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Deadlines

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ZAYED UNIVERSITY FACULTY HANDBOOK

The Faculty Handbook is a compact guide for Zayed University faculty in key areas related to their roles, rights and responsibilities within the context of Zayed University. It is also intended as a user-friendly précis of current official policies and procedures. Users are advised that the ZU Faculty Handbook is not a substitute to official Policies and Procedures and that where there are discrepancies in information between the Handbook and any ZU Policy and its associated Procedure, the latter will prevail.

Every effort has been made to ensure that the information presented in this Handbook is accurate as of the date of publication. However, this information is subject to change by appropriate action of the University.
CHAPTER 1

HIGHER EDUCATION IN THE UNITED ARAB EMIRATES

Pre-Higher Education
Pre-higher education in the UAE public education system consists of Kindergarten (2 years), Primary (6 years), Preparatory (3 years) and Secondary education (3 years). Primary education in the UAE is compulsory. It is followed by preparatory education which qualifies students for general or technical secondary education. General Secondary education consists of a common first year followed by specialization in Science or Arts. At the end of the twelfth year, students take the examination for the Shahadat Al-Thanawiya Al-Amma (Secondary School Leaving Certificate). Licensed private schools catering for the large expatriate communities offer a variety of educational systems such as the British GCSE, the International Baccalaureate, the Indian secondary school system and others.

Higher Education
Higher education is offered in public and private universities and colleges. The national higher education system consists of the United Arab Emirates University (UAEU), the Higher Colleges of Technology (HCT) and Zayed University (ZU). Public and private universities are licensed and accredited by the Ministry's Commission for Academic Accreditation (CAA).

The UAE University
The United Arab Emirates University (UAEU) is the oldest federal institution of higher learning in the country. It was founded in academic year 1977-1978 in the oasis city of Al Ain. Currently the University includes ten colleges; Humanities and Social Science, Sciences, Education, Business and Economics, Law, Food and Agriculture, Engineering, Information Technology, Medicine and Health Science, and the University College. The University offers more than 70 undergraduate bachelor degrees, eight professional certificates and ten graduate programs. In June 2009, a Ph.D. program was launched at UAEU. Bachelor degrees are offered to UAE. Nationals, as well as graduate and professional courses to the community. The University admits male and female UAE nationals in separate facilities.

The Higher Colleges of Technology
The Higher Colleges of Technology is the largest higher educational institution in the United Arab Emirates with the current enrollment exceeding 20,000 students, all UAE nationals. The 16 HCT men's and women's modern campuses throughout the Emirates offer more than 80 programs at four different credential levels - Diploma, Higher Diploma, Bachelor and Masters. More than 10,000 of the current students are female. Programs are delivered in English and include Applied Communications, Business, Education, Engineering Technology, Health Sciences; and Information Technology. All programs are designed in consultation with business and industry leaders to ensure that the skills students learn are job-relevant and to high standards.

Zayed University
Zayed University (ZU) is a federal institution established by the Federal Decree No. (11) of 1999 that
is dedicated to serving the needs of national development. The university bears the name of His Highness Sheikh Zayed bin Sultan Al Nahyan (1918-2004), the founding president of the United Arab Emirates (UAE). Sheikh Zayed advanced the principles of modernity and played a pivotal role in guiding the country's rapid modernization, a significant part of which included education. He consistently linked national development to education as evident in the following statement:

Excellence in education and knowledge is the route to glory. This can only be achieved through continuous efforts and academic progress. Education is the main pillar of progress and development. The state has a dire need of the efforts of all its educated citizens in the development process.

A student-centered university, ZU strives to graduate students who are bilingual in both English and Arabic and possess the necessary critical thinking, technological, and leadership skills to succeed in today’s world. The institution was built upon the best traditions of higher education even while committed to innovation and continuous improvement. Originally established as an all-female university, ZU has made great strides over the last sixteen years in diversifying its student population, expanding its programs, and developing its administrative and physical infrastructure. ZU’s first cohort of national male students, admitted in 2008, graduated in 2012. In addition to Emirati male and female school-leavers, the University’s gender-separate undergraduate programs now admit non-traditional-age, transfer, and international students. ZU has also admitted dozens of mixed-gender cohorts of national and non-national graduate students into its master’s programs. Moreover, the university has active outreach and research units which link the university to the broader UAE community and support research directly relevant to the nation’s social and economic development. At the operational level, ZU has revised and continues to review its policies and procedures to ensure that they are effective in guiding the university’s evolving academic and administrative structures. It also continues to refine and adapt its administrative structure to assure that its single academic administration can serve the needs of both the Dubai and Abu Dhabi campuses. Finally, the university has designed and constructed two cutting edge, purpose-built campuses in both Dubai and Abu Dhabi to cater to its growing student population.

The university embraces key educational values which align with the US system of higher education: an outcomes-based curriculum, learner-centered classrooms, and a quality, liberal arts, general education supportive of professional aspirations. Such values and classroom experiences are integral to assuring the success of ZU’s undergraduate students, most of whom are first generation students whose primary and secondary education has been conducted in Arabic. Approximately 80% of students entering the university enroll in its pre-baccalaureate preparation curriculum, the Academic Bridge Program (ABP). The program is designed to teach students academic English and prepare them for university level work. Once they enter the baccalaureate program, the university’s general education curriculum plays an important role in students’ academic socialization by teaching them to study independently and take responsibility for their learning. While aligned with the academic standards and intellectual elements of Western higher education, the University has developed a distinctly Emirati model. Its institutional practices address the specific needs of the students in the region and, more specifically, the country.

The University is staffed by faculty from all over the world with academic and teaching experience in Western universities. As of fall 2016, the total number of students enrolled at ZU (both Dubai and Abu Dhabi campuses) was approximately 9500 undergraduates and 1000 graduate students. The university’s undergraduate programs are delivered in a gender segregated, non-residential environment, consistent with the cultural norms and local traditions of the UAE. Its master programs, however, are delivered to cohorts made up of men and women, since graduate students are typically working professionals who are accustomed to such environments in the workplace. A total of seventeen undergraduate programs and twelve master programs are offered by seven colleges at ZU which include: College of Business (COB); College of Education (COE); College of Humanities and Social sciences (CHSS); College of Natural and Health Sciences (CNHS); College of Communication
and Media Sciences (CCMS); College of Technological Innovation (CTI); and College of Arts & Creative Enterprises (CACE). http://www.zu.ac.ae/main/en/colleges/index.aspx

The University has demonstrated its commitment to assessing institutional effectiveness by seeking relevant disciplinary accreditations and national accreditation through the UAE’s Commission for Academic Accreditation (CAA). These accreditations add an additional layer of quality assurance to the institution.

The pursuit of disciplinary accreditation emanates from the University’s mission to deliver programs that meet international standards. Great strides have been made with these accreditations as shown in the Table below.

<table>
<thead>
<tr>
<th>College</th>
<th>Accreditor</th>
<th>Status</th>
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</thead>
<tbody>
<tr>
<td>College of Business (CoB)</td>
<td>AACSB</td>
<td>Accredited</td>
</tr>
<tr>
<td>College of Technological Innovation (CTI)</td>
<td>ABET</td>
<td>Accredited</td>
</tr>
<tr>
<td>College of Education</td>
<td>NCATE</td>
<td>Accredited</td>
</tr>
<tr>
<td>College of Communication and Media Sciences</td>
<td>ACEJMC</td>
<td>Accredited</td>
</tr>
<tr>
<td>College of Arts and Creative Enterprises (CACE)</td>
<td>NASAD</td>
<td>Accredited</td>
</tr>
</tbody>
</table>

Additional Resources:
- Ministry of Education: http://www.moe.gov.ae
- Ministry of Higher Education and Scientific Research: http://www.mohesr.ae
- United Arab Emirates University: http://www.uaeu.ac.ae
- Higher Colleges of Technology: http://www.hct.ac.ae
- University of Sharjah: http://www.sharjah.ac.ae
- American University of Sharjah: http://www.aus.edu
- American University in Dubai: http://www.aud.edu/
- For a list of licensed and accredited institutions of higher learning in the UAE., visit: http://www.caa.ae
CHAPTER 2

VISION, MISSION, VALUES AND STRATEGIC OBJECTIVES

Vision
Globally recognized as the leading university in the region for excellence in educational innovation, research, and student leadership development that serves the changing needs of the nation in economic, social and cultural advancements.

Mission
- Proudly bearing the name of the nation’s founding President, Zayed University is a federal institution that prepares bilingual graduates to contribute to and advance all aspects of society. Our mission is carried out from two major campuses in Abu Dhabi and Dubai.
- The University offers diverse and internationally recognized undergraduate and graduate programs that provide engaging and inclusive student experiences. Our graduates are prepared to contribute to and promote the social and economic wellbeing of UAE society and the professions.
- Through research, scholarship, creative activities, outreach and continuing education services, the University provides educational leadership, expands opportunity, and disseminates knowledge to local, regional, and global communities.

University Values
- Professional Ethics
- Leadership
- Excellence
- Collaboration
- Innovation
- Civic Responsibility
- Respect for Diversity
- Positive Educational Environment

Strategic Objectives
1. Prepare qualified graduates in an innovative and supportive educational environment who demonstrate academic excellence and leadership skills
2. Enhance the leadership role of the University in scientific research and development in ways that contribute to a knowledge-based economy
3. Demonstrate institutional and academic excellence through national and international accreditation programs
4. Ensure provision of all administrative services in compliance with quality, efficiency and transparency
5. Enhance the culture of innovation and creativity (within institutional environment).
CHAPTER 3

UNIVERSITY ORGANIZATION AND ADMINISTRATION

If you are familiar with the ways in which Western universities and colleges are organized and administered, you will recognize the system in place at Zayed University. Of course, there are differences given the unique cultural environment in which the University operates. With campuses in Abu Dhabi and Dubai, Zayed University is led by a single administration. The University has a President who is advised by a Board of Visitors; a governing board, the University Council; a Vice President who oversees the entire University structure; a Provost who is responsible for overall operations and the academic mission of the University including its colleges; deans of the colleges and academic support units; and a Chief Administrative and Financial Officer who manages the University’s financial, human, and physical facilities resources. Here is a snapshot of Zayed University’s organization and administration with a brief introduction to the role of each office or body.

The President
The President’s role and responsibilities are that of a Chairman of the Council and not of a CEO, the role given exclusively to the Vice-President. The principal role of the Chairman of the Council is to manage and to provide leadership to the Council. The Chairman is accountable to the Council and acts as a direct liaison between the Council and the management of the University through the CEO i.e. the Vice-President. The President is responsible for carrying out the main directions, policies and programs that are established by the Council, and for issuing University by-laws and policies.

The University Council
Federal Decree No. (11) of 1999, the enabling legislation which established Zayed University, provides for a three-part leadership arrangement which, besides the President and Vice President, includes a University Council. The University Council consists of prominent UAE leaders. The Council is empowered to endorse and follow up on the implementation of policies and regulations, ratify the University budget, approve senior appointments, and certify the granting of the University’s degrees and certificates.

Additionally, the university now has a University Council website http://www.zu.ac.ae/main/en/explore_zu/university_council/councilMembers.aspx which consists of Council membership, Council formation and authority, and Council sub-committees. This has been a major move towards transparency for the institution as prior to this, there was very little information about the University Council publicly available.

Relationship between the University Council and Senior University Officers
The University Council has the ultimate responsibility for University governance and the formulation of policies which guide and determine its affairs. In carrying out these responsibilities, the Council entrusts and delegates various functions to the President and various organizational units. The President has primary responsibility for recommending and implementing Council policies. The interpretation of Council policies, however, shall rest exclusively with the Council.

The President may delegate some of their authorities to members of the University’s senior management. As senior managers, both the Vice-President and the Provost have authorities delegated to them by the President for the operational management and governance of their respective
organizational units within the Council’s and the President’s administrative policies. However, it is
the responsibility of the Council to satisfy itself, through proper channels, that the principles, laws and
policies established by the Council are, in fact, being administered and that the administration is
adequate.

The Vice-President as the Chief Executive Officer of the University
As the Chief Executive Officer, the Vice-President is responsible and accountable for the proper
execution of University by-laws and policies. The Vice-President is the University’s liaison with the
UAE federal government and ensures that the University’s strategic objectives are congruent with its
mandate. The Vice-President recommends to University Council the approval of the annual budget,
the appointment of senior officers and their deputies, and the establishment of external and
international relations with other entities. The CEO works closely with the President, University
Council and external stakeholders to build local support for the University and to ensure the
University’s responsiveness to national needs.

The Provost as the Chief Operating Officer of the University
Reporting to the Vice-President, the Provost has responsibility for academic programs, research,
community engagement and other academic matters. The Provost is responsible for the preparation of
the academic components of the University’s strategic plan, the performance of the University in these
areas, and for ensuring that both the University Council’s and President’s policies and directives are
integrated into the day-to-day academic operations of the University. They are also responsible for
recommending admissions policies, student intake and graduation requirements to the Council and for
developing policies and regulations governing all matters related to faculty, students and staff.

The Complementary and Collaborative Roles of Vice-President and the Provost
The organization allows for effective and efficient collaboration and shared governance between the
Vice-President and the Provost through the division of University operations into two major
functional areas with clear and non-overlapping lines of accountability. The Vice-President directs
all support activities and infrastructure developments that are needed to achieve the University’s
vision and mission; this includes finance and procurement, HR, IT, planning and quality assurance,
and external communication and fund raising. The Provost has full governing responsibility over all
mission-critical components that make up the foundation of the University’s existence, namely
education, research, community engagement, student affairs and enrollment management.

The Chief Academic Officer
The Chief Academic Officer (CAO) is charged to assure the coherence and quality of the
undergraduate and graduate programs on both campuses. The CAO’s direct reports include: (a) Dean
of Graduate Studies; (b) College Deans, (d) the Director of the Library and Learning Commons, and
(e) the Directors of the Center for Educational Innovation and the Center for Educational
Effectiveness.

The primary forum for facilitating the administration of the academic programs is the Deans’ Council.
Chaired by the Chief Academic Officer, the Council meets every other week and is the primary venue
for the development and implementation of initiatives relevant to academic administration, some of
which are required to go to the Provost Council for approval. While the Dean’s Council has been in
place since 2007, its membership and its role has evolved each year. The Council currently includes
the Deans, the Director and Associate Director of the Academic Bridge Program, and the Dean of
Graduate Studies. It comprises the core academic leadership of the University and oversees the entire
undergraduate and graduate curriculum.
The Deans

The University has nine deans. Seven are for the degree granting colleges: College of Arts and Creative Enterprise (CACE), Business (COB), Communication and Media Sciences (CCMS), Education (COE), Technological Innovations (CTI), Humanities and Social Sciences (CHSS), and Natural and Health Sciences (CNHS). One for the general Education (University College, UC, and one for the office of Graduate Studies (OGS). The Dean of Graduate Studies guides the University’s graduate project and assists the colleges in the formulation and delivery of their programs. Deans are responsible for the University's educational mission through the management of faculty and staff, the oversight of quality educational offerings, and the fostering of operational structures that support the University’s mission. Deans divide their time between campuses. Associate deans manage day-to-day operations on their campus of assignment.

The Chief Administrative and Financial Officer (CAFO)

The Chief Administrative and Financial Officer, who reports to the Provost, oversees several administrative units including Human Resources, Financial Services, Marketing and Publications, Contracts and Procurement, Campus Services, and Campus Physical Development.

The Faculty

Faculty members make up the heart of any educational institution. Zayed University is no exception. Faculty members participate in the creation and maintenance of programs and operations through a system of standing committees and ad hoc task forces. Formal faculty governance was established in 2001-2002 with the appointment of five University Standing Committees to facilitate broad academic community dialogue on University matters and formalize faculty and professional staff participation in University planning and decision-making. Deans recommend the appointment of committee members from faculty, staff, and the student body. In consultation with Deans and Directors, the Provost appoints members, ensuring a balanced representation between the campuses and among all colleges and appropriate staff units.

University Standing Committees


Academic Committees
- Accreditation University Standing Committee
- Curriculum Review University Standing Committee
- Learning Outcomes Assessment University Standing Committee
- College Councils
- Institutional Teaching and Learning University Standing Committee
- Faculty Affairs University Standing Committee
- International Education University Standing Committee
- Student Academic Success University Standing Committee
- Academic Council
- Deans Council
- Provost's Council

Student Affairs Committees
- Student Housing Committee AUH Campus
- Student Affairs University Standing Committee
- Student Affairs Committee
- Financial Aid Committee

Research and Graduate Studies Committees
- Graduate Curriculum Review University Standing Committee
- Graduate Council
- Research Affairs University Standing Committee
- Institutional Survey Committee
Administrative Committees

- Web Content Committee
- Budget Committee
- University Happiness and Positivity Council Formerly Strategic Planning Committee
- Housing Committee
- Human Resources Committee
- Irregularities Committee
- Petition Committee
- Purchasing Committee
- Rewards and Incentive Committee

Detailed information about the charges, memberships and minutes of meetings can be accessed via http://zuportal.zu.ac.ae/sites/Provost/SitePages/UniversityCommittees%20(2016-2017).aspx
CHAPTER 4

APPOINTMENTS AND RE-APPOINTMENTS

General

Policy HR -ALL-01 Appointments and Re-Appointments defines employment categories at Zayed University as the following:

- Senior appointments (e.g., Vice President, Provost, Chief Academic Officer (CAO), Chief Administrative and Financial Officer (CAFO), etc.)
- Academic administrative appointments with academic rank (e.g., Assistant Provost, Dean, Associate/Assistant Dean)
- Faculty appointments to the ranks of Instructor, Senior Instructor, Assistant Professor, Associate Professor, Professor, Assistant Professor in the Profession, Associate Professor in the Profession, and Professor in the Profession.
- Staff appointments from entry level support positions to senior professional positions

The policy also defines employment types as the following:

- Regular (normally full-time, for a period of three years or more with standard ZU terms and conditions)
- Special (full-time or part-time where variations from standard ZU terms and conditions are defined in the employment contract). Adjunct faculty fall under this category. Hourly (variable hours for a period of three months or less)
- Appointments are either financed by the ZU operating budget or by external grants and contracts (income) or both.

Contract Renewals

Contract renewals will depend on the University’s staffing needs in terms of numbers of employees required and the nature of their particular expertise. The duration of contract renewals may range from one to four years. All contracts are prepared by the Human Resources Department and signed by the Vice President or designee, the Provost or designee, and the CAFO, as applicable.

Consultants and Advisors

Consultants and Advisors are hired on special contracts by the President, the Vice President or designee, the Provost or designee and the CAFO, as applicable. Consultants may be engaged by a Dean or Director but advance approval by the appropriate officer is required.

Related Policies and Procedures:

- HR -ALL-02 Recruitment and Employment
- HR -ALL-11 Employment on Grants and Contracts
- HR -FAC-01A Appointment of Faculty and Academic Administrators
CHAPTER 5

ACADEMIC RANK AND PROMOTION

General

Promotion in academic rank gives formal recognition by the University of a substantial record of achievement by the faculty member, appropriate to a given rank. It confirms that the individual has the potential to make a continuing contribution to ZU’s Mission in teaching, scholarship, and service.

The standards governing faculty rank at time of appointment and the criteria for promotion through the ranks are set out in Academic Rank and Promotion for Faculty (Policy HR -FAC-01A&B). Promotion is based on application of defined standards. Although individual faculty members may differ in the emphasis they give to teaching, scholarship and service, some level of accomplishment is expected in all three areas.

In addition to establishing obligations for teaching, scholarly and creative activity, and service, the policy establishes thresholds in each of these areas for appointment as assistant, associate, and full professor and for promotion to the levels of associate, and full professor.

As a guideline, the assigned rank will be based on an evaluation of the faculty member’s academic and professional preparation, relevant experience, evidence of scholarship or creative activity, and evidence of teaching effectiveness. In general, faculty who have been awarded academic rank at an accredited university that uses the same rank structure as Zayed University will be appointed at the same rank. (Policy HR -FAC-01A)

Faculty appointed in a college at the rank of assistant, associate, or full professor must have completed a doctorate or a disciplinary terminal degree (MFA for Art and Design faculty). The University also appoints master’s qualified faculty to the position of instructor because of institutional need for their specific disciplinary expertise.

The Policy HR -FAC-01 specifies the promotion standards, eligibility and length of service requirements for promotion, application procedure and requirements, timeline for promotion review, and the review process. The promotion standards detailed in this policy are a minimum. On the approval of the Provost, a College may identify additional criteria at or above ZU standards as appropriate to the requirements of the discipline or profession.

Only faculty members with current appointments as assistant or associate professor and carrying out full-time duties are normally entitled to apply for promotion. Adjunct faculty and faculty members who are in their terminal year of service at ZU are not eligible to apply for promotion.

Even though teaching is the core duty of most Instructors, they are encouraged to get involved in research and scholarship. Obtaining a doctorate degree does not automatically qualify an instructor to the rank of assistant professor. Depending on vacant positions and available budget, the candidate can apply for the position on competitive basis. However, the University will give him/her the priority of employment as assistant professor if he/she meets the required qualifications in teaching, service, and scholarly/creative activity.

Assistant Professors must complete at least three years of service before applying for promotion. The
corresponding eligibility condition for Associate professors is a minimum of five years as Associate Professor. In both cases, at least two years of service must have been completed at ZU. In exceptional cases, the minimum number of years of required service in the rank may be reduced upon prior approval by the Provost.

An Assistant Professor must apply for promotion no later than the beginning of the seventh year of service as a faculty member at ZU. In all cases, an eighth year of service without promotion to associate professor is considered the terminal year.

There is no requirement for Associate Professors to make successful applications for promotion to continue their service and renew their contracts. Continuation of service and contract renewal are however dependent on continuing performance at a level commensurate with the rank of Associate Professor.

**Faculty Promotion in the Colleges**

Candidacies for promotion pass through both college- and University-level review processes. Deans solicit letters from outside referees who evaluate the scholarly or creative work of candidates. The recommendations of the college committee, the outside referees, and the Dean are then sent to the University Faculty Promotion Advisory Committee. The University committee reviews the applications. The committee then forwards its recommendations to the Provost who approves or disapproves each recommendation. The candidate is notified of the status of his or her application before the end of the academic year in which the application was made.

Workshops are held in fall for faculty members who are considering applying for promotion. These workshops are organized by the Provost's Office and delivered by University Faculty Promotion Advisory Committee (UFPAC) members on both Abu Dhabi and Dubai campuses. The workshops provide information on eligibility, criteria and the promotion process, and guidance is given on the content of faculty portfolios.

**Library Faculty Role, Rank, and Promotion**

Library faculty perform their primary responsibilities and offer service to the University and the profession. Each library faculty has a subject area of specialization and works with faculty in that discipline to educate students and to build library resources in support of curriculum and research. Library faculty may be promoted if they meet the qualifications for degrees, librarianship and teaching, professional service and scholarly/ creative activity.

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**Related Policies and Procedures:**
- HR -ALL-01 Appointments and Re-Appointments
- HR -ALL-02 Recruitment and Employment
- HR -FAC-01A Appointment of Faculty and Administrators
- HR -FAC-01B Faculty Promotion
- HR -FAC-02 Faculty Roles and Responsibilities

**Other Resources**
- Calendar of Faculty Personnel Actions

**University Resources**
- Provost
- Assistant Provost for Faculty Affairs
- Director of Human Resources
- College Dean/Unit Director
- University Faculty Promotion Advisory Committee
- College Promotion Committee
CHAPTER 6

BENEFITS

ZU Faculty Benefits information can be found in ZU Policies and Procedures HR -ALL-04 at http://webapp1.zu.ac.ae/hrintranet/

For specific questions please consult the designated Human Resources staff members shown at http://webapp1.zu.ac.ae/hrintranet/documents/HumanResourceServices.pdf

Related Policies and Procedures:
• HR -ALL-04 Benefits
CHAPTER 7

ACADEMIC FREEDOM

General

Academic freedom at Zayed University is grounded in two principles: the need to create an environment characterized by the free flow of information and ideas, in which students can be exposed to a wide range of unfettered points of view; and the need to be respectful of the principles of Islam and the values of the United Arab Emirates. University policy and other documents ratify both principles and prescribe processes for balancing the two values, should tensions emerge between them.

Policy ACA-ADM-09 deals with challenges to instructionally related materials or activities. It holds the institution to a high standard of academic freedom. It references the United Nations’ Universal Declaration on Human Rights, Article 19, which states: “Everyone has the right to freedom of opinion and expression; this right includes freedom to hold opinions without interference and to seek, receive, and impart information and ideas through any media and regardless of frontiers.” The values associated with the free flow of information are affirmed by the University’s access to the Internet, free of restrictions imposed nationally for the public.

Faculty shall recognize that they operate within the context of the culture, morals and laws of the UAE. They are entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce in their teaching controversial matters. Faculty members are also entitled to full freedom in research and in the publication of results, subject to the adequate performance of their other academic duties.

Furthermore, there are no restrictions on the acquisition of library materials.

The student handbook translates the rights of freedom of opinion and access to information into clearly expressed educational values. The handbook alerts students that a university education will challenge their conventional attitudes.

In a university, you may encounter ideas or images that fall outside your personal value system or frame of reference. The University’s goal is not to alter your beliefs or values but rather to produce globally aware, responsible graduates with the capacity for independent critical judgment, exhibiting respectful understanding of diverse points of view and tolerance for perspectives that differ from your own, as Islam promotes. Sensitivity to local culture is considered.

Integrity

Academic integrity is vital to the success of the University’s mission. It entails a strong commitment to the values of honesty, trust, fairness, respect, and responsibility. All members of the academic community will not act dishonestly in their teaching, research and service to the institution. ZU policies uniformly deplore cheating, lying, fraud, theft, and other dishonest behaviors that jeopardize the rights and welfare of the community and diminish the worth of the academic degrees.
Faculty members will cultivate a culture of trust and trustworthiness, fairness and transparency, and justice and mutual respect. Faculty members will seek to prevent others from failing these standards, support others in achieving these standards, and report to the Deans any wrongdoings. Mutual respect is crucial for an academic community. Faculty members must respect themselves and their students as mentors, colleagues, and individuals.

Faculty members will acknowledge use of the intellectual property of others and uphold best professional practices and high ethics in their scientific research and consultation services.

While promoting openness in its students, the institution also promotes sensitivity on the part of the faculty to Islam and to the religious values and practices that shape students’ sensibilities and form the national cultural context. ZU policy indicates the University’s commitment to freedom within the context of the culture, mores, and laws of the United Arab as all social groups. Federal law Emirates (ACA -ADM-09). The cultural and legal environment is characterized by the imperative to be respectful of Islam, as well prohibits the publication of materials that cause hatred or disrespect to Islam, the country’s law, or the basic system of the country in general. Federal law also prohibits publishing anything that would lead to breaking the law or disrespecting the beliefs of others. It is not legal to publish anything that supports crime or hatred among communities in the society.

Students who have concerns about classroom materials or faculty representations use formal and informal processes for registering complaints. The Challenged Materials committee hears formal complaints concerning classroom and library materials. If the complaint concerns classroom presentations or discussions, students also approach administrators in their academic units or in the Provost’s or Vice President’s office. If students approach the Provost or the Vice President, the case is referred to the academic unit from which the complaint has arisen.

*Also see Section 9 of this Handbook on Challenges to Instructionally Related Materials or Activities.*

Related Policies and Procedures:
- ACA-ADM-09 Intellectual and Academic Freedom
- HR -ALL-08 Termination of Employment
- HR -FAC-02 Faculty Roles and Responsibilities
- HR -FAC-03 Evaluation of Faculty
- HR -FAC-08 Zayed University Code of Professional Ethics
- HR -FAC-09 Academic Freedom

Other Resources:
- [http://www.un.org/Overview/rights.html](http://www.un.org/Overview/rights.html)
- [ZU Student Handbook](#)
CHAPTER 8

TEACHING AND LEARNING AT ZAYED UNIVERSITY

The goal
The goal of teaching at ZU is to help all students acquire the knowledge and skills which they will need as active participants in the UAE society of the twenty-first century. Each College specifies learning outcomes for a course or program, which are intended as guidance towards this goal. Some learning outcomes are related to subject matter, some to students’ more general skills; and it is the teacher’s responsibility to help students attain these outcomes as fully as possible.

Teaching activities
Averaged over an academic year, a typical full-time teaching load for an Instructor is 15 semester credit hours, Assistant/Associate/ Professor is 12 semester credit hours, and for pre-baccalaureate faculty 20 contact hours weekly. Teaching also includes preparing for classes, conferring with colleagues who are teaching the same or related courses, and giving feedback to students (during faculty office hours and at other times) to help them learn. Faculty account for students’ attendance using the Faculty Access Program (see ZU Intranet).

Teaching methods
Faculty are expected to use teaching methods appropriate to the learning outcomes of the course/program; to the aspects our students share (including their religious, cultural and national values); and to the differences between individual students in their starting points, learning styles and interests. Bearing in mind these considerations, faculty are expected to apply their own teaching philosophy and professional judgment to help students progress. The University offers a range of technologies, including the learning management system Blackboard (http://courses.zu.ac.ae) to help faculty organize and teach their courses.

Professional development
Faculty are expected to maintain and develop their professional knowledge and skills for teaching. On a day-to-day level this involves being aware of how their activities are contributing to students’ learning, and reflecting on how students respond to teaching approaches. Faculty are encouraged to consider and experiment with new options for helping students learn; to seek feedback from students, colleagues and others; and to review their teaching approaches in the light of these experiences.

Feedback on teaching
Faculty will gain feedback on their teaching from scheduled observations by their College administration. The Student Evaluation of the Learning Environment (SELE) is ZU’s formal system for gathering feedback from students on courses and teaching in the university (see link from Faculty Access Program (FAP)). During the latter half of each course, all students are asked on a single occasion to respond to a survey divided into questions to gather feedback on the university, college, course, and instructor. Their responses are submitted online,
and are relayed anonymously to the course teacher after grades are assigned for the course. The purpose of gathering this information is to contribute to the review of faculty and courses by the university, and to give feedback to faculty for teaching future courses. To help faculty make teaching decisions about the course in progress, they are encouraged to use their own means, in addition to SELE, to gather formative feedback on their teaching.

Related Policies and Procedures:
- HR-FAC-02 Faculty Roles and Responsibilities
- HR-FAC-04 Faculty Professional Development
- ACA-AMD-09 Intellectual and Academic Freedom

Additional Resources:
- Sections in this Handbook on the ZU Vision, Mission and Action Plan; Faculty Roles and Responsibilities; Professional Development; and Academic Freedom
- Sections of the University Catalog on the ZU Academic Program Model and Zayed University Learning Outcomes
CHAPTER 9

CHALLENGES TO INSTRUCTIONALLY RELATED MATERIALS OR ACTIVITIES

General
The university adheres to the United Nations Universal Declaration of Human Rights, Article 19, which states: “Everyone has the right to freedom of opinion and expression; this right includes freedom to hold opinions without interference and to seek, receive, and impart information and ideas through any media and regardless of frontiers.”

The University balances considerations of the students’ culture and religion with access to new ideas and points of view so that its graduates are prepared to assume responsible roles in a global society. Although students may encounter ideas or images that fall outside their own value system or frame of reference at times during their education, the goal is not to alter their beliefs or values but rather to strengthen their Arabic values and traditions and produce responsible graduates with the capacity for independent critical judgment, an understanding of diverse points of view. Sensitivity to the local culture must be considered.

Review of Challenged Material or Activity
A student, faculty or staff member may request review of an instructionally related material or activity by submitting a written statement to the Dean or Director for instructionally-related materials or activity and to Library and Learning Resources for library resources indicating the reason for the challenge.

Related Policies and Procedures:
• ACA-ADM-09 Challenges to Instructionally Related Materials or Activities
• STU-ADM-02 Code of Student Conduct
CHAPTER 10
LEARNING OUTCOMES AND ASSESSMENT OF STUDENT LEARNING

General

As part of its vision to become a leading university with high academic standards, Zayed University has committed itself since its founding to the effective assessment and improvement of student learning. This commitment is grounded in the Academic Program Model (APM), a scaffolding of University-wide and major-specific outcomes that extend across the entire university curriculum. Faculty have played the primary role in developing and refining the university’s learning outcomes and in designing curricula and teaching strategies that achieve these outcomes. They also work with their academic units to determine if their academic programs are effective in achieving the desired student learning.

Learning Outcomes

To understand learning outcomes at Zayed University, one must be aware of Zayed University Learning Outcomes (ZULOs), Program Learning Outcomes (PLOs), Graduate Program Learning Outcomes (GPLOs), course learning outcomes, and the new Qualifications Framework Emirates (QFE). Though continually revised, the ZULOs and PLOs have been in place since 2002. The ZULOs and their corresponding developmental rubrics or matrices serve as the foundation of the undergraduate programs. They function as the learning outcomes for the general education program (COL) and serve as the framework from which PLOs are aligned. Through their developmental levels, they describe where students should be at the end of the first year (Beginning), in the second and third years (Developing), at graduation (Accomplished), and include an aspirational level (Exemplary). The current iteration of the ZULOs is comprised of:

<table>
<thead>
<tr>
<th>Information Literacy (IL): ZU graduates will be able to find, evaluate and use appropriate information from multiple sources to respond to a variety of needs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>• IL1: Determine the nature and extent of information needs</td>
</tr>
<tr>
<td>• IL2: Access information</td>
</tr>
<tr>
<td>• IL3: Evaluate information and its sources critically</td>
</tr>
<tr>
<td>• IL4: Use information to communicate effectively to varied audiences in multiple contexts</td>
</tr>
<tr>
<td>• IL5: Adhere to ethical practices in use of information</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Technological Literacy (TL): ZU graduates will be able to effectively understand, use, and evaluate technology both ethically and securely in an evolving global society.</th>
</tr>
</thead>
<tbody>
<tr>
<td>• TL1: Knowledge of technological system</td>
</tr>
<tr>
<td>• TL2: Proficiency in using technological tools</td>
</tr>
<tr>
<td>• TL3: Knowledge and practices of technology in society</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Critical Thinking and Quantitative Reasoning (CTQR): ZU graduates will be able to demonstrate competence in understanding, evaluating, and using both qualitative and quantitative information to explore issues, solve problems, and develop informed opinions.</th>
</tr>
</thead>
<tbody>
<tr>
<td>• CTQR1: Identify essential information</td>
</tr>
<tr>
<td>• CTQR2: Interpret both qualitative and quantitative information</td>
</tr>
<tr>
<td>• CTQR3: Formulate reasoned conclusion</td>
</tr>
</tbody>
</table>
- **CTQR4**: Transfer learned skills and knowledge to new contexts

**Global Awareness (GA):** ZU graduates will be able to understand and value their own and other cultures, perceiving and reacting to differences from an informed and socially responsible point of view.

- **GA1**: Provide an informed response to global concept or issue
- **GA2**: Examine global issues within the local context
- **GA3**: Propose or plan action to address an international issue in a way that demonstrates social responsibility
- **GA4**: Acknowledge the values of other cultures

**Language (L):** ZU graduates will be able to communicate effectively in English and Modern Standard Arabic, using the academic and professional conventions of these languages appropriately.

- **LA1**: Comprehension of Written English and Arabic (Reading)
- **LA2**: Production of Written English and Arabic (Writing)
- **LA3**: Comprehension of Spoken English and Arabic (Listening)
- **LA4**: Production of Spoken English and Arabic (Speaking)

**Leadership (LS):** ZU graduates will be able to undertake leadership roles and responsibilities, interacting effectively with others to accomplish shared goals.

- **LS1**: Act responsibly with self-awareness of actions and values
- **LS2**: Work effectively in group and interpersonal (dynamic) contexts
- **LS3**: Demonstrate capacity to attain goals

The PLOs within each major are aligned to the ZULOs and course learning outcomes are aligned with PLOs. Within the general education program, the ZULOs are the program learning outcomes and course learning outcomes are linked to them directly. At the graduate level, each program has a set of GPLOs and course learning outcomes are aligned with the GPLOs.

Effective 2012, the UAE launched the Qualifications Framework Emirates (QFE), which is the national qualifications document (similar to Lumina Foundations Degree Qualifications Profile) that describes academic qualifications according to student achievement of learning outcomes rather than by seat time. As a federal institution, Zayed University is committed to aligning its academic programs to the QFE by the end of 2015. The QFE is comprised of ten hierarchical levels of sophistication from Level 1 (Certificate) to Level 10 (Doctoral). The focus for Zayed University is alignment to Level 7-bachelors, Level 9- masters, and Level 10-Ph.Ds. Each level within the QFE is composed of five strands of learning outcomes:

- Knowledge
- Skill
- Autonomy and responsibility- Aspects of competence
- Role in context- Aspects of competence
- Self-development- Aspects of competence

The complete set of learning outcomes across the five strands provides a cumulative description of student knowledge, values and skills upon graduation. A major advantage of the QFE is that it clearly differentiates between learning outcomes at each level.

**Bachelor’s Degree**

The holder of a Bachelor degree (NQE level 7) will have developed a sound understanding of the principles in the field of study, and will have learned to apply those principles more widely. They can evaluate the appropriateness of different approaches to solving problems. The field of study may well have had a vocational orientation, enabling them to be able to perform successfully in their chosen field.
Level Descriptors

Knowledge:

KN1: Specialized factual and theoretical knowledge and an understanding of the boundaries in a field of work or discipline, encompassing a broad and coherent body of knowledge and concepts, with substantive depth in the underlying principles and theoretical concepts.

KN2: An understanding of allied knowledge and theories in related fields of work or disciplines and in the case of professional disciplines including related regulations, standards, codes, conventions

KN3: Understanding of critical approach to the creation and compilation of a systematic and coherent body of knowledge and concepts gained from a range of sources.

KN4: A comprehensive understanding of critical analysis, research systems and methods and evaluative problem-solving techniques.

KN5: Familiarity with sources of current and new research and knowledge with integration of concepts from outside fields.

Skills:

Technical, creative and analytical skills appropriate to:

SK1: Solve specialized problems using evidentiary and procedural based processes in predictable and new contexts that include devising and sustaining arguments associated with a discipline.

SK2: Evaluate, select and apply appropriate methods, procedures or techniques in processes of investigation towards identified solutions.

SK3: Evaluate and implement appropriate research tools and strategies associated with a discipline

SK4: Present, explain and/or critique complex and unpredictable matters using highly developed advanced communication and information technology skills.

Aspects of Competence: Autonomy and Responsibility:

Can take responsibility with conditional autonomy for:

ACAR1: Developing innovative and advanced approaches to evaluating and managing complex and unpredictable work procedures and processes, resources or learning.

ACAR2: Analyzing the management of technical, supervisory or design processes in unpredictable, unfamiliar and varying contexts.

ACAR3: Working creatively and/or effectively as an individual, in team leadership role, in managing contexts related to technical or professional activities.

ACAR4: Expressing an internalized, personal view, and accepting responsibility to society at large and to socio-cultural norms and relationships.

Aspects of Competence: Role in Context:

can function within the discipline with autonomy in technical contexts and adopt para-professional roles with little guidance and take responsibility for:

ACRC1: Setting and assessing the achievement of group or individual outcomes.

ACRC2: Management and supervision of the outcomes of the work of others or self.

ACRC3: Participating in peer relationships with qualified practitioners and multiple complex groups and identify responsibility for managing the professional development and mentoring of individuals and groups.

ACRC4: Taking responsibility for managing the professional development and direct mentoring of individuals and groups.

Aspects of Competence: Self Development:

can self-evaluate and take responsibility for:

ACSD1: Contributing to professional practice and development and/or further learning

ACSD2: Manage learning tasks independently and professionally, in complex and sometimes unfamiliar learning contexts, or

ACSD3: Contributing to observing ethical standards.

Learning Outcomes Assessment

With an ethos of continuous improvement, Zayed University’s current undergraduate learning assessment program is in its fourth year. Learning outcomes assessment at the graduate level, with its less mature programs, is in its second year. The entire process is managed out of the Office of Educational Effectiveness (OEE), an office with assessment, accreditation, and program review responsibilities. At the institutional level, the colleges and their faculty members are engaged in assessment through the University Learning Outcomes Assessment Standing Committee (ULOASC). A University-wide working group and then a committee have been in place since 2010-11. The committee has recently been upgraded to a formal University Standing Committee because of its
importance. These entities have developed, and continue to develop, procedures, processes, timelines, guidelines, professional development opportunities, and feedback for learning outcomes assessment at the University. At the college level, committees and/or working groups have been set up to implement and action the work done in the University Standing Committee.

Though they have a different learning outcomes framework, both undergraduate and graduate programs follow a similar assessment process built around the Assess-Analyze-Act model. The annual assessment cycle is guided by the assessment calendar, a document which provides the timeline for the major activities, including the assessment plan and assessment report submission dates and peer review dates.

Each degree granting program (undergraduate and graduate) is required to assess a minimum of two learning outcomes per year. The latter are assessed through direct methods of assessment (such as a final exam, a specific section of an exam, a presentation, a major paper, a laboratory project, a teaching practicum, a creative work, or internship experience). This data can be triangulated by additional direct measures or indirect measures such as the Graduating Senior Survey, which is aligned to the ZULOs. The general education program (COL), which has a series of sequences or streams of courses, generally assesses one learning outcome in each sequence per year. Given that there are currently 5 streams, this means that 5 learning outcomes are assessed annually which exceeds the University’s minimum expectations. This is important because when the general education and major assessment programs are examined each learning outcome (ZULO or PLO) is usually assessed near the middle of the baccalaureate program (COL) and near graduation (Majors).

The assessment cycle is operationalized so that each program submits an assessment plan in the fall semester and follows up with an assessment report in the spring semester. The assessment report accounts for the results from the assessments conducted as part of the previous year’s assessment plan. This allows faculty time to analyze assessment results, communicate results amongst faculty, and develop and implement program improvements.

Assessment Plans and Reports

The components of the assessment plan are provided through online templates also found on the Assessment Plan and Report webpage. Guided by the templates, programs are required to share their assessment cycle, their curriculum map, and details of the learning outcomes being assessed that year inclusive of the assessment point, the method of assessment, the sample size and plan, and the target.

At the undergraduate level, program representatives present these plans to one another through the assessment committee to share best practices and offer feedback. A recent enhancement to the assessment program is that prior to formal plan submission, a group of peers, mostly ULOASC representatives, serve as reviewers for the plans. This group provides feedback based on a rubric the committee has developed to evaluate the effectiveness of the assessment plans. This process has not only served to improve the quality of the assessment plans, but also provides a valuable professional development experience.

Course Files

During Spring 2016, the University introduced a new Course File Reporting/Auditing system. The Course File concept is based on a requirement from the Commission for Academic Accreditation (CAA), the higher education licensing and accrediting body within the UAE’s Ministry of Higher Education and Scientific Research. The University has adopted the practice of keeping course files to improve the assessment of learning and assurance of academic quality. While the file includes standard items such as the course e-syllabus, course materials, examples of student work, rubrics and marking criteria, the key element to it is a comprehensive faculty reflection of the course (FELE) and student achievement of learning outcomes (SELE).
Related Policies and Procedures:
- ACA-PRO-06 Assessment of Academic Programs
- HR -FAC-02 Faculty Roles and Responsibilities
CHAPTER 11

GRADING

Policy ACA-ADM-11 provides information about the grading system at Zayed University.

Letter Grades and Quality Points
The policy states that courses shall be graded using letter grades. Each letter grade has corresponding numerical quality points assigned to calculate the overall grade-point average (GPA) of the student.

<table>
<thead>
<tr>
<th>Letter Grade</th>
<th>Quality Points</th>
<th>Percentage</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>4.0</td>
<td>90-100%</td>
<td>The highest academic grade possible. The grade is not automatically given to the student who ranks highest in the course, but is reserved for truly distinctive and demonstrably outstanding accomplishment. It represents superior mastery of course material and demands a very high degree of understanding as well as originality or creativity. The grade usually indicates that the student works independently with unusual effectiveness and often takes the initiative in seeking new knowledge outside the requirements of the course.</td>
</tr>
<tr>
<td>A-</td>
<td>3.7</td>
<td>87-89%</td>
<td></td>
</tr>
<tr>
<td>B+</td>
<td>3.3</td>
<td>84-86%</td>
<td></td>
</tr>
<tr>
<td>B</td>
<td>3.0</td>
<td>80-83%</td>
<td>Achievement considerably above acceptable standards. Good mastery of course materials is evident and the student's performance demonstrates a degree of originality, creativity, or both. The grade usually indicates that the student works fairly well independently and often demonstrates initiative.</td>
</tr>
<tr>
<td>B-</td>
<td>2.7</td>
<td>77-79%</td>
<td></td>
</tr>
<tr>
<td>C+</td>
<td>2.3</td>
<td>74-76%</td>
<td>Indicates an appropriate level of competency in the course's basic learning outcomes. It is the grade that may be expected of a student with average performance who gives a reasonable amount of time and effort to the course work. The grade implies understanding of the content of the course, acceptable mastery of course material and learning outcomes, and completion of all requirements. The student must have a minimum cumulative GPA of 2.0 (C) in order to earn a baccalaureate degree from Zayed University.</td>
</tr>
<tr>
<td>C-</td>
<td>1.7</td>
<td>67-69%</td>
<td></td>
</tr>
<tr>
<td>D+</td>
<td>1.3</td>
<td>60-66%</td>
<td>Denotes limited understanding of the subject matter, meeting only the minimum requirement for passing the course. It signifies work that falls below the average acceptable standard in quality or quantity for passing the course. Performance is deficient in analysis, synthesis, and critical expression. There is little evidence of originality or creativity.</td>
</tr>
<tr>
<td>D</td>
<td>1.0</td>
<td>60-63%</td>
<td></td>
</tr>
<tr>
<td>F</td>
<td>0.0</td>
<td>Less than 60%</td>
<td>Indicates inadequate or unsatisfactory attainment, serious deficiency in understanding of course material, or failure to complete the requirements of the course.</td>
</tr>
</tbody>
</table>
Policy ACA-ADM-11 has other information about reporting a variety of special grades such as incomplete, withdrawal, pass, audit, etc.

Related Policies and Procedures:
- ACA-ADM-04 Enrollment and Registration
- ACA-ADM-05 Academic Records
- ACA-ADM-11 Grading
- ACA-ADM-12 Academic Progress

Other Resources
- 2016-2017 ZU Catalog
CHAPTER 12

FACULTY GOVERNANCE

General

Faculty governance at Zayed University takes place at the department/unit, college, and University levels. The goal of faculty governance is to ensure faculty and staff participation in planning and decision making at various levels in the University.

At the department/unit or college level, faculty take part in regular faculty meetings and have membership in one or more committees, task forces and other forms of representation. Units/colleges determine the membership and selection process for their internal committees for each academic year.

At the University level, staff and faculty meetings take place regularly (monthly) on each campus. They serve as forum to update the ZU community and raise concerns.

The following ten standing committees provide on-going counsel and recommendations to college deans, the Provost’s Council, and the provost. Some committees are established at the college and University levels, others at the University level only:

- Accreditation University (College and University level)
- Curriculum Review (College and University level)
- Educational Technology (College and University level)
- Faculty Affairs (University level)
- Graduate Affairs (College and University level)
- International Education (University level)
- Learning Outcomes Assessment (College and University level)
- Research (College and University level)
- Staff Affairs (University level)
- Student Affairs (College and University level)

Faculty serving on University standing committees are members of the corresponding department/unit or college committees, where applicable.

Ad hoc committees and task forces may be established for charges beyond the purview of the standing committees as needed by each college dean and the provost.

Selection

Department Chairs/Directors and deans nominate two faculty members, one member from each campus, to the provost for each University standing committee position. Nominees should be faculty members whose primary responsibilities are teaching, research, and outreach. Exceptions are designated staff and student positions in the Staff and Student Affairs Standing Committees. In consultation with the directors and deans, the provost will appoint members to University standing committees from nominations received, ensuring balance across the campuses. Vacancies during the year will be filled in a similar manner. To assure continuity, University standing committee members serve two year, overlapping terms. Upon initial establishment, committee members will draw for
one or two year terms. University standing committee chairs are selected annually by members of
the committee. Ex-officio administrative members will be assigned by the provost to each University
standing committee. The role of ex-officio members is to assist the committees in the discharge of
their responsibilities and facilitate communication between standing committees and the provost.

Normally, committees will meet by videoconference. Approved minutes will be posted on the
Zayed University Intranet.

Process

Standing committees present recommendations to the Chief Academic officer and the Provost (or
his/her designee), who generally takes them to the Provost’s Council or other appropriate body for
consideration. The provost also meets regularly with the standing committee chairs as a group
to discuss committee agendas and other University matters. Each committee submits an annual
report to the provost in May.

University Resources:
  ▪ Assistant Provost for Faculty Affairs
  ▪ Executive Assistant to the Provost
  ▪ Chairs of University Standing Committees
  ▪ Ex-Officio Members of University Standing Committees

Additional Resources:
  ▪ For more information on faculty governance, including the charge of each University
    Standing Committee, please see the ZU Intranet: http://web_zu.zu.ac.ae/
CHAPTER 13

FACULTY ROLES AND RESPONSIBILITIES

General Principles

Faculty play a critical and special role in the mission of Zayed University (ZU) through the full range of academic roles and responsibilities. Zayed University’s faculty transmit knowledge; contribute to the knowledge base through scholarship, research, and creative work; and provide service to their program, the University, the profession and the community. Faculty roles and responsibilities are the core of the central function of a university and the faculty role in the University differs substantially from other university employees. The three basic roles of faculty — teaching, research, and service — overlap in practice, and outstanding faculty find ways to integrate the three roles.

The quality of ZU is dependent upon the quality of its faculty; consequently, the University’s policy is to attract, employ, and retain faculty with outstanding qualifications

Faculty Roles and Responsibilities

<table>
<thead>
<tr>
<th>Band</th>
<th>Point Allocation</th>
<th>Activities</th>
<th>Faculty Category</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>(All Publications in categories A &amp; B should be peer reviewed. Novels, poetry and translations are evaluated based on reputation of publisher and reviews of work).</td>
<td></td>
</tr>
<tr>
<td>A</td>
<td>Specified by the college</td>
<td>Refereed Journal Publications to be specified by the colleges based on citations.</td>
<td></td>
</tr>
<tr>
<td>B</td>
<td>Specified by the college</td>
<td>Additional scholarly activities to be specified by the college.</td>
<td></td>
</tr>
<tr>
<td>C</td>
<td>Specified by the college</td>
<td>Other assignments pre-approved by Dean of College</td>
<td></td>
</tr>
</tbody>
</table>

Minimum expected publication record over 2 years (College specific)

Minimum number of papers presented at professional or academic conferences over two years (College specific)
In coordination with the college Dean faculty will discuss the workload assignment at the commencement of each academic year to set performance expectations and to discuss the basis of the annual evaluation. Performance expectations should include the relative contribution of teaching, research and scholarly activity, and university service and outreach in the faculty workload for the coming year. The means for evaluation should be discussed and agreed upon and should complement the workload agreement. The agreement for workload and evaluation should be documented and placed in the College Personnel File.

Teaching

All ZU faculty are expected to demonstrate excellence in teaching, which is broader than classroom instruction. They are also expected to maintain an educational environment that best supports students’ learning. To achieve this, they will develop course syllabi and instructional methods to professional standards, use appropriate educational technology, coordinate with others where appropriate, and adhere to the assessment criteria required to ensure that students have achieved the learning outcomes at a level commensurate with ZU’s academic standards. They are responsible for the development and review of curriculum and the assessment of students’ learning at the course, program and institutional levels. They are normally required to schedule and post weekly office hours, distributed fairly between males and females, and based on the number of sections and number of students they teach. The minimum student office hours’ commitment is six hours per week.

Faculty members will fulfill their teaching commitments per the teaching load Policy. They must adhere to official schedule of classes and office hours. The University may schedule make-up classes to compensate for class meetings lost to public holidays or changes to the Calendar of Faculty Personnel Actions. Faculty members must schedule final examinations as set by the Calendar of Faculty Personnel Actions unless extraordinary permission has been given to reschedule a final exam. Rescheduled final exams must fall within the final examination period and must follow the University Policy in this regard. All teaching is evaluated so that faculty teaching and student learning will improve.

Research

Faculty members will maintain an active research agenda that targets contributions of the highest quality, that strives to involve students, that achieves publication in peer-reviewed journals of international repute and other forms of scholarly outcomes, that draws on external research funding, that engages in and generates international collaboration, and that observes the Code of Professional Ethics.

Faculty are encouraged to pursue research interests of significance and relevance to Zayed University and the United Arab Emirates and in all academic fields of enquiry that will advance knowledge and the quality of education.

Service

In conjunction with teaching and research, faculty participate in service activities both within and outside Zayed University. As a public institution, ZU contributes to local, national and international constituencies by providing faculty expertise through outreach and other professional activities that enable ZU to fulfill its mission of service. Faculty also participate in faculty governance through program, college, and University committees and task forces that are essential to the effective functioning of the University. Faculty play a central role in decisions regarding courses, curriculum, degrees, and promotion as well as other decisions that affect the operation of the University. Faculty mentor more junior colleagues and may be assigned duties that fall within their expertise and role.
and contribute to the service mission of the University. Such duties may be assigned to faculty members by the senior administration of ZU. Leadership in professional organizations and participation in other professional activities such as workshops and seminars, evaluation of dissertations and theses, and reviewing works submitted to conferences or journals are also important service contributions.

Advising

Faculty in the Academic Bridge Program advise their students on the design and expectations of the pre-baccalaureate experience and the prospects for enrolling in the baccalaureate program. When students enter the baccalaureate program, either from the ABP or directly from high school, they receive their academic advice from faculty members in the Department of Advising and Academic Development of the University College. Those faculty members deliver a student development and careers education curriculum to students during their first two semesters in the baccalaureate program and assist students with registration, track their academic progress, and help them prepare their applications to majors. When students are admitted to majors, the faculty members offering the major then provide all advising services.

Faculty Roles and Responsibilities in Other Units

Faculty members appointed to the Academic Bridge Program (ABP) also contribute to the teaching of English in the University College as required and deliver English-language instruction as part of the University’s outreach activities. The responsibilities of ABP faculty members include high quality teaching and service. Although ABP faculty are not required to pursue additional qualifications they are encouraged to engage in research in their area of expertise.

Library faculty perform their primary responsibilities and offer service to the University and the profession. Each library faculty member has a subject area of specialization and works with faculty in that discipline to educate students and to build library resources in support of curriculum and research. Library faculty in the assistant and associate professor ranks may be promoted if they meet the qualifications for degrees, librarianship and teaching, professional service and scholarly/creative activity.

Related Policies and Procedures:
- HR-FAC-02 Faculty Roles and Responsibilities
- HR-FAC-03 Evaluation of Faculty

University Resources:
- Provost
- Associate Provost and Chief Academic Officer
- Assistant Provost for Faculty and Research
- College Dean/Unit Director
CHAPTER 14

FACULTY PERFORMANCE REVIEW

Faculty Performance

Annual performance reviews of faculty provide an opportunity to assess each faculty member’s overall contribution to the ongoing development of Zayed University, to help channel faculty efforts into those areas of most importance to the success of the institution, and to provide feedback to faculty in their efforts to improve. The review process supports decisions for probationary assessment, annual salary increment determination, promotion in rank decisions, and contract renewal decisions.

Performance expectations are set through meetings of the Deans, or their designees, with individual faculty at the commencement of each academic year.

The faculty evaluation process has four sources of documentation: (1) The Faculty Workload Plan which defines the goals of each faculty and expectations of the University; (2) the Portfolio which provides a reflective account of teaching, service and scholarly and creative activity; (3) Course Files which provide documented evidence of teaching effectiveness and faculty reflections on a course-by-course basis; and (4) Up to date Faculty CV.

1. Faculty Workload Plan Submitted by the Faculty Member
The purpose of the Workload Plan is to identify the goals of each faculty member, and to define the expectations of the University, in terms of teaching, service and research. Each College will develop its own Minimum Workload Expectations Model which, on approval by the Chief Academic Officer, will provide the basis for workload planning over a two-year planning cycle. The evaluation of faculty will be directly linked to the goals and expectations defined in the Workload Plan (HR-FAC-03 - Appendix A – Faculty Workload Plan Framework)

2. Portfolio Submitted by the Faculty Member
The purpose of the portfolio is to give faculty an opportunity to provide detailed information and commentary on their teaching effectiveness, service contributions, and scholarly and creative activities. It is the faculty member’s responsibility to assemble a portfolio according to the guidelines given in this document (HR-FAC-03-Appendix B) and to submit by the date specified in the annual published Calendar of Personnel Actions.

The Deans or their designees are responsible for conducting the review, of the Portfolio, which will be retained in the College Personnel File. From the time of submission until the personnel review cycle has been completed, the portfolio will be available for review by any individual participating in the evaluation of the faculty member. Individuals participating in the evaluation of a faculty member may request the faculty member to clarify any information contained in the portfolio.
3. Course Files Submitted by the Faculty Member

As per Policy ACA-PRO-11 each course delivered at Zayed University requires a Course File to be developed by the faculty member or members delivering the course. The content of the course file is defined by the Course File Policy, and incorporates evidence of teaching materials, assessment instruments used, quantitative analysis of student performance, student evaluation of the course and a reflection by the faculty on the overall operation of the course, allowing for continuous course improvement.

Policy HR-FAC-03 and its associated Procedures provide details of the process and the documentation.

Related Policies and Procedures:
- HR -ALL-01 Appointments and Re-Appointments
- HR -ALL-15 Disciplinary Measures
- HR -FAC-02 Faculty Roles and Responsibilities
- HR -FAC-03 Evaluation of Faculty
- ACA-PRO-11 Course File
- HR -FAC-04 Faculty Professional Development

Other Resources:
- Calendar of Faculty Personnel Actions
- ZU Intranet http://webapp1.zu.ac.ae/hr_intranet/awards/ University Resources:
- Provost
- Associate Provost and Chief Academic officer
- Assistant Provost for Faculty and Research
- College Dean/Unit Director
- Faculty Affairs Specialist, Office of the Provost
CHAPTER 15

MERIT SALARY INCREASE, OVERLOAD COMPENSATION AND AWARDS

Faculty Merit Salary Increase

Faculty salaries may be increased annually based upon an evaluation of the faculty member’s performance (see also Faculty Performance Review). The amount of the increase is determined by the funds available and by the faculty member’s performance in the areas of teaching effectiveness, research and scholarly activity, and service to the University and community. Following the completion of annual performance evaluations, the Deans recommend to the Chief Academic Officer that individual faculty members be placed in one of three merit categories: Exemplary (maximum of ten percent of eligible faculty), Meritorious, or Non-Meritorious.

Eligible faculty are informed in writing of any plans for salary increases, generally at the beginning of the Fall semester of the following academic year. The increases available for the categories receiving increases are established after determining the amount of funds available for faculty performance recognition. Policy HR–FAC-06 and its associated Procedures provide details of the process and the documentation.

Assignments and Compensation

Faculty should expect teaching assignments each semester as follows:

- **Academic Bridge Program faculty**: 20 contact hours weekly, averaged over an academic year
- **Baccalaureate faculty**: 15 semester credit hours for instructors and 12 semester credit hours for Assistant/Associate/Professor.

The Dean or Director of the academic unit is responsible for submitting a request for extra compensation, normally through the Faculty Workload Online Module managed by the Office of Institutional Research. An individual is eligible for extra compensation when his or her total work assignments for the year (fall and spring semesters) exceed the normal annual workload. Claims for extra compensation for faculty with "research assigned by Dean" and/or RIF-related teaching reduction will not be approved. Compensation is not normally payable when responsibilities are additional for less than a month.

Faculty members with a teaching load of more than 24 credit hours and instructors with more than 30 contact hours over the whole academic year are entitled to compensation. Teaching overload compensation is made for every credit hour taught above the “standard” teaching load requirement. The compensation for any teaching load that exceeds or falls short of a credit hour will be adjusted pro rata. The compensation rate shall be published on a yearly basis.

Any release time is counted in the faculty member’s workload but is not counted within calculations of teaching overload.

Total compensation for all ZU-related overload assignments should not exceed 20% of the individual’s annual salary. The Provost must approve any assignment that would entail compensation beyond the 20% limit well in advance of the proposed overload.
The rates for extra compensation for teaching or non-teaching assignments over and above the normal workload are based on the faculty member's salary and should be established before the assignment begins. Payment of extra compensation for teaching in the fall will occur after the Faculty Workload Online Module has accounted for both fall and spring assignments, thus allowing verification of total workload for the year.

**Faculty and Staff Awards**

Zayed University recognizes outstanding performance by faculty and staff through Faculty and Staff Awards presented to up to three faculty members and three staff members each year. The awards are presented at the annual Convocation in August.

Nominations for awards are invited from the ZU community each spring. Faculty and staff members may be nominated in recognition of their outstanding contributions and achievements over the past year. Criteria for nominations include:

- Promotes or exemplifies the University’s mission, values and goals
- Is knowledgeable in their field or work area
- Demonstrates leadership qualities
- Shares their time and knowledge
- Demonstrates initiative and creativity
- Is respected by their peers
- Has excellent interpersonal skills
- Exemplifies professional behavior
- Is a role model
- Has exemplary communications skills
- Is caring
- Demonstrates dedication in job performance
- Contributes positively to the University

Related Policies and Procedures:

- HR -ALL-01 Appointments and Re-Appointments
- HR -ALL-15 Disciplinary Measures
- HR -FAC-02 Faculty Roles and Responsibilities
- HR -FAC-03 Evaluation of Faculty
- ACA-PRO-11 Course File
- HR -FAC-04 Faculty Professional Development
- HR -FAC-05 Salary Administration for Faculty Appointments
- HR -FAC-06 Faculty Merit Salary Increases
- HR -FAC-07 Overload Compensation for Faculty and Academic Administrators

Other Resources:

- Calendar of Faculty Personnel Actions
- ZU Intranet [http://webapp1.zu.ac.ae/hr_intranet/awards/](http://webapp1.zu.ac.ae/hr_intranet/awards/) University Resources:
  - Provost
  - Associate Provost and Chief Academic Officer
  - Assistant Provost for Faculty and Research
  - College Dean/Unit Director
  - Faculty Affairs Specialist, Office of the Provost
CHAPTER 16

PROFESSIONAL DEVELOPMENT

General

All faculty and academic administrators are expected to participate in professional development activities that ensure their ongoing effective contribution to the development of Zayed University and their active engagement as scholars in their discipline fields and in the scholarship of teaching and learning.

Professional development activities are intended to benefit Zayed University in several ways:

1. The reputation and visibility of Zayed University must be broadened and strengthened by the activity
2. The activity must provide the individual faculty member with an opportunity to increase his/her professional expertise and knowledge in the pursuit of excellence
3. The result of any activity must be that students are the direct beneficiaries of the acquired knowledge and expertise gained by the participating faculty

The University will support, organize and, where appropriate, provide funding for approved professional development activities. Preference will be given to endeavors that support stated priority areas for the University and / or Colleges. Colleges are provided with professional development funding each financial year and the Dean / Director has responsibility for administering those funds

Hosting local or regional conferences, meetings, or workshops on campus, and developing workshops for Zayed University faculty or for special groups are examples of activities that may directly benefit Zayed University students.

Funded activities not involving international travel

Professional development activities that do not involve international travel can be approved by the Dean or Director of the College or Department. No application is required to the Office of the Provost.

Funded activities involving international travel

These activities are generally confined to presenting a research paper in a regional or international conference that publishes its proceedings. The dean of the College of Arts and Creative Enterprises will establish the corresponding appropriate preference to be followed by the College faculty after approval of the Chief Academic Officer.

Faculty will complete the Request for Travel to Engage in Professional Development (Form HR - FAC-04A) and forward to their Dean / Director. The Dean / Director will either approve the request as specified or with adjustments to the funding. The Office of the Dean will inform the faculty, normally within five working days, if the request is approved or not. If approval is granted, the faculty is advised of the level of funding approved.
Unfunded activities

Faculty may also be granted professional leave each year for a maximum of eight days, to attend professional activities at their own expense.

Further Education

Further education is encouraged and faculty may apply for a special short-term leave to complete special degree requirements, such as defending a thesis. Zayed University will not provide financial support to cover fees involved in further education.

Arrangements during Absence

Faculty who will miss classes because of an approved activity are responsible for arranging a suitable substitute instructor or substitute activities during their absence.

Others

- Normally, seven calendar days/year is the maximum allowable period of absence for attending a regional or international conference or meeting
- Faculty must define a strategy for dissemination of the benefits derived to colleagues and where appropriate, to students, in their proposals
- Professional development activity will be reported and evaluated as part of the Annual Faculty Performance Review process at Zayed University

Frequently Asked Questions about Professional Development Procedures

What types of professional development activities are funded by ZU?
Please see Policy and Procedure HR -FAC-04. Activities normally include participation to present research results in professional conferences that publish its proceedings, local meetings, workshops, art galleries, seminars, symposia and training programs.

How many days are allowed for a professional development activity?
A maximum of seven calendar days are allowed per trip to attend a regional or international conference.

Is my Dean’s/Director’s signature necessary for approval of my PD request?
Yes, requests for funding must be through and supported by the college dean or his/her designee.

What documentation is required as part of the PD request?
For conferences or meetings, please attach a letter of acceptance, invitation and conference website. An e-mail for the above is acceptable until a formal invitation/acceptance is received. An airfare quote from ZU Travel Services must be attached to the application. For workshops or training programs, please attach details of the workshop/training program or simply provide the website address that has the right information. For all other PD activities, please provide supporting documentation that allows the verification of requested funds.

If classes will be missed, what alternative arrangements should I put in place?
The preferred arrangement is to arrange for colleagues to cover your classes. Other options include
pre-arranged assignments to be completed by students and a combination of substitute faculty and independent assignments. Other arrangements can be made as considered appropriate by colleges.

How long will it take for the PD request to be processed?
Colleges or units have their own submission deadlines. You should also allow time for any payments required to be processed by Finance.

How do I know the status of my request?
You will receive an email from the Dean’s office informing you once your application has been approved. Incomplete applications will mean a longer processing time. Your approved or declined original PD application will be sent back to you through the University mail system.

To whom do I need to distribute copies of the approved PD request?
A copy of the approved PD request will be filed in your College, and copies need to be sent to Travel Services and the Finance Department.

Where do I get my ticket from? Can I buy the ticket myself and then get reimbursed?
An airfare quote from ZU Travel Services (TS) must be attached to the application. Faculty may be issued a ticket from the TS or they may purchase their tickets independently. However, they must have the quote from the TS to get reimbursement from Finance for their ticket. Reimbursement will be up to the cheaper amount. (i.e., if you paid for your own ticket and it was more expensive than what the Travel Services could have secured, then ZU would reimburse you up to the amount of the TS quote).

What can be classified as “Other Travel” expenses?
It may include estimates for the cost of internal transportation at the destination, including taxi, airport shuttle, train, ferry, etc. Receipts are required for reimbursement of costs incurred for other travel expenses.

How much is the allowed budget for meal and incidental expenses?
Faculty on international travel for PD can have a per diem allowance. Expenses for incidental items are reimbursed.

Faculty attending PD activities in the UAE can have per diem allowances. Expenses for incidental items are reimbursed. Use of personal vehicles when transportation is not available through Travel Services is claimable at a standard rate per kilometer.

These expenses do not require receipts to be reimbursed, but need to be properly specified in the Foreign/Local Expense Claim form of the Finance Office. Please note that registration fee benefits (e.g., conference gala dinner) should not be claimed as part of meal and incidental expenses.

The amounts of these allowances are subject to adjustment by ZU and are published on the Expense Claim Forms.

Is there such a thing as a “PD travel advance?”
Up to 75% of the approved PD amount that is expected to be paid in cash may be taken as a travel advance from Finance. You should allow time for such a request to be processed by Finance. Advances are required to be cleared on return to the university and reconciled against the actual cost incurred.

What are “other expenses” associated with PD activity? Can they be paid for by the University?
Other expenses may include visa fees, reasonable internet usage fees, and translation fees that are directly related to the PD activity. Any such items should be listed on the PD form and approved by the Dean or designee. They will be reimbursed by the University if receipts are submitted to the Finance Department, together with the completed Expense Claim Form. The purchase of books and learning materials outside of the normal purchasing process must be approved in advance by the
Where can I get the Expense Claim Forms?
This form can be downloaded from the ZU Intranet, under Financial Services (http://webapp1.zu.ac.ae/fserv/). This form should be submitted to the Finance Office as soon as you get back from your travel, together with all supporting receipts, to enable the Finance Office to process the reimbursement of all the expenses that you incurred during the activity.

If my professional development and travel is within the U.A.E., what form should I use?
Use the same form (HR-FAC-04a Request to Engage in Professional Development) and have it approved by your Dean or designee.

How would I know if my PD request is to be charged to my college, RIF, or other sources?
Most PD requests are to be charged to colleges. If you have an active RIF project that includes a PD component, your RIF project will be charged if your PD activity is consistent with the theme and objectives of the RIF project. Other sources for funding may be grants from external parties.

If my PD is to be charged to my RIF account, what documents are needed to be submitted?
You should submit documentation about your RIF project or the link to University research site where your project is mentioned. Your request will need to be approved by the Office of Research, as well as by your Dean.

Can my PD application be rejected?
Most PD applications are approved although the amount of approved funding may be different than requested. Applications may be rejected if they are not supported by documentation, if the activity is scheduled during the start or end (i.e., during final assessments) of the semester, etc. Special cases can be appealed to the Chief Academic Officer.

Am I expected to submit a report about my PD activity?
Yes. Please use form HR-FAC-04b to write your report. Submit your one-page report to your Dean/Director, upon your return. The PD report is needed for reimbursement of expenses.

Are there blackout dates / periods for Professional Development during the Academic Year?
Professional Development activities should be avoided during the first week of classes each semester and during the assessment periods. Absence due to PD trips should not disturb the students’ learning advancement and should be coordinated with the college’s requirements.

Who should I contact if I have questions?
Please contact your Dean/Director.

Related Policies and Procedures:
- HR-FAC-04 Faculty Professional Development
Other Resources:
- Request to Engage in Professional Development Form can be downloaded from the ZU Intranet site under University Policies.
University Resources:
- Associate Provost and Chief Academic officer
- College Dean, College Administrative Officer
Other Resources:
- Expense Claim Forms
CHAPTER 17

FACULTY RESEARCH AND CREATIVE ENDEAVORS

Goals

Zayed University fosters research, scholarship, and creative activity that address the interests, needs, and concerns of the UAE, the region and the world. It seeks to recruit and retain faculty with demonstrated expertise and research capability who can contribute to the research agenda of the University. It involves undergraduate and graduate students in research and individual study and continually seeks to establish research training and support programs that develop national research capacity. ZU faculty use their diverse international research experience to address contemporary issues of the UAE as the nation undergoes significant economic, social and cultural change. They also contribute broadly to international scholarship covering all areas of significance. General information about research at Zayed University can be found on the website: http://www.zu.ac.ae/research/

Services to the Research Community

The Office of Research at Zayed University offers the following services to the University faculty:

- Project funding support through “Research Incentive Fund” Grants for all faculty, and “Start Up” Grants for new faculty. All details relating to these internally available grants can be found at:
  http://www.zu.ac.ae/main/en/research/for_researchers/funding_opportunities/zu_fundin
g_opp.aspx
  http://www.zu.ac.ae/main/en/research/for_researchers/grant-
management/manage_budget.aspx

- The Provost sponsors a Provost’s Research Fellowship, which is offered to Zayed University faculty each semester. The aim is to provide a research support initiative to give a semester release or a semester at a reduced load to faculty members with established research or scholarly/creative project agendas. Full details are available at:
  http://www.zu.ac.ae/main/en/research/for_researchers/funding_opportunities/_funding_links/
provost_research_fellowship.aspx

- Listing of grant funding opportunities both within the UAE and world-wide with relevance to the United Arab Emirates. Further information is available at:
  http://www.zu.ac.ae/main/en/research/for_researchers/funding_opportunities/external_f
unding_opp.aspx

- Policies, procedures, forms and assistance with ensuring a world standard of research integrity for all research activity undertaken by faculty and students at Zayed University. Full details, including ethical clearance of research involving human or animal subjects are found at:
  http://www.zu.ac.ae/main/en/research/for_researchers/research_integrity/ethical_clea
rance.aspx
  http://www.zu.ac.ae/main/en/research/for_researchers/research_integrity/res_ethics_co
mittee.aspx

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Facilitation and support of selective Zayed University publications and conferences, 
http://www.zu.ac.ae/main/en/research/about/publications_and_conferences/research_publications.aspx
http://www.zu.ac.ae/main/en/research/about/publications_and_conferences/research_conferences.aspx

Facilitation and support of and research training, workshops and resources

Since 2016 faculty will see an expansion of opportunities offered both to faculty members and to students who are interested in becoming more involved in active research projects. 
http://www.zu.ac.ae/main/en/research/for_students/ZU.URSP.aspx

ZU has a comprehensive set of continuously updated policies and procedures for all University matters, which are easily accessible on the Intranet for faculty and staff. Clicking on the following link on the ZU intranet give access all the ZU policies and procedures: 
http://webapp15.zu.ac.ae/policies/Policies.

To ensure maximum transparency, inclusiveness and efficiency for all faculty and staff, this website contains searchable and downloadable documents of both approved and proposed polices and associated procedures, and where appropriate also the associated forms.

For more information contact research@zu.ac.ae

Use of other units

Policies, procedures, and forms related to coordination with other University units such as Purchasing, Travel Services, Finance, Library, and IT are available on the research website:
http://www.zu.ac.ae/main/en/research/about/research_policies.aspx

Information relating to the University Standing Committee on Research can be found at:
http://www.zu.ac.ae/main/en/research/about/research_committees/research.standing.committee.aspx

Related Policies and Procedures:
• ACA-RES-01 Public and Private Support for Research and Sponsored Programs
• ACA-RES-02 Research Involving Human and Animal Subjects
• ACA-RES-03 Intellectual Property
• ACA-RES-04 Approval of External Requests to Use Zayed University Faculty, Staff and Students as Research Subjects
• HR -FAC-01 Academic Rank and Promotion for Faculty
• HR -FAC-02 Faculty Roles and Responsibilities
• HR -FAC-04 Faculty Professional Development

Other Resources:
• Calendar of Faculty Personnel Actions

University Resources:
• Assistant Provost for Research
• University Standing Committee on Research
• College Research Committee
CHAPTER 18

CONSULTING AND OUTSIDE EMPLOYMENT BY ZU FACULTY

General

Zayed University requires a full-time commitment from all full-time employees. It recognizes that the expertise of faculty and staff can be of value to the external community and wishes to engage in productive relationships for mutual benefit. Notwithstanding, faculty may be allowed to offer consulting services or be engaged in temporary employment with another employer subject to the provisions of Policy and Procedure HR -ALL-10.

No consulting or other employment may be initiated by a ZU employee without prior approval. These activities are maximized to one day/week. Faculty seeking approval must submit an application to the Chief Academic Officer through their Dean or Director containing information about the consulting or other employment. The application form is available from Faculty Affairs.

In assessing each application, the following factors will be considered:

1. The faculty must demonstrate that the consulting or other employment does not interfere with or adversely affect their ability to satisfy all of the responsibilities of their full-time position with the University
2. The faculty must satisfy the University that the consulting or other employment is not in competition or conflict with the University’s mission and programs
3. The faculty must show commitment to conducting the consulting or other employment in a manner consistent with the ethical and professional standards of the University
4. The faculty must demonstrate that the consulting or other employment does not require sponsorship by another employer
5. The faculty must agree and ensure that no University resources are used in their consulting or other employment

Related Policy and Procedure:
- HR -ALL-10 Consulting and Outside Employment by ZU Faculty and Staff

University Resources:
- College Dean or Unit Director
- Associate Provost and Chief Academic officer
- Assistant Provost for Faculty and research
- Faculty Affairs Specialist, Office of the Provost
- Human Resources
CHAPTER 19

ROLES AND RESPONSIBILITIES OF DEANS, ASSOCIATE DEANS, AND ASSISTANT DEANS

Deans

Deans provide academic leadership for each of the colleges. Responsibilities include development of the curriculum, recruitment and evaluation of faculty and staff, assignment of teaching and other duties to faculty, maintenance of close relationships with professional communities in the UAE, determination of budget allocations in an efficient, cost-effective manner, and working with faculty and students to provide a positive student-learning environment.

The Responsibilities

Leadership

- Provides leadership in Abu Dhabi and Dubai campuses on developing and maintaining high academic standards; development, delivery and evaluation of curriculum and instruction, strategic planning, faculty recruitment and development; and oversight of media outreach
- Operates the college within its budget allocation in an efficient, cost-effective manner and develops initiatives for new funding

Strategic

- Creates and maintains a clear long-term strategy for the college in alignment with Zayed University’s mission and strategic plan involving teaching, scholarship and service
- Understands, promotes and implements ZU’s vision, mission and goals

Programs

- Develops and implements curriculum
- Develops and implements training and research opportunities
- Assists in the development of institutional policies and procedures
- Works collaboratively with faculty to develop curriculum consistent with accreditation standards
- Promotes and supports improvements in instruction by faculty
- Assigns, with consultation with department chairs, teaching loads and related activities to faculty and oversees scheduling of courses
- Certifies faculty workloads as required by the University

Relationship Building

- Maintains close relationships with professional communities in the United Arab Emirates
- Creates academic alliances as appropriate with institutions of higher education within the U.A.E., as well as with institutions in the United States and other countries
- Works with Student Life to develop a positive student-learning environment, including academic integrity, student progression and admission
- Oversees student activities (instruction, advising, extracurricular activities, internship, and student organizations)
- Advises, assists, and provides solutions to Associate and Assistant Deans on issues related to
the smooth operation of the college

**Staffing**

- Initiates staffing requests with HR;
- Conducts interviews and makes staffing recommendations for the college
- Provides orientation to new faculty and support staff
- Supervises faculty and makes recommendations related to merit salary increases and retention where appropriate
- Works with faculty to determine objectives for the academic year
- Evaluates performance throughout the year against these objectives

**Associate and Assistant Deans**

Associate Deans manage college activities on the campus to which they are assigned. In certain cases, Assistant Deans may fulfill that function.

**Service to the College may include, but is not limited to, the following:**

- Assist the dean in providing academic leadership and administrative services to ensure full and accurate implementation of all undergraduate and post graduate degree programs in the college
- Assist the dean in managing the day-to-day operation and activities of the college, including supervision of faculty and staff
- Prepare reports as requested by the dean
- Serve as Acting Dean when requested
- When necessary represent the dean at conferences or in recruitment
- Serve on and/or chair appropriate college committees, including search committees
- Review the college curriculum with the dean and the academic affairs committee to make sure it is current to meet the University’s needs
- Coordinate textbook requests and orders with the administrative officer
- Create the college schedule of classes each semester
- Maintain planned curricula on all students and coordinate the advisor lists
- Participate in all efforts to advance the curriculum of the college, including the development of new courses, minors, etc.
- Register students into courses and modify student registration during the drop/add period
- Provide override registration for advisors during pre-registration and add/drop period
- Coordinate the Arabic labs and Arabic courses offered to complement the college courses
- Teach classes as assigned by the dean
- Oversee the coordination of the internship program of the college
- Review and assess student portfolios
- Coordinate capstone presentations
- Support faculty internship supervisor, and supervise internships when necessary, including summers
- Visit classrooms and evaluate all faculty annually, including adjuncts
- Prepare faculty teaching assignments and coordinate them with research efforts
- Assist the dean in reviewing and evaluating faculty portfolios
- Assist faculty with requests for materials, including hardware, software, etc.
- Assist the dean in conducting annual review of appropriate staff, including administrative officers, administrative assistants and laboratory managers
- Organize special events, including logistics and presentations, such as the academic festival, Majors’ Day and social events
- Work closely with outside constituents such as parents, schools, other universities
- Mentor new faculty and mentor/manage staff personnel
- Retain an active research agenda
Service to the University may include, but is not limited to, the following:

- Work with other associate and assistant deans to address common issues
- Assist the dean in serving as host to special guests who might visit the university, including those attending conferences, workshops and special programs
- Coordinate class needs across departmental and college lines, including working closely with the registrar and career services
- Certify all students’ majors as required by the registrar
- Assist the dean in responding to requests for data and inquiries from other colleges and units within the University
- Serve on University-wide committees when appropriate
- Maintain files on alumnae to keep them in touch with the university
- Serve as liaison for the college to implement the ZU/SEDONA Faculty Database
- Engage in research and other professional activities
- Assist the dean in overseeing the college’s graduate program

Service to Students may include, but is not limited to, the following:

- Serve as counselor and problem solver for students, carefully balancing the rights and expectations of students and faculty
- Maintain accurate student records and keep them on track to graduate and perform a degree audit and certify students for graduation
- Address attendance issues with students when required
- Advise students when necessary, particularly new students coming into the college
- Respond to student concerns about instructors, courses, programs, etc.
- Resolve class conflicts
- Review and resolve grade appeals
- Assist in the coordination of and participation in student field trips throughout the academic year
- Coordinate and assist as required with internships, capstone projects and presentations
- Develop practicum classes and coordinate independent study classes with faculty
- Provide references for students—written and oral—to prospective employers and graduate programs

Each college’s job description for Associate and Assistant Deans may vary slightly from the above. Besides including most if not all of these responsibilities, colleges may identify tasks or functions to accommodate their particular needs or mission.

Related Policies and Procedures:

- ACA-ADM-07 Code of Academic Conduct
- HR -AAA-01 Salary Administration for Academic Administrative Appointments
- HR -AAA-02 Evaluation of Academic Administrators
- HR -ALL-12 Employee Conduct
- HR -FAC-08 Zayed University Code of Professional Ethics
- HR -FAC-09 Academic Freedom
- STU-ADM-01 Student Security
- STU-ADM-02 Code of Student Conduct
- STU-ADM-03 Student Organizations
- STU-ADM-08 Student Complaints
- STU-ADM-11 Alumnae
CHAPTER 20

ACADEMIC ADMINISTRATOR PERFORMANCE REVIEW

General

The performance of academic administrators (including Deans, Associate and Assistant Deans, the Director of the Academic Bridge Program, Department Chairs, Academic Supervisors, and Directors of Institutes) is reviewed each year. The review process supports decisions for probationary assessment, annual salary increment determination, promotion in rank decisions, and contract renewal decisions.

The evaluation involves three steps.

*Step 1:* A self-assessment is completed by the academic administrator.

*Step 2:* A confidential survey of faculty and staff reporting to the academic administrator may be conducted by the Office of Institutional Research. The survey is conducted electronically and anonymity of the responses is maintained. Factors addressed include Leadership; Organizational and Administrative Skills; Faculty and Staff Relations; Faculty Development, Retention, and Quality; Student Relations; Community Relations; and Overall Performance. While the decision to conduct the survey rests with the supervisor, at a minimum it is normally conducted during the first year of an administrative appointment and again before contract renewal.

*Step 3:* The annual performance evaluation is completed by the supervisor.

**Policy HR-AAA-02** and its associated Procedures provide details of the process.

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Related Policies and Procedures:
- HR-AAA-01 Salary Administration for Academic Administrative Appointments
- HR-AAA-02 Evaluation of Academic Administrators
CHAPTER 21

CODE OF PROFESSIONAL ETHICS

Membership in the academic community carries with it special responsibilities. This is the basis of a set of principles originally articulated in 1966 by the American Association of University Professors (AAUP). The AAUP standards are a result of general professional consensus and are basic to acceptable faculty conduct. Institutions of higher education the world over have affirmed the AAUP Statement on Professional Ethics, and Zayed University faculty are expected to adhere to those principles. The intention is to uphold the highest standards of teaching and scholarship while advancing the institutional mission. The AAUP Statement addresses five crucial areas of faculty responsibilities — to the profession, to students, to the community of scholars, to the academic institution itself, and to the community at large.

(1) Responsibility to the Profession

Professors, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognize the special responsibilities placed upon them. Their primary responsibility to their subject is to seek and to state the truth as they see it. To this end faculty devote their energies to developing and improving their scholarly competence. They accept the obligation to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge. They practice intellectual honesty. Although faculty may follow subsidiary interests, these interests must never seriously hamper or compromise their freedom of inquiry.

(2) Responsibility to students

As teachers, faculty encourage the free pursuit of learning in their students. They hold before them the best scholarly and ethical standards of their discipline. Faculty demonstrate respect for students as individuals and adhere to their proper roles as intellectual guides and counselors. Faculty make every reasonable effort to foster honest academic conduct and to ensure that their evaluations of students reflect each student’s true merit. They respect the confidential nature of the relationship between faculty and student. They avoid any exploitation, harassment, or discriminatory treatment of students. They acknowledge significant academic or scholarly assistance from them. They protect their academic freedom.

(3) Responsibility to community of scholars

As colleagues, faculty have obligations that derive from common membership in the community of scholars. Faculty do not discriminate against or harass colleagues. They respect and defend the free inquiry of associates. In the exchange of criticism and ideas faculty show due respect for the opinions of others. Faculty acknowledge academic debt and strive to be objective in their professional judgment of colleagues. Faculty accept their share of faculty responsibilities for the governance of their institution.

(4) Responsibility to the academic institution

As members of an academic institution, faculty seek above all to be effective teachers and scholars. Although faculty observe the stated regulations of the institution, provided the regulations do not
contravene academic freedom, they maintain their right to criticize and seek revision. Faculty give due regard to their paramount responsibilities within their institution in determining the amount and character of work done outside it. When considering the interruption or termination of their service, faculty recognize the effect of their decision upon the program of the institution and give due notice of their intentions.

(5) Responsibility to the community at large

As members of their community, faculty have the rights and obligations of other residents. Faculty measure the urgency of these obligations in the light of their responsibilities to their subject, to their students, to their profession, and to their institution. When they speak or act as private persons, they avoid creating the impression of speaking or acting for their college or university. As individuals engaged in a profession that depends upon freedom for its health and integrity, faculty have an obligation to promote conditions of free inquiry and to further public understanding of academic freedom.

Related Policies and Procedures:
- HR -ALL-08 Termination of Employment
- HR -FAC-02 Faculty Roles and Responsibilities
- HR -FAC-03 Evaluation of Faculty
- HR -FAC-08 Zayed University Code of Professional Ethics
- HR -STA-01 Salary Administration for Staff Appointments

Other Resources
- The AAUP Statement on Professional Ethics, along with a brief introduction, can be found at http://www.aaup.org/AAUP/pubres/policydocs/contents/statementonprofessionalethics.htm.
CHAPTER 22

CODE OF ACADEMIC CONDUCT

General

Zayed University expects and requires all students to demonstrate integrity in all their academic work. Zayed University Policy ACA-ADM-07 defines academic integrity and lists prohibited behaviors which include, but are not limited to:

- cheating;
- plagiarism;
- falsification of data;
- inventing or misrepresenting research or citations;
- helping others to cheat, plagiarize or falsify material;
- obtaining copies of tests without permission;
- misrepresenting coursework done for another course as new work without prior permission from the instructor;
- interfering with other students’ work;
- taking a quiz or examination for another student, or having another student take a quiz or examination for oneself;
- collaborating with others on assignments meant to be done on one’s own, without the prior permission of the instructor; and,
- abuse, misuse or appropriation of shared instructional or research resources.
- destroying or tampering with shared instructional or research resources
- withholding or hiding shared instructional or research resources
- appropriation of shared instructional or research resources

The policy also states expectations for relations with faculty and staff, noting that students are expected always to tell the truth and not attempt to deceive or to hide the truth. They are required to behave courteously and considerately and obey the commands of faculty and staff as required in the Code of Student Conduct (see also section on Code of Student Conduct). Faculty and staff set the standards for appropriate behavior.

Students who violate the Code of Academic Conduct are subject to disciplinary procedures as detailed in the Procedures associated with Policy ACA-ADM-07. Violations are dealt with in the department or College, and usually begin with the instructor. The department or college and the office of Student Life are notified of violations so that multiple violations can be identified.

The Procedures also specify Library Quiet Rules and provide definitions for Cheating and Plagiarism. Much of the content of the Policy and Procedures on Academic Conduct is also presented in the Student Handbook.

Related Policies and Procedures:
- ACA-ADM-07 Code of Academic Conduct

University Resources:
- Student Life
CHAPTER 23

CODE OF STUDENT CONDUCT

General

Zayed University requires appropriate behavior of its students in the interest of campus safety and order and to assist students in learning responsible behavior. Zayed University Policy STU-ADM-02 defines student rights and responsibilities and specifies, in the Code of Student Conduct, both required behaviors and prohibited behaviors for students and student groups.

Students are required to:

- attend the university during scheduled class hours;
- attend all classes regularly and punctually;
- complete assignments on time;
- meet all requirements for course completion and program completion; and
- Understand and make every effort to maintain good academic standing.

Prohibited behaviors are detailed in the Policy.

Students who violate the Code of Student Conduct are subject to disciplinary procedures as specified in the Policy and detailed in the Procedures associated with Policy STU-ADM-02. Sanctions range from oral notice or warning through dismissal from the University. Disciplinary processes are handled through the office of Student Life.

The Procedures also specify the process for approval of requests from students and student groups. Much of the content of the Policy and Procedures on Student Conduct is also presented in the Student Handbook.

Related Policies and Procedures:

- STU-ADM-02 Code of Student Conduct

University Resources:

- Student Life
CHAPTER 24

ACADEMIC INTEGRITY

Zayed University Honor Code

In the Name of God Most Gracious Most Merciful

As a student of the University that carries the name of the beloved and revered father of the nation, the late Sheikh Zayed Bin Sultan Al Nahyan (may his soul rest in eternal peace), I pledge to:

- demonstrate the virtues of honesty, respect and fairness;
- adhere to the highest standards of personal moral conduct;
- refrain from any and all forms of academic dishonesty;
- present a positive image of myself by acting with maturity and honor;
- take responsibility for my actions and do my part to maintain a community of trust; and to
- dedicate myself to the achievement of the University’s excellence.

I promise to honor Sheikh Zayed and to preserve his legacy by following the example set by the wise and beloved father of the United Arab Emirates.

Message to Faculty from ZU Honor Council Student Members

Academic integrity is a fundamental principle upon which every reputable educational institution is based. Zayed University is no exception, for we, too, aspire to be a leading educational institute that conforms to high standards of academic integrity. To achieve this goal, we need your active support and co-operation to help raise awareness among your students about the importance of honesty and integrity in all aspects of university life.

At the beginning of each semester, we ask that you please discuss the Zayed University Honor Code with your classes. The Honor Code constitutes the academic, intellectual and ethical standards expected from students, faculty and staff at Zayed University. This code was devised to help set the guidelines for proper behavior at the university, and they are based on the values and ideals of our revered namesake, Sheikh Zayed bin Sultan Al Nahayan. We feel very strongly about the Honor Code because we believe that we all have a responsibility to honor the name of this great institution and we know that the actions and behaviors of our students reflect directly on the reputation of this university.

To assist with carrying out the message of the Honor Code, there is a group of dedicated members, mostly students, who are committed to bringing awareness to the campus community about the expectations described in our Code. This group is known as the Honor Council and our job is to educate and encourage the campus community to adhere to the Honor Code values. We hope that when students know about the Honor Code, they will demonstrate honesty and maturity in all of their actions.

To help support the Honor Council, we kindly ask you to:

- include the Honor Code in your syllabi for your classes;
• engage students in discussions about the importance of academic integrity;
• clearly state your expectations for your assignments, especially when individual work is required;
• speak to your students about the seriousness of academic Honor Code violations, as well as the consequences for academic misconduct;
• be vigilant during exams;
• confront and/or report on honor code violations to the Dean or Assistant Dean of Students on your campus;
• regularly discuss academic integrity with your students throughout the semester so that the message is continually reinforced; and,
• nominate students who demonstrate honesty and integrity for membership on the Honor Council.

We know that when academic dishonesty is known to occur at the university, this reflects poorly on the image of our students and ultimately diminishes the value of our degree. Therefore, we ask that you give us your full support by letting your students know that academic integrity is a top priority in your classroom. We need the support of all faculty to help us in this endeavor because you are our first line of defense and deterrence against academic misconduct.

We welcome all inquiries, remarks, or recommendations, so please feel free to email us at honorcouncil@zu.ac.ae with your questions and feedback.

Thank you,
Zayed University Honor Council
Abu Dhabi and Dubai Campuses

Related Policies and Procedures:
• ACA-ADM-06 Attendance
• ACA-ADM-07 Code of Academic Conduct
• ACA-ADM-10 Off-Campus Programs and Activities
• STU-ADM-02 Code of Student Conduct

University Resources:
• Student Life
CHAPTER 25

DISCIPLINARY MEASURES

General

Policy HR -ALL-15 outlines the University’s expectations of its employees and applicable disciplinary measures for employees whose job performance or conduct is unsatisfactory.

University Expectations

All employees of Zayed University are expected to conduct themselves in a professional and ethical manner not only as employees but also as residents within the United Arab Emirates. This includes respect for the laws, customs and traditions of the UAE. In addition, employees are expected to behave respectfully with colleagues, students and others and comply with University policies, regulations and other requirements of the University. Employees are expected to fulfill their job responsibilities while meeting the highest standards of performance and adhere to an exemplary code of conduct appropriate for a University setting.

It is the responsibility of officials and supervisors at all levels to monitor the performance of faculty and staff and, where necessary, institute the appropriate disciplinary measures to maintain high professional and ethical standards. The following disciplinary measures shall be applied as appropriate:
  1. Verbal notice or warning
  2. Written warning
  3. Suspension of salary partially or in whole
  4. Termination of employment with forfeiture of salary and benefits and travel tickets in part or in whole

Policy HR -ALL-15 explains the employee’s right to present a defense and to appeal disciplinary measures brought against him or her, the appeal authority and the period allowed for an appeal.

Related Policies and Procedures:
- HR -ALL-08 Termination of Employment
- HR -ALL-12 Employee Conduct
- HR -ALL-15 Disciplinary Measures
- HR -FAC-02 Faculty Roles and Responsibilities
- HR -FAC-03 Evaluation of Faculty
CHAPTER 26

RESIGNATION AND TERMINATION OF EMPLOYMENT

General

Policy HR -ALL-08 Termination of Employment states that a termination of employment may result from any one of the following actions:
1. Resignation by the employee
2. Termination of employment by the employer
3. Termination of employment for disciplinary reasons
4. Incapacity
5. Death
6. Contract expiration

Policy HR -ALL-08 describes the legal rights and obligations of the University, faculty, academic administrators and staff who fall under any of the following categories related to termination of employment. Of particular importance is the notice period required for resignation and the satisfactory completion of the University clearance process. Generally, faculty resignations must coincide with the end of the academic semester or the faculty member may forfeit his/her entitlement to benefits.

Employees are strongly advised to refer directly to the relevant articles of this policy for accuracy purposes.

III. Termination of Employment by the University During the Probationary Period
IV. Resignation by the Employee During the Probationary Period
V. Termination of Employment by the University Beyond the Probationary Period
VI. Resignation by the Employee Beyond the Probationary Period
VII. Termination of Employment by the University for Disciplinary Reasons
VIII. Termination of Employment due to Incapacity
IX. Termination of Employment due to Death of Employee
X. Contract Expiration
XI. Special Circumstances

Related Policies and Procedures:
- HR -ALL-08 Termination of Employment
- HR -ALL-15 Disciplinary Measures
CHAPTER 27

LEAVING THE UNITED ARAB EMIRATES

Policy HR -ALL-04 explains the benefits each faculty member is entitled to at the end of his/her service at Zayed University and the provisions of such benefits.

These include:
- End of Service Benefit
- Relocation Travel Tickets
- Repatriation Allowance

Policy HR -ALL-04 is administered by the Human Resources Department. Any questions can be directed to the appropriate HR Manager or the Director.

Related Policies and Procedures:
- HR -ALL-04 Benefits
- HR -ALL-08 Termination of Employment
- HR -ALL-15 Disciplinary Measures

Other Resources
- Visit the section [Leaving ZU](#) at the HR site on the ZU Intranet
CHAPTER 28

FACULTY AFFAIRS

The office of Faculty Affairs (FA) is part of the Office of the Provost. The Associate Provost and Chief Academic Officer oversees this office and works with a Faculty Affairs Specialist.

The Mission Statement of the Office of Faculty Affairs is the following:
• To provide leadership for planning, coordinating and implementing academic personnel processes that lead to the recruitment, appointment and retention of exceptional faculty at Zayed University.

Faculty Affairs is responsible for the following functions:
1. Preparing the Annual Calendar of Faculty Personnel Actions
2. Organizing the University faculty/staff meetings
3. Processing adjunct faculty appointments, workload and compensation
4. Preparing rank and salary assessments for faculty candidates
6. Coordinating faculty contract renewals, including probationary faculty
7. Coordinating the faculty merit increase process
8. Ensuring the effective implementation of faculty policies and procedures
1. Coordinating the faculty promotion process in collaboration with the University Faculty Promotion Advisory Committee
9. Processing overload payments for faculty
10. Overseeing and approving professional development requests by faculty
11. Providing advice to the Provost on all matters pertaining to faculty recruitment, appointment and evaluation of faculty
12. Acting as a liaison between Colleges, HR and the Provost on various faculty matters
13. Coordinating faculty nominations for the ZU Faculty and Staff Award program
14. Providing timely and accurate advice to faculty on key personnel actions

University Resources
• Assistant Provost for Faculty Affairs
• Faculty Affairs Specialist, Office of the Provost
• Administrative Officer, Faculty Affairs
# CHAPTER 29

## CALENDAR OF FACULTY PERSONNEL ACTIONS

<table>
<thead>
<tr>
<th>Action</th>
<th>Deadlines</th>
</tr>
</thead>
<tbody>
<tr>
<td>Renewal of Contract: Faculty in Final Year of Contract</td>
<td></td>
</tr>
<tr>
<td>Relevant faculty informed of contract renewal process and deadlines by</td>
<td>Thursday of Week 2</td>
</tr>
<tr>
<td>Faculty Affairs through Dean/Director</td>
<td>Thursday of Week 2</td>
</tr>
<tr>
<td>Faculty advise Dean or Director of their interest in contract renewal</td>
<td>Thursday of Week 3</td>
</tr>
<tr>
<td>Deans and Directors submit their recommendations to the Provost on all</td>
<td>Thursday of Week 7</td>
</tr>
<tr>
<td>candidates for contract renewal</td>
<td>Thursday of Week 10</td>
</tr>
<tr>
<td>Faculty offered a new contract or notified that another contract will not be extended</td>
<td>Thursday of Week 10</td>
</tr>
<tr>
<td>Signed contracts returned by those faculty accepting new contracts</td>
<td>Thursday of Week 13</td>
</tr>
<tr>
<td></td>
<td>Thursday of Week 16</td>
</tr>
</tbody>
</table>

### Notice of Resignation

<table>
<thead>
<tr>
<th>Action</th>
<th>Deadlines</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thursday of Week 25 (six months prior to the service end date)</td>
<td>For faculty who do not wish to continue beyond the current academic year</td>
</tr>
<tr>
<td>Thursday of Week 46 (six months prior to the service end date)</td>
<td>For faculty who do not wish to continue beyond the end of the Fall semester of the next academic year</td>
</tr>
</tbody>
</table>

### All Faculty

<table>
<thead>
<tr>
<th>Deadlines</th>
<th>Week</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thursday</td>
<td>4</td>
<td>Probationary faculty submit portfolios to the Dean/Director</td>
</tr>
<tr>
<td>Thursday</td>
<td>7</td>
<td>Written evaluations of performance discussed by Deans/Directors or designees in meetings with probationary faculty. Submission to Provost</td>
</tr>
<tr>
<td>Thursday</td>
<td>8</td>
<td>Probationary faculty notified that they have successfully completed probation or are not to have their contracts renewed beyond the end of the Fall Semester of the current academic year.</td>
</tr>
</tbody>
</table>
NOTE: This Calendar of Faculty Personnel Actions is also applicable to Academic Administrators.

<table>
<thead>
<tr>
<th>Deadlines</th>
<th>Week</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty Requesting Promotion</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monday &amp; Tuesday</td>
<td>8</td>
<td>Workshops on Faculty Promotion Procedures, Dubai and Abu Dhabi</td>
</tr>
<tr>
<td>Thursday</td>
<td>8</td>
<td>Faculty intending to apply for promotion inform their Dean/Director and submit a preliminary portfolio. Faculty who do not meet criteria submit promotion pre-application to the Deans/Directors</td>
</tr>
<tr>
<td>Thursday</td>
<td>9</td>
<td>Deans/Directors submit recommendation to Provost on whether faculty who do not meet eligibility criteria should be considered for pre-application</td>
</tr>
<tr>
<td>Thursday</td>
<td>10</td>
<td>Provost announces decision to pre-applying faculty</td>
</tr>
<tr>
<td>Thursday</td>
<td>12</td>
<td>Deans/Directors submit to Provost 5 potential external reviewers for each candidate seeking promotion</td>
</tr>
<tr>
<td>Thursday</td>
<td>14</td>
<td>Deans/Directors be notified of approved external reviewers</td>
</tr>
<tr>
<td>Thursday</td>
<td>17</td>
<td>Faculty seeking promotion submit portfolios to the Deans/Directors. Materials submitted to external reviewers by Deans/Directors</td>
</tr>
<tr>
<td>**</td>
<td></td>
<td>External reviews received</td>
</tr>
<tr>
<td>**</td>
<td></td>
<td>College promotion committees submit recommendations to Dean/Director</td>
</tr>
<tr>
<td>Thursday</td>
<td>30</td>
<td>Deans/Directors submit recommendations to the Provost</td>
</tr>
<tr>
<td>Thursday</td>
<td>37</td>
<td>University Faculty Promotion Advisory Committee submits recommendations to Provost</td>
</tr>
<tr>
<td>Thursday</td>
<td>40</td>
<td>Decisions regarding promotion announced</td>
</tr>
<tr>
<td>Thursday</td>
<td>41</td>
<td>Deadline for appeal of promotion decisions</td>
</tr>
<tr>
<td>Probationary Faculty Who Began Their Appointment in The Fall Semester of the current Academic Year</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thursday</td>
<td>30</td>
<td>Probationary faculty submit portfolios to the Dean/Director</td>
</tr>
<tr>
<td>Thursday</td>
<td>32</td>
<td>Written evaluations of performance discussed by Deans/Directors or designees in meetings with probationary faculty. Submission to Provost</td>
</tr>
<tr>
<td>Thursday</td>
<td>33</td>
<td>Probationary faculty notified that they have successfully completed probation or are not to have their contract extended beyond the end of the Spring Semester of the current Academic Year</td>
</tr>
<tr>
<td>Evaluation of All Faculty Other Than Probationary Faculty</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thursday</td>
<td>36</td>
<td>Portfolios submitted by faculty to the office of the Dean/Director. Self-Assessment submitted by Academic Administrators to their Supervisor</td>
</tr>
<tr>
<td>Thursday</td>
<td>36</td>
<td>Request to Institutional Research Office by Supervisor/Dean/Director to conduct a survey of Academic Administrators if required</td>
</tr>
<tr>
<td>Thursday</td>
<td>38</td>
<td>Written evaluations of performance discussed by Supervisors/Deans/Directors or designees in meetings with faculty or Academic Administrators</td>
</tr>
<tr>
<td>Merit Categories</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thursday</td>
<td>40</td>
<td>Deans/Directors submit recommendations to the Provost for placement of faculty in the appropriate merit category.</td>
</tr>
<tr>
<td>Thursday</td>
<td>41</td>
<td>Supervisors/Deans/Directors submit recommendations to the Provost for Academic Administrators’ merit categories.</td>
</tr>
</tbody>
</table>

** Date to be determined by College
CHAPTER 30

2016 – 2017 ZAYED UNIVERSITY ACADEMIC CALENDAR

Zayed University academic calendar for each academic year can be viewed at:
CHAPTER 31

FREQUENTLY ASKED QUESTIONS

This section provides useful links, policies, or procedures regarding the following frequently asked questions:

I. How do I book or reserve a room?

1. Go to the Intranet (http://webapp1.zu.ac.ae/) then click Resource Scheduler
   - Dubai campus: http://webapp1.zu.ac.ae/apps/eventsdxb/

2. Once you are in the site, you can do the following:
   - See all Events
   - See your own booked events
   - Check available rooms
   - Request for an event (a form will be shown in the screen for you to fill out and once your request has been recorded, a confirmation email will be sent to your account)
   - Edit your requested event
   - See events for the other Campus

II. Whom do I call if I need assistance from facilities to set up the venue of our event or activity?

The Campus Physical Development Office (CPDO) will be happy to assist you with your facility’s needs. You may email facilitiesDxb@zu.ac.ae or facilities@Auh@zu.ac.ae regarding these matters.

For more information about CPDO, access to facilities request forms, location map, and emergency procedures, please go to http://www.zu.ac.ae/cpdo.

III. How do I request media equipment or services?

Send an email to MediaServicesDxb@zu.ac.ae in Dubai or MediaServiceAuh@zu.ac.ae in Abu Dhabi specifying your request details (i.e. name of event or class, venue, media needs such as projector, screen, DVD player, or microphones). These media needs may also be specified when you book a room or event using the Resource Scheduler.

If you use the Resource Scheduler, an email will automatically be sent to Media Services notifying them of your request.

Should you need technical media services during the actual day of your event or class (i.e. projector not working, or sound system not working), please call for assistance

- +971-4-4021-164
- +971-4-4021-563
- +971-2-4079-660

Should you need to borrow external CD or DVD writers, go to the Media Services Office and sign the borrower’s form. The Media Services staff will assist you in the process.
IV. How do I borrow a University laptop?

1. Send an email to HelpDeskDubai@zu.ac.ae or HelpDeskAbudhabi@zu.ac.ae specifying the details of your request (purpose of borrowing the laptop, name of borrower, department, date and time of use)
2. The Help Desk staff will reply to your message indicating the date and time when you can pick up the borrowed laptop
3. In picking up your borrowed laptop, you need to present your ZU ID
4. Borrowed laptops should be returned to the Help Desk after use

V. I have problems with my PC or laptop. What should I do?

1. Go to http://webapp1.zu.ac.ae/, then click Service Desk (http://servicedesk.zu.ac.ae/)
2. Once you are at the Service Desk site, you can make a new request, edit your request or check the status of your requests
3. If you are making a new request, please specify the problem, your office number, and office location
4. A Computing Services staff member will come your office if necessary to assist you with the problem

VI. How do I get permission for students to go on a field trip?

The policies on Off Campus Programs and Activities are outlined in ACA-ADM-10 which can be viewed by going to http://webapp1.zu.ac.ae/, under University Policies.

Forms related to Internship, proposals for off-campus student activity, and instructor permission for an off campus activity, in both English and Arabic versions, can be found on the ZU Intranet site, under Policies.

VII. How do I request transportation?

1. Any transportation requests must be sent to Travel Services in both campuses by sending an email to TravelServices_auh@zu.ac.ae. The email should specify the transport details (location of pick-up and drop off point, date, time, persons requesting for transport, department and purpose of travel). These requests include but are not limited to the following:
   a. Request for transportation going to and from Dubai and Abu Dhabi Campuses
   b. Request for transportation to attend University related meetings outside of ZU campus
   c. Request for transportation by Colleges for guests or visitors to and from the visitors’ hotel or accommodation.
   d. Request for transportation for field trips or other off-campus student activities
   e. Requests for air fare quotations for Local and International Professional Development or International Business Travel purposes

For more information about Travel Services and forms related to their services, please click here

VIII. How do I request hotel accommodation for business purposes?

Requests for accommodation for business purposes can also be done by sending a request to Travel Services. Such requests should be approved by the Dean or unit head.

IX. Where do I get payment claim forms, and other financial forms?
You may get these forms from the Finance Services ZU Intranet Site.

X. What are the available services at the ZU Business Center?

Services provided at the ZU Business Center are the following:

1. Color and Black and White photocopying and Printing (please note ZU’s copyright policy)
2. Laminating
3. Binding
4. CD Burning and Labeling
5. Production of badges, nameplates, small signs, etc.

For items 1-5, please seek assistance from any of the Business Center Assistants. Kindly specify the number of copies that you will need and the date that you will need them. Due to the volume of work at the Business Center, it is advised that you submit your requests at least 3 days before the date of use.

6. Scanning: Please seek assistance from a Business Center Assistant on how to use the scanner. You may have to do this yourself. A PC is provided where you can save your scanned file/s, and/or forward them via Groupwise to recipients’ accounts.

7. Aramex Courier Services: A local or international form is available at the Business Center. Fill out the form and indicate if the shipment is a personal or a business shipment. Also, you may need to complete the Aramex Invoice Form upon Business Center Assistant’s Instruction. Expenses for personal shipments will be deducted from the salary.

8. Local and International Mail Services: An Official Mail Dispatch form must be completed as per the instruction of the Business Center Assistant. Stamps for personal mail are paid cash in the Business Center.

9. The Business Center is also responsible in the collection and distribution of internal mail. Simply place all outgoing internal mail in your college/ unit’s outgoing mailbox.

10. Fax Services: Ask for assistance of the Business Center employees. Charges for international faxes will be deducted from your salary.

Timings are from 7:30 am – 3:45 pm.

For more information about the Business Center Dubai, you may email dxb.BusCenter@zu.ac.ae. For more information about the Business Center Abu Dhabi, you may email Sudesh.Perera@zu.ac.ae, extension 3600.

XI. Where can I get office supplies?

You may get office supplies (i.e. folders, binders, pens, white board markers, paper clips, flip charts, etc.) from the Stationary Stores. Please fill out the log book for all the supplies that you have taken.

In Dubai, the Stationary Store is located in C-wing, ground floor, room number R-GF-032. For questions, you may contact Extension 1152.

In Abu Dhabi, the Stationary Store is located in the F2-Building in room F2.0.002. For questions, you may contact extension 3604.
XII. Who should I contact about catering needs?

Dubai:
Using the Resource Scheduler for room bookings on the Intranet (http://webapp11.zu.ac.ae/apps/eventsdxb/requestEvent.aspx) will give you options to choose from for Abela Catering.

For special or personalized catering needs in Dubai, please email Abela_Dxb@zu.ac.ae or call extension 1841. Please specify the name of your department / college, date and time needed, venue or event, and number of people.

The invoice should be checked by the one who ordered and must be signed by the Dean / Unit head for payment purposes.

Abu Dhabi:
For catering needs on the Abu Dhabi campuses, please contact:

ZU Site Supervisor
Tel: 050 300 18 01

The Resource Scheduler allows you a limited online selection:

The invoice should be checked by the one who ordered and must be signed by the Dean / Unit head for payment purposes.
CHAPTER 32

USEFUL RESOURCES AND REFERENCES

Institutional Research Website - http://webapp10.zu.ac.ae/ir/