



# Faculty Handbook

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# **Chapter One: The University**

## 1.1 Overview

The University of Khorfakkan (UKF) is a not-for-profit higher education institution established in 2022 by His Highness Sheikh Dr. Sultan Bin Mohammed Al Qassimi, Member of the Supreme Council, Ruler of Sharjah, and President of the University. UKF was founded with a vision to provide high-quality education, foster academic excellence, and contribute to the socio-economic and cultural development of the region.

The University boasts state-of-the-art infrastructure designed to support excellence in teaching, research, and community service. Its modern facilities, well-equipped laboratories, advanced learning resources, and dedicated faculty members create an environment conducive to innovation, intellectual growth, and student success.

UKF offers a diverse range of undergraduate programs across multiple disciplines, including Arts, Humanities, Social Sciences, Information Technology, Business, Law, Sharia, and Marine Sciences. The University is home to five academic colleges:

- College of Law
- College of Arts, Humanities, and Social Sciences
- College of Business Administration
- College of Marine Science and Aquatic Biology
- College of Computing and Intelligent Systems

Currently, the University offers thirteen undergraduate degree programs that align with both national and international academic and industry standards. These programs are designed to equip students with the knowledge, skills, and competencies required to meet the evolving demands of the job market. The undergraduate programs offered at UKF include:

- Bachelor in law
- Bachelor in Sharia - Foundations of Religion
- Bachelor of Arts in History and Islamic Civilization -Tourism Guide
- Bachelor of Arts in Sociology
- Bachelor of Arts in Public Relations
- Bachelor of Arts in Communication - Radio & Television
- Bachelor of Science in Business Administration - Management
- Bachelor of Science in Business Administration - Human Resources Management
- Bachelor of Science in Business Administration - Industrial Management
- Bachelor of Science in Marine Biology
- Bachelor of Science in Computer Science - Cyber Security
- Bachelor of Science in Computer Science - Artificial Intelligence
- Bachelor of Science in Computer Science - Computer Games Development

Through its commitment to academic excellence, research, and community engagement, the

University of Khorfakkan aims to nurture future leaders, scholars, and professionals who can contribute meaningfully to society and the global economy.

## 1.2 Vision

UKF vision is to become a leading institute for arts, sciences, marine, maritime research, innovation, and education programs amongst universities, research institutes, and industry.

## 1.3 Mission

The mission is to enhance, facilitate and deliver internationally recognized, cross-disciplinary and high-impact research and education in arts, sciences and marine sciences, and ocean engineering.

## 1.4 Goals

The University goals are as follows:

- SG 1 Enhance Student Academic Support & Learning Resources
- SG 2 Enhance Student Career & Professional Development
- SG 3 Strengthen Student Health and Well-Being
- SG 4 Strengthen Community Partnerships Supporting and Promote the University's Visibility
- SG 5 Support Economic Development
- SG 6 Environmental and Sustainability Initiatives
- SG 7 Promote Teaching & Learning Best Practices
- SG 8 Faculty and Staff Development
- SG 9 Accreditation and Curriculum Enhancement
- SG 10 Foster a Culture of Research and Innovation
- SG 11 Promote High-Quality Publications & Patents
- SG 12 Strengthen Research Infrastructure
- SG 13 Revenue Generation and Diversification
- SG 14 Optimize Resource Allocation and Digitization
- SG 15 Talent Acquisition and Retention

## 1.5 Core Values

The core values of the University of Khorfakkan are:

- **Integrity:** UKF adheres to the highest ethical principles and works with integrity and accountability to create trust and credibility.
- **Inclusiveness:** we welcome and value each other and embrace the diversity of ideas and people.
- **Innovation and creativity:** UKF works without bounds to improve lives

through creativity and innovation in the pursuit of academic excellence.

- **Transparency:** UKF is committed to effective communication, through a variety of communication methods, with all our stakeholders (staff, students, alumni, partners, vendors, and the local and international community needs).
- **Excellence:** all UKF activities are conducted according to the highest international standards.

## 1.6 Objectives

### **STUDENT EXPERIENCE**

1. Improve student access to academic support and resources
2. Provide state-of-the-art technology & e-learning tools for students
3. Prepare students for successful post-graduation careers
4. Increase student involvement in clubs, organizations, & extracurricular activities
5. Improve student physical & well-being
6. Continuously gather student feedback and make improvements

### **COMMUNITY ENGAGEMENT**

1. Contribute to community education and development
2. Promote university visibility, classification, and ranking
3. Involve alumni & stakeholders in the UKF's community efforts
4. Promote entrepreneurship and Emiratization
5. Contribute to local economic growth
6. Promote sustainability and environmental responsibility in the community
7. Conserve natural resources and reduce resource consumption

### **ACADEMIC EXCELLENCE**

1. Promote academic infrastructure
2. Apply innovative teaching & learning strategies
3. Improve faculty expertise & engagement in research & teaching
4. Improve the faculty recruitment process and professional development
5. Develop a dynamic & relevant curriculum that prepares students for the real world
6. Enhance the quality assurance system

### **RESEARCH & INNOVATION**

1. Create an environment that encourages research & innovation
2. Encourage Multi-Disciplinary Research Collaboration
3. Allocate a mini. of 5% of the operational expenditure to support research
4. Promote the quality of research outcome
5. Invest in cutting-edge research, innovation facilities and equipment
6. Establish Research Institutes/Centers/Labs

## **GROWTH AND EFFICIENCY**

1. Increase enrolment rates across all colleges and programs
2. Increase student diversity across all colleges and programs
3. Ensure a stable & sustainable financial model
4. Introduce new programs for future jobs
5. Efficiently allocate resources
6. Digitize the university services
7. Attract top talent and skilled employees
8. Maintain top talented employees

### **1.7 Characteristics and Advantages**

The University of Khorfakkan (UKF) was established with a visionary goal: to embody the essential qualities shared by world-renowned universities while contributing to the academic, economic, and cultural advancement of the region. UKF is committed to excellence in education, research, and community service, ensuring that students receive a holistic and impactful learning experience.

With a well-developed infrastructure that supports both teaching and research, UKF has successfully attracted distinguished faculty members with diverse international backgrounds and expertise. These faculty members play a crucial role in delivering high-quality education, mentoring students, and contributing to the University's growing research endeavors.

UKF is dedicated to fostering an intellectually stimulating environment that challenges students both inside and outside the classroom. By attracting talented students from diverse backgrounds, the University promotes inclusivity, critical thinking, and innovation, preparing graduates to excel in an increasingly globalized world.

Strategically located on the eastern coast of the Emirate of Sharjah, UKF is uniquely positioned to serve the educational and economic needs of the region. Recognizing the significance of marine sciences to the local economy, UKF is expanding its academic offerings to include specialized programs in this field, aligning with the region's natural resources and economic priorities.

The University's campus comprises three main buildings, housing modern facilities that support academic and extracurricular activities. UKF includes four colleges that collectively offer more than nine undergraduate programs across a variety of disciplines. Currently, the University serves approximately **1,300** students, with academic instruction provided by **67** faculty members who bring extensive international experience and expertise in their respective fields.

Through its commitment to academic excellence, research, and regional development, the University of Khorfakkan aspires to become a leading institution that not only meets but exceeds the expectations of students, faculty, and stakeholders, ensuring a lasting impact on both local and global scales.

## 1.8 Governance

The governance model of the University, as outlined in the organizational chart, appears to be structured hierarchically with a clear division of responsibilities among various offices and departments. Here are the key components of the governance model:

1. **President of the University:** At the top of the hierarchy is the President, who oversees the entire university's operations.
2. **Board of Trustees:** This body provides strategic direction and oversight, ensuring that the university adheres to its mission and goals.
3. **Chancellor:** is appointed by the Board of Trustees and is empowered to head all academic and administrative staff, implement policies and represent the University in national and international settings.
4. **Offices and Departments:**
  - **Office of the Chancellor:** Manages and coordinates the chancellor's activities.
  - **Financial Resource Development Office:** Reports to the Board of Trustees and responsible for securing and managing financial resources.
  - **Internal Audit Office:** Reports to the Board of Trustees to ensure compliance and financial integrity.
  - **Institutional Communication Department:** Reports to the Chancellor to manage internal and external communications.
  - **Khorfakkan Center for Marine Sciences and Financial Response:** Reports to the Chancellor and Focuses on marine sciences and financial matters.
  - **Legal Affairs Office:** Reports to the to the Chancellor and handles legal issues and compliance.
  - **Institutional Effectiveness and Academic Accreditation Department:** Reports to the Chancellor and ensures the university meets academic standards and accreditation requirements.
  - **Strategic Planning and Institutional Development:** Reports to the Chancellor and develops and implements strategic plans and partnerships.
5. **Vice Presidents:**
  - **Vice President for Administrative and Financial Affairs:** Oversees administrative and financial operations.

- **Vice President for Academic Affairs:** Manages academic programs and faculty.
  - **Vice President for Community Affairs:** Engages with the community and external stakeholders.
6. **The Deans' Council:** Chaired by the Chancellor and includes the Vice Chancellors and College Deans. The Council is responsible for approving study curricula, study plans, academic calendar, faculty appointments, promotions, extra curricula activities, and research and scholarship activities.
7. **Various Administrative Departments:**
- **Student Affairs Department:** Manages student services and support.
  - **Admissions and Registration Department:** Handles student admissions and records.
  - **Financial Affairs Department:** Manages the university's finances.
  - **Facilities and Maintenance Department:** Oversees campus infrastructure.
  - **Human Resources Department:** Manages staff and faculty recruitment and development.
8. **Centers and Special Offices:**
- **Upskilling Center:** Focuses on enhancing student and staff skills.
  - **Partnership Development Office:** Develops and maintains partnerships with external organizations.
  - **Graduate Affairs Office:** Supports alumni and graduate students.
  - **Research and Innovation Deanship:** Promotes research activities and innovation.

This governance model emphasizes a structured approach to managing the university's operations, with a focus on academic excellence, financial sustainability, and community engagement. The clear delineation of roles and responsibilities helps ensure efficient administration and strategic growth.

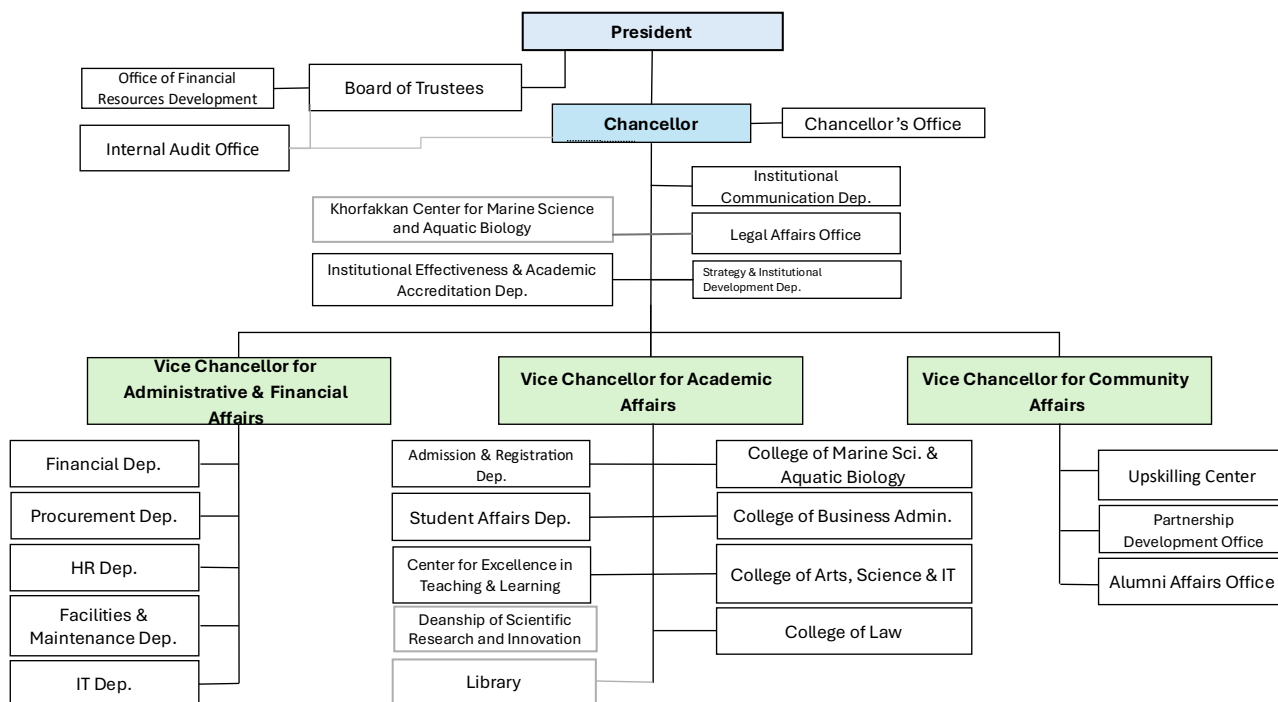
## 1.9 Organizational Chart

The organization of UKF supports the achievement of its mission and facilitates its effective and efficient operation in line with its institutional vision.

The organization chart indicates hierarchical relationships and lateral relationships between different

units and Departments. The University President coordinates with the Board of Trustees to oversee the Institutional planning and main achievements. The University Chancellor supervises the day-to-day operations.

**University of Khorfakkan Organization Chart**



### 1.10 Colleges and Programs

The University of Khorfakkan has 13 academic programs offered by four colleges. All programs are accredited by CAA.

College	Program
<b>Arts, Humanities, and Social Sciences</b>	Bachelor of Arts in History and Islamic Civilization – Tourist Guide
	Bachelor of Arts in Sociology
	Bachelor of Arts in Communication – Radio and Television
	Bachelor of Arts in Public Relations
<b>Computing and Intelligent Systems</b>	Bachelor of Science in Computer Science - Cyber Security
	Bachelor of Science in Computer Science - Artificial Intelligence
	Bachelor of Science in Computer Science - Computer Games Development
	Bachelor of Science in Business Administration - Management

	Bachelor of Science in Business Administration - Human Resources Management
	Bachelor of Science in Business Administration - Industrial Management
<b>Law</b>	Bachelor in law
	Bachelor of Sharia – Foundations of religion
<b>Marine Science &amp; Aquatic Biology</b>	Bachelor of Science in Marine Biology

## 1.11 University Campus

The University of Khorfakkan Campus is located along the road named Sheikh Khalid Bin Mohamed Al-Qasimi. Khorfakkan city is located in the east coast of the United Arab Emirates.

Over the past few years, the campus has contributed to the community and supported the current economic growth and development of the city and its surrounding area by supplying a high caliber of education covering popular degree programs and qualified faculty. The university is expanding its degree programs to meet the growing needs of the community. The University of Khorfakkan campus enjoys all modern facilities to cater for the higher educational needs of the community. Since its inception, the campus has grown substantially - both in the number of students and faculty. The campus is housed in state-of-the-art buildings that contain a library, modern classrooms, computer labs, students' lounges, recreational facilities, a sports center, a state-of-the-art auditorium, and a cafeteria. Our students have all these facilities at their disposal to provide them with a wholesome educational experience.



## 1.12 Faculty Engagement

The engagement with faculty in the university processes take place at three critical levels:

1. The academic units are involved in the initial self-studies, the outcomes of which are collated for consideration at the institutional level prior to setting institutional priorities. This provides departments with an opportunity to influence institutional goal setting, highlight their achievements, and identify problematic areas.
2. The academic departments are asked to develop their own plans in support of institutional priorities. Departments have the flexibility to develop their own solutions to the challenges presented as appropriate to their context.
3. The academic department is engaged through the development of personal annual faculty plans, which are aligned to their department's objectives. This increases relevance, ownership and passes on some responsibility from the department to the individual.

Moreover, Faculty members have established their own "Faculty Affairs Committee" that looks after their affairs and represent them at different levels in the university. The committee takes feedback from faculty and delegates to the administration. The committee organizes regular meetings to engage faculty and the university administration in open discussion on all relevant matters. In addition, faculty members are represented in most committees and administrative structures of the university.

## 1.13 Term Dates

The calendar for the academic year 2025 -2026 is as follows:

### 1.13.1 Fall Semester 2025-2026

Day	Date		Description
	AD	H.	
Mon	23 June	27 Dhi Al-Hijja	Beginning of Admission Period for Fall 2025/2026
Thu	26 June	1 Muharam 1447	Alhijri New year
Thu	31 July	6 Safar	The last day of admission
Mon	11 Aug	17 Safar	Return of Academic
Mon -Thu	11-14 Aug	17-20 Safar	New student orientation, advising and registration , Incomplete exam
Thu	14 Aug	20 Safar	Last date for new students to postpone their admission
Mon	18 Aug	24 Safar	Fall Classes begin
Mon -Thu	18 – 21 Aug	24-27 Safar	Add/drop period
Wed	20 Aug	26 Safar	Last day for incomplete exam
Thu	21 Aug	27 Safar	Last day for Add/Drop
Sat - Su	04-12 Oct	12 - 20 Rabi II	Midterm exams
Mon-Thu	13-16 OCT	21-24 Rabi II	Midterm Grades Approval and Submission
Mon-Thu	20-30 OCT	28 Rabi II – 8 Jumada I	Midterm Incomplete Exam
Thu	23 Oct	1 Jumada I	Last day for dropping courses without 'F
Mon-Thu	03 - 06 Nov	12 - 15 Jumada I	Advising and early registration for Spring
Mon	17 Nov	26 Jumada I	Last day of withdrawal from semester
Mon	30 Nov	9 Jumada II	Martyr's Day
Tue	02 Dec	11 Jumada II	UAE National Day
Thu	04 Dec	13 Jumada II	Classes end
Mon-Thu	08-18 Dec	17 - 27 Jumada II	Fall final exams
Tue	23 Dec	03 Rajab	Final grades Approval and Submission
Mon	22 Dec	02 Rajab	Winter break for students starts
Mon-Thu	22 – 25 Dec	02 – 05 Rajab	Faculty Professional Development/Admin Work
Thu	01 Jan 2026	12 Rajab	New Year

### 1.13.2 Spring Semester 2025-2026

Day	Date		Description
	AD	H.	
Thu - Sat	04 Dec - 03 Jan	13 Jumada II - 14 Rajab	Admission period for Spring
Mon-Thu	05-08 Jan	16-19 Rajab	Orientation New Students, Advising Incomplete Exams
Mon-Thu	12-15 Jan	23-26 Rajab	Add/drop period
Mon	12 Jan	23 Rajab	Spring classes begin
Sat - Sun	28 Feb - 08 Mar	11 -19 Ramadan	Midterm Exams
Mon -Thu	16-26 Mar	27 Ramadan – 7 Shawal	Midterm Incomplete Exam
Mon - Thu	09 Mar -12 Mar	20 – 23 Ramadan	Midterm Grades Approval and Submission
Fri -Sun	20 -22 Mar	01 – 03 Shawal	Eid Al-Fitr Holidays
Mon	23 Mar	04 Shawal	Classes resume Last day for dropping courses without 'F'
Mon- Thu	30 Mar – 02 Apr	11-14 Shawal	Student spring break
Mon- Thu	30 Mar – 02 Apr	11-14 Shawal	Faculty Professional Development
Mon-Thu	13-16 Apr	25-28 Shawal	Advising and early registration for Summer
Thu	16 Apr	28 Shawal	Last day of dropping from the semester
Thu	30 Apr	13 Dhu Al-Qidah	Classes end
Mon-Thu	04-14 May	17-27 Dhu Al-Qidah	Spring final exams
Tue	19 May	2 Dhi Al-Hijja	Final grades Approval and Submission
Wed-Thu	20-21 May	3-4 Dhi Al-Hijja	Administration Activities + Faculty Training
Mon- Thu	25- 28 May	08 - 11 Dhi Al-Hijja	Eid Al-Adha Holidays
Mon- Thu	01 - 4 June	15 - 18 Dhi Al-Hijja	Faculty Professional Development/Admin
Mon	01 June	15 Dhi Al-Hijja	Summer classes begin
Mon	8 June	22 Dhi Al-Hijja	Faculty Summer Break Starts

### 1.13.3 Summer Term 2025-2026

Day	Date		Description
	AD	H.	
Mon	01 June	15 Dhi Al-Hijja	Summer classes begin
Mon- Wed	1-3 June	15-17 Dhi Al-Hijja	Add/drop period
Sat-Thu	13-18 Jun	27 Dhi Al-Hijja - 03 Muharram	Midterm exams
Tue	16 June	01 Muharram	Al-hijri New year
Thu	25 June	10 Muharram	Last day for dropping courses without 'F
Thu	23 July	09 Safar	Summer classes end
Mon-Thu	27 - 30 July	13-16 Safar	Final exams
Mon	03-Aug	20 Safar	Final grades Approval and Submission
Tue	04-Aug	21 Safar	Summer Semester Break
Mon	10 <sup>th</sup> Aug	28 Safar	Return of Academic for Fall 2026-2027
Mon-Thu	10-13 <sup>th</sup> Aug	27 – 30 Safar	New student orientation, advising and registration, Incomplete exam
Mon	17 <sup>th</sup> Aug	4 Rabi I	Fall 2027 Classes Start

# **Chapter Two: Faculty Employment**

## **2.1 Recruitment and Selection of Faculty**

As an institution dedicated to teaching, research, and community service, the University of Khorfakkan strives to provide its faculty and staff members with the most rewarding and fulfilling employment experience possible in order to allow all employees to work and fully achieve their capabilities. Equal employment opportunities and fair treatment are principles embodied in the UAE's national laws and set out in the heart of the University's policies and regulations. The University will recruit, hire, train, promote, and compensate employees in all job classifications solely based on qualifications and productivity. No employee or prospective employee will be discriminated against because of race, color, religion, national origin, gender, age, or disability. The University has clear and published policies regarding ethical code of conduct and conflict of interest, ensuring a working culture of integrity, mutual respect, and transparency.

The Human Resources Department applies up-to-date recruitment methods, applying both technical and scientific analysis in reviewing and evaluating applicants. This comprehensive and dynamic recruitment system ensures hiring the most qualified and skilled employees possible to help fulfill the University's mission of providing academic services of the highest quality. Moreover, the Human Resources Department maintains a record for each full-time faculty, part-time faculty, and professional staff member, including attested academic transcripts of academic preparation, the signed contract, and all documents required by the Ministry of Labor and Social Affairs in the U.A.E. This file contains all the pertinent information such as educational achievement, academic rank & salary. Moreover, the institution demonstrates that faculty members are competent in the language of instruction. All files and records are kept in safe cabinets at the Human Resources Department and access is limited to authorized personnel.

As per a new ministerial decision, all faculty members in UAE's institutes of higher educations are required to obtain the following from the UAE Ministry of Education:

- authentication of academic degrees/certificates issued in the UAE.
- equivalency of certificates/degrees issued outside the UAE.

More information on this can be obtained from the Human Resources Department or directly from

the UAE Ministry of Education's web site.

## **Conditions and Qualifications of Faculty Members**

Faculty members shall be appointed to one of the following tracks:

a. *Teaching and Research Track*: In this case, the faculty member shall be evaluated on their teaching and research performance and the requirements of such tasks as well as on university and community service in accordance with these by-laws and its regulations for this track. *Teaching Track*: In this case, the faculty member shall be evaluated in accordance with the approved regulations for this track at the University.

1. To be appointed as a faculty member at the University with the rank of Assistant Professor or higher, an applicant, in addition to the other conditions and qualifications provided for in these by-laws, must:
  - a. Hold a Ph.D. degree or the appropriate higher-level qualification for the academic discipline from a university recognized by the Ministry of Higher Education in the United Arab Emirates.
  - b. Be physically fit in accordance with a recommendation from a Medical Committee approved by the University.
2. To be appointed a Lecturer or an Instructor at the University, an applicant, in addition to the other conditions and qualifications stated in these By-Laws, must:
  - a. Hold a Master's degree or its equivalent from a university recognized by the Ministry of Higher Education in the UAE.
  - b. Be physically fit in accordance with a recommendation from a Medical Committee approved by the University.
3. Appointments in the Faculty of Fine Arts and Design should be in accordance with the following conditions:
  - Candidates should have a terminal degree in related specializations.
  - If a candidate has as his/her terminal degree a master's degree, he/she must have experience of not less than four years in the field of specialization after having

obtained the degree.

- A candidate should present documents and certificates to prove that he/she has made original contributions in the field of art that meet accredited standards.
- A candidate should prove that he/she can teach effectively in accordance with the latest technologies and developments in the field.

**To hold the Position of Full Professor, a candidate must have normally:**

1. Spent at least ten years teaching in a recognized university since obtaining his Ph.D. or an equivalent qualification.
2. Occupied the rank of Associate Professor for at least five years in a recognized university inside or outside the country.
3. Conducted and published, at the rank of Associate Professor, creative and original research in his field of specialization in referred journals.
4. Carried out academic, educational or research activities of high quality that qualifies him to occupy the rank of Professor. In appointing a person as a professor, the supervision of master's and Ph.D Thesis is considered.

**To hold the position of Associate Professor, a candidate must:**

1. Normally hold a Ph.D. or an equivalent qualification from a recognized university and must have held the position of Assistant Professor for at least five years in a recognized university.
2. Have normally conducted original research or carried out creative work in his field of specialization.
3. Have normally carried out educational or research activities of high quality that qualify him to occupy the rank of Associate Professor, after having obtained his Ph.D.

**To hold a position of Assistant Professor, a candidate must:**

1. Hold a Ph.D. from a recognized university and must be qualified to teach and carry out research at the tertiary level.

**To hold a position of Lecturer/Language Instructor, a candidate must:**

1. Hold a Master's degree or equivalent from a recognized university.
2. Meet any other conditions stipulated by the University.

**Subject to the previous conditions for the Full Professor hiring criteria, a professor from outside the University must have:**

1. Spent at least fifteen years teaching at a recognized university after having obtained a Ph.D. degree or an equivalent qualification.
2. Conducted original and creative research of high quality in his/her field of specialization.
3. Demonstrated competence and met the conditions required for teaching at the University in accordance with the rules, regulations and procedures set thereby.

**Subject to the previous Associate Professor hiring criteria, an Associate Professor from outside the University may be hired if he/she has normally:**

1. Spent at least eight years teaching at a recognized university after obtaining a Ph.D. degree or an equivalent qualification.
2. Conducted and published original research after having obtained a Ph. D. degree or an equivalent qualification.
3. Carried out outstanding academic activities in his/her field of specialization.
4. Demonstrated competence and met the conditions required for teaching at the University in accordance with the rules, regulations and procedures set thereby.

**When the need arises (Hiring Visiting Professor and Part-time Lecturers):**

1. The Chancellor may decide to invite visiting professors from among the scholars, thinkers, or experts, or from among current or former faculty members at Arab or foreign universities to teach courses offered by the University on a temporary basis, to deliver public lectures, or participate in symposia or debates in accordance with procedures and criteria issued by the Chancellor. The decision to invite someone shall include the duration of the visit, the reason for it, and the remuneration due to the visitor in accordance with University By-Laws.

2. The Chancellor may hire visiting professors for one semester or for a whole year. Their salaries and compensation shall be determined according to the criteria set by the Chancellor in accordance with the University By-Laws.
3. The concerned Vice Chancellor may hire part-time lecturers holding the rank of Full Professor, Associate Professor, Assistant Professor, Lecturer, or Instructor according to their qualifications, who shall be paid for each teaching hour in accordance with the criteria set by the University Chancellor and the University By-Laws.
4. All Visiting Professors appointments should be within the approved faculty criteria for each department.

Regarding certificate equivalence and rank allocation, a committee shall be set up under the chairmanship of the Chancellor for the purpose of verifying Academic certificate equivalence and recommending academic ranks at the University. The Chancellor may add to this committee other specialized persons to act as permanent or temporary members. The committee may consult any educational institution or otherwise inside or outside the country. The decisions of this committee regarding certificate equivalence and recommending academic ranks in the University shall be final after the approval of the Chancellor.

## **2.2 Faculty Records**

The institution maintains a record for each full-time faculty, part-time faculty, and professional staff member, including attested academic transcripts of academic preparation, the signed contract, and all documents required by the Ministry of Labor and Social Affairs in the U.A.E. The Human Resources Department maintains a file for each faculty member. This file contains all the pertinent information such as educational achievement, academic rank, and salary. Moreover, the institution demonstrates that faculty members are competent in the language of instruction.

### **Authorized access to faculty and staff files**

All files and records are kept in safe cabinets at the Human Resources Department and access is limited to authorized personnel. Individually identifiable personal information contained in computerized databases, whether maintained centrally or by colleges, departments, or other units,

is afforded the same confidential treatment that applies to written records.

The following circumstances identify persons or cases to access personal faculty and staff files:

- People designated by the Chancellor.
- Both active and retired members of the faculty and staff have the right to access their records when given permission by the Chancellor.
- Legal representatives of deceased faculty and staff members shall have the right of access for five (5) years after the death of the individual.
- Personnel records may be disclosed to university officials, and authorized individuals performing work for the University who require the information for the performance of their duties.
- The University may release personnel records in response to a lawful subpoena, warrant, or court order, including disclosure to a government agency.
- The University may disclose information contained in records to protect its legal interest when it believes the actions of an individual violate or have violated his/her conditions of employment or threaten injury to people or property.
- Information may be disclosed if, in the judgment of the designated custodian of HR Records, such disclosure is necessary to protect the health, safety or property of any person.

### **2.3 Faculty Orientation**

The university organizes an orientation program for new faculty members to ensure they are effectively engaged in the university system. Upon the arrival of a new faculty, the Human Resources department provides orientation regarding the administrative procedures, faculty residence and legal issues. The following activities are included in the orientation program for new faculty members:

1. **University Orientation:** organized by the Chancellor and Vice Chancellors to orient faculty about the University vision, mission, organization, governance, higher policies, and strategic plan.

2. **Administrative Orientation:** organized by various administrative directors regarding university facilities and services.
3. **Institutional Effectiveness Orientation:** organized by the Department of Institutional Effectiveness and Accreditation regarding outcome-based learning, teaching, and learning methodologies and assessment.
4. **College and Department Orientation:** An orientation organized by the Dean and Chairpersons regarding teaching and administrative responsibilities at the college and department levels as well as research procedures, regulations, and funding venues.

## 2.4 Contracts

The employment contract or letter of offer establishes the terms and conditions applicable to the appointment. The contract or offer terms comply with the Human Resources policies for the category and type of appointment.

Full-time faculty contracts will contain terms of employment with the University. The terms of contracts are as follows:

### **Professorial Ranks** (Full-time faculty members)

1. The first contract term of a faculty member shall be for two years, the first year of which shall be probationary. The University may terminate the contract prior to the end of the first year without providing any reasons. In such a case, faculty members shall be entitled to compensation equal to their total salary of six months, or the total of their salary for the remaining period of the first year of their contract, whichever is less.
2. Faculty members holding the rank of assistant professor or higher shall be evaluated at the end of the first year of their contract in accordance with the track for which they were appointed. Faculty members shall be informed of the University's decision six months prior to the end of their contract term. The decision shall be either non-renewal or renewal of contract for one or two years in the teaching track or for one to three years' maximum in the teaching and research track.
3. Faculty members holding the rank of assistant professor or higher shall be evaluated for

subsequent contract periods at the department, college, and Central Hiring Committee levels during the first month of their final contract year. They shall be fully evaluated on what they have accomplished during their work at the University in the areas of teaching, research and university and community service. The faculty member shall be informed of the University's decision six months prior to the end of the contract term. The decision will be either nonrenewal or renewal of the contract for a maximum of four years.

### **Non-faculty**

Non-Faculty members at the University refer to:

- a) Academic staff members.
  - b) Researchers.
  - c) Lecturers.
  - d) Teaching Assistants, Research Assistants and Clinical Assistants.
  - e) Language Instructors.
1. Determining non-faculty member hiring needs, nomination and the appointment of candidates shall be subject to the provisions set forth in this decision.
  2. The first contract term for non-faculty members shall be two years. The first year is considered a probationary period, during which the University may end the contract without providing a reason. In this case, the non-faculty member shall be entitled to the total sum of six months' salary or his/her remaining salary until the end of the year.
  3. Non-faculty members shall be evaluated at the end of the first year of the contract in the areas of teaching and university and community service at the levels of the department/center, college, and the Committee for the Selection of Non-Faculty Members at the University. The non-faculty members concerned shall be notified of the University decision six months prior to the end of their contract. The decision will be either nonrenewal or renewal of the contract for a maximum period of two years.
  4. The contract of a non-faculty member may be terminated for any of the reasons stated in item (1) of Article (31) in UKF By-laws.

5. The service of a non-faculty member shall end when s/he reaches (60) years of age. By decision of the Chancellor, his/her service may be extended for one year or more until the age of (65).

### **Visiting Faculty**

1. When the need arises, the Chancellor may decide to invite visiting professors from among scholars, intellectuals, experts in various specializations or from among current or former faculty members at Arab or foreign universities. They may be invited, on a temporary basis, to teach courses offered by the University, deliver public lectures, or participate in research and discussion seminars in accordance with the regulations and provisions issued in a decision by the Chancellor. The decision to invite visiting professors/lecturers shall include the duration of and reason for the visit and the remuneration and allowances due to the visiting professor in accordance with the University bylaws.
2. When the need arises, the Chancellor may appoint visiting academics for one semester or for an entire year. Their salaries and benefits shall be determined according to the criteria set by the Chancellor and in accordance with the University bylaws.
3. All visiting academic appointments at the rank of professor shall be within the approved faculty budget for each department.

### **Adjunct/Part time Faculty**

When the need arises, the concerned vice chancellor may appoint adjunct faculty members who shall be contracted as professors, associate professors, assistant professors, lecturers, or instructors, according to their qualifications. They shall be paid on an hourly teaching basis in accordance with criteria set by the Chancellor and the University Bylaws.

Adjunct faculty members are appointed to teach one or two courses with a maximum of six credit hours. The appointment might be renewed based on the needs.

# **Chapter Three: Rights and Responsibilities**

### 3.1 Salary and Benefits

#### 3.1.1 Basic salary

The basic salary is determined according to the rank and specialization according to the salary scale implemented in the University as follows:

<b>Academic Rank</b>	<b>Basic Monthly Salary</b>	<b>Annual indemnity</b>
Professor	30,062 - 38,360	550
Associate Professor	25,318 - 32,926	500
Assistant Professor	20,142 - 27,174	450
Lecturer	14,242 - 19,022	400
Instructor	18,744	400

Each rank will be paid an end of service salary equal to one-month salary at the end of each year.

#### 3.1.2 Benefits

Each faculty member is entitled to the following benefits:

- Annual return air ticket to his/her country for faculty, spouse and three dependent children according to the university regulations.
- Suitable free housing with electricity and water in the UKF housing compounds. When suitable accommodation is not available, a faculty member shall be entitled to a housing allowance according to the university regulations.
- Furniture allowance of 30,000 Dirhams paid once, and utilized over four years.
- Health insurance for faculty, spouse and three dependent children under 18 years old
- Shipment allowance at the beginning and end of contract according to the university regulations.
- Annual children's education, inclusive of textbook fees, in the maximum amount of 25,000 Dirhams per child and a maximum amount of 75,000 Dirhams for all children who qualify from KG1 until the end of their secondary education.
- Two scholarships, covering tuition fees only, for two children studying concurrently at

the University of Khorfakkan to complete a bachelor's degree.

### **Vacation Leave**

Vacation days are paid days off and are provided to faculty as per the Faculty and Staff Pay Grade and Benefits Chart. For faculty members, the vacation days are summer vacation, religious and national holidays and any other vacations that might be specified in the academic calendar. During the period of mid-semester and final exams, the faculty members involved in the exam process are expected to run exams even during regular holidays.

### **Sick Leave**

Employees are entitled to sick leave with full pay for up to 15 working days and with half pay for up to an additional 15 working days per contract year for personal illness or attendance upon an ill immediate family member, either in or out of the UAE. If all sick leave days have been used, the employee may use annual vacation leave. Under special circumstances, an employee may be granted up to an additional 30 days of sick leave without pay. If, however, an employee does not recover, his/her employment may be terminated due to unfitness for duty.

### **Maternity Leave**

Female faculty members employed on a full-time basis are entitled to maternity leave for a period of sixty calendar days with full pay. Additional maternity leaves without pay, to a maximum of thirty days, may be approved by the VCAA. Maternity leave will normally apply from the date of delivery. Should the faculty need to take sick leave prior to delivery, a doctor's certificate must be presented.

### **Unpaid Special Leave**

Unpaid leave may be granted to an employee upon approval of appropriate University authorities for a period not to exceed thirty days. Granting unpaid leave will be considered in the event the employee does not have unused vacation leave. Unpaid leave will be deducted from next month's salary. For leaves more than thirty days, the employee will not be eligible to accrue vacation leave for this period.

## **Hajj Leave**

The University may provide paid leave for up to twenty calendar days to Muslim faculty who are attending their very first Hajj.

## **Duplication of Benefits**

Duplication of benefits may occur when a UAE University employee receives benefits and his or her spouse also receives benefits from another UAE government or partly owned UAE government entity.

The UKF employee must inform the University when his/her spouse works for a UAE government entity or one of its agencies. If duplication of benefits is determined, the University will:

- If both spouses are employed by the University, grant the benefits to the spouse earning the higher salary.
- If one spouse works for another government office or agency, restrict University benefits to those that the spouse does not receive from the other government or its agency.

## **Death or Disability of an Employee or Death of an Immediate Family Member**

Salary and End-of-Service Benefits: In the event of the death of an employee, the dependent family members, or legal beneficiaries of the employee as specified in the employment contract, receive the salary for the month during which death occurred, a payment equivalent to three additional months' salary, and the end-of-service benefits. In addition, the university will cover expenses of preparing the dead body and its transportation to the faculty country and return of faculty and belongings.

## **3.2 Compensation for administrative positions**

- The dean will get a monthly compensation of DH 10,000, in addition to a reduction in the teaching load of nine credit hours.
- The Department Director will get monthly compensation of DH 5,000, in addition to a

reduction in the teaching load of three credit hours.

- The Head of a unit will get a monthly compensation of DH 2,000, with no reduction in the teaching load.

### **3.3 Academic Freedom**

Academic freedom is the right of members of the academic community freely to study, discuss, investigate, teach, conduct research, and interact with the community as appropriate to their respective roles and responsibilities. The principal mission of the University of Khorfakkan is to provide educational experience of the highest quality and to add to human knowledge through discovery and scientific research in full cooperation and collaboration with leading academic and research institutions around the globe. Therefore, the University recognizes that academic freedom of expression is essential for this purpose and believes that all members of the University community should cooperate to that end, each according to his or her qualifications, in a culture of mutual respect. At the same time, the University of Khorfakkan takes pride in preserving, fostering, and promoting the Arab and Islamic culture, and expects all faculty members, administrative staff, and students to adhere to those cultural values and demonstrate high levels of social responsibility.

The following statement is intended to provide guidelines to faculty members of the University with respect to academic freedom and respect:

1. The main responsibility of a faculty member is to use the freedom of his or her academic position in an honest and sincere effort to find out and communicate the knowledge that lies in the area of his or her discipline.
2. A faculty member is encouraged to practice full freedom in research and in publication of the results as long as his or her scholarly work does not conflict with his or her other assigned duties nor with the University's By-Laws for scientific research and conflict of interest policies.
3. High levels of personal integrity and professional competence should be practiced by all faculty members in teaching, research, and community service activities.

4. Faculty members are encouraged to practice freedom in the classroom in discussing the subject. However, faculty members should take care in expressing personal views in the classroom and should be careful not to introduce controversial matters that have no relation to the subject taught. Class discussions should maintain appropriate levels of sensitivity and respect for the Islamic and Arab culture and traditions proudly adopted by the University.
5. A faculty member should recognize that academic freedom is a common right shared by all members of the University community. Mutual respect, confidence in other colleagues, and professionalism should always be fostered in the University community.
6. When a faculty member speaks outside the classroom or writes for publication, he or she should be free to express his or her opinions if his activities do not conflict with the University laws and general provisions. Faculty activities outside the University should be coordinated with the University's administration and the members involved should make clear whether he or she speaks for himself or herself or for the University.

As an active player in the University's pursuit of academic excellence, the University administration is committed to recruiting, retaining, and promoting faculty members by processes which are both thorough and fair. Members of the academic staff are appointed by a decision from the President upon the recommendations of the Department and College councils and the approval of the Dean's council. The University administration should protect, defend, and promote a climate favorable to freedom of teaching and research and reward outstanding faculty members. All administrative units are expected to develop appropriate policies and procedures necessary to implement the University's general goals and directions. Therefore, it is the responsibility of administrators to protect and assure these rights within the governing framework of the institution. The Faculty Grievances Committee is charged with receiving, investigating, and recommending verdicts to the Chancellor regarding any grievances or reported disputes concerning faculty members. Members of this committee are faculty representatives from different colleges of the University.

### **3.4 Workload, Extra Load and Part-Time Work**

- UKF number of Faculty for each department is sufficient to deliver the programs and courses in an appropriate way based on the national and international standards.
- In the UKF, Workload assignments take into consideration the number of courses preparation, the level of courses taught, student enrolments, subject matter, support from teaching assistants and any other administrative responsibilities.
- UKF ensures workload assignments are reasonable and include the entire range of faculty member's responsibilities such as instruction, advising, project supervision, internship supervision, committee, and any other academic activities.
- UKF considers the teaching during summer optional, and it should be compensated separately.
- The maximum number of credit hours for faculty who are teaching at graduate program level or mix between undergraduate and graduate courses is 18 per year (9 credit hours per semester).
- All colleges are required to create and maintain a workload policy approved by the Chancellor that defines the appropriate teaching load equivalence of courses and teaching-related activities (including contact hours) and defines what constitutes "research active" faculty. In constructing these policies, these colleges/departments are expected to use selected terms and definitions outlined in this document.
- The total working load of a faculty member will be equivalent to (24) credit hours per year for Ph.D. holders and (30) credit hours for Master's holders. The Chancellor may, however, direct a faculty member to teach extra hours if that is deemed necessary. Faculty will be compensated for any extra workload.
- The working load of a faculty member holding the position of Dean, or any similar position will be reduced to (3) teaching hours per semester. None of them shall be paid for any extra credit hour he/she might teach. The reason for that is to allow those positions to devote their time and efforts towards fulfilling their job responsibilities. However, the Chancellor may allow for any exception whenever necessary.
- The teaching load of a faculty member who occupies the position of vice-dean, Head of a

Department or any similar position shall be reduced to nine (9) credit hours per semester. None of them shall be paid for any extra credit hour he/she might teach. The reason for that is to allow those positions to devote their time and efforts towards fulfilling their job responsibilities. However, the Chancellor may allow for any exception whenever necessary.

- A faculty member may be assigned on a full-time or part-time basis task other than teaching that may serve the objectives of the University.

### **Part Time Faculty Workload and Contracts**

- When the need arises, the concerned vice chancellor may appoint adjunct faculty/part time members who shall be contracted as professors, associate professors, assistant professors, lecturers, or instructors, according to their qualifications. They shall be paid on an hourly teaching basis in accordance with criteria set by the Chancellor and the University Bylaws.
- When assigning any part time faculty, the qualification requirements should be same as full time faculty qualification for the vacant position.
- Adjunct/ part time faculty appointed to teach one or two courses with a maximum of six credit hours. The appointment might be renewed based on the needs.

### **Private Professional Work, Consulting, and Outside Employment**

Private professional work, consulting, outside employment, and other bases of supplemental compensation should not be a factor in workload assessment and determination in any University workload assignments, requests for adjustments, and/or requests for other teaching assignments. Workload adjustments and/or other teaching assignments should not be requested, assigned, and/or approved for any extra-compensation activities.

### **Variations to Normal Workload Assignments**

To effectively fulfill the University's responsibilities and achieve its mission, it is sometimes prudent to adjust individual faculty members' workloads. Such adjustments may include replacing one or

more teaching assignments with other workload assignments. Such assignments might include administrative duties, unusually heavy academic support or university service roles, extraordinary research/scholarly/creative activity.

Adjustments to an individual faculty members' normal workload for the type of faculty appointment may be made by the University Chancellor, Vice Chancellors, or the faculty member's academic dean. Adjustments proposed by the department head must be approved by the dean and Vice Chancellor.

### **Overloads**

Overloads should be avoided and are justified only by extenuating circumstances such as sudden resignation or illness of a faculty member and/or an unexpected enrollment demand.

Generally, faculty are in overload status when their total assigned workload exceeds their official maximum workload. An overload assignment of more than 1 credit/contact hour must be approved by the dean and the Vice Chancellor. Overloads are compensated in accordance with the University's current overload pay scale. Typically, faculty members receiving course release(s) for a service assignment, or an additional research assignment do not receive teaching overload compensation.

### **3.5 Office Hours**

- Because being available for consultation with students is an important part of an instructor's responsibilities, Faculty shall be available for consultation on a regular basis outside of scheduled instructional hours.
- Full-time faculty in academic and career/technical programs are required to schedule at least five office hours per week, scheduled over a minimum of two days.
- Part-time faculties are required to schedule office hours prorated according to their teaching assignments.
- When evening courses are part of an instructor's assignment, one office hour should be scheduled in the evening. It is recommended that this office hours be held during the hour prior to the start of the evening class.

- Each instructor will provide the departmental secretaries with a copy of his or her timetable showing assigned class time and office hours. A copy of this timetable should be posted outside the instructor's office. The faculty should also clearly notify students of the scheduled office hours in course outlines or in class.
- If a student's timetable conflicts with the instructor's scheduled office hours, it is expected that the instructor will accommodate the students' needs for consultation at a mutually agreeable time. If an instructor cannot be present during office hours, he or she should make reasonable efforts to inform students.

### **3.6 Demise Policy**

The dependent members of the family of the faculty member, who is contracted on secondment or by means of a personal contract, will be offered, in case of his demise, the following:

1. The total of one month's salary for the month in which the death occurs.
2. The total of the next three months' salary.
3. End-of-service gratuity equivalent to one month's salary for every year of service, pro-rated for service periods of less than one year.
4. The preparation of the disease, transporting his body to his country and the expenses of the return of his family and its belongings will be borne by the University.

If a faculty member is contracted on secondment or by means of a personal contract, and one of his dependents passes away while the contract is in force, the expenses incurred for the preparation and transportation of the body and a return ticket for one family member will be borne by the University.

# **Chapter Four: Responsibilities of Faculty and Administrative Faculty**

## 4.1 The College Dean

### Appointment

Those appointed as Deans shall hold the rank of full professor. When necessary, a faculty member from another rank may be appointed as acting Dean of the college. The appointment of the Dean shall be by decision of the Board of Trustees, based upon the recommendation of the Chancellor, for the period of three renewable years for one time only.

### Responsibilities

The responsibilities of the college dean are as follows:

- Supervise the administration of academic, administrative, and financial affairs and the scientific research matters of the college in accordance with the University bylaws and policies and procedures.
- Develop the college strategic and operation plans in coordination with the other university entities.
- Follow up accomplishment of the strategic performance indicators.
- Prepare the college budget considering the college needs in coordination with the Finance department.
- Follow-up implementation of the decisions of the College and Deans Councils and the Board of Trustees.
- Ensure the proper functioning of the teaching and research processes and for maintaining discipline and applying the laws, by-laws and policies and procedures.
- Submit a detailed annual report to the Chancellor at the end of the academic year, inclusive of the college activities and educational and research affairs.
- Supervise faculty and staff recruitment in his/her college according to the faculty recruitment process implemented in the University and in coordination with the chairpersons and faculty members.
- Evaluate department chairs and faculty members in his/her college, considering their performance according to the evaluation criteria and systems implemented at the

University.

- Supervise implementation of faculty and staff development programs.
- Coordinate and supervise all assessment activities in the college, including:
  - Supervise and follow up all the assessment work done in his/her college.
  - Evaluate the department heads with regard to their role in the assessment process.
  - Supervise completion of all data required and include them in the college annual report.
  - Ensure completion of faculty, course, and program e-files according to accreditation standards and university criteria.
  - Supervise implementation of recommendations for course and program improvement that result from the learning outcome assessment process.

## **4.2 The Head of Academic Department**

### **Appointment**

The Chancellor will appoint one of the staff members holding the rank of professor as chairperson upon the recommendation of the Dean for three renewable years normally and for one time only. The Chancellor may also appoint a staff member of a lesser rank as acting chairperson.

### **Responsibilities**

The responsibilities of the department chair are as follows:

- Ensure that teaching, research, and academic activities are carried out professionally and in accordance with the university bylaws and policies and procedures.
  - Develop the department strategic and operation plans in coordination with the other college and university entities.
  - Follow up accomplishment of the strategic performance indicators.
- Prepare the department budget and submit it to the college dean.
  - Submit to the college dean a full and detailed report at the end of each academic year on the academic and educational affairs of the Department and on academic research, publications,

and community service.

- Suggest conditions and specifications required for vacant posts in the department, along with defining qualifications and experience for each post.
- Supervise faculty and staff recruitment in his/her department according to the faculty and staff recruitment process implemented in the University and in coordination with department faculty members.
- Evaluate department staff and faculty members, taking into account their performance according to the evaluation criteria and systems implemented at the University.
- Distribute students amongst academic advisors and follow up the progress of their study plans.
- Propose the distribution of courses to be taught among staff members and submitting the same to the Departmental Council.
- Supervise implementation of faculty and staff development programs.
- Coordinate and supervise all assessment activities in the department, including:
  - o Supervise and follow up all the assessment work done in his/her department.
  - o Evaluate the faculty members with regards to their role in the assessment process.
  - o Supervise completion of all data required and include them in the department annual report.
  - o Ensure completion of faculty, course, and program e-files according to accreditation standards and university criteria.
  - o Supervise implementation of recommendations for course and program improvement that result from the learning outcome assessment process.
  - o Assign assessment implementation tasks to faculty members and follow up their performance.
  - o Maintain records for the activities of the department, records of university documents relating to the department and supervision of their use in accordance with university policies and procedures.
  - o Supervise the selection of course textbooks and references.

### 4.3 Program Coordinator

Responsibilities of the program coordinator are:

- Co-operate with the department chairperson/dean for preparing a statement regarding the department's needs and submitting the program to the Dean at the appropriate time after consultation with the department so that it can be taken into consideration when the budget is prepared.
- Help Chairperson/Dean for supervising program effectiveness activities to ensure proper documentation of assessment and contentious improvement and development of the program and its courses.
- Support chairperson/dean for maintaining records for the activities of the department, records of university documents relating to the department and supervision of their use in accordance with rules and practices followed in the University.
- Contribute to selecting of course textbooks and references.
- Propose the distribution of courses to be taught among staff members and submit the same to the Chairperson.
- Encourage academic research and assist staff in conducting research.
- Help students prepare suitable study plans and select academic advisors for their study period.
- Contribute to prepare all reports related to the program which the dean's office or the university administration requires from the Department.
- Coordinate and supervise all assessment activities in the program, including:
  - Supervise and follow up all the assessment work done in his/her program.
  - Ensure completion of faculty, course, and program e-files according to accreditation standards and university criteria.
  - Supervise implementation of recommendations for course and program improvement that result from the learning outcome assessment process.
  - Supervise the selection of course textbooks and references.
- In case the program is interdisciplinary, the program coordinator will communicate with all stakeholders to ensure the smooth running of the program.

## 4.4 Course Coordinator

Responsibilities of the course coordinator are:

- Organize and conduct a start-up meeting of all course instructors at the start of each semester. This meeting is about discussing and planning for the implementation of actions developed during the previous cycle.
- Ensure all course instructors follow the course syllabus in order to achieve consistency among all course sections.
- Ensure all course instructors have all course materials and textbooks in advance.
- Coordinate the preparation of unified exams, particularly the midterm and final exams, in cooperation with all course instructors.
- Organize follow-up meetings with course instructors during the semester to ensure all sections are progressing similarly.
- Develop and implement course evaluation and review for multi sections by:
  - Collecting data, feedback and recommendations related to all sections from all course instructors,
  - Compiling data aggregated
  - Completing the e-course file reflecting the course experience in all sections.
  - Perform the course evaluation and review at the end of the academic term using the course review report form. Course review and evaluation ensures:
    - The college provides relevant learning resources for students.
    - Opportunity for feedback and input from students and instructors.
    - All learning materials and assessment activities are aligned with the syllabus.
    - Learning outcomes are aligned with the appropriate level of the QF Emirates.
    - Students are achieving the expected learning outcomes.

## 4.5 Faculty

- Faculty members' duties will include the following:
  - Teaching and conducting examinations.
  - Conducting original research.
  - Supervision of dissertations, student research and student academic and social activities.
  - Academic advising.
  - Participation in University councils and committees and in councils and committees which the University approves or participates in.
  - Devoting himself to his academic duties at the University and maintaining the levels appropriate to the University position and reputation in the fields of research, teaching, guidance, and administration.
  - Performance of any tasks requested by the Chancellor or Dean of his college so long that such tasks are not incompatible with the nature of his work.
  - Serving the local community and fulfilling its needs in accordance with certain criteria set by the University.
- Faculty members are also directly involved in new faculty recruitment and appointment as they are represented on selection committees and in the department council.
- Faculty members have a core role for institutional effectiveness and assessment in UKF. Moreover, Faculty members are directly involved in curriculum initiation, development, and revision.
- The roles of faculty in the assessment process are as follows:
  - Starting the objectives and outcomes for each of the courses she/he teaches or specializes in.
  - Doing the necessary outcomes mapping for the courses s/he teaches or specializes in.
  - Participating in all the accreditation and assessment activities required by her/his academic department and/or the University outcomes assessment activities.
  - Using the collected feedback to improve the academic content of the courses

she/he teaches and to develop her/his teaching and assessment methods.

- Performing all course effectiveness activities to ensure proper documentation of assessment and contentious improvement and development of the courses and the curriculum.
- Completing and updating his/her data in the faculty e-portfolio implemented in the University.
- Completing and updating his/her course e-file implemented in the University.

In addition to the duties mentioned, all faculty members are expected to participate in the department council and committees and perform any other duties as requested by the Chancellor, Dean, and Department Chair, as long as such tasks are not incompatible with the nature of his/her work.

# **Chapter Five: Secondment and Conference Attendance Regulations**

## **5.1 General Guidelines**

- a) A faculty member may be sent on academic or official business inside or outside the country in accordance with instructions from the Chancellor.
- b) A faculty member may be delegated to perform other administrative tasks or may be seconded to a governmental or international organization in accordance with instructions from the Chancellor.
- c) The University of Khorfakkan is keen to encourage faculty members to take part in conferences and seminars organized by scientific and specialized organizations, whether at the local, regional, or international level.
- d) Participation in conferences shall be by the decision of the Vice Chancellor for Academic Affairs.
- e) Conditions that must be satisfied by applicant:
  - The applicant must be a faculty member and must have passed the probationary period which is six months or based on the contract.
  - The University shall not incur any conference expenses unless the applicant is a faculty member working for the University when the conference is held.

## **5.2 Required Documents**

A form shall be filled out and submitted at least one month before the date of the conference/seminar to be attended. The following documents must be included:

- a) Approval from the college concerned.
- b) A copy of the paper is to be read or an abstract thereof as the conference organizers may require.
- c) A copy of the conference flier (in which the fees are stated).
- d) A letter indicating final (and not conditional) acceptance of the paper by organizers.

## **5.3 Procedures**

1. The University shall allocate an adequate annual budget for each college to cover the

expenses of conference attendance by its faculty. Such a budget shall ordinarily be allocated in light of the college plan to send to conferences a number of faculty members that comprise no more than 20% of its total number of faculty members.

2. A college may divide the available funds amongst faculty members who wish to attend conferences in a way that does not exceed the amount allocated in the budget for conference attendance provided that such a division is carried out in an equitable manner. To this end, the following guidelines may be followed for the purpose of prioritization:
  - a. Faculty who are attending conferences that are closer to their specialization.
  - b. Faculty who are asked to represent the University in a conference.
  - c. Faculty who are requested to prepare a paper by conference organizers.
  - d. Faculty who are given organizational capacity in a conference.
  - e. Faculty who has not attended conferences in the year in question or the year before.
3. The participant shall submit to the Chairman upon his return a report on the conference.
4. A copy thereof must also be forwarded to Dean's office.
5. The faculty member must organize a seminar on the conference, the discussions carried out and the recommendations made therein to his colleagues in the department within one week of his return.
6. A faculty member is entitled to take part in one local conference and one external conference every year provided sufficient funds are available for that purpose.
7. The conference must be relevant to the specialization of the faculty members.
8. No participation in a conference will be accepted without an acceptable paper, except in special cases which are approved by the Chancellor.

#### **5.4 Conditions of Participation**

1. The conference must be in the applicant's area of specialization.
2. The participant must be the main (or joint) author of the paper. The applicant must also be the presenter of the paper.
3. The paper must bear the name of the University of Khorfakkan.
4. No conference participation is permitted during the first week of teaching, the last week

of teaching or during the final examinations period.

5. Faculty teaching in the summer session may not apply to attend conferences or seminars held abroad during that session due to the shortness of the semester.
6. Participation without a paper may be permitted with the approval of the Chancellor in the following cases:
  - a. The participant should be a main member of the organizing committee for the conference.
  - b. The participant should be a member of one of the scheduled panel discussions of the conference.
  - c. The participant should be the moderator for one of the workshops or sessions of the conference.
  - d. If the participant should represent the University in a major academic activity that reflects positively on the University.

## **5.5 Regulations of financial support to applicants**

1. The University covers the expenses of a conference for a participant throughout the days of the conference only at the rate of US \$160 per diem as follows:
  - a. A maximum of four per diems is paid if the conference is held in a country in the Far East, South America, the United States of America, Canada, or Australia.
  - b. A maximum of three per diem is paid if the conference is held elsewhere.
2. The University shall pay a maximum of US \$500 to cover the conference or symposium fees.
3. The University provides conference participants with an economy round trip ticket. However, if the conference is held in summer, the University provides the participant with a ticket from their country of residence to the place of the conference and if the conference is held in the country of the participant, the University shall not incur travel expenses.
4. In the case of local conferences (Al-Ain, and Abu Dhabi only), the University shall cover the travel and accommodation expenses provided that they do not exceed AED 700 in accordance with the receipts submitted to the University. In addition, the University shall pay the registration fees.

5. If a faculty member participates in presenting more than one paper, the University shall cover the expenses for only one paper.
6. If a participant receives full financial support to cover the expenses of the event, the University shall not incur any expenses.
7. If a participant receives partial financial support to attend a conference, the University shall cover the remaining part of the expenses provided that it does not exceed what is stated in the regulation of financial support for conference participation.

# **Chapter Six: Faculty Consultancy Services**

## 6.1 Consultancy Services

Consultancy is defined as any professional activity related to the faculty's field or discipline, where a fee-for-service or equivalent relationship with a third party exists.

The University of Khorfakkan extends to its faculty members the privilege of consulting because such activities can contribute to the professional development and stature of the faculty member and thus may benefit the University as well as the faculty member. Such benefits may be, but is not limited to, enhancement of faculty professional expertise, establishing and maintaining professional contacts, associations, and relationships, and developing opportunities for sponsored research. “Consulting activity” is defined as professional work performed outside university auspices that are substantively related to a faculty member’s area of expertise and duties at the university. Included is consulting for a company owned by oneself or by a member of one’s immediate family.

Professional consulting is encouraged provided such activities present no conflicts of interest and are kept within reasonable bounds. The primary safeguard is the requirement that the faculty member secure advance approval for consulting activities to ensure that the activity is beneficial to the University in that no conflicts of interest exist, no conflict with university duties and responsibilities is present, and the total amount of consultation by the faculty member is not excessive. Professional work that is part of the normal duties of members of the academy does not fall under the auspices of this policy.

All proposed consulting activities (while employed by the University) must receive prior review and approval through the appropriate channels (department chair, dean, and Vice Chancellor and Chancellor) to ensure that they present no conflicts of interest and do not diminish the quantity and quality of professional services rendered to the University as part of the faculty member’s normal duties and responsibilities. Non-compensated consulting (i.e., public service in one’s area of professional expertise) must also receive prior approval whenever the potential for a conflict of interest exists. It is the faculty member’s responsibility to assess whether the potential for a conflict of interest in non-compensated consulting exists, when in doubt a consulting form should be

submitted.

Prior approval must be obtained for consulting use of university equipment or facilities, or the employment of university faculty, staff, and students. The inconsequential use of office-based computing equipment and telephone equipment (e.g., the exchange of e-mails or local telephone calls with a consulting client) is permitted without prior approval.

# **Chapter Seven: Faculty Development**

## **7.1 Scope of Faculty Development**

Faculty development activities are decentralized and are conducted basically at two levels: At the department and University-wide levels. Departments are primarily responsible for attending to the needs of individual faculty members, and they do so with travel money, reassigned time, mentoring, and a host of other less visible activities. The University is responsible for programs that are important to the institution as a whole and appropriate to a wide range of faculty. Whereas faculty development at the department level is handled by a department head, perhaps in consultation with a departmental committee, at the university- level, there is no such coherence.

## **7.2 Categories of Faculty Development**

The activities of the faculty development program can generally be classified into three categories:

### **Instructional development**

These programs seek to improve teaching, and they include activities such as peer coaching, videotaping classroom performance, and conferences and workshops on teaching strategies.

### **Professional development**

These programs foster faculty members' increasing sophistication in their academic discipline.

### **Organizational development**

These activities promote the growth of faculty as members of an academic community at a specific institution and are directed towards the overall health and welfare of the organization. This type of faculty development includes areas such as new faculty orientation and accreditation/reaccreditation activities.

Faculty development is a shared responsibility between the institution and each member of its faculty. The University provides a range of continuing opportunities for faculty to become

increasingly effective in helping the University meet its mission. On the other hand, each faculty member should develop his or her own strategies for serving the academic programs and expectations of the University, college, and department.

# **Chapter Eight: Faculty Annual Evaluation**

## **8.1 General**

All faculty members will be evaluated annually in each of the three areas of scholarship (including research and creative activity), teaching, and service. In addition, faculty members will be evaluated on contributions to the quality and effectiveness of their Unit, their College, and the University in the light of UKF mission. The University recognizes that every faculty member offers a unique combination of accomplishments relative to the criteria listed above, depending on academic field, specialized scholarly interests, varying professional opportunities, and responsibilities for teaching, laboratory and field work. However, while relative weights may vary, all faculty members are expected to be productive in each of the three areas over time.

Performance criteria in the areas of scholarship, teaching effectiveness and service shall be delineated in each Unit's documents concerning merit review, reappointment, and promotion policies.

## **8.2 Teaching**

Through their teaching, all faculty members are expected to transmit knowledge, extend their students' understanding, and vision, and develop in their students the ability for critical and independent thinking. In their roles as teachers, faculty members are expected to maintain and reflect currency in their discipline and to enable students to understand and appreciate the material of the course. Good teaching includes, as applicable, the following indications of teaching effectiveness:

- a) Quality presentation in the classroom or other learning environment, including effective communication and adjustment of teaching techniques to the subject area and student's needs.
- b) Clearly stated course objectives, along with explicit evidence that appropriate teaching/learning methods were employed to assist students in meeting course objectives.
- c) Appropriateness of subject matter, approach, and evaluation methods.
- d) Courses or programs and counseling of students to make the learning environment a meaningful one.

- e) Evidence of superior teaching not included in the above, such as multiple, mutually independent mechanisms to evaluate the teaching performance, at least one of which is based on input from students; and
- f) Creative development and implementation of courses or programs in the standard academic program or in the area of cooperative and experiential education, when deemed appropriate by the Unit, or creative application of technology to achieve improved educational outcome or to reach new audiences.

Performance expectations in teaching include a faculty member's adherence to university policies and requirements with respect to teachers' interactions with students and meeting scheduled and assigned obligations, including those governing distribution of syllabi, scheduling of examinations, submission of grades and return of student work.

All these activities should be documented, for each course offering, in the course e-files system.

### **8.3 Scholarship, Research, and Creative Activity**

All faculty members are expected to engage in scholarly activity as defined by their disciplines, and to earn distinction in their respective fields. Colleges may develop their own criteria of productive scholarship consistent with the expectations in their discipline and with the University policies and procedures.

In many disciplines, publishing or presenting original research or scholarly review constitutes the standard of achievement and dissemination. In the arts and humanities, creative productivity encompasses, among other activities, published fiction, poetry, and drama; multimedia productions or musical compositions performed or published; musical, dramatic, and others forms of public performance; and exhibitions of painting or other graphic work. Recognition in the faculty member's scholarly fields, including, when appropriate, the receipt of prizes, grants or contracts awarded through a peer review process, or the receipt of patents represents professional recognition of research activities. In some fields technical, procedural, or practical innovations made clinically or professionally are evidence of productive scholarship. The quality and originality of the scholarship, as judged by experts in the individual's field, provides the most important measure of the faculty

member's work.

Performance expectations in scholarship include the faculty member's adherence to professional standards of conduct as established, for example, by university policies governing research, by funding agencies, and by norms of the discipline.

## **8.4 Service**

The effective operation and development of the University significantly relies on the service contributions of the faculty. Faculty members are expected to perform service activities within and outside the University. Internal faculty service responsibilities may include administrative duties, committee work, advising student organizations, and involvement in other roles that contribute to the Unit, College, and University.

Outside the University, faculty members are expected to contribute to the professional development of their disciplines by promoting the discovery and dissemination of knowledge in their fields. Professional service activities include participation in professional organizations, seminars, and colloquia relevant to the individual's academic interests or to the education process. Faculty members also serve by contributing their disciplinary knowledge to the general Community.

Performance expectations in service, as in teaching and scholarship, include the faculty member's adherence to professional standards.

# **Chapter Nine: Faculty Academic Promotion**

## 9.1 Promotion Criteria

The criteria for faculty promotion at the University of Khorfakkan include evaluating the performance of faculty members in the following three areas:

1. Research
2. Education (Teaching and Academic Advising)
3. University and Community Services

### Research

This criterion refers to research and publications in the applicant's field of specialization. Research admissible for promotion includes:

- A. Research published in recognized specialized or multi-disciplinary periodicals and journals provided that such periodicals and journals are referred (at least two referees) and are in the applicant's field of specialization or a closely related field and are regularly published by universities, academic or scholarly societies, associations or academies, or scientific research centers, which should be indexed in Scopus. A minimum of 50% of the applicant publications for promotion must appear in different journals.
- B. A maximum of two granted patents can be used for promotion to the rank of Associate Professor. A maximum of three granted patents can be used for promotion to the rank of Full Professor. Each patent is counted as a 3\* publication.
- C. Case studies in the applicant's field of specialization are published in referred academic journals and as a 3\* publication. Only one such article may be considered for promotion.
- D. Research published in specialized books in the applicant's field of specialization. These books must have been referred to by at least two referees in the applicant's field of specialization prior to publication and must have been published by a university, or an academic association, which should be indexed in Scopus. Only one such work may be considered for promotion and is counted as 3\* publication.
- E. Published books that contribute to knowledge in the applicant's field of specialization provided that their contents are of a substantial nature. Such books must have been

evaluated by at least two referees in the applicant's field of specialization prior to publication. They must have been published by a university, or academic association, which should be indexed in Scopus. A maximum of two such books may be considered for promotion and are counted as a 3\* publication.

- F. Published university textbooks in the applicant's field of specialization provided that their contents are substantial. Such books must have been evaluated by at least two referees in the applicant's field of specialization prior to publication. They must have been published by a university, or an academic association. A maximum of one such textbook may be considered for each promotion and is counted as a 3\* publication.
- G. Heritage books that have been referred, reviewed, and published by a university, an academic association, a reputable publishing house or in a refereed scientific journal. Such books must be in the applicant's field of specialization and must have been evaluated prior to publication by at least two referees in the field of specialization. Only one such book may be considered for promotion and is counted as a 3\* publication.
- H. For the Fine Arts, Design, and Communication specializations, artistic and creative works will be considered for promotional purposes. In accordance with current policies and regulations for faculty promotion, each new creative work is considered equivalent to one research article provided that the work is documented. A maximum of two such creative works may be considered for promotion to the Rank of Associate Professor and a maximum of three for promotion to the Rank of Full Professor. Each of them is counted as a 3\* publication.
- H.1. The creative works for Communication specializations that shall be considered for promotion purposes include:
- Production of radio and television creative works (e.g., programs, documentaries, or drama),
  - New media creative works (e.g., website designs, or smart digital applications),
  - Media campaigns
  - Applied research.

This work could be done at the international, regional, or national level. The evaluations of each category are subject to criteria approved by the university.

H. 2. The creative works for Fine Arts and Design specializations that shall be considered for promotion purpose include:

- Participation in art biennial/triennial of creative art and design (e.g., painting, drawing, photography, sculpture, printmaking, fashion design, furniture design, interior design, graphic design).
- Participation in solo exhibition of creative art and design (e.g., painting, drawing, photography, sculpture, printmaking, fashion design, furniture design, interior design, graphic design).
- New media creative design (e.g., website designs, or smart digital applications)
- Applied Research in Design.

These creative art and design works could be done at the international, regional, or national level. The evaluations of each category are subjected to criteria approved by the university.

I. Under all circumstances, the total number of books referred to in items (D), (E),

(F) and (G) above shall not exceed two for promotion to the rank of Associate Professor and three for promotion to the rank of Full Professor. Each of the books is counted as a 3\* publication.

J. The publications of the applicant must carry, as first affiliation, “University of Khorfakkan” while the applicant is working at University of Khorfakkan.

### **Teaching and Academic Advising**

The applicant's performance in teaching and academic advising shall be evaluated according to the following criteria:

- A. Effectiveness of the applicant's teaching according to student evaluations for courses taught at the University of Khorfakkan.
- B. Effectiveness of the applicant’s teaching according to peer evaluations of a sample of courses

- taught at the University of Khorfakkan.
- C. The variety of courses taught by the applicant in his/her specialization at the University of Khorfakkan.
  - D. The applicant's contribution to graduate studies (if offered in the concerned college) through teaching graduate courses and/or supervising thesis/dissertations if applying for promotion to the rank of Full Professor.
  - E. The applicant's contribution to developing study plans and programs, including proposing new courses, or modifying already existing courses at the University of Khorfakkan.
  - F. The applicant's contribution toward improving the teaching process by introducing effective learning and teaching methodologies and writing instructional materials based on preparing and/or publishing case studies or publishing the results of various applied teaching methodologies.
  - G. Utilizing modern educational technologies in teaching.
  - H. Organizing and participating in student academic advising.
  - I. Participating in seminars, conferences or workshops pertaining to improving and developing teaching methodology.

## **9.2 Academic Promotion**

### **Promotion to the Rank of Associate Professor:**

An Assistant Professor applying for promotion to the rank of Associate Professor shall:

- A. Have spent a minimum of five years as an assistant professor, of which at least two year has been at the University of Khorfakkan.
- B. Submit a minimum of seven original publications in his/her field of specialization, or a closely related field, of which at least three must be journal Scopus articles where the applicant is solo or main author. In the case of joint authorship, applicants are required to specify their contribution for each publication and verify this by the main author. The main author is determined taking into consideration the practice of the journals in the different

categories (disciplines) and his field of specialization.

- C. Have had at least four actually published articles.
- D. Have had research articles accepted for publication or published while in the rank of assistant professor that have not been used to fulfill earlier academic degree requirements (i.e. Master's or PhD degrees). A maximum of two journal papers published after obtaining Ph. D. and outside the period of Assistant Professor may be considered.
- E. Have had at least five journal articles published (or accepted for publication) while working at the University of Khorfakkan.
- F. Research for applicants applying to the rank of associate professor must include at least two journal articles published or accepted for publication in a class (A) journal in which the applicant must be solo or main author. Remaining publications should be at class A or B.
- G. Candidates holding a PhD degree from a foreign university are required to include within their research at least three research journal articles published (or accepted for publication) in foreign journals of at least a class (B).
- H. Have taught at the university level for the full period stated in item (A) above and received a minimum overall evaluation in teaching and academic advising of at least 'very good', corresponding to the form designated for this purpose.
- I. Have contributed to university and community services and received a minimum overall evaluation in university and community service of at least 'very good' corresponding to the form designated for this purpose.

### **Promotion to the Rank of Full Professor**

An Associate Professor applying for promotion to the rank of Full Professor shall:

- A. Have spent five years as an associate professor, of which at least three years has been at the University of Khorfakkan.
- B. Submit a minimum of ten original publications in his/her field of specialization, or a closely related field, of which at least five must be journal articles where the applicant is solo or main author. In the case of joint authorship, applicants are required to specify their contribution for each publication and verify this by the main author the main author is

determined taking into consideration the practice of the journals in the different categories (disciplines) and his field of specialization.

- C. Have had at least seven actually published articles.
- D. Have had research articles accepted for publication or published while in the rank of associate professor that have not been used to fulfill earlier academic rank or degree requirements (i.e. assistant professor rank, master's or PhD degrees). A maximum of three journal papers published outside the period of Associate Professor may be considered, provided the applicant has the rank of Associate Professor before submitting these journal papers.
- E. Have had at least five journal articles published or (accepted for publication) while working at the University of Khorfakkan.
- F. Research for applicants applying to the rank of full professor must include at least three journal articles published in class (A) journal in which the applicant must be solo or main author. Remaining publications should be at A or B classes.
- G. Candidates holding a PhD degree from a foreign university are required to include within their research four research journal articles published (or accepted for publication) in foreign journals, at least four of which must be a class (A) journal.
- H. Papers submitted, after the central promotion committee approves the applicant file for promotion to the rank of Associate Professor to be sent to referees, are considered for promotion to the rank of Professor.
- I. Have taught at the university level for the full period stated in item (A) above and received a minimum overall evaluation in teaching and academic advising of at least "Excellent" corresponding to the form designated for this purpose.
- J. Have contributed to university and community services and received a minimum overall evaluation in university and community service of at least 'very good', corresponding to the form designated for this purpose.

### **9.3 Criteria for Accrediting Periodicals and Journals for Promotion Purposes**

Academic periodicals and journals must meet the following conditions:

- A. Periodicals and journals must be published by universities, specialized academic

associations, scientific research centers, or international publishing houses and indexed in Scopus.

- B. Periodicals and journals must have a specialized editorial board with a membership consisting of academicians of high academic standing.
- C. Periodicals and journals must require articles to be referred to before publication by at least two referees. The promotion committee may request applicants to submit all communications with the editors including referees' reports if deemed necessary.
- D. Periodicals and journals must publicize their regulations for publishing studies and research articles.
- E. Periodicals and journals must state that published research meets established scientific publishing standards in terms of organization, citations/referencing, and editing.
- F. Periodicals and journals must be issued regularly and be in circulation.
- G. Periodicals and journals must have a national or international standard serial number (ISSN).
- H. Periodicals and journals must have been regularly issued for at least three years prior to publishing the applicant's article.
- I. In addition to the criteria mentioned above, journals shall be ranked for the purposes of promotion according to the following three classes:
- J. Journals in SCOPUS databases are classified (A) if their SJR metric is in the top 20 % in the journals category in the field of specialization of the applicant, provided these journals are listed in the ISI database and have impact factor. The rest of journals in that category in the SCOPUS Database are classified (B).
- K. Papers written in English Language which are not in SCOPUS Database with SJR metric are not counted.
- L. For papers written in Languages other than English, the University Promotion Committee classifies the corresponding journals (which are not in the SCOPUS Database with SJR metric) submitted by the applicant. For future publications, potential applicants should request, from the University Promotion Committee, the classification of the journals to which the applicant is planning to send his/her papers to, before submission.

## **9.4 Promotion Procedures at the Departmental/Program Level**

The following procedures shall be followed at the departmental level for faculty promotion:

- A. Applications for promotion (using the form designated for this purpose) may be submitted to the department chairperson/Program coordinator during the first week of October of each year after receiving a call for promotion applications from the vice chancellor for academic affairs office. Applicants should attach a dossier with their application including their curriculum vitae (CV), research submitted for promotion, evidence of the applicant's contribution to teaching, academic advising, and university and community service, and a summary of the applicant's contribution in scientific research. The chairperson/Program coordinator shall present promotion applications to the Department/Program Academic Promotions Committee.
- B. The Department/Program Academic Promotions Committee's membership shall include three departmental faculty members holding an academic rank equivalent to or higher than the academic rank for which the applicant is applying. Please note that the members of this committee should not be members of higher-level committees (for the same purpose) and that the committee should be chaired by the department chairperson/Program coordinator (if a Full Professor), or by another Full Professor in the department if the department chairperson is not a Full Professor. In the case that there are no Full professors within the department, the chairperson may chair the committee when reviewing promotion applications equivalent to his/her own academic rank.
- C. The Department/Program Academic Promotions Committee shall review promotion applications to determine the extent to which each application satisfies the promotion criteria. The committee may request additional information and supporting documents from applicants pertaining to the dossier presented to the committee. The committee shall prepare a detailed report including the results of its review of applications. It shall also make recommendations on whether to proceed with the promotion process. If it is recommended to proceed with the promotion process, the department chair shall forward the committee's report (together with the application dossier) to the college dean within one month of the date the department chair received the application.

- D. If the number of faculty members in the department holding a rank equivalent to or higher than the desired rank for promotion is less than three, the college dean, in consultation with the chair, shall select faculty members from outside the department/program. The committee should have at least three members, and external faculty members must be in the same field as the applicant and of the same academic rank being applied for or higher.

## **9.5 Promotion Procedures at the College Level**

The following procedures shall be followed at the college level for faculty promotion:

- A. In September of each year, the College Council shall form a committee for promotion, called the College Academic Promotions Committee. This committee shall be chaired by the dean of the college if a Full Professor or another professor in the college if the dean is not a full professor. The committee shall include a Full Professor from each department in the college. In case there are no full professors in a particular department, an Associate Professor from the concerned department/Program may be a member of the committee. Under all circumstances, however, Associate Professors shall not participate in reviewing the promotion of applicants to the rank of Full Professor.
- B. The College Academic Promotions Committee shall review promotion applications from the various college departments to determine the extent to which candidates meet the requirements for promotion. The College Academic Promotions Committee may request additional information and supporting documents from applicants pertaining to the contents of the applicant's promotion dossier. The College Academic Promotions Committee shall prepare a detailed report containing results from its review of applications. It shall also make recommendations on whether to proceed with the promotion process. If it is recommended to proceed with the promotion process, the college dean shall forward the committee's report and a list of potential referees (together with the applicant's promotion dossier and the report from the concerned Department Academic Promotions Committee) to the chairperson of the University Academic and Administrative Promotion Committee within one month from receiving the report from the Department Academic Promotions Committee.
- C. The college dean, in consultation with the department chairperson, and Full Professor

members of the College Academic Promotions Committee, shall suggest a list (for each applicant) of ten referees holding the rank of Full Professor in the applicant's field of specialization from outside the UAE. None of the referee nominees shall have supervised research done by the applicant, whether at the master's or PhD levels, or co-authored any studies or research by the applicant. The college dean shall attach with the list of referees the CV of each potential referee, indicating his/her current position, specialization, and recent publications.

- D. If the number of members on the College Academic Promotions Committee holding a rank equal to or higher than that being sought for promotion is less than three, the dean shall follow the same procedure mentioned above at the departmental level.

## **9.6 Promotion Procedures at the University Level**

Applications for promotion shall be processed at the University level as follows:

1. At the beginning of each academic year, a committee shall be formed called the Academic and Administrative Promotion committee, which shall be chaired by the Chancellor or whomever he delegates.
2. The Academic and Administrative Promotion committee shall review promotion applications from the various colleges to determine if each application satisfies the promotion criteria, taking into consideration the reports of the College Academic Promotions Committee and that of the Department/Program Academic Promotions Committee. The committee may ask the applicant for additional information and supporting documentation pertaining to the contents of his/her promotion dossier.
3. The Chancellor or his Vice chancellors shall select four referees from those nominated by the college or others specialized in the field to evaluate whether an applicant's research complies with the promotion criteria. The Chancellor or his Vice chancellors may add the names of other specialized referees after consulting with the Academic and Administrative Promotion committee. The Chancellor or his Vice Chancellors shall be in charge of corresponding with the referees.
4. Each referee shall be sent a copy of the applicant's CV, the University's promotion by-laws,

the research accepted for promotion by the Academic and Administrative Promotion committee, and a designated research performance evaluation form for evaluating the applicant's research profile. The Chancellor or his Vice Chancellors may send the dossier to a replacement referee if any of the original referees do not respond within three months.

5. The University Central Committee for Promotion shall review and discuss the evaluation results after receiving the responses from at least three referees for each case. The committee shall make its recommendation in accordance with the following:
6. The minimum overall average of the three referees evaluating the research of an applicant for promotion to the rank of associate professor must be at least 75 %.
7. The minimum overall average of the three referees evaluating the research of an applicant for promotion to the rank of full professor must be at least 80%.
8. The Chancellor shall refer the recommendations of the University Central Committee for Promotion to the Deans Council for consideration. The decision of the Deans Council to promote an applicant or not shall be made by vote of a simple majority of the full professor committee members in attendance at the meeting and, in the case of promotion to the rank of associate professor, a simple majority of the full professors and associate professors in attendance.
9. The Chancellor shall forward the decision of the Deans Council to promote an applicant to the Board of Trustees for approval. The Chancellor shall be responsible for issuing the Board of Trustee decisions that approve promotion cases. Promotion of candidates shall be effective as of the date of Chancellor's issuance of these decisions.
10. If the Central Committee, the Deans Council or the Board of Trustees does not approve a promotion, the Chancellor shall notify the applicant of this decision in writing. In such case, the concerned faculty member may reapply for promotion after at least one year has passed from the date of his/her notification. This is with the provision that the re-applicant must present a minimum of two new journal articles for the rank of associate professor, for which he/she is the sole or main author of at least one, and one of the articles must have been published (or accepted for publication) in at least a class (A) journal. For the rank of full professor, the re-applicant must present three new journal articles, for which he/she is the sole or main author of at least two, and two of the articles must have been published (or

accepted for publication) in a class (A) journal.

## **9.7 Preparing the Promotion Dossier**

The applicant is required to submit a soft copy of the promotion dossier which should contain the following:

1. A completed application form.
2. The applicant's curriculum vitae (CV), indicating academic degrees and the dates each was obtained, academic ranks the applicant attained both before and after joining the University of Khorfakkan, all research output components including all kinds of publications, research funds and other research activities, teaching experience, academic advising and university and community service.
3. Copies of research work submitted for promotion.
4. Sufficient information about the journals and periodicals, in which the research work has been published, including the editorial board, refereeing process, publishing policies, Scopus percentile and, the name of the institution publishing the journal or periodical.
5. A list of research submitted for promotion including citations for various research publications.
6. Evidence to prove the applicant's contribution to teaching and academic advising, including peer evaluation reports and student evaluations.
7. Evidence to prove the applicant's contribution to the university and community service.

## **9.8 General Provisions**

- A. The University of Khorfakkan does not take into consideration the promotion or academic ranks granted to faculty by other universities while working at the University of Khorfakkan except in the case of official secondment and provided that the published research works comply with University of Khorfakkan criteria.
- B. An assistant or associate professor may apply for promotion to a higher rank four months prior to completing his/her term (at the lower rank) if the other conditions required for promotion to the higher rank have been

fulfilled.

- C. If the procedures of promotion are completed before the end his/her required term (at a lower rank), the date for promotion to the higher rank shall be at the end of this period.
- D. A faculty member who produces a substantial (at least double the points of the required publications for the rank) amount of research may apply for promotion after completing four years in the academic rank required for promotion to a higher rank.
- E. All correspondence pertaining to the promotion process at the departmental, college, and university levels shall remain confidential.
- F. No individual may participate in evaluating the academic contribution of an applicant for promotion at more than one level. Upon submission of a written request to the Chancellor, an applicant for promotion has the right to request review of any promotion committee's recommendations (departmental, college or university) if any committee has rejected the application for promotion provided that the applicant demonstrates evidence of procedural irregularities in the evaluation of his/her promotion application.

## **9.9 Policy on Misconduct in Research**

Professional integrity is of core importance at all reputable educational institutions including research institutions and universities. The University of Khorfakkan is responsible for providing a suitable environment that fosters intellectual and professional integrity and honesty and therefore does not tolerate misconduct in any aspect of research or scholarly endeavor.

The University's policy is based upon the following professional and ethical standards that have been well established in the field of research:

- Applying scholarly and scientific rigor and integrity in obtaining, recording and analyzing data and in reporting and publishing results (not fabricating or falsifying data or results).
- Recognizing the substantive contributions of all collaborators (e.g. using the unpublished work of other researchers and scholars only upon their consent and providing them due acknowledgment).

- Ensuring that the authorship of published work includes all persons who have materially contributed to and/or share responsibility for the contents of the publication, and only those persons.
- Obtaining written consent from authors before using new information, concepts or data originally obtained through access to confidential manuscripts or applications or through refereeing or participating in refereeing projects submitted by other researchers with the aim of securing project funding.
- Obtaining approval from the Research, Innovation and Ethics Committee before engaging in any research that involves human and animal subjects and complying fully with the approved research protocol in performing such research.
- Stating in writing to research sponsors (whether this university or another), journals or funding agencies, any material conflict of interest (financial and/or other) that might influence a sponsor's decision or a sponsor's request of an individual to review research or research project funding applications, test products or to undertake work sponsored by external sources.

Misconduct in research is not limited to any deviation from the above-stated standards. It is the University's responsibility to investigate all allegations of misconduct in research involving any researchers at the University and to take any appropriate action necessary in a prompt and effective manner.

For more details on the University's research code of conduct, faculty members may refer to the University's detailed policy on this matter.

# **Chapter Ten: Academic Integrity and Honor Code**

## **10.1 Academic Integrity**

The University of Khorfakkan is adopting the Arab and Islamic culture and values in all aspects of its activities and operations. Principles of ethical code of conduct and integrity are binding to all academic community at the University. The honor system is designed to foster these principles and to develop students' rigorous standards of personal integrity by placing on students the primary responsibility for academic honesty. Faculty members have a general responsibility to make students aware that the honor code governs all their academic work at the UKF as well as to validate the integrity of any work submitted by the students. The Department of Students Affairs is responsible for investigating allegations of misconduct, both behavioral and academic, and for implementing the discipline process. To help students and faculty learn what constitutes scholastic dishonesty and how to maintain academic integrity, a portion of the Academic Violations section of the Student Handbook is dedicated to educating students about plagiarism, complicity in academic dishonesty, and cheating.

### **Professional Code of Ethics**

Faculty members are scholars, educators, and members of a scholarly community. They are committed to integrity, honesty, fairness, collegiality, and entitlement to scholarly enquiry free of constraints. They share and respect responsibilities and standards of conduct that have effect to these commitments.

Faculty is required to recognize the special responsibilities placed upon them, which include:

- Seeking and stating the truth as they see it, in their subject.
- Devoting their energies to developing and improving their scholarly competence.
- Practice critical self-discipline and judgment in using, extending, and transmitting knowledge.
- Avoiding subsidiary interests that may compromise their freedom of enquiry.

### **As Teachers:**

Faculty appreciates the free pursuit of learning in their students, including:

- Offer the best scholarly and ethical standards of their discipline.
- Show respect for students as individuals and adhere to their proper roles as intellectual guides and counselors.
- Make every reasonable effort to foster honest academic conduct and to ensure that their evaluations of students reflect each student's true merit.
- Respect the confidential nature of the relationship between faculty and student.
- Avoid any exploitation, harassment, or discriminatory treatment of students.
- Acknowledge significant academic or scholarly assistance from them.
- Protect their academic freedom.

**As Colleagues:**

Faculty observes the following:

- Do not discriminate against or harass colleagues.
- They respect and defend the free enquiry of associates.
- In the exchange of criticism and ideas, faculty show due respect for the opinions of others.
- Acknowledge academic debt and strive to be objective in their professional judgment of colleagues.
- Accept their share of faculty responsibilities for the governance of their institution.

**As Members of the University Family:**

Faculty seeks the following:

- Observe the stated regulations of the institution, provided the regulations do not contravene academic freedom, they maintain their right to criticize and seek revision.
- Respect 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 action upon the program of the institution and give due notice of their

intentions.

- Consider rights and obligations towards other UAE residents.
- 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 people, 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 a particular obligation to promote conditions that promote free enquiry and a deeper understanding of academic freedom.

# **Chapter Eleven: Conflict of Interests**

## **11.1 Conflict of Interests at UKF**

The University considers any business or professional activity by an employee outside the University a potential conflict of interest. Employees of the University must avoid conflicts of interest especially when it may potentially harm the integrity or mission of the University. In all circumstances, such activities must not interfere with assigned University responsibilities and should advance the University mission.

An employee of the University who provides, or whose family (parents, children, brothers or sisters, spouse, and spouse's parents) provides goods or services to the University must disclose this relationship to the Office of the Secretary General prior to offering the goods or services.

Faculty and professional staff may engage in consulting, service, or other activities for pay only after receiving written approval from their dean, director, or authorized University official. University property, equipment and facilities shall not be used to support outside employment unless approved in writing by the dean, director, or other authorized official.

# **Chapter Twelve: Faculty Discipline and Grievance**

## 12.1 Disciplinary Measures

Each faculty member shall perform all academic duties assigned to him/her, in abidance of all laws, regulations, and decisions in effect at the University. Faculty members shall also exercise collegiality with fellow faculty members, good relations with students and the community, inside and outside the University, and uphold the system of values that prevails in the Arab- Islamic society of the UAE. They shall also refrain from any activity that might harm the University's reputation or that of its employees and consequently fall under the disciplinary measures specified hereinafter.

### 1. Investigations/Disciplinary Hearings

- a. The Chancellor shall appoint on his own initiative and that of the Dean a faculty member to investigate through questioning the faculty member accused of certain offenses.
- b. The faculty member performing the investigation shall be of a rank at least equivalent to that of the faculty member being questioned. The results of the investigation shall be submitted in a detailed report containing a clear and precise recommendation to the Chancellor, who may then pursue any action that he might think appropriate, stop any further proceedings, issue a letter of reprimand to the accused, or forward the case, together with the findings and recommendations from the investigation to the Disciplinary Council. All aspects of the case should be kept strictly confidential and be carried out in accordance with proper legal procedures.

### 2. Disciplinary Process

- a. The Chancellor may suspend the faculty member from being investigated from carrying on with his/her duties as a precautionary measure for a maximum of three months if he believes that it is in the interest of the investigation to do so. The period of suspension may not be extended except by a decision from the Disciplinary Council.
- b. Unless the Disciplinary Council provides otherwise, suspension from duty entails suspension of salaries as of the date upon which the decision to suspend the faculty member was issued.
- c. If the case under investigation is not referred to the Disciplinary Council within a month after the decision to suspend the faculty member is issued, the suspension shall be

- revoked, upon which the Disciplinary Council's decision on the matter shall then be enforced.
3. The Chancellor or someone authorized by him shall send the faculty member under investigation a detailed report regarding the accusations against him/her, together with a copy of the investigator's findings via registered mail at least fifteen days before the disciplinary session is to be held.
  4. The faculty member whose case has been referred to the Disciplinary Council shall have the right to be informed of the findings, and to ask a lawyer or another faculty member to defend him/her before the Disciplinary Council.
  5. The Chancellor shall set up Disciplinary Council for faculty members as follows:
    - a. The Vice-Chancellor (Chair). The Chancellor may appoint someone else in place of the Vice-Chancellor if the latter is absent or if there is a legal or other compelling reason why he should not occupy this position.
    - b. The Dean of the college to which the faculty member under investigation belongs.
    - c. A faculty member is appointed by the Chancellor to investigate the case.
  6. The disciplinary measures that may be taken against a faculty member include a:
    - a. Warning.
    - b. Reprimand.
    - c. Reprimand with a one-year suspension of annual increment, or a reprimand with a one-year suspension of promotion to a higher rank.
    - d. Reprimand with partial or total suspension of payment of salary for a period not exceeding six months.
    - e. Termination of contract, but with full rights to salaries and indemnities.
    - f. Termination of contract with partial or total withholding of salaries and indemnities.
  7. Disciplinary actions cited in item (6) above are issued in the following manner:
    - a. The Chairman of a Department may issue the penalty of a warning, but the faculty member may appeal it to the Dean within seven days from being notified of the penalty.
    - b. The Dean may issue the two penalties mentioned in (a) and (b) of item (6) and the faculty member against whom these penalties have been issued may appeal the actions to the Chancellor within seven days of being notified. The Dean may form a committee

- to investigate the violations for which the faculty member has been charged before issuing such penalties.
- c. The Chancellor may impose the penalties in successive order.
  - d. The Disciplinary Council may issue any penalty mentioned in item (6) above.
8. Decisions by the Disciplinary Council shall be considered final. Grievances against the decisions of the Disciplinary Council may be directed to the President within two weeks of notification. The President's decision on the matter shall be final and not subject to appeal elsewhere.
  9. The case under investigation shall not be rendered void if the faculty member being investigated submits his/her resignation.
  10. The disciplinary measures taken against a faculty member have no bearing on any criminal or civil proceedings connected with the same event that led to them.

## **12.2 Faculty Grievance**

### **a) Filing a Grievance**

A written, signed grievance must be filed with the Chair of the Faculty Grievance Committee within sixty calendar days following the administrative action or inaction prompting the grievance, or within sixty calendar days after the faculty member first knew or should have known of such action or inaction.

### **b) The Faculty Grievance Committee**

A Faculty Grievance Committee consisting of seven tenured faculty members shall be elected annually from the faculty at large. The Committee shall elect a Chair from among the committee members. Any member of the committee shall be entitled to dismiss him/herself if such a member feels that he/she has a conflict of interest that would result in an inability to make an impartial decision in a particular case; or the committee, by majority vote, may determine that such a disqualifying conflict of interest exists and may dismiss any committee member. In the event of a tie vote, the Chair shall make such a determination. The grievant may challenge any member of the Committee based on the member's alleged inability to render an impartial verdict and the

Committee, by majority vote, may dismiss such a member.

c) Informal Resolution

Once a grievance has been filed, any applicable time frames may be stayed by the Committee Chair at the request of the grievant to permit adequate time to address and resolve the grievance through informal discussions or mediation. The grievance will be considered resolved through informal resolution if all parties sign a confidential, written statement describing how the grievance has been resolved.

d) The Grievance Hearing

The Faculty Grievance Committee shall convene a Hearing at a time convenient to all parties within thirty days following receipt of the written grievance and shall provide written notice of the date and time to all parties. Such a hearing shall be open to the public unless one or both parties request it to be closed. No individual may be represented by an attorney before the Faculty Grievance Committee unless that individual is facing criminal charges regarding grievance. The grievant shall be responsible for demonstrating the merits of his/her grievance at the Hearing. He/she must demonstrate by a preponderance of the evidence that the action or inaction complained of occurred; that it adversely affects him/her; and that a remedy is reasonable and proper.

e) Conduct of the Hearing

Both the faculty member and the University administrator (or his/her designee) responsible for the action or inaction complained of shall have the opportunity to make opening and closing statements, to examine and cross-examine witnesses, and to present documentary evidence. Either party may request in writing in advance of the Hearing that the Chair contact witnesses and request their appearance at the Hearing. The Chair shall honor such request, unless he/she determines that it is unreasonable, or that the testimony sought would be irrelevant to the issues in the Hearing or unnecessarily redundant. Members of the Committee may question witnesses and call their own witnesses, as they deem necessary. The Chair shall be responsible for conducting the Hearing in an efficient and decorous manner, and shall, in consultation with other committee members as he/she

deems necessary, rule on all procedural and substantive matters relating to the conduct of the Hearing. The formal rules of evidence applicable to judicial proceedings shall not apply in the Hearing.

f) Deliberations, Findings and Recommendations

Only evidence officially received at the Hearing shall be considered by the Committee. The Committee shall conduct its deliberations privately and shall not record such deliberations. The Chair shall prepare a written report of its findings, including the reasons for its findings, its recommendations, and any dissent. Each member of the Committee shall sign and date the report. The report shall be sent to the Chancellor and to all parties within ten days following the conclusion of the hearings.

g) Written Exceptions

Within five working days of receipt of the Committee's written findings and recommendations, the faculty member may file written exceptions to the Committee's report to the President based on only the following grounds: (1) The Committee's failure to follow the procedures specified herein in a manner that substantially prejudiced the grievant; (2) Bias on the part of one or more of the Committee members; (3) Inconsistent or overly severe penalties recommended by the Committee; or (4) Failure by the Committee to consider all the evidence.

h) Chancellor's Decision

Within ten days after receiving the Committee's report or the faculty member's written exceptions to that report, the Chancellor shall report, in writing, to all parties and the Chair of the Faculty Grievance Committee, his/her decision in the matter and what action, if any, will be taken. It is expected that the Chancellor will give great weight to the findings and recommendations of the Faculty Grievance Committee. However, if the recommendations of the Committee are not implemented, a written explanation of this decision shall be provided to all the above parties.

## **12.3 Nepotism and Employment of Relatives**

### **Prohibited Situations of Relatives Employment**

The University of Khorfakkan applies an equal opportunity employment policy based on competence and merit and does not discriminate in favor of or in opposition to the employment of relatives. (not to appear as a discriminatory employer). Nevertheless, employment of relatives in some cases may result in conflicts of interest and claims of favoritism and partiality in treatment. Therefore, the UKF Employment of Relatives policy specifically prohibits the appointment of relatives in the following situations:

- When a relative is the direct or indirect line manager of a relative (in some cases, indirect authority can influence the direct manager in favor of the employee)
- When a relative is responsible for / or able to influence decisions related – but not limited to recruitment, compensation, performance assessment, promotion, increments, disciplinary procedures and termination.
- When a relative may be placed in circumstances of actual or reasonably foreseeable conflict between the interests of the University and their interests
- When a relative's authority may result in favoritism, undue influence, or breach of confidentiality.

### **Disclosure of Relationships and Conflict of Interest**

1. Prospective employees must disclose information relevant to relatives employed by the University during the recruitment process when requested, as well as complete the Employment of Relatives Disclosure Form.
2. Current employees must:
  - 2.1 Disclose existing relationships, if any, within fourteen days (14) of the effective date of the Employment of Relatives
  - 2.2 Disclose information relevant to relatives employed by the University when requested.
  - 2.3 Disclose information relevant to relatives employed by the University when new relationships (by blood or marriage) are created or modified.

- 2.4 Declare cases of noncompliance with the Employment of Relatives Policy because of transfer, promotion, or reorganization
- 2.5 Notify the Human Resources Department if a Relative is a candidate for employment at the University.
3. Employees must complete the Employment of Relatives Disclosure Form in September of every year to report changes in relationships.

### **Management of Situations of Conflict**

1. The University reserves the right to reject a job candidate who is a relative of a university's employee if any of the situations listed under clause 1 applies.
2. If any of the situations listed under clause 1 applies to current employees, a report describing the conflict should be developed by the line manager together with a mitigation plan and submitted to the Human Resources Department for review. Decisions to address the conflict will be made by the management.
3. If decisions related to transfer, promotion or reorganization may place an employee in any of the situations listed under clause 1, a report documenting potential conflict and mitigation plans should be developed by the line manager and submitted to the Human Resources Department for review. Decisions to address the conflict will be made by the management.
4. The University reserves the right to reject a transfer request by an employee if the transfer will result in any of the situations listed under clause 1.
5. When a change in marital status or personal relationship results in any of the situations listed under clause 1, the University will make every reasonable effort to transfer one of the employees to a position which will permit their continued employment. Such a transfer must be arranged within a period of 30 days. Delete: after which one or the other of the related employees may be terminated if such a transfer has not taken place. Termination should not be the first report. A conflict management report should be developed and submitted for approval, if not convincing, termination can be decided by management.
6. The decision as to which employee will be transferred will be at the sole discretion of the University but will take into account the wishes of the employees involved, to the extent

feasible. If, however, a mutually satisfactory decision cannot be made, the University reserves the right to determine which employee is subject to transfer or termination based on business needs. If a transfer is not feasible, the University reserves the right to terminate the employment of one of the related employees.

7. Any exception to the provision of the Employment of Relatives Policy shall be approved by the Board of Trustees upon the written recommendation of the Chancellor.

### **Policy Violation**

Failure to comply with the Employment of Relatives Policy is subject to disciplinary action, up to termination of employment.

# **Chapter Thirteen: Student Assessment and Grading System**

## **13.1 Exams**

Exam questions are prepared as per the following guidelines:

1. The questions are aligned with the objectives and outcomes outlined in the course outline.
2. The questions are proportionate to the time allotted for the exam.
3. The instructor of a course, individually or in collaboration with the other instructors of the course in case of a course taught by more than one instructor, prepares the questions clearly, specifying the grade assigned to each question.
4. The questions should vary in number and type in order to measure a student's knowledge and skills in recalling, understanding, application, and analysis.
5. The language used in the questions and answers of the exam must match the language of instruction of a course.

## **13.2 Final Grade**

The final grade in any course shall consist of the grade obtained in the final examination plus all the other grades obtained during the semester. The general framework for examinations shall be as follows:

## **13.3 Purely or mainly theoretical courses**

1. 40-50% shall be reserved for the final examination, which shall be in writing, covering the entire contents of the course and realizing its objectives and outcomes and held at the times announced in the University calendar.
2. 20-30% shall be reserved for the Midterm examination that will be held at the times announced in the University Calendar.
3. 20-40% shall be given to course work consistency (continuous assessment), including reports, research papers, quizzes, and any other tasks.
4. The relative weight of each of these two examinations and other tasks shall be determined by the department concerned.

### 13.4 Practical courses

College Councils shall, upon the recommendation of departmental councils, determine the distribution of grades and inform the Registrar’s Office of the procedures followed.

The above regulations shall not apply to courses that have a special nature of their own. Such courses and methods of evaluation of them shall be specified by the College Council upon the recommendation of the Department Council. The Chancellor should be informed of all decisions in this regard fully explained and justified.

All final course grades are evaluated numerically and in point average according to the following grading system:

Grades Percentage	Points	Grades
90-100	4.00	A
85-89	3.50	B+
80-84	3.00	B
75-79	2.50	C+
70-74	2.00	C
65-69	1.50	D+
60-64	1.00	D
Less than 60	0.00	F

Other Grades Designations	
I	Incomplete
P	Passing grade
NP	Non-passing grade for a pass/fail course
FA	Failure to attend
WE	Excused withdrawal
WF	Unexcused withdrawal
IP	Course in Progress

According to UKF Policies and Procedures regarding grading and assessment policy, the minimum passing letter grade is D. If a student fails to attend a final examination without an excuse acceptable to the Dean of the College that offers the course, the student shall be considered to have failed that

course.

## **13.5 Credit Awarding Policies**

### **Policies for Awarding Credit Hours studied at UKF**

In order for a student to be awarded the credit hours of a specific course, the student should satisfy the attendance regulations, course requirements, attend a final exam and achieve a passing grade. Policies related to these regulations are stated in the University Bylaws as quoted below.

According to UKF policies and procedures part of attendance:

1. Students shall attend all theoretical lectures, laboratory hours, and training sessions. They shall also participate in research sessions and sit for all examinations required in the courses in which they are enrolled.
2. If a student's absences exceed 10% of total hours designated for one or more courses without an acceptable excuse, the instructor of the course shall issue a warning. If the absences reach 15% without an excuse acceptable to the College, the instructor shall issue a final warning with the Dean's approval.
3. If absences reach 20%, the student shall be barred from sitting for the final examination(s). If the absence is caused by ill health or some other cause acceptable to the Dean, the student shall be given a withdrawal mark (W) in his/her transcript. All such cases shall be reported to the Registrar's Office.
4. All absences, whether with or without an excuse, are calculated as part of allowable absences.

For details on the course requirements and examination regulations see Policies and Procedures Manual. According to UKF policies and procedures part of Final Exam, if a student fails to attend a final examination without an excuse acceptable to the Dean of the College that offers the course, the student shall be considered to have failed that course.

According to UKF policies and procedures part of grading and assessment policy:

1. The minimum passing letter grade is D.
2. Letter Grades shall be calculated as follows:

%	Letters	Grade Point
90-100	A	4
85-89	B+	3.5
80-84	B	3
75-79	C+	2.5
70-74	C	2
65-69	D+	1.5
60-64	D	1
Below 60	F	0

CGPA will be equivalent to the following grades:

CGPA Points	Grades
3.70 - 4.00	Excellent
3.30 - 3.69	Very Good
3.00 – 3.29	Good
Below 3.00	Fail

### **Policies for Awarding Duplicate Courses**

According to the UKF policies and Procedures part Repeating Courses:

1. Students shall repeat all compulsory courses in which they have failed.
2. Students shall enroll again in the elective courses in which they have failed or in substitute courses listed in the study plan in force. In such a case the substitute course/s shall be considered a repeated course of the course in which the student failed in terms of calculating the semester and the cumulative averages
3. To improve their CGPA, students may repeat a course they have already passed with an average of no more than C+

4. No course may be repeated more than once if a student has obtained a passing grade in it
5. When a student repeats a course, the higher grade is counted for him.
6. In all cases, all courses taken, and grades obtained by a student shall be included in his/her academic record, with a special mark attached to courses he/she failed or repeated, and which do not count for purposes of calculating his/her CGPA.
7. When a course is repeated, the credit hours allocated to it are calculated only once for purposes of graduation.

### **13.6 Instructor Role**

The instructor shall prepare a detailed syllabus specifying the objectives, outcomes, content, teaching methods, evaluation, references, and additional readings required. The syllabus shall be handed out to students at the beginning of the semester and shall be kept in the course files in the college. Examination questions shall be:

1. in line with the objectives and outcomes stated in the syllabus
2. commensurate with the time allocated for the examination.
3. clearly formulated and weighed
4. varied to measure the students' aptitude and skills in terms of recall,
5. comprehension, application, and analytical skills
6. in the language in which the course is taught

### **13.7 Student Penalties**

- A. If the student breaks the rules of exams, breaches instructions provided by the instructor of the exam, or intentionally breaks down the requirements of quietness, he/she is ordered to submit his/her answer sheet to the instructor and leave the exam. The instructor in this case must report this breach at the end of the exam and submit it to the dean of the college of the student in order to proceed if an action is required.
- B. In the event a student attempts to cheat in an exam, he/she shall be subject to all the following penalties combined:
  1. He/she shall be given grade 'F' in the course in which he/she attempted to cheat.

2. His/her registration in the courses he/she registered in for the semester in which he/she attempted to cheat shall be cancelled.
- C. In the event a student is detected cheating during an exam or a quiz, he/she shall be subject to the following penalties combined:
1. He/she shall be given grade 'F' in the course, which is the subject of the exam.
  2. His/her registration in the courses he/she registered in for the semester in which he/she attempted to cheat shall be cancelled.
  3. He/she shall be suspended from the University for the academic semester following the semester in which he/she was detected cheating, in which case the summer semester shall not count as an academic semester for this purpose. In addition, he/she shall not be given credit for any course(s) he/she studies at another university during suspension.
- D. In the event the act of cheating is detected later, the offender shall not be relieved from responsibility, and the case shall be referred to the committee concerned for investigation and deciding on the appropriate penalty.
- E. In the event a student commits an act of plagiarism as outlined above, he/she shall be given grade 'F' in the course in which the violation takes place, and he/she shall have to repeat the same course without the possibility of taking an alternative course.
- F. The student is required to attend all classes and participate in class activities and discussions. In case the student's absence exceeds 10% of teaching hours, his teacher warns him. The student receives a final warning in case the absence reaches 15%; and finally, if his absence reaches 20% of teaching hours he will be forbidden from the final exam, and his grade will be recorded as fails in the course.

# **Chapter Fourteen: Graduate Assistants Policy**

## **14.1 Purpose of Teaching Assistantship**

Graduate Studies programs help the University to achieve its aims of excellence in teaching, research, and community services. To contribute to achieving this goal it is important for the university to attract graduate students of exceptional professional promise, through Graduate Teaching Assistantships. While the student teaching assistant makes progress toward his master's degree, he or she can also contribute to the educational activities of the university and gain experience in teaching, research and other academic services. The work experience of graduate students reinforces and enhances their academic development. The graduate assistant is expected to perform well academically to retain the assistantship. As an employee, the graduate student is expected to meet teaching, research, and administrative obligations. She or he is to work under the supervision of experienced faculty and receive in-service training. The graduate assistant receives financial support for graduate studies by contributing to the teaching and the research mission of the university.

Graduate Student Assistantship should be used as a recruitment device to attract highly qualified students. The assistantship can be used effectively to the benefit of the academic community; can serve the eventual Ph.D. degree program and can result in developing future faculty members for the university.

## **14.2 Workload**

Teaching Assistants must be full-time graduate students and are assigned a workload of no more than 50% of their time, i.e., an average of 20 hours per week including the time spent preparing, classroom and laboratory teaching, grading counseling students, administrative work, etc. Teaching Assistants are entitled to a one-month summer vacation.

## **14.3 Duties and Responsibilities**

The duties and responsibilities of teaching assistants vary according to the assigned courses as well as the nature of work available in the corresponding department.

However, teaching assistants are typically expected to perform any of the following tasks, whenever

applicable:

- Grade homework and lab reports.
- Conduct review sessions and study groups.
- Schedule and maintain regular office hours to meet with students.
- Assist in students' field trips.
- Conduct proctoring of midterm and final examinations and assist in other relevant administrative duties.
- Order or obtain material needed for classes.
- Other duties pertaining to the instructional mission of the university.

#### **14.4 Eligibility for Appointment**

Teaching Assistants are selected based on their undergraduate studies performance and their academic promise to be effective instructors in their field of training and study.

To be eligible for teaching Assistantships, graduate studies must have the following:

- GPA of at least 3.25/4 in undergraduate studies.
- Achieving the required criteria that are set by the relevant department in language and communication and computer skills. Teaching Assistants candidates are interviewed by the Department Graduate Studies Committee for the purpose of assessing their communication skills and their potential performance in teaching.

#### **14.5 Assistantship Duration**

Graduate students are given Assistantship on a yearly basis for a maximum of 3 years within which the teaching Assistant must complete his degree requirements.

The yearly renewal of the assistantship is based on the progress and performance of the student, which includes maintaining a minimum of 3.0 GPA as well as satisfactory performance in his duties.

## **14.6 Evaluation**

Each department is responsible for the evaluation of the performance of the teaching assistants in their employment according to the corresponding job description and criteria. A recommendation on renewal is made to the college Dean for approval.

# **Chapter Fifteen: Handling Student Code of Conduct Issues**

## **15.1 Students' Rights and Responsibilities**

Governed by the University Bylaws and defined policies and procedures, the following students' rights and responsibilities are defined:

### **Student Rights:**

- Pursue academic education as long as the student is satisfying the eligibility criteria and adhering to academic standards.
- Receive education in a professional, supportive, equal and safe academic environment.
- Be clearly informed of study plans and related bylaws, policies, and procedures.
- Have access to university facilities, services and learning resources.
- Have access to related personal and academic records and have protection against unauthorized disclosure of confidential data.
- Enjoy the benefits of student services.
- Form and participate in student activity associations and clubs as described in the by-laws.
- Membership and nomination in Student Union as indicated in the bylaws.
- File a grievance when feeling treated unjustly by the disciplinary committee.
- Submit an appeal to review grading of an examination as governed by the bylaws.

### **Student Responsibilities:**

- Adhere to all applicable University bylaws and laws of the Emirate of Sharjah and United Arab Emirates
- Respect Islamic ethics and cultural values of the UAE
- Uphold and maintain academic honesty and integrity.
- Perform all academic obligations and be an active participant in the learning environment and the welfare of the university community.
- Use university property and facilities in a manner that is responsible and mindful of the rights of others.
- Respect the rights and dignity of faculty members, university staff, students and others

within and outside of the university community.

- Provide the University with correct personal data and authentic documentation and update it whenever applicable.

To help students and faculty learn what constitutes scholastic dishonesty and how to maintain academic integrity, all students at the University have access to the following:

1. Students' rights and submitting grievance
2. By-Law of Discipline
3. By-law of scientific associations
4. By-law of activity associations and clubs
5. Financial aid program
6. By-law of Residence

## **15.2 Student Code of Academic Integrity**

The University of Khorfakkan takes pride in adopting the Arab and Islamic culture and values in all aspects of its activities and operations. Principles of ethical code of conduct and integrity are binding to all academic community at the University. The honor system is designed to foster these principles and to develop students' rigorous standards of personal integrity by placing on students the primary responsibility for academic honesty. Faculty members have a general responsibility to make students aware that the honor code governs all their academic work at the UKF as well as to validate the integrity of any work submitted by the students. The Department of Student Affairs is responsible for investigating allegations of misconduct, both behavioral and academic, and for implementing the discipline process. To help students and faculty learn what constitutes scholastic dishonesty and how to maintain academic integrity, a portion of the Academic Violations section of the Student Handbook is dedicated to educating students about plagiarism, complicity in academic dishonesty, and cheating.

Staff in the Dean of Students Office proactively promotes compliance with standards of academic integrity and conduct as outlined in the UKF Student Code of Conduct. These policies are available in the UKF Student Catalog and by-Laws. The Director of Student Affairs works closely with faculty

to focus on academic integrity. Staff in the department also provide outreach through workshops and presentations at orientation programs for students and faculty and, upon request by professors, in-class presentations.

### **15.3 Violations of Students Code of Conduct**

While it is not possible to cite all regulations that students might violate, however, below are some of the University violations that call for discipline:

- Breaking the laws and the explicit rules of the University
- Misbehaving in classrooms, laboratories, libraries, and all other places in the University
- Plagiarism: Plagiarism is the act of stealing someone else's property and claiming it as one's own. This property might be a paper, a book, an idea, a computer program, an experiment, an exam paper, an answer, etc. Being free, a person is entitled to act in accordance with one's beliefs, but it is wrong to plagiarize. Therefore, a person who is caught plagiarizing or stealing will be subjected to the University's code of conduct and will be punished accordingly. Students are alerted to this misdemeanor and are encouraged to behave properly and avoid exposing themselves to the consequences of this unethical and illegal behavior.
- Inappropriate collaboration: The norm is that close collaboration with others on academic work requires acknowledgement from other collaborators. Inappropriate collaboration involves working with others in developing, organizing, or revising a project, which might be a paper, a presentation of a research or design project, or a take-home examination without acknowledging their help.
- Dishonesty in examinations and submitted work: All academic work and materials submitted for assessment must be the work of the student. Cheating is not limited to copying from others' work and giving unauthorized assistance, but it also includes the use of devices or procedures for the purpose of achieving false scores on examinations. Students are prohibited from submitting any material prepared by, or purchased from, another person or company.
- Work completed for one course and submitted for another: Students may not present the same work for more than one course. Students are reminded that when incorporating their own past research in current projects, they need to document such previous work.

- Deliberate falsification of data: Students must not deliberately falsify data or distort supporting documentation for course work or other academic activity.
- Interference with other students' work: Students may not intentionally interfere with the work of others by sabotaging laboratory experiments, research, or digital files, giving misleading information or disrupting class work.
- Copyright violation: Copyright laws govern practices such as making use of printed materials, duplicating computer software, duplicating images, photo duplicating copy-right material, and reproducing audio-visual work. Such practices must be observed. The code of conduct forbids theft and the unauthorized use of documents.
- Complicity in academic dishonesty: Complicity in academic dishonesty consists of helping or attempting to help another person commit acts of academic dishonesty or willfully assisting another student in the violation of the academic code of conduct. It also involves pre-meditated and intentional acts, such as doing the work, designing or producing a project, willfully providing answers during an exam, test or quiz for other students; calling a student on a mobile telephone while taking an exam; providing a student with an advanced copy of a test; leaving inappropriate materials behind at the site of an exam or test; altering the outcome results of an exam, and so on.

# **Chapter Sixteen: Facilities and Services**

## **16.1 Human Resources Department**

The Department of Human Resources (HR) serves faculty members and administrative staff in all affairs related to their employment. This is achieved through the application of procedures that contribute to the attainment of the University's objectives and the implementation of university policies. HR provides the University's various units and departments with qualified faculty and staff and works to promote a positive work environment through facilitating all procedures associated with services provided by the University to its employees. The HR Department assesses the needs of the University for human resources (faculty and administrative staff members) and sets plans and programs to ensure the timely provision of outstandingly qualified people.

The Department of Human Resources (HR) at the University of Khorfakkan deals with faculty and administrative staff affairs. This is achieved through the application of procedures, which contribute to the attainment of the University's objectives and the implementation of university policies.

### **Vision**

HR strives to be a center for delivering excellence in service, management and the development of human resources based upon well-established principles. It aims to provide high-performing personnel, to develop personnel performance with regard to specific tasks and responsibilities, and to attain a high-level of job satisfaction for university employees.

### **Goals**

To provide and attract both national and expatriate personnel, who are qualified and experienced to contribute to the achievement of the University's objectives.

### **Tasks and Responsibilities**

- To implement, develop and propose policies, regulations, and plans for the University of Khorfakkan Administration, regarding faculty and staff employed by the various University units.
- To propose, implement and develop policies related to human resources planning (including strategic and short-term plans) which are aimed at:

1. Meeting the University's needs for qualified and experienced personnel in various employment areas and specialties.
2. Developing the expertise, capabilities and skills of faculty and administrative staff through providing training and qualifying programs.
3. Preparing and developing plans and programs for job advancement and mobility with the aim of lowering staff turnover and attracting qualified personnel.
4. Preparing and upgrading job descriptions for various units in the university (in coordination with those concerned).
5. Proposing and implementing the plans for the Emiratization of jobs in various departments and units of the University.
6. Implementing and activating periodic performance evaluation of university staff.

## **16.2 Facilities Management and Planning Department**

The Facilities Management and Planning Department's mission is to support the University's educational vision by planning, developing, and maintaining the University's assets and campus infrastructure to create an environment of exceptional quality where learning and research thrive.

The Facilities Management and Planning Department provides the following services:

1. Facilities management and maintenance activities
2. Projects management
3. Space management
4. Campus development
5. Events support services
6. Key / access system
7. Occupational health & safety
8. Faculty housing
9. Security and Safety Unit
10. Transportation Unit
11. Mail Office

In addition, the Facilities Management and Planning Department works towards not only a well-maintained campus but also an aesthetically appealing and inviting learning space.

## **16.3 Medical Services Administration**

### **Location of Clinics**

Medical clinic on Campus is located in the Main building.

### **Working Hours:**

16.4 General clinics: Monday-Thursday: 8:00 a.m.– 4:30 p.m.

## **16.5 Library**

With a hybrid collection that includes a broad range of resources in various formats, print resources as well as electronic ones, UKF Libraries are considered one of the most comprehensive libraries in the region. The collection includes books, periodicals, online databases, multimedia, charts etc.

### **The UKF library is dedicated to supporting the University's programs through:**

1. Providing an outstanding collection of information resources to meet the needs of UKF teaching and research programs, and the community-at-large.
2. Conducting information skills programs in individual and group settings to enable users to identify, find, retrieve, evaluate, and use information resources.
3. Promoting the use of information and communication technology to be in full harmony with the University's electronic environment.

### **Working Hours**

16.6 The Libraries are open Saturday through Thursday from 8:00 am. – 8:00 pm.

16.7 Other specific timings are posted as appropriate.

### **Libraries Resources**

Collections available at the UKF Libraries include a wide range of information resources in both printed and electronic formats covering all disciplines and extra curricula activities in the University. The libraries maintain traditional printed resources consisting of books, periodicals, audio-visual materials, and electronic resources. Electronic resources are accessible through the library home page.

### **Organization of Materials**

All library materials are arranged on shelves according to the Library of Congress Classification System, using a combination of letters and numbers to refer to the source's subject.

### **Finding Information Resources**

The library's online catalog is the primary research tool to use when searching for both Arabic and English informational materials owned by the library. The online catalog is accessible on and off campus and via the Internet.

### **Library Services**

User assistance and professional staff are available to assist users with their research, provide general and specialized reference services, help users find materials, and answer more detailed and specialized inquiries. Reference questions can be submitted either in person, by phone, or are virtually accessible by using e-mail and the library's home page electronic forms.

### **Circulation Services**

Faculty, students, and staff holding valid ID cards may check out library materials according to the circulation policy. Circulation personnel are also available to assist with textbooks, reserved books, and blackboard facilities.

## **16.8 Information Technology Center**

The mission of the Information Technology Center (ITC) is to provide the latest technological

infrastructure for university administration and academic activities. The ITC is focused on providing world class IT services and support that are the best in the region. This includes the provision of networks, inter-university links, and appropriate hardware and software for both administrative and academic needs. Every year, the ITC offers several orientations and training sessions on various IT-related topics for the faculty members. The following is a brief of some of the services offered by the ICT for faculty members:

### **E-learning System (LMP)**

This service is available to all the University of Khorfakkan faculty and students. It provides e-learning platform enabling a web-enabled instructor-friendly course management and student-centric learning environment.

### **My UKF Portal**

The University of Khorfakkan Portal (e-services) provides all the University of Khorfakkan community with access to a gateway of various personalized web-tools. This service is available to all University of Khorfakkan community users with active accounts. The portal provides a secure centralized location to access all the online services available at the University, in addition to a collection of information to faculty, students and staff members.

### **Self Service**

Self Service is available for the University of Khorfakkan faculty and students. It provides students with various functions, including registration, checking their grades, etc. This service also enables faculty members to enter grades and marks, to view class section information, course information (Course Catalog), and student's information. This service is available in both Arabic and English languages.

### **Classroom Technologies**

Classroom Technologies provides leading support activities to users for all scheduled- classrooms' facilities and computer labs. The Information Technology Center provides multimedia solutions that can offer new ways of teaching and improve the academic use of technology. UKF has more than

100 classrooms with custom-made Multimedia units, which enable the faculty members to present all sorts of media content at any of the classrooms. The classrooms are equipped with Virtual Desktops, which provide the faculty with new desktops every time they log in to it.

### **Service Help Desk**

ITC focuses on providing prompt and quality Service Support and Service Delivery to the entire University community (Faculty, Students and Staff). It provides the required technical support to all University users on desktop and printing services and classroom technologies. It is also responsible for keeping the services up and running by providing the necessary technical support and preventive maintenance.

### **IT Technical Support and Services**

The Information Technology Center provides Technical Support to all University of Khorfakkan community this includes Desktop Operating system, Security, and Applications in both physical and Virtual environments. We also provide printing support services in Offices, Labs, and library. We maintain the Hardware and software support for all the Desktops and IT equipment.

The mission of the Information Technology Center is to provide the latest technological infrastructure for university administration and academic activities. This includes the provision of networks, inter-university links, and appropriate hardware and software for both administrative and academic needs. The Information Technology Center also ensures that the technological infrastructure is used effectively. For this purpose, among others, the Center assumes a significant role in user support and training.

### **Network Infrastructure**

The University network is well established and continuously enhanced to serve all faculty members, administration staff, and students, and for classroom activities. This network is based on the 10 Gigabit Ethernet fiber-optic backbone, provides high bandwidth servicing data, voice and video, and is connected to the Internet through multiple internet connections in order to provide redundant internet access and make user's experience smooth and uninterrupted.

## **Telecommunications Services**

The University uses an MS Teams Telephony system integrated with SBC which supports IP telephony and ease of access regardless of geographical location, providing office extension access through MS Teams application. Advanced features, including a Call Accounting System allows the University to track system usage. Through these systems, the Information Technology Center provides over 200 telephone extensions to all faculty and staff. Video conferencing facilities are also provided for the University's administration and Colleges to enable video conferencing meetings, hybrid classes.

## **Computing Infrastructure**

The Information Technology Center has established a state-of-the-art Data Center, which houses all the University servers and comprises the backbone of the network, conforming to international standards.

## **Network Based Resources**

The University users access network-based resources through the implementation of various servers which provide access to the Internet and e-mail, and house the data and software required for administrative packages as well as fulfilling other faculty, administrative and student uses. In order to utilize these services, network/email accounts and storage spaces are made available to users with appropriate privileges for network resources. Users can also use web mail to access their email through the Internet.

## **Information Systems**

The Information Technology Center provides a high level of support and database administration for administrative applications including systems for student information, student accounting, library resources, finance, human resources, document management (archiving) and ID number retrieval systems. The Information Technology Center developed various other applications, which include systems for managing the payroll, housing, visas, and other programs related to registration and

grades, career services and student accounts.

### **The University Website**

The Information Technology Center maintains and updates the University's website to ensure that all published information is current, globally accessible, and reflects the University's high standards.

The website serves as a central platform providing access to various university systems, including the learning management system, library catalog, human resource management, and student information system. Through the website, students can navigate to these systems to complete tasks such as online registration, accessing grades, viewing course schedules, and checking financial statements.

Additionally, the Center works with faculty to develop online course resources and assists administrative units in offering online application forms for various university procedures.

### **User Support Services**

The Information Technology Center updates and maintains the University's web site to ensure that all published information is up-to-date and in a format which is globally accessible and reflects the University's high standard of excellence. The University's website interfaces with learning management systems, the library's catalog, human resource management systems, student information systems to support online registration through the Internet and allow students access their grades electronically, course schedules, financial statements, etc. The Center also works with faculty members to develop online courses and with the University's administrative units to allow for new modes of interaction between members of the University community and facilitate the requisition and implementation of services through online application forms for routine administrative procedures.

## **16.9 Department of Public Relations and Media**

The **Department of Public Relations and Media** at the **University of Khorfakkan (UKF)** serves as a key communication hub, fostering strong connections between the university, its internal stakeholders, and the broader public, both locally and internationally. The department plays a critical role in shaping the university's image, enhancing its outreach efforts, and ensuring effective

engagement with government entities, industry partners, media organizations, and the community. With the university's growing reputation and increasing number of distinguished visitors, the responsibilities of the **Department of Public Relations and Media** have expanded significantly across administrative, strategic, and technical domains. The department is dedicated to organizing high-profile events, managing external relations, and promoting UKF's mission, achievements, and development initiatives.

### **Key Responsibilities**

- **Strategic Communication & Branding:**
  - Enhances the university's public image through consistent and professional communication.
  - Develops and implements PR strategies that align with UKF's mission and vision.
  - Manages the university's brand identity, ensuring consistency across all media and communication channels.
- **Event Management & Protocol Services:**
  - Plans, organizes, and coordinates cultural, academic, and official university events.
  - Oversees protocols for receiving and hosting distinguished visitors, dignitaries, and delegations.
  - Provides logistical support and ensures proper representation of UKF at external conferences and exhibitions.
- **Information Dissemination & Stakeholder Engagement:**
  - Prepares and distributes official university communications, press releases, and newsletters.
  - Develops informational materials about UKF's services, research initiatives, and future projects.
  - Strengthens relationships with government agencies, corporate partners, and community organizations.
- **Publications & Media Relations:**
  - Collaborates with academic and administrative units to develop brochures, reports, and promotional content.

- Manages interactions with print, digital, and broadcast media to ensure positive coverage of UKF’s achievements.
- Responds to media inquiries and facilitates interviews with university representatives.

### **Media Unit**

As a specialized division within the **Department of Public Relations and Media**, the **Media Unit** is responsible for comprehensive media coverage and visual documentation of all university activities.

#### **Core Functions of the Media Unit:**

- **Content Creation & Graphic Design:**
  - Designs marketing materials, publications, and digital content for various university campaigns.
  - Maintains a visual identity that aligns with UKF’s branding guidelines.
- **News & Media Coverage:**
  - Provides daily news updates and internal communications to the university community.
  - Coordinates with local and international media outlets for event coverage.
  - Organizes faculty appearances on television, radio, and online media platforms as UKF representatives.
- **Photography & Videography:**
  - Documents all university events, activities, and special occasions through professional photography and video production.
  - Produces promotional and documentary films showcasing UKF’s milestones and academic achievements.

By effectively managing media relations, strategic communication, and event coordination, the **Department of Public Relations and Media** plays a pivotal role in enhancing UKF’s reputation and ensuring meaningful engagement with its stakeholders.

## **16.10 Student Affairs Department**

The Department of Student Affairs oversees Internship Training, Career Advising, Employment and International Exchange. The department provides training, activities, and services to University of Khorfakkan students in four areas, which are considered integral part of students’ experience and

learning journey at the UKF. These services aim to equip students with the needed skills to be ready for life after they graduate, especially how to look for and apply, how to highlight their talents through their CV's and be ready for job interviews.

### **16.11 Upskilling Center**

The mission of the Upskilling Center at the University of Khorfakkan is to provide opportunities for individuals and institutions in the private and public sectors in the United Arab Emirates to improve their professional performance and increase their competitive edge by offering them high quality programs in continuing education.

### **16.12 Institutional Effectiveness and Accreditation Department**

The Institutional Effectiveness and Accreditation Department plays a key role in the development, monitoring and reporting of quality across the university through integration of university-wide strategic planning, assessment, accreditation, and data-driven decision-making efforts for the University.

The main goals of the Department are to:

- 1- Improve and enrich student experience.
- 2- Enhance performance of the education process.
- 3- Stimulate excellence and innovation in all domains of UKF.
- 4- Guarantee all programs have national and international accreditation.
- 5- Improve the institution's performance and continuous improvement in all colleges' departments and facilities.

The main responsibilities of the Department are to:

1. Coordinate and prepare for national and international accreditation required for programs offered by UKF and determines factors that are critical in obtaining institutional accreditation and assure that the University of Khorfakkan implements effective plans to address those factors.

2. Prepare and maintain the University portfolio of programs by developing and implementing an institutional database for the University of Khorfakkan that will integrate data from all sources of information in all colleges of the university.
3. Harmonize institutional effectiveness activities to ensure that all academic and administrative units achieve their outcomes and ensure consistency in all campus locations.
4. Identify gaps in data, establish procedures to maintain quality of data, ensure the proper use of knowledge and internal / external assessment data.
5. Enhance the implementation of appropriate learning and teaching methodologies suitable for each program.
6. Design and update evaluation and assessment methods appropriate for each category of programs and verify all development plans.
7. Ensure that all existing and planned curricula meet the required standards and have well defined outcomes.
8. Prepare progress reports at all levels and periodically review and evaluate the implementation of the strategic plan and directions.

### **16.13 Faculty Affairs Committee**

The Faculty Affairs Committee was established to help develop and maintain the highest academic standards in accordance with the goals and core values of the University and to promote, broaden, and sustain a culture of trust, respect, and loyalty within the University community. It is comprised of faculty members representing each college who serve for two years.

The Committee is usually commissioned with the following duties:

1. Representing the University's faculty members.
2. Reviewing opinions, suggestions and general issues concerning faculty members at the University with the purpose of facilitating communication between faculty members and the University's administration.
3. Following up on recommendations and decisions reached by any University party with regard to faculty issues with the aim of implementation of such issues; and

4. Forwarding the Committee's recommendations concerning specific issues to the University's administration for its consideration and approval.

## **16.14 Admission and Registration Department**

The admission and registration Department consists of two units: The Admission unit and the Registration unit.

The admission unit is the gateway through which students pass to enter their academic and university lives, from the point that they submit their applications to join the University until receiving their academic degrees. The admission unit processes the applications for undergraduate admission to all programs offered at all UKF campuses, coordinates with the academic units on admission related issues, and communicates decisions to students and parents within the University established deadlines throughout the Admission Section.

The Registration unit is one of the integral administrative entities at the University of Khorfakkan. The roles and responsibilities of the Registration unit include Student Registration; Academic Records; Students under Probation; Degrees, Curriculums, and Study Planning; Class and Final Examination Scheduling; Graduation; Scholarship Services; Student Information System Management; and Student Information and Statistics.

# **Chapter Seventeen: Correspondence Directory**

## 17.1 Contact Information

### Chancellor's Office

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### Vice Chancellor for Academic Affairs

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### Vice Chancellor for Financial and Administrative Affairs

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### Vice Chancellor for Community Affairs

Name	Job Title	Ext.	Email
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### Institutional Effectiveness and Accreditation Department

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### Strategy & Institutional Development Department

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### Legal Affairs Office

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### Internal Audit Office

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### College of Arts, Humanities, and Social Sciences

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## Modification History

SUMMARY OF CHANGE (& SECTION)	DATE
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The Handbook has been fully revised to ensure its accuracy and compliance with the newly approved policies.

December 2025