to Staff and Faculty during all stages of recruitment and selection, retention, and promotion based on their performance, merits, and outcomes planned and achieved.

SUC has both segregated and non-segregated spaces for both genders, to function independently The spaces for teaching and learning provisions, and the library are all integrated.

b) Age Inclusion:
We at SUC consider ageism to be stereotyping / discrimination against individuals or groups based on their age. At SUC, we are in alignment with the UN's call to implement anti-aging strategies to prevent this prejudice.

SUC values the contributions of all its Faculty and Staff members irrespective of their age and both experience and initiative are appreciated.

SUC values both the experience and initiative, of all its faculty and staff members regardless of their age. Equal opportunities are given to all individuals to participate, occupy different positions in the College, and engage in any initiative. We are in alignment with UAE norms and regulations to ensure that every faculty and staff must feels safe in the workplace and is treated fairly irrespective of their age. At SUC, no person should feel mistreated and singled out in College activities, promotions, or training just because of their age.

At the student level, ageism is not accepted. Students of all ages are welcome to apply to any of our Undergraduate, Postgraduate, and Professional Services programs. Access to student activities is also regardless of the student's age. Special support and access are provided to senior citizens if applicable if they enroll to study in our college.

c) Ethnic and Cultural Inclusion:
Skyline University College believes in balanced, gentle, and thoughtful traits that include cross-cultural perspectives. Our 34-year tradition regards attitudes and behaviors of openness that respect diversity of ideas, cultures, and religions, to be generous and open to accepting different views and accepting the plurality of viewpoints.

SUC accepts students, Faculty, and staff from all faiths and cultural backgrounds. Students and Faculty are encouraged to use and engage knowledge and examples that relate to their communities. SUC ensures that class delivery and assessment are sensitive to cultures and backgrounds. SUC ensures that practitioners of other cultures and faiths feel safe and included and we at SUC welcome teachers and students from all cultures in the College.

At SUC we are zero tolerant of racism or discrimination and undertake immediate investigation and recommend sanctions against any individual who displays this type of behavior.

Our grievance policy has an appeal system that includes specific clauses to appeal against racism and discrimination.

d) Students /or staff with special needs and of determination.
SUC is committed to accepting staff and students with diverse and special needs both physical and psychological. This scope covers mobility limitations, physical impairments, and broad mental health aspects.

SUC invests in professional development to better prepare Faculty members and Students to foster and cultivate inclusive learning environments, implement accessible instruction, understand the impact of specific disabilities on academic performance, and support accommodation requests from all faculty members and students. Differential Learning abilities such as dyslexia, autism, hyperactivity, and impulsivity (termed as students with determination) if any, and reported in CHEDS data. However, confidentiality is ensured while doing so, and labeling students is strictly banned based on their differential abilities. Confidentiality of the data is ensured.

Appropriate ramps and other physical facilities are provided to necessary staff and students with physical disabilities.

e) Diversity in Marital Status
SUC welcomes every student, staff, and faculty member irrespective of whether they are single, married, a divorcee, or a Widow.

f) Religious inclusion and diversity
SUC welcomes students, staff, and faculty members of diverse religions and their belief systems. We understand and accept religion as a core dimension of culture and human upbringing. We give equal value to all religious affiliations across the world and we understand that religion helps in inculcating core-value systems in all human beings.

vi. Reporting and recording adverse incidents:
SUC is committed to fulfilling the needs of the student community, faculty members, staff members, and applicable and relevant stakeholders and aims at excellence in all activities.

SUC would consider legitimate student, faculty, and staff complaints very seriously, and would take appropriate and timely action about its Diversity, Equity, and Inclusion policy and procedure to resolve them in a clear, transparent, and objective manner. SUC also would take appropriate corrective action so that similar complaints are not further re-occurred.

Any member of the SUC community, who has experienced any violation or subject of SUC's Diversity, Equity, and Inclusion Policy and procedural violation, should report the incident as per the Faculty and Professional Staff Grievance policy, policy reference HUMR_POLICY_14. All complaints and grievances shall be handled as per the HUMR_POLICY_14.

vii. Policy Review

Frequency and authority of review

Components	Responsibility for policy development	Review Frequency	Timeline	Responsible to implement	Approval Authority
Diversity, Equity, and Inclusion Policy	Team IRQAOA	Once every two years	September	All HOD's Committee members	VC
Diversity, Equity, and Inclusion Procedure	Team IRQAOA	Once every two years	September	All HOD's	VC

Diversity, Equity, and Inclusion records	Team IRQAOA	Once every two years	September	All HOD's	VC
Diversity, Equity, and Inclusion achievement matrices/graphs	Team IRQAOA	Once every two years	September	All HOD's	Director IRQA-OA

D. References:
i. Ministry of Higher Education Standard 5 & 6.
ii. Faculty and Staff Grievance policy HUMR_policy_14
iii. HRM Software and related records
iv. Annual Report and Factbook: AY-2022-23
v. Applicable UAE laws related to Diversity, Equity and Inclusion

20b. Safeguarding Policy

Policy number	ASSE_POLICY_02
Policy name	**Safeguarding Policy**
Policy version	Version 1
Standards applicable	MOE standard 5 & 6
Policy owner	Academic Support Services
Date of policy development	19 December 2023
Review date	-
Date of recent modification	-
Approved by	Vice Chancellor

A. Introduction
SUC is committed to providing a safe and conducive environment for all stakeholders including students regardless of their age. The purpose of this policy is to safeguard and promote the welfare of students, faculty members, and staff, in line with applicable UAE federal decrees and laws. We understand that students, faculty members, and staff, regardless of gender, ability, language, age, race, culture, or religion, have equal rights to be safeguarded and protected. This policy intends to support activities involving students, faculty members, staff, volunteers, and visitors to ensure that safeguarding would be effectively dealt with in a timely and effective manner.

B. Policy Outline
SUC is committed to safeguarding and promoting the welfare, health, and safety of its students, faculty members, and staff. All, irrespective of their age, gender, religion, culture, language, race, or religion, have equal protection rights.

Primarily, at SUC, we ensure that Students are feeling safe and better equipped to learn. We follow the basic five elements of Child Protection UAE Federal Law No. 3 of 2016, Issued on 08/03/2016 Corresponding to 28 Jumada Al-Awwal 1437 on Child rights (Wadeema's Law) for students below 18 years of age.

SUC is committed to safeguarding and promoting the welfare of students, and young people and expects all faculty members, staff, and volunteers to share this commitment. Representatives of the whole SUC family of staff, faculty members, students, parents, and volunteers will therefore be involved in developing, shaping, and reviewing safeguarding policy and its arrangements.

When concerned about the welfare of a student, faculty and staff members will always act in the interests of the child. All faculty and staff members will maintain an attitude of possibility that "It could happen here' where safeguarding is concerned.

At SUC, Our online safeguarding is evidenced by policies on Data Security (COMP_POLICY_02) and Appropriate use of technology resources (COMP_POLICY_03)

C. Policy Review

This policy will be reviewed at least once in two years, unless new legislation, an adverse event or an incident, or guidance suggests for an interim review.

D. Frequency and authority of review

Components	Responsibility for policy development	Review Frequency	Timeline	Responsible to implement	Approval Authority
Policy	Team IRQAOA	Once every two years	September	All HODs	VC
Records	Team IRQAOA	Once every two years	September	All HODs	VC

E. References:
  i. MOE Standard 07: Health, Safety and Environment
 ii. COMP_POLICY_02: Data Security
iii. COMP_POLICY_03: Appropriate Use of Technology Resources

Policy number	ACAD_POLICY_10
Policy name	Professional Membership and Certification Policy
Policy version	Version 1
Standards applicable	Standard 5: Stipulation 5.4
Policy owner	Dean-SOB and Dean-SOC
Date of policy development	10 September 2023
Review date	*Not applicable*
Date of recent modification	*Not applicable*
Approved by	Vice Chancellor

A. Introduction

Skyline University College (SUC) encourages all its employees to enhance their professional knowledge and skills and network with other professionals. SUC recognizes that for professional development employee need to upgrade their knowledge and skills through achieving and maintaining professional certification from reputed international professional associations. Professional certification and active participation in professional bodies will enable them to remain abreast of best practices in their respective fields.

B. Objective

Following are the objectives of this policy.
1. To be member of professional associations/organizations.
2. Keep the employees professionally competent through professional certification.
3. Employees to adopt best professional practices in their respective field.

C. Institutional membership of Professional Associations/ Organizations

All schools and departments of SUC need to be an active institutional member of relevant professional associations/organizations. They also need to pursue relevant accreditations/certifications as deemed fit. Director-IRQAOA, respective Deans and Head of Departments are responsible to achieve and maintain membership/ accreditation /certification from relevant professional associations/ organizations. They have to, not only maintain membership of existing professional associations/organizations but also exert for membership/accreditation/certification from other relevant associations/organizations. For any new institutional/school/department membership/accreditation/certification concerned Dean/HoD need to submit detail proposal including benefits to the unit/SUC, applicable fee, terms, conditions etc. to Academic Affairs Council (AAC) for its approval. Individual or personal membership for professional associations/organizations will not be considered.

D. Professional Certification

All SUC employees, who have completed one year, is not on probation and have employment contract valid for at least one year are eligible to apply for seeking relevant professional certification. Individual membership to professional bodies will not be funded for the SUC employees. Employee interested to obtain a professional certification need to apply to respective Dean/HoD for required funds in Professional Membership/Certification Form (refer annexure). Dean/HoD will compile all such request and submit the proposal to Academic Affairs Council (AAC) for its approval at the beginning of both Fall and Spring semester in each academic year. AAC will examine each case on its

merit, relevance and benefits within the allocated budget to the school/department and may approve cases to pursue certification.

E. Procedure

For institutional membership for SUC, School/Department, Director-IRQAOA, respective Dean/HoD will submit annual plan including benefits, terms and conditions and applicable fee to AAC at the beginning of the academic year for its approval.

For approval of funds to pursue professional certification by employees of SUC, respective Deans/HoD will compile list of interested candidates, based on submission of their application and present to AAC at the beginning of both Fall and Spring semester of Academic Year. Cases approved by AAC will be informed by the respective Dean/HoD to the employee for necessary action.

AAC reserves the right to approve or reject funding for institutional membership/ professional certification of employee based on merit/benefits/availability of funds etc.

F. Budget

Each school/department will have allocated budget for both, institutional memberships and professional certifications. School/departments need to utilize allocated budget for Promoting Professional Development.

G. Annexure

Application form for Professional Membership / Certification.

Application form for Professional Membership/Certification

(Attach relevant documents related to Professional Membership/Certification)

Employee Information			
Name of the Employee		Submission Date	
School/Department		Academic Year	
Date of Joining		Contract validity	
Current Designation		Discipline/ Function	
Professional Membership/Certification Details			
Name of the Professional Membership/ Certification			
Name of Professional Association/ organization			
Terms and conditions			
Validity		Applicable Fee in AED	
Professional Benefit to individual			
Benefit to school/ department			
Any other relevant information/ remarks			
Signature of Applicant		Date	
Recommendation of Dean/HoD			
Signature of Dean/Ho			

AAC Approval Status	Approved	Deferred (submit again with more detail)	Not Approved

Abbreviation	Full Form
AAC	Academic Affairs Council
AOB	Any Other Business
BBA	Bachelor of Business Administration
BOT	Board of Trustees
BSIT	Bachelor of Science in Information Technology
BSCS	Bachelor of Science in Computer Science Program
CAA	Commission for Academic Accreditation
CCL	Centre for Continuing Learning
CLO	Course Learning Outcomes
CR	Class Representative
CEC	Community Engagement Committee
DRI	Department of Research and Innovation
DSOB	Dean of School of Business
DSOC	Dean of School of Computing
DOMC	Director-Marketing & Communications
DOI	Digital Object Identifier
DPR	Director - Government And Public Relations
DASS	Director -Academic Support Services
DVC	Deputy Vice Chancellor
DIRQAOA	Director of Institutional Research, Quality Assurance, Outreach and Accreditation
EHSM	Environment Health and Safety Management
EOSB	End of Service benefit
ERT	External Review Team
GDRFA	General Directorate of Residency and Foreign Affairs
FDP	Faculty Development Program
FES	Faculty Evaluation System
FSSC	Faculty and Staff Search Committee
HRD	Human Resources Department
HOGE	Head - General Education
ICT	Interact, Coach, and Transform
IE	Institutional Effectiveness
IRQAOA	Institutional Research Quality Assurance Outreach & Accreditation
KPI	Key Performance Indicator
LRC	Learning Resource Committee
MENA	The Middle East and North Africa
MBA	Master of Business Administration

MOE	Ministry of Education
MOU	Memorandum of Understanding
PSDP	Professional Skills Development Program
RAF	Resource Adequacy Feedback
RSAC	Research and Scholarly Activities Committee
SBJ	Skyline Business Journal
SDP	Staff Development Program
SES	Staff Evaluation System
SEIC	Skyline Innovation and Entrepreneurship Center
SOB	School of Business
SOC	School of Computing
SUC	Skyline University College
TEC	Teaching Effectiveness Committee
TNA	Training Need Analysis
TOC	Transfer of Credit
VC	Vice Chancellor