European University College
Dubai Health Care City
Ibn Sina Bldg (No. 27)
3rd Floor, Block D – Room 302
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1. EUC VISION AND MISSION

Vision Statement
European University College will be a leading dental postgraduate institute nationally, regionally, and internationally.

Mission Statement
European University College’s mission is to provide a superior, student-centered learning experience integrating excellence in teaching and learning, commitment to global citizenship, and high-quality research to prepare graduates for lasting achievement and responsible leadership in their respective career fields.

The EUC vision and mission are characterized by:

1. Collaboration within and across disciplines and with the community,
2. Commitment to embracing diversity, and

EUC will continue to provide a continuum of high quality, cost effective educational and clinical healthcare services to those served while maintaining best practices. EUC will maintain its position as a leader in dental education and healthcare by proactively adjusting to changes in the healthcare industry.

EUC CORE VALUES

The following core values represent the vital principles that guide EUC leaders, faculty, personnel, and students in their day-to-day and long-range decision-making within the organization.

1. Excellence: In all matters, meeting collaboratively adopted exemplary standards reigns as the primary organizing influence and must affect decision-making, services, and products.
2. Professionalism: Attitudes, thinking, and behaviors reflect the highest standards of integrity and caring. Professionalism must be exhibited in all EUC activities.
3. Accountability: Being accountable to one another within the organization means interdependency and responsibility and assures teamwork toward the greater good of the organization.
EUC GOALS AND OBJECTIVES

EUC’s future depends upon the quality of its academic programs and their relevance to students, graduates, and the workplace. Accordingly, the institution adopts the following goals and objectives to pilot EUC into the future. These goals and objectives will be operationalized to drive continuous quality improvement through EUC’s robust institutional effectiveness model.

GOAL 1: To build the strength, relevance, and reputation of EUC’s academic programs.

1.1 To strengthen and align EUC to meet the expectations associated with national licensure.

1.2 To strengthen and align current programs to meet the expectations associated with national accreditation.

1.3 To attract, retain, and support talented teacher-scholars with a passion for student-centered learning.

1.4 To serve EUC’s various communities through the institution’s educational, research, and outreach activities.

GOAL 2: To pursue new student markets that capitalize on the strengths of EUC’s academic programs.

2.1 To provide learning and career networking opportunities.

2.2 To enhance EUC’s academic reputation and brand awareness.

2.3 To implement promising marketing and outreach strategies to attract academically driven students from a wide range of ethnicities and backgrounds.

GOAL 3: To prepare graduates for tomorrow’s careers and for life-long success.

3.1 To provide graduates with exceptional job readiness.

3.2 To equip graduates for personal and professional success in a global and multicultural world.

3.3 To embrace new technologies, innovative learning models, and a vibrant culture of intellectual inquiry.

3.4 To embrace students, graduates, alumni, staff, and faculty as lifelong members of the EUC academic community.

GOAL 4: To develop organizational capacities that support EUC’s vision and mission.
4.1 To generate new resources through targeted enrollment growth and fundraising.

4.2 To develop human capabilities and skills to meet 21st century demands.

4.3 To steward resources wisely and efficiently to achieve EUC’s goals and objectives.

GOALS, OBJECTIVES, AND RECOMMENDED ACTIONS

European University College operates in vibrant, sophisticated communities that have helped shape its successful history based on close interaction and cooperation over the years. EUC actively seeks community feedback to serve the needs of its students, graduates, and communities in order to ensure the highest quality of services delivered. To operationalize its vision and mission, the institution adopts the following goals, objectives, and recommended actions to guide its institutional effectiveness efforts.
2. EUC Organization

EUC Organizational Chart

- Board of Trustees
  - External Auditors
  - Chief Executive Officer
    - Advisory Council
- Program Director
- Director of Student and Alumni Services
  - Registrar
  - Counsellor
  - Alumni Coordinator
  - Librarian
- Director of Quality Assurance
  - Quality Assurance Manager
  - Quality Assurance Officer
- Finance Manager
  - Facility Manager
  - Purchasing Officer
- Marketing Manager
  - Community Engagement Coordinator
- Human Resources Manager
  - Director of Auxiliary Dental Services

Signature:
Professor Stephen White
Chairman - Board of Trustees
Date: 31 January 2023
3. Faculty Roles & Responsibilities
(Reference policy and procedure manual)
5.a Faculty and Professional Staff Role POLICY #: FPS05APO1
5.a Faculty and Professional Staff Role PROCEDURE #: FPS05APO1-PR1

Faculty and Professional Staff Role Policy

Purpose:
To outline clear expectations on the roles and responsibilities of faculty and professional staff.

Applicability:
This policy applies to all EUC faculty and staff.

Definitions and Abbreviations:
None

Policy:
EUC is dedicated to fulfilling the learning needs of its students and alumni, as well as providing opportunities for its faculty to use and expand their academic potential through teaching, research and community service. Our students will have a high-quality educational experience by incorporating these activities into the system.

EUC organizational structure must show clear reporting relationships of faculty.

EUC assigns clear duties and responsibilities expected of a faculty and professional staff that are equitable and aligned with positive and sound teaching practices.

Faculty and Professional Staff Role Procedure

Purpose:
This procedure aims to clearly outline the roles and responsibilities of faculty member and staff.

Applicability:
This procedure applies to all faculty members and staff of EUC.
Procedure:

Roles and Responsibilities of the Faculty member:

**Faculty member is expected to-**

- Participate in institutional decision-making processes
- Participate in the development of curricula.
- Participate in the recruitment of additional faculty.
- Assist with the shared responsibilities that support EUC's educational mission.
- Participate in research and other scholarly pursuits, as well as teaching and community service.
- Performs various normal departmental work and committee responsibilities, while engaging in self-improvement and professional development activities that are an important component of any faculty member’s investment in their own future. Such assigned responsibilities may include but not limited to –
  - student counseling,
  - student advising
  - chairmanship of committees
  - research projects
  - assigned administrative duties
  - community engagement activities
- Ensures that students are supervised in all student workshops and laboratory courses
- Part-time faculty members are expected to take part in any university activities such as routine evaluation, development of curriculum, professional development and training workshops and seminars, committee membership, and community engagement activities initiated by EUC

**Faculty Duties:**

Faculty members are required to:

1. Exercise their right to speak freely and express themselves regarding academic matters within the boundaries of university rules.
2. Accomplish their delegated tasks up to the expected standard
3. Promote creative and meaningful study through research and clinical activities.
4. Oversee and manage student researches and as well as guiding students to comply with administrative instructions on various student committee activities while maintaining good moral and intellectual perspectives.

5. Participate effectively and constructively in university councils and committees in order to improve EUC’s academic standard by proposing innovative and beneficial ideas.

6. (a). Dedicate themselves to their own obligations and those given to them in the areas of teaching, training, research, and academic guidance.
   (b). Utilize their maximum ability in order to meet the educational goals set forth and to assist EUC in its growth.

7. Maintain high ethical standards and refrain doing anything that is against UAE and EUC rules, as well as supporting system policies and procedures.

8. Teach and fulfil all tasks as allocated in compliance with the signed contractual agreement and the faculty load as stated by the UAE Ministry of Education as follows:
   - The calculation of instructional loads takes into account such factors as number of preparations; number of students taught; nature of the subject; help available from secretaries, teaching assistants, and staff; and administrative duties assigned.
   - The maximum teaching load for a full-time faculty teaching in the current EUC degree program is 9 credit hours per semester. Four clinic hours are counted as one credit hour in calculating the teaching load.
   - Faculty holding academic administrative positions such as department chairs and Chief Executive Officer have a teaching load of 3 and 6 hours, respectively.
   - The maximum teaching load for a part-time faculty is 6 hours per week.

9. Undertake agreed-upon examinations according to predetermined timetables and conditions by objectively assessing students, submitting students' grades to Student Affairs Office.

10. Active involvement in the development of course study materials and preparation of teaching plans by collaborating with colleagues and Program review Committee.
11. Ensure that student attendance and grade are recorded daily in the required data sheet or computer program to allow proper follow-up by the Chief Executive Officer, Registrar and Program Coordinator.

12. Adhere to academic professional and ethical principles and avoid establishing inappropriate attachments with students. Any improper relationships may lead to an immediate termination of contract.

13. Regularly provide the textbook titles and other resources that are required in teaching their respective courses to the budget committee in order to appropriately equip our library with the needed resources.

14. Perform academic advising role to students assigned by the administration.

15. Only give private lessons or lectures outside of the EUC if the Chief Executive Officer has given you permission first.

16. Sign the faculty attendance record book prepared by the EUC each time they enter or leave the premises.

17. Take part in all of the EUC's celebrations and special events.

18. Attend to faculty meetings scheduled by administration.

19. Contribute to curriculum development in accordance with international standards.

20. Sustain effort to meet the College's goal and objectives

Roles and Responsibilities of profession staffs-

Staff Member Duties
Duties of staff differ for each department, their position or designation. Job descriptions are provided. The Department Head will ensure that their respective duties and responsibilities are performed in the highest standards.

Overall Responsibilities of Staff:

- Professional staff has a vital role in governance and participation on committees so much so that they are given ample opportunities to engage in committee membership and various activities that pave the way in contributing to EUC governance.
• Every support staff member is expected to contribute to the shared responsibilities that support the varied educational, administrative and governance missions at EUC.
• University will expect to assign to each full-time member of the support staff duties which are reasonable and consistent with effective administrative and governance practices.
• Support staff members are expected to engage in activities that support educational and administrative services, and to accept governance assignments as designated by the Chief Executive Officer.
• Support staff members are expected to accept appointments to represent EUC in the professional and civic communities.
• Responsible for reporting any circumstances or administrative decisions that they think have unfavorable impact on them. Such staff grievance must follow the appropriate process.
• Support staff members are expected to carry a reasonable amount of designated ordinary departmental duties and committee responsibilities and to undertake those activities of self-improvement and professional development which are part of every support staff member’s investment in his or her own future. Such assigned responsibilities may include-
  1. Functions supporting administrators, faculty and students
  2. Membership on committees
  3. assigned administrative duties.
4. Academic Freedom

The Faculty

The faculties of EUC come from a variety of diverse educational and cultural backgrounds. They have a wide range of experiences and they are highly qualified. Since the media of instruction for the Diploma program is English, EUC employs only instructors who are proficient in English.

Academic Freedom

The concept of academic freedom is based on the idea that the free exchange of ideas on campus is essential to good education.

One of the purposes of Academic Freedom is to serve the public interest through extending knowledge and understanding and fostering critical thinking and expression in staff and students, and then in society more widely. Academic freedom is essential to the achieving these ends and therefore to the development of a civilized democracy.

1. Academic freedom includes the right(s) to:
   - freedom in teaching and discussion;
   - freedom in carrying out research without commercial or political interference;
   - freedom to disseminate and publish one's research findings;
   - Freedom for faculty members and students the right to seek redress or request a hearing if they believe their rights have been violated.
   - Freedom in giving faculty members substantial latitude in deciding how to teach the courses for which they are responsible.
   - Freedom in imposing political, religious, or philosophical beliefs of politicians, administrators, and members of the public cannot be imposed on students or faculty.

2. All members and student members...shall refrain from all forms of harassment, prejudice and unfair discrimination whether on the grounds of sex, race, ethnic or national origin, religion, cooler, class, caring responsibilities, marital status, sexuality, disability, age or other status or personal characteristic.
5. Professional Ethics for Faculty

EUC expects that the standards of profession ethical conduct are adhered to by all faculty members and instructors.

EUC asserts its commitment to maintaining academic freedom and integrity.

The following Code must be adhered by Faculty at all times:

**General**

Code of Professional Conduct - is a shared statement of the EUC’s commitment to integrity, honesty, fairness, collegiality and freedom of inquiry and expression and the ethical, professional and legal standards that derive from them and apply to our conduct in teaching, scholarship and service.

- Faculty members and instructors are committed to honesty, fairness, integrity, collaboration and equal entitlement to scholarly enquiry free of constraints. The share and respect the responsibilities and standards of conduct that give rise to these commitment.
- Faculty members and instructors are guided by a deep realization of the worth and dignity in the advancement of knowledge and recognize their responsibilities which is to seek and to state the truth as they see it. They strive to develop and improve their scholarly competence. They accept the obligation to exercise self-discipline and judgment in teaching.
- Faculty members and instructors promote the free pursuit of learning and inquiry and observe ethical standards in teaching and research. They demonstrate respect for students whom they are intellectual mentors and counselors and maintain confidentiality as appropriate. Faculty members and instructors will foster honest academic conduct, evaluate students on merit and protect students from exploitation, harassment or discrimination and acknowledges student’s contribution to research.
- Faculty members and instructors show respect for their colleague’s opinion while maintaining the right to debate and critique ideas of others.
- Faculty members and instructors accept their responsibilities for the governance of the institution. They observe the Policies and Procedures of the institution and participate in their critique and revision. Faculty members and instructors act in the best interest of EUC and its reputation. They neither speak on its behalf, without authorization, nor act to bring the reputation into dispute.
Academic Integrity

- Academic integrity is vital to the success of EUC’s mission. A strong commitment to honesty, trust, fairness, responsibility and respect is needed.
- All academic members will not act dishonestly in their teaching, research and service rendered to the institution.
- EUC policies deplore cheating, lying, fraud, theft and other dishonest behaviors that jeopardize the welfare and rights of the community.
- Faculty members and instructors will uphold best practices and intellectual property rights of others, and maintain high ethics in the conduct of their research, consultation services and publications.
- Faculty members and instructors will act impartially and without prejudice to any conflict arising.
- Faculty members and instructors will cultivate a culture of fairness and transparency, trust and trustworthiness, justice and mutual respect. They will report any wrongdoings to the Dean.

Reference policy and procedure manual
4.b Ethical Research POLICY #: RSA04BPO1
4.b Ethical Research Review PROCEDURE #: RSA04BPO1-PR1

Ethical Research Policy

Purpose:
To ensure that academic research is conducted in accordance with established standards.

The Research Ethics Policy aims to:
- Establish guidelines to protect rights of research subjects and university staff who interact with EUC researchers.
- Train university staff, student, and any relevant individuals on ethical issues that may develop as a result of research work;
- Require researchers to follow best practices for ethical research planning, execution, and communication of information.

Applicability:
This policy applies to students, research supervisors, and staff involved in university–led research endeavors conducted either internally or externally.

**Definitions and Abbreviations:**

**Human research:** While some studies do not directly involve human participants, they may nonetheless require their agreement (e.g., use of human tissue or personal data). Human research is defined as:

- Human-centered research, activities may include surveillance, taking photos, voice or video recording, surveys, conversations, exercise, or any invasive forms;
- Research that uses biological tissues taken from human;
- Research that involves the ingress and subsequent compilation of a person’s personal data. This may contain any form of data from the internet, images or photos of the individual.

**Policy:**

The European University College (EUC) encourages a research culture of high calibre where strong leadership, transparency, commitment and integrity are embedded in the system.

EUC is highly supportive of improving the quality of research undertaken in and outside University compounds and that research always take into account and uphold the rights, privacy and autonomy of participants, researchers and students.

EUC encourages all its researchers to conform to university research rules and guidelines so that research conduct is morally acceptable for all participants. This can be achieved by:

- Promoting a culture of accountability to safeguard the rights, privacy and autonomy of participants, researchers and students.
- Provide coherent information on ethical practices that comply with regulation.
- Ensures that an ethical review is conducted on all research projects to identify any ethical risks and these risks must be removed or at a minimum minimized.
• Creation of the Ethics Committee to oversee the research program, processes and activities and to take necessary action to rectify any compliance issues.

**Ethical Research Review Procedure**

**Purpose:**
This procedure detail and defines the fundamental principles and ethical review process in research at European University College (EUC).

**Applicability:**
This procedure applies to all EUC student, faculty and staff research.

**Procedure:**

**Principles**
The University acknowledges that ethical challenges addressed by research range among disciplines, necessitating a variety of ethical evaluation techniques. The following are the basic tenets that the University expects its researchers to follow; researchers must seek subject-specific advice from their Program Director or research supervisor:

• In all cases, injury of injury to research participants must be minimized or controlled.

• Research participants are well informed of the research purpose and methodology, risks and benefits of the research, and how it will be disseminated.

• It must be voluntary. Participants should not be coerced to join the research activity. And they can withdraw from the investigation any time, with or without reason.

• All information must remain confidential and anonymous.

• Ethical risks must be consulted with the relevant faculty adviser, or referred to the University policy before research is started. When is doubt, always consult with the appropriate person.

• Minimal risks are generally acceptable; however, where moderate or severe risk must undergo ethical review before the research procedure is commenced.

• Some risks become obvious during the research. In this case, the Research Ethics Committee, research supervisor must be consulted immediately to ensure such risks are appropriately mitigated.

• Participants can withdraw from the study anytime without fear of reprisal.
• Ethical review process must be transparent and open and complies with current legislation.
• Research sponsored by the University that are conducted abroad must abide with EUC ethical standards, laws and regulations of the country.
• Results or outcomes of the research study must be preserved for peer review as per legal requirements.
• A concerted effort must be done to guarantee safeguarding and privacy of stared data.
• Written consent is required for participant that is a minor or vulnerable group that lacks the capacity to understand, comprehend to give consent.

Responsibilities:

All research conducted by students, faculty, and staff at the University requires ethical approval. The research supervisor is responsible for ensuring that research study follows the University's Research Ethics policy and other relevant guidelines.

1. Researchers
   • Research study must be conducted with the best ethics standards.
   • Must be accountable in the conduct of their individual researched.
   • Must obtain ethical review approval before commencing on a human or animal research.
   • Must abide University research codes of good practice.
   • Research proposal must address any matter concerning the practice of ethics to ensure participants are well protected from risks and injuries.
   • Must be knowledgeable of the University research ethics review process.
   • Must follow the recommendations and comply with the ethical review outcomes.

Rights of the participants

• Fundamental to the participant is the right to dignity, privacy, free from injury or safety must be upheld at all times.
• Risks are minimized or eliminated.
• Impact of the risks on participants must be considered and carefully balanced so that the benefits outweigh the risks incurred in the research study and manage them appropriately.
Protecting the rights of fellow researchers

- Mutual respect for one another must be foremost and acknowledge the input of each individual appropriately.
- Consider the confidentiality of projects/results with commercial sensitivity
- Reputation of the Faculty, University, and the academic community as a whole when planning the research must be protected and upheld.

2. Faculty

- The Chief Executive Officer is in charge of all research undertaken by the faculty, including ensuring that the highest ethical standards are followed.
- The Chief Executive Officer has the authority to allocate responsibility for ensuring that the procedure of getting ethical approval is carried out properly.

3. Ethics Review Committee

- The execution of this policy is overseen by the University Research Ethics Committee. It will also provide guidance on research ethics training program. The Ethics Review Committee is responsible for establishing and maintains critical review of research proposal. Researchers who plan to perform research on subjects at EUC must obtain approval of the University in advance.
- Ensures that animal researches must comply with relevant legislature.
- Research Committee members directly supervising the research cannot be granted ethical approval.
- The Research Committee will submit an annual report to the Board of Trustees, recommending any changes that are deemed essential.

Research Ethics Review Process

- Approval from the Research Ethics Committee must be sought for all human and animal subjects including those that pertain to personal data before starting the research project.
- Approval from Research Ethics Committee must also be sought for research topics of particular nature like surveys, questionnaires, examining or observing a participant and independent research without direct supervision before start of the research project.
- Approval from Research Ethics Committee is required for pilot studies and sponsored researches or not.
• Approval from the Research Ethics Committee must be sought for research studies that involved deception or in covert situations in which consent is not appropriate. Researchers must reasonably explain the omission of informed consent.

• Failure to acquire ethics consent before to undertaking a research activity is a violation of EUC Research Policy and is by essence a research misconduct. This offense will be dealt with an appropriate University committee.

The Researcher must submit the following for review:

• A procedure detailing how the researcher(s) will engage with the human subjects is required.
• Approved research procedure or method by the Research Ethics Committee;
• Signed informed consents from all study subjects. A parental consent and participant assent should be obtained when the participant is a minor (age below 18 years old).

Informed consent:

• Must be obtained prior to any research activity outlining the purpose of the study, risks and benefits arising, methodology of the research.
• Study subject must completely understand how the gathered data will be used and who shall gather these data.
• Participants are informed of their right to withdraw from the study any time but within a timeframe during which they can withdraw. This limitation should be made clear during the taking of the consent.
• Appropriate ethical and legal processes must be followed when vulnerable groups are participating in the research.
• The mother or the legal guardian must consent in the use of her fetes.
• Consent for the use of confidential discussion or document any uncirculated literary compositions as part of the research. If the author is deceased, authorization is necessary from the copyright owner, who could be an individual or the executor of the writer's property.

Voluntary participation: Participant -

• Positively agrees to join the research.
- Not be coerced nor should be bribed into joining.
- May receive legitimate rewards as long as this does not cause undue influence to the outcomes of the results. Ethics review may be required in this instance.
- May be repaid for their travel expenses if it is under the terms of the funding.
- Have the right to pull out any time during the research activity.
- All pertinent information should be communicated to all participants. It is unethical to hide information that could influence their decision to join.

Research involving Children:

- Children should only be used in research if no relevant data can be acquired from adult subjects.
- It is imperative that a child's unwillingness to engage in research be respected at all times.
- If at any time a child displays distress, it is justified behaviour that the child refuses to engage in the activity and the child will be pulled out from the research.
- Child and/or the carer should not be offered any forms of inducement just to pressure the child to participate and give consent.
- The long-term overall effect (benefit and risks) of the research on the child must be weighed and considered.
- A child has the right to privacy and confidentiality, protection from exploitation from the research.

Research involving vulnerable adults:

- Researchers should not make assumptions about sensitivity based on specific traits such as age, handicap, appearance, personality, medical condition (including mental illness), communication difficulties, or opinions.
- Vulnerable adults have equal rights as with any strata in the community. Researcher should not compromise their basic rights as an individual. The significant carer must always be consulted and involved in every aspect of the research activity.
- Appropriate approval from the Ethics Committee should be obtained at all times.
Research involving human material:

- All relevant statutory controls and regulations must be followed when using human tissue or fluids in research to include licenses, transport and storage requirements.
- Approval from the Ethics Committee must be sought before start of the activity.
- The University will allow self-experimentation if the researcher can show that unbiased data was collected. This type of data gathering is treated the same as any other type of human data collection.

Research involving animal subjects

- The UAE Animal Welfare Law No. 18 of 2016 regulates the use of animal subject for research.
- Any concerns about the treatment or wellbeing of animals used in research must be reported as soon as possible to research supervisors and, if necessary, to the appropriate regulating body.

Publication of research findings

- All research findings must be shared to relevant individuals unless privacy and confidentiality issues need to be addressed.
- All reasonable precautions need to be taken when publishing research to make sure that publication, data, and public disclosures about research activities and performance are comprehensive, precise, and consistent.
- Researchers are held accountable for the quality and thoroughness of their reports.
- All disclosures of research outcomes must mention the nature of funding assistance, both to recognize the support and to guarantee transparency.
- The same research ethics guidelines apply to electronic publication and dissemination as they would to any other form of dissemination.
- Appropriate recognition of all contributors of the research development and communication in accordance to the definition of authorship.
### Related Documents/Forms/Attachments:
Appendix 1: Reviewer Checklist (RSA04BPO1-PR1)

<table>
<thead>
<tr>
<th>Number</th>
<th>Ethical Consideration</th>
<th>Yes / No / NA</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Research Participants</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Where subjects are vulnerable because of their social, psychological or medical circumstances, has this been taken into account in obtaining consent?</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>If appropriate, where subjects are vulnerable as described above, has the consent of an independent third party been obtained?</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Does the proposed research involve research on pregnant women or women in labor?</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Does the proposed research involve research on persons under the age of 18?</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Is there a risk that the highly sensitive nature of the research topic might lead to disclosures from the participant concerning their own involvement in illegal activities or other activities that represent a threat to themselves or others (e.g., sexual activity, drug use, or professional misconduct)?</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Could the study induce psychological stress or anxiety, or produce humiliation or cause harm or negative consequences beyond the risks encountered in normal life?</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Is the method of recruitment of research participants appropriate?</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Does the proposed research involve research on human tissue?</td>
<td></td>
</tr>
<tr>
<td><strong>Research Protocol</strong></td>
<td></td>
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<tr>
<td>9</td>
<td>Does the design and conduct of the study seem appropriate?</td>
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<tr>
<td>10</td>
<td>If the research involves animals, is it to be carried out in accordance with the UAE Animal Welfare Law?</td>
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<tr>
<td>11</td>
<td>Does the research proposal pose only minimal and predictable risk to the researcher?</td>
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<tr>
<td>12</td>
<td>Does it pose only minimal and predictable risk to the research subject? Human, animal or environment.</td>
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<tr>
<td>13</td>
<td>Does the project involve researching illegal activities?</td>
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<td>14</td>
<td>If so, do all parties involved in the research understand their legal obligations?</td>
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<td>15</td>
<td>Are arrangements for the supervision of the project appropriate?</td>
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<tr>
<td>16</td>
<td>Do the foreseeable benefits of the research outweigh the foreseeable risks?</td>
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<tr>
<td>17</td>
<td>Are the participants fully informed about the purpose of the research and who will have access to their information?</td>
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<tr>
<td>18</td>
<td>Does the research require participants to take part in the study without their knowledge and/or consent at the time (e.g., covert observations, emergency research)? If this is the case, does the...</td>
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<tr>
<td>Number</td>
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<tr>
<td>19</td>
<td>Does the research involve deception other than withholding information about the aims of the research until the debriefing?</td>
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<tr>
<td>20</td>
<td>Will the consent of subjects be appropriately obtained?</td>
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<tr>
<td>21</td>
<td>Is it clear to the participant that they may withdraw at any time?</td>
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<tr>
<td>22</td>
<td>Will any payment be made to participants as part of the study?</td>
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</tr>
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</table>
6. Intellectual Property Guidelines

The University takes ownership of all intellectual property rights residing in and emerging from works (including but not limited to the works listed below) designed, developed, or generated by the following individuals:

- Individuals engaged by the University in the course of their work;
- People engaged in study or research at the University who have agreed in writing to be bound by this policy as a condition of being permitted access to the University's premises or facilities;
- Individuals hired by the University on a contractual basis to provide services during the delivery of the course.

Propriety Rights

1. The University owns intellectual property developed by researchers, professionals, or students working on University research or other University projects if it is created in one of the following ways:
   - Within the provisions of University employment, including work under University grants and third-party contracts;
   - With a heavy reliance on EUC resources. The individual will own the intellectual property if it is generated outside of the provisions of EUC employment and without any major use of EUC resources.

2. The University owns the intellectual property rights (IPR) that occurs in and/or arise from the following activities:
   - Works produced by University-owned or operated computer hardware or software;
   - Videos, audiovisual projects, and other works produced using University resources;

3. Any IPR, including copyright developed by EUC staff and students in the course of their job or program of study, will belong to EUC.
   - Patentable and non-patentable inventions;
   - Data, software, hardware, course materials and lecture notes, module handouts and other ancillary materials;
   - Intellectual knowledge associated with the above;
   - Audiovisual compilations and other educational resources or writings published by the University or made publicly available through University facilities, systems, or networks, both electronically and not.
4. EUC fully recognizes its employees' demands for unrestricted rights to use their teaching and learning materials created during their time at the university. As a result, the University now provides its employees a nonexclusive, royalty-free, irrevocable license to utilize the teaching and learning works created by staff during their employment at the University, as well as all intellectual property rights therein, for any non-commercial purpose.

This policy will remain in effect after the end of employment or registered studies in the following situations:

- Any revenue-sharing or other payment or compensation rights that may arise to staff and/or students at the University's expense.
- Any outside commercial obligation exploiting IP at the expense of EUC shall continue after termination of employment or studies.

Unless the University has clearly and explicitly returned back the IP to the staff or student who created it, the University Chief Executive Officer at its prerogative, decide on an appropriate arrangement for exploitation (if any) of the IP, after getting the advice of a specialist, the opinions of the relevant staff or student or any third party, and shall be responsible for any eventual agreements.

If the use of any IP results in EUC receiving funds directly from it, then, after accounting for:

- the inputs of the concerned staff member or student;
- the inputs of any third party; and
- The actual cost of EUC financing supplied or expected to be provided to safeguard and utilize the IP.

Those funds will be divided to the concerned staff member or student in a portion set by EUC in an equitable, acceptable way. If a disagreement arises that cannot be addressed through dialogue, the concerned staff member or student may file an appeal with the Board of Trustees.

Failure to follow this policy will be regarded as misconduct, and disciplinary action will be taken according to University processes.
Copyright and Intellectual Property Policy

Purpose:
To provide guidance on European University College's (EUC) perspective on the key concepts of ownership, security, and development of intellectual property (IP) and copyrights for the benefit of students and employees.

Applicability:
This policy applies to students, faculty and staff of EUC.

Definitions and Abbreviations:
Any creation of the human mind that is protected by the law against illegal use by others is known as an intellectual property.

Copyright includes teaching materials created by university staff for the purposes of a course's curriculum and developed, utilized, or communicated by the University, as well as the results of research specifically financed and supported by the University.

The copyright must belong to the appropriate member of staff and/or student when the staff generates material for personal use and reference as an aid to teaching.

Policy:
European University College (EUC) recognizes and supports the long-standing tradition that academic works such as articles and books, presentations, curricula, multimedia elements, and other educational resources are the property of the faculty member who created them and not the university.

Copyright and Intellectual Property Procedure

Purpose:
To outline the rights and duties of European University College (EUC), its faculty, staff, and students in terms of intellectual property and copyright ownership and administration.

Applicability:
This procedure applies to all EUC faculty, staff, and students.

**Procedure:**
The University takes ownership of all intellectual property rights residing in and emerging from works (including but not limited to the works listed below) designed, developed, or generated by the following individuals:

- individuals engaged by the University in the course of their work;
- people engaged in study or research at the University who have agreed in writing to be bound by this policy as a condition of being permitted access to the University's premises or facilities;
- Individuals hired by the University on a contractual basis to provide services during the delivery of the course.

**Propriety Rights**

1. The University owns intellectual property developed by researchers, professionals, or students working on university research or other University projects if it is created in one of the following ways:

   (a) Within the provisions of university employment, including work under university grants and third-party contracts;

   (b) With a heavy reliance on EUC resources

2. The individual will own the intellectual property if it is generated outside of the provisions of EUC employment and without any major use of EUC resources.

3. The University owns the intellectual property rights (IPR) that occurs in and/or arise from the following activities:

   - Works produced by university-owned or operated computer hardware or software;
   - Videos, audio-visual projects, and other works produced using University resources;

4. Any IPR, including copyright developed by EUC staff and students in the course of their job or program of study, will belong to EUC.

   - Patentable and non-patentable inventions;
   - Data, software, hardware, course materials and lecture notes, module handouts and other ancillary materials;
• Intellectual knowledge associated with the above;
• Audio-visual compilations and other educational resources or writings published by the University or made publicly available through university facilities, systems, or networks, both electronically and not.

5. EUC fully recognizes its employees' demands for unrestricted rights to use their teaching and learning materials created during their time at the university. As a result, the University now provides its employees a nonexclusive, royalty-free, irrevocable license to utilize the teaching and learning works created by staff during their employment at the University, as well as all intellectual property rights therein, for any non-commercial purpose.

This policy will remain in effect after the end of employment or registered studies in the following situations:
• Any revenue-sharing or other payment or compensation rights that may arise to staff and/or students at the University's expense.
• Any outside commercial obligation exploiting IP at the expense of EUC shall continue after termination of employment or studies.

Unless the University has clearly and explicitly returned back the IP to the staff or student who created it, the University Chief Executive Officer at its prerogative, decide on an appropriate arrangement for exploitation (if any) of the IP, after getting the advice of a specialist, the opinions of the relevant staff or student or any third party, and shall be responsible for any eventual agreements.

If the use of any IP results in EUC receiving funds directly from it, then, after accounting for:
• the inputs of the concerned staff member or student;
• the inputs of any third party; and
• The actual cost of EUC financing supplied or expected to be provided to safeguard and utilize the IP.

Those funds will be divided to the concerned staff member or student in a portion set by EUC in an equitable, acceptable way. If a disagreement arises that cannot be addressed through dialogue, the concerned staff member or student may file an appeal with the Board of Trustees.

Failure to follow this policy will be regarded as misconduct, and disciplinary action will be taken according to university processes.
7. Conditions of Employment for full-time faculty
Reference policy and procedure manual
5.b Employment POLICY #: FPS05BPO1
5.b Employment PROCEDURE #: FPS05BPO1-PR1

Employment POLICY

Purpose:
This policy provides guidelines for faculty and professional staff appointment, promotion and contract renewal at European University College (EUC).

Applicability:
This policy applies to all EUC faculty and staff employment. More detailed information is found in faculty or staff manuals.

Policy:
European University College (EUC) values diversity in faculty selection and structure in order to sustain a stable full-time faculty band that promotes quality workforce, high expertise, and enhanced continuity of all academic programs of the University. This policy promotes diversity of faculty by enforcing impartial and equal treatment principles.

Employment at EUC is a voluntary commitment, and employees have the right to resign, for whatever cause, with or without notice subject to contractual obligation and UAE labour law. Similarly, the University has the authority to terminate the employment at any time, for any reason(s), with or without notice; subject to UAE employment labour law.

EUC is devoted to the safety of its teachers, staff, students, and the public. An applicant with a criminal record who poses a risk to the University will be denied employment. The relationship between the conviction and the post for which the applicant has applied is taken into account when determining risk.

Employment PROCEDURE
Purpose:
The procedure outlines the faculty and staff recruitment and hiring process; appointment process, faculty promotion and contract renewal.

**Applicability:**
This procedure applies to all employees of EUC.

**Procedure:**

**Responsibilities**

HR Manager:
- Coordinates and processes items connected to faculty and staff appointments, such as residence visas and work permits, benefits, non-faculty appointee evaluation, and personnel file management;
- Appointment letters, employment contracts and records that define the employment agreements.
- Employment contract also details the probation such as terms on its renewal and end of contract and if applicable any offers for a rolling contract.
- Attractive salaries and benefits are offered to highly qualified faculty in order to invite faculties from diverse educational backgrounds.
- Provide compensation ranges and the criteria for each level of appointment and salary increases to the faculty.
- An orientation program is provided to recently assigned faculty and professional staff and includes orientation to the UAE local customs and its community.

**General Recruitment and Hiring-Procedures**
For the purpose of filling new posts and locating replacement staff, European University College will conduct an open recruitment procedure. To promote the efficient recruitment of applicants, we will improve our recruiting and hiring methods. The following recommendations are followed:

1. Before beginning the search, a "Personnel Requisition Form" will be completed and the appropriate authorizations will be obtained.
2. A notice of the position will be posted on the University Careers website as a free advertisement. Information for the notice must be coordinated with the HR department.
3. Candidate interview is conducted by the Hiring Manager. Extra effort is afforded to consider candidates that have high quality educational backgrounds. Faculties
are required to attend the candidate interview and provide feedback.
   a. Faculty member, dentist and dental assistants have to submit all their
      credentials as per DHCA (Dubai Healthcare Authority) licensing
      requirement
   b. In all cases, an Interview Evaluation Form must be completed and
      signed off accordingly.
4. Final candidates being considered for a post with EUC will be subjected to
   reference and background checks:
   • All interviewed candidates will be requested to give permission for EUC
     to collect references from current and previous employers.
   • When a candidate is being considered for the post, the candidate is
     required to provide at least two verbal references from former and
     present employer. Candidates not meeting the required number of
     references will be asked to provide additional names of persons to serve
     as references.
   • During the interview process, all candidates will be advised that
     references may be reviewed if the reference was not informed prior to
     the interview date.
   • All external reference information, as well as other information gathered
     during the selection process, will be kept in Human Resources for the
     duration of the individual's employment.
5. Failed background check:
   • Human Resources will notify the hiring department and the candidate of
     any candidate ineligibility. The selected candidate is informed of the
     decision in writing.
   • The candidate is given three working days to lodge a dispute or appeal on
     the decision. The employment offer will be withdrawn and another
     candidate will be selected if no notification of dispute is received.
6. The employment offer can be given verbally by the HR department; however, a
   written confirmation should be provided. The offer must be in writing to be
   considered official.
7. HR department is contact and inform any candidate where the application for
   the post did not prosper.
8. HR Department authorizes the placement of the new employee on the payroll
   system.
9. General preparation is held before the employee joins, such as desk, telephone,
stationary, PC – Laptop, etc.

10. The new employee will undergo an Orientation phase to facilitate smooth integration into EUC system. A joining orientation checklist is available to facilitate the orientation process.

11. The Probationary Evaluation Form will be done HR Department in the first six months of hiring. It is vital that any poor performance during the probationary period is identified.

**Recruitment Conditions at the EUC**

The faculty member should meet the following requirements:

1. Must have a Ph.D. or Master’s degree in their field of specialization, or its equivalent, from an approved university in their field of specialization.
2. Must be physically fit.
3. Should have a good record of conduct.
4. Should have at least three years’ experience in his/her field of specialization
5. Must have a record of scholarly publications commensurate with the position to which the applicant aspires.

Professional Staff should meet the following requirements:

1. Should hold a degree commensurate to the position or designation applied for.
2. Must be physically fit
3. Should have a good record of conduct.
4. Should have at least two years’ experience in the position applied for.

**Contract Duration:**

- Faculty members shall be appointed for 3 years contract with the provision that the first 6 months is a probation period.
- In the event that the contract is not terminated within, or upon the expiry of the first 6 months, the contract shall be respected for the remaining period and automatically renewed every two years unless the College or the faculty member decides otherwise by virtue of a notice letter at least 6 months prior to the expiry of the contract or renewal thereof.

**Contract Renewal:**

- Renewal depends on the type of contract. (Limited or Unlimited contract) Contract renewal process will follow the UAE Labour Law.
Faculty Appointment:
EUC uses a faculty classification system for appointments, re-appointments, and promotions.

The purpose of faculty classification is to;
(1) Encourage faculty and staff to have positive working bonds.
(2) Enhance profession development;
(3) Create a system that is in line with EUC’s objectives and ambitions.

Faculty members at EUC are classified according to the following ranks:
1 – Instructor
2 – Assistant Professor
3 – Associate Professor
4 – Full Professor

Qualifications and experience required for faculty appointments at EUC are according to the following:

1. An instructor should hold a master’s degree in a specified field needed for instruction and should have accumulated two years of experience teaching in an accredited institution of higher education. Scholarly experience and/or publication is a plus.

2. An assistant professor must hold a terminal degree, a Ph.D. or equivalent from an accredited university in the specified field needed for instruction. In addition, they should have accumulated two years of successful teaching experience in an accredited institution of higher education. The scholarly record of the assistant professor must include at least two published research works in refereed journals.

3. An associate professor must hold a terminal degree, a Ph.D. or equivalent from an accredited university in the specified field needed for instruction. The teaching experience required must not be less than five years in an accredited institution of higher education and should have published no less than 5 research works in refereed journals with a least one as senior author.

4. A professor must hold a terminal degree, preferably a Ph.D. or equivalent from an accredited university in the specified field needed for instruction. The teaching experience required must not be less than five years at associate professor rank in an accredited institution of higher education and should have published no less than 10 research works in refereed journals with a least three
as senior author. A professor must hold professional/discipline recognition at the international level.

For clinical faculty, a terminal degree would be a Master’s degree coupled with clinical Board Certification from countries where no Ph.D. in his/her field is awarded (such as USA and India); otherwise, a Ph.D. is considered to be the terminal degree.

End of Service:
EUC abides by the rules and regulations of the UAE Ministry of Labour as mentioned in the following articles and other relevant articles:

Article 132
When a worker's employment is terminated, he is entitled to severance compensation if he has completed a period of one or more years of continuous service. The days of absence from work without pay shall not be included in calculating the period of service. The severance pay shall be calculated as follows:
1 – 21 days remuneration for each year of the first 5 years of service
2 – 30 days remuneration for each additional year of service provided that the aggregate amount of severance pay shall not exceed 2 year’s remuneration.

Article 133
A worker shall be entitled to severance pay in respect of fractions of a year in proportion to the time actually worked, on conditions that he/she has completed one year of continuous service.

Article 134
Without prejudice to what is provided for by some laws on the granting of pensions or retirement benefits to employees in some establishments. Severance pay shall be calculated on the basis of the remuneration last due to the worker for those who are paid monthly, weekly or daily basis and on the average basis of the daily remuneration for those who are paid at piece rate basis. The remuneration used as a basis for the purpose of calculating severance pay shall not include what is given to the worker in kind, and housing allowance and transport and traveling allowance, overtime pay, representation allowances, cashier’s allowances, children education allowances, allowance for recreational and social facilities and any other allowances or increments.
**Article 135**
Any amount due to an employer by a worker may be deducted from the latter's severance pay.

**End of service criteria**
The following cases are usually considered as criteria for the end of employment agreement:
1. Resignation of faculty member.
2. Termination of contract.
3. End of contract.
4. Reaching the age of sixty-five.

**Related Documents/Forms/Attachments:**
Appendix 1: Personnel Requisition Form (FPS05BPO1-PR1-FR1)
Appendix 2: Interview Evaluation Form (FPS05BPO1-PR1-FR2)
Appendix 1: Personnel Requisition Form (FPS05BPO1-PR1-FR1)
Appendix 2: Interview Evaluation Form (FPS05BPO1-PR1-FR2)

## INTERVIEW EVALUATION

### Interview Information

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### Evaluation

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<td>Appearance</td>
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### Comments:


Interviewer Name & Signature: ____________________________

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7.1 Workload Policy
Reference policy and procedure manual
5.g Faculty Workload POLICY #: FPS05GPO1
5.g Faculty Workload PROCEDURE #: FPS05GPO1-PR1

Faculty Workload POLICY
Purpose:
This policy serves as a guide to program directors, Chief Executive Officer and faculty members when it comes to assigning workload to faculty at European University College (EUC). This policy contributes to the College's efforts to equitably allocate faculty responsibilities over time.

Applicability:
This policy applies to regular faculty members, instructors and part-time faculty with the exception of visiting professors of EUC.

Definitions and Abbreviations:
All faculty activities that contribute to the achievement of departmental duties and obligations are referred to as faculty workload. This may include research activities, educational activities, community and public service. As a result, "Faculty Workload" can be thought of at the individual or organizational levels.

Policy:
- European University College (EUC) employs a sufficient number of faculty members to effectively deliver the programs it offers, both credit and non-credit, in line with its mission and international standards.
- EUC has a clear and accessible faculty workload policy appropriate to the nature and mission of the institution, which is consistently and transparently applied.
- Workload assignments are equitable and reasonable and include the entire range of a faculty member’s responsibilities, such as instruction, advising, and committee work, and thesis supervision, guidance of student organizations, research, service, and curriculum development.
- Assignments take into account the number of course preparations, level of courses taught, student enrolments, subject matter, support from clerical and other staff or teaching assistants, and administrative responsibilities.
- EUC is committed to provide faculty with equitable workload. EUC believes that
a faculty member's teaching overload can jeopardize the quality of his or her instruction and interfere with his or her other responsibilities as a teacher. Faculty overloads should only be used as a last resort under unforeseeable exceptional situations.

EUC adheres to the following maxima with regard to faculty teaching assignments:

- 15 credit hours, or equivalent, per semester for non-terminal degree holders teaching in undergraduate certificate, diploma, associate degree and baccalaureate programs
- 12 credit hours, or equivalent, per semester for faculty members with terminal degrees teaching in baccalaureate programs;
- 9 credit hours, or equivalent, per semester for faculty only teaching in graduate programs, or pro-rata for faculty teaching a mix of baccalaureate and graduate courses;
- 6 credit hours, or equivalent, per semester for part-time faculty;
- 6 credit hours, or equivalent, in a summer term.

Workload assignments provide for a minimum release time as follows:

- three credit hours per semester for program coordinators and department chairs;
- six credit hours per semester for deans;
- 0.3 credit hours per semester for primary supervision of a research thesis;
- Graduation project supervision in 0.0 credit hours
- Student advising as part of normal teaching load is 0.0 credit hours
- Appropriate release time for other major administrative assignments.

**Faculty Workload PROCEDURE**

**Purpose:**
To establish a dynamic system that will allow each academic program to adapt faculty workloads to meet their academic objectives by distributing workloads among faculty members in a fair and equitable manner.

**Applicability:**
This procedure applies to regular faculty members, instructors and part-time faculty with the exception of visiting professors of EUC.
Procedure:
1. Teaching during summer term is calculated within the above limits and cannot be mandated for faculty.

2. In exceptional circumstances where teaching assignments in excess of the above requirements (overloads) are inevitable, the overload is limited to one three-credit course per faculty member per year, and faculty must be compensated.

3. EUC recognizes that classroom, laboratory, clinical and other forms of pedagogy must be differently accounted for in faculty workload calculations. For example, the instructor of record is given the following credit hours:
   - Classroom equals one hour of work load credit for every 1 contact hour
   - Laboratory equals one hour of work load credit for every 2 contact hours
   - Clinical equals one hour of work load credit for every 2-to-3 contact hours

4. Work load calculations for e-learning pertain to classroom only and the credit hour-to-contact hour ratio is the same, i.e., one hour of work load credit for every one contact hour.
5. Adjustments for time spent in developing and delivering e-Learning course or program materials do not apply as former teaching content has translated easily into e-learning content.

7.2 Expectations for Office Hours
- Faculty shall maintain publicly posted regular work hours during which they are available to their students for additional assistance.
- Class schedules are emailed to the students.
- Google Hangouts/Meet and/or Google Appointments Calendars are used to schedule a meeting.
- Faculty will be available through email or Google chat to answer queries

7.3 Academic Ranks and Qualifications for those ranks
Reference policy and procedure manual
5.h Professional Requirements for Teaching POLICY #: FPS05HPO1
5.h Professional Requirements for Teaching PROCEDURE #: FPS05HPO1-PR1
Professional Requirements for Teaching POLICY

Purpose:
To comply with the requirements on Faculty Qualifications for teaching as stipulated in CAA Standard 2019.

Applicability:
This policy applies to all European University College (EUC) faculties.

Definitions and Abbreviations:
None

Policy:
European University College (EUC) ensures the qualifications or credentials of all faculty members, both full-time and part-time, are appropriate to the level of their assignments, and meet the minimum qualifications required for each level.

EUC only appoints faculty members with master's degree and/or PhD (or equivalent) obtained from higher education institutions recognized internationally. The faculty member's degree or field of specialization must be associated with the course and level that they teach.

EUC is committed to employ a sufficient number of faculties to ensure that the core program areas and all specialization courses are taught by faculty with qualifications in the field;
EUC ensures that faculty members are competent in the language of instruction in the programs to which they are assigned; and that there is diversity of cultural and educational backgrounds, and of gender, within its faculty, staff and administration.

EUC ensures faculty shows a strong record of active engagement in research and scholarship, including publications and has significant professional experience in the practice of dentistry.
EUC ensures qualifications of all faculties are documented through official transcripts, certificates, and certificates of equivalency from the UAE MoE. Faculty files are
Professional Requirements for Teaching PROCEDURE

Purpose:
To detail or list the professional requirements for teaching faculty.

Applicability:
This procedure applies to the professional requirements of teaching faculty.

Procedure:
The following are documentation of qualifications plus those required by the HR department must be included in the faculty file.

- Authenticated Official transcripts
- Passport and visa page (for non-UAE nationals),
- Credentials,
- An up-to-date curriculum vitae in a consistent organizational format;
- Faculty Degree and Experience Requirements at EUC

Faculty Qualifications:
1. Faculty teaching developmental or remedial courses have a minimum of a baccalaureate or dental doctorate degree in a discipline related to the subject taught, and either teaching experience in that subject, or graduate level training in remedial or developmental education.
2. Faculty teaching credit courses in certificate, diploma, or associate degree programs not offered in conjunction with a baccalaureate degree program, have a minimum of a master’s degree with a major in the discipline taught and one of the following:
   - five years of teaching experience in the discipline;
   - a combination of five years of experience in teaching or other employment related to the field;
   - the equivalent of eighteen semester credits of graduate study in the field beyond the master’s degree;
   - an internationally recognized professional credential (such as certification as a public accountant).
3. At least one faculty member teaching in a certificate, diploma, or associate degree program not offered in conjunction with a baccalaureate degree program, holds a terminal degree in a relevant discipline.

4. Faculty teaching general education courses included as part of a baccalaureate degree curriculum have a minimum of a Master’s degree with a major in the discipline taught, and one of the following:
   - five years of teaching experience in the discipline;
   - a combination of five years of experience in teaching and other employment related to the field;
   - the equivalent of eighteen semester credits of graduate study in the field beyond the Master’s degree;
   - an internationally recognized professional credential (such as certification as a public accountant);

5. Faculty teaching courses in baccalaureate degree programs; in certificate, diploma or associate degree programs offered in conjunction with a baccalaureate degree; or in higher diploma programs requiring three years or more of study beyond secondary school have a terminal degree in the teaching discipline, usually a doctorate or, where appropriate, a terminal master’s degree.

6. Faculty teaching courses in graduate degree programs have a terminal degree in the teaching discipline, and either a strong record of research and scholarly activity or significant professional experience as a practitioner in an applied discipline.

7. Faculty supervising theses in graduate degree programs have a terminal degree in the discipline in which the research is conducted, and a strong record of research and scholarly activity. Principal supervisors have appropriate prior supervisory experience.

8. Exceptions to the requirement for a terminal degree, which must be justified and documented by the institution, are:
   - limited to faculty members in applied fields who have a minimum of either:
     - a master’s degree in the teaching field or a doctorate in a related field, and
     - who also have extensive senior level experience in the applied field (such as corporate management or accounting);
   - experience in the applied field coupled with internationally recognized professional association certification (such as medical board certificate or
Certified Public Accountant);
- fully justifiable in terms of education, training, and professional experience;
- restricted to no more than 20% of all faculty in the institution;
- are reported to the Commission as exceptions for approval prior to the start of the semester in which the faculty member will teach.

9. Reports to the Commission must include the name of the faculty member for whom the exception is requested, the highest degree earned and the conferring institution, the area of specialization, the justification for the exception, and a listing of the courses assigned.

Adjunct Clinical Faculty
Adjunct clinical faculty is often appointed to supplement the full-time teaching faculty. Adjunct clinical faculty is normally qualified health professionals of appropriate distinction, whose primary employment is external to the academic institution.

Responsibilities of Adjunct Clinical Faculty
1. Teaching and training of students and interns at the institution and in its affiliated hospitals and health facilities.
2. Consulting or engaging in academic activities that enhance scholarship and professionalism within the institution.
3. Supporting the mission, goals, policies and activities of the institution.
4. Adjunct clinical tutors and clinical lecturers are expected to help in demonstrations and to provide assistance to clinical faculty in their teaching, training, and academic activities.

Ranks and Qualifications
The criteria for the appointment of adjunct clinical faculty are based on professional qualifications, academic and educational experience, and clinical experience.

1. Adjunct Clinical Tutor
Qualification: Bachelor’s degree in the health profession in which the faculty member is teaching.
Clinical experience: at least three years post-internship experience in the concerned health profession.

2. Adjunct Clinical Lecturer
Qualification:
a. Bachelor’s degree in the health profession in which the faculty member is teaching;
b. postgraduate degree (Master’s or equivalent professional degree recognized by the institution, Ministry of Health, and Ministry of Higher Education and Scientific Research) in a relevant specialty.

Clinical experience:
   a. at least five years clinical experience;
   b. at least three years holding a specialist position or equivalent.

3. Adjunct Clinical Assistant Professor

Qualification:
   a. highest professional postgraduate degree and professional recognition from professional medical bodies such as the Royal Colleges of the UK, Ireland, Canada, Australia, and New Zealand (e.g., MRCP, FRCS, MRC Psych, FFARCS, MRCOG, FRCR), or
   b. terminal dental degree and certification by a US dental board; or
   c. terminal dental degree and certification by the Arab Board of dental Specialization; or
   d. other terminal qualifications recognized by the institution as equivalent to the PhD in Basic Sciences, which allow the holder to be appointed as a Consultant in the Ministry of Health or other recognized health care organizations.

Academic and educational experience:
   a. Previous experience in teaching either undergraduate or postgraduate level courses in Medical/ Dental/ Health Sciences.

Clinical experience:
   a. at least three years of clinical experience obtained after receipt of the highest professional degree;
   b. Holder of a Consultant position, or equivalent.

4. Adjunct Clinical Associate Professor

Qualification: as for Adjunct Clinical Assistant Professor.

Academic and educational experience:
   a. 5 years’ experience in teaching undergraduate or postgraduate courses in Medical/ Dental/ Health Sciences;
   b. contributions to research, evidenced by publishing at least five scientific papers in peer reviewed journals (first author in at least three papers);
   c. Significant evidence of scholarship at national level.
Clinical experience:
   a. at least ten years of clinical experience obtained after receipt of the highest professional degree;
   b. at least five years as holder of a consultant position;
   c. Excellent clinical reputation at a national level.

5. Adjunct Clinical Professor
Qualification: same as for Adjunct Clinical Assistant Professor.

Academic and educational experience:
   a. at least ten years of experience in teaching undergraduate or postgraduate courses in Medical/ Dental/ Health Sciences;
   b. contributions to research, evidenced by publishing at least eight scientific papers in peer reviewed journals (first author in at least five papers);
   c. Significant evidence of scholarship at national/international levels.

Clinical experience:
   a. at least fifteen years of clinical experience obtained after receipt of the highest professional degree;
   b. at least ten years as holder of a consultant position;
   c. Excellent clinical reputation at a national, regional and international level.

Graduate Faculty
Qualifications:
   a. Has master's degree and/or PhD (or equivalent) obtained from higher education institutions recognized internationally. The faculty member's degree must be in a field related to the subject and level in which they teach.
   b. Shows a strong record of active engagement in research and scholarship, including publications and has significant professional experience in the practice of dentistry.

Research Supervisors
Qualifications:
   a. principal supervisors of student research theses are full-time faculty who are research-active in their field, and have prior supervisory experience at graduate level;
7.4 Faculty Orientation

Orientation of New Faculty (Full-time or Part-time)

An orientation program for new faculty members will be conducted by the Dean to ensure the following:
- The new faculty members understand the mission, aims and objectives of EUC.
- The new faculty members are introduced to all aspects of instruction, academic advising, student counseling, research and other services available at EUC.
- The new faculty members are introduced to the other faculty and staff of the EUC so as to be accommodated and integrated in its culture.
- The new faculty members are provided with orientation materials that include the faculty handbook and additional laws and regulations related to the faculty and the program delivered.
- The new faculty members are provided with all procedures used by EUC to ensure institutional effectiveness with emphasis on curriculum development, staff development and instructional effectiveness.

7.5 Probationary Periods

Probationary Period for Faculty members is 6 months.

7.6 Performance Review Systems and the Effect of Performance Reviews on Employment

Reference policy and procedure manual
5.i Faculty/ Staff Evaluation POLICY #: FPS05IPO1
5.i Faculty/Staff Evaluation Process PROCEDURE #: FPS05IPO1-PR1

Faculty/ Staff Evaluation POLICY

Purpose:
This policy provides guidelines for evaluating faculty and staff members of European University College (EUC) to provide as a basis for promotion.

Applicability:
This policy applies to EUC faculty and staff evaluations.
Definitions and Abbreviations:
None

Policy:
EUC ensures that University staff performance is regularly monitored and assessed. Job descriptions of each staff member are both maintained by the HR department and unit managers.

To ensure EUC mission and goals are attained, faculty participates in the annual evaluations of the performance of all full-time, part-time, and visiting faculty members, and professional staff members using a variety of measures. This includes two components as follows:

1. Quality of teaching, scholarly activities and research
2. Involvement in community or public service as well as administrative service;

The achieved Performance level is rated from “Exceeded expectation” to “Did not meet expectations.”

The criteria, methods, and procedures for faculty and professional staff evaluation are equitable and disseminated to all faculty and professional staff members. Feedback on evaluations is given to staff and is discussed by both parties and are used to inform staff development as appropriate.

Faculty/Staff Evaluation Process PROCEDURE
Purpose:
To detail the process of European University College (EUC) faculty and staff evaluations

Applicability:
This procedure applies all EUC Faculty and Staff performance evaluations

Procedure:
Intent of Evaluation:
• to obtain information on the performance of the staff
• to enhance and encourage staff to improved their performance at work.
• to clarify what is required of a staff member
• to recognize and incentivize exceptional performance
• to identify gaps and possibilities for a staff to evolve
• to recognize areas where a staff needs to improve, and provide staff training.

At the following time frames, faculty assessments are conducted:
• end of probation period
• promotion to a higher rank
• during contract renewal
• annual performance review

**Faculty Evaluation and Performance**

Head of Department (HOD) and HR Department generally conduct the appraisal.

Faculty members will be evaluated through the following:
• student faculty evaluation
• faculty self-evaluation
• Academic faculty evaluation/observations by HOD.

Comprehensive faculty evaluation is based upon their established and prospective contribution to the students. The criteria for a comprehensive evaluation are as follows:
• standard of teaching
• course and faculty evaluation by student
• academic evaluation by the Program Coordinator
• patient satisfaction feedback
• research publications
• continuous professional development
• level of participation to university activities
• community and public service
• taking part in participation in assessment activities
• performance of administrative work

**Part-time and Visiting Faculty**
• Considering their temporary nature of work, these faculties are evaluated by the HOD in each semester they are employed. HOD will assess their teaching performance in order to have a basis for further employment decisions.
• The appraisal focuses on classroom performance and other characteristics that are aligned with their specified job duties.
• Outcomes of evaluations are documented and are reviewed together with the
concerned faculty. These documents are stored in the faculty personnel file.

**Performance Categories**
The following are the levels of performance for evaluating all staff members are:
- exceeds expectations
- meet expectations
- partially meets expectations
- did not meet expectations.

**Faculty Evaluation Procedure**
- The faculty provides the Head of department (HOD) with any document to validate activities that the faculty considers as creditable and worthy to support his/her good performance.
- Faculty member conducts a self-assessment of his achievements.
- The HOD will scrutinize all documents and other information gathered. It may include qualitative and quantitative data.
- The HOD will sum up all data to reach a level of performance score
- The HOD discusses the results with the faculty.
- The results of the performance review will be sent to the Chief Executive Officer for further review.
- The Chief Executive Officer assesses all faculty performance and offers merit ratings ranging from 1 to 5, with 5 being the highest.
- Full-time teachers who will continue to serve in the upcoming fiscal year are eligible for the merit ranking.
- Department heads are assessed on a number of factors, including administrative performance, teaching, community service, team work. Department leaders must be knowledgeable of the elements of assessment and job performance expectations.

Appointment renewal, promotion, and tenure decisions take into account overall job performance outcomes. A letter of warning is sent to those who have weak evaluation reports. A termination letter will be given to those who receive two consecutive weak reports. Evaluation reports are kept safely in a “confidential” evaluation report file in HR department.

**Staff Evaluation and Performance**
College staff is evaluated by their Unit Managers and HR Department.
Professional staff will be evaluated through the following:
- manager/supervisor appraisal
- involvement in college activities
- staff performance evaluation

Staff evaluations or appraisals will be requested in the following circumstances:
1. before the completion of the probationary period
2. annually
3. Prior to the end of current employment term, in consideration for re-contracting.
4. any occasion indicated by exceptional favourable or adverse performance
5. Employees having below-average evaluated performance must undergo a re-appraisal after six months.

Procedure for Staff Evaluations
1. The HR Department will send to Department Heads/Supervisors a Performance Appraisal Forms not later than 30 days prior to the above-mentioned conditions in no. 1.
2. The evaluating personnel will be responsible for completion of performance appraisals on or before due date.
3. The performance appraisals will be conducted by the employee’s immediate supervisor.
4. All appraisals must be reviewed and approved by the immediate supervisor prior to discussion with the concerned employee.
5. Employees' appraisal must be discussed with the respective employee in private by his / her immediate supervisor.
6. All employees are encouraged to write their personal comments on the appraisal form.
7. All employees will be asked to sign the appraisal form to ensure that their appraisal has been discussed by the evaluator and that approval of the evaluation is given.
8. Employees’ signature does not necessarily mean he / she agrees with his/her appraisal, but confirms that the content of it has been reviewed and discussed with him/her.
9. Any revision or alteration made in the performance appraisal should be initialled and be known to both employee and Head of Department
10. All performance appraisals shall be treated as “confidential” documents.
11. Employees may request a copy of their completed appraisal forms which serves as their reference if necessary.
12. Each completed appraisal form will be kept in the employee’s Personnel Master File.
13. Performance appraisal will be forwarded to HR department for proper action and processing.

**Responsibilities of the immediate supervisor:**
- Staffs' immediate supervisor must provide a fair and honest assessment of the employee’s performance and capabilities.
- The immediate supervisor holds an obligation to provide constructive counseling to the employee on a continuous process.
- The immediate supervisor must also ensure that the evaluation is based on attitude, performance and consistency in job standards and requirements previously provided to the employee.

**Faculty & Staff Evaluation Reports**
Written report of evaluation is placed in his/her file.
Performance evaluations are used for improving the performance of the employee and as a basis for promotions and renewal of contracts.
The HOD sets a report of evaluation of his faculty or employee.
The evaluation report is fully discussed with the faculty or staff as follows:
- areas of strengths and weaknesses are discussed;
- plans for faculty or staff development and improvements are identified;
- Mutual agreement and trust are embodied to promote employee engagement.

Faculty and staff may appeal to the HR Manager if they believe the evaluation was performed unjustly or incorrectly. A faculty or a staff who is not satisfied with the outcomes of the assessment may lodge an appeal within 10 days of receipt of the evaluation report.

**Awarding merit pay increases**
- The performance level rating is not affected by merit ranking category percentages and is independent of them.
- Merit pay increments are set annually based on performance evaluations.
- Merit pay raises are only awarded to employees who receive "Meet
expectations” or higher performance evaluations. A merit increase cannot be more than 15% of an employee's total income.

7.7 Supervision and Organizational Issues Affecting Faculty

Faculty report under the supervision of the Program Director who, in turn, reports to the University Chief Executive Officer. Faculty are responsible evidencing performance in the following areas: 1) teaching and learning, 2) research, 3) community service, and 4) professional development. The Program Director will oversee the annual evaluation/performance review of all adjunct faculty, instructors, assistant professor, associate professors, and professors. Faculty members are responsible for maintaining their respective roles within EUC’s quality assurance processes and procedures.

Specific professional development activities may be included and/or required as part of the annual performance review. In all cases, professional development is viewed as a shared responsibility of the individual faculty member and the institution. Faculty are required to conform with all licensure and accreditation requirements.

7.8 Professional Development Policies and Procedures, and the Institution’s Support for Professional Development

(Reference policy and procedure manual
5.f Professional Development for Faculty and Staff POLICY #: FPS05FPO1
5.f Professional Development for Faculty and Staff PROCEDURE #: FPS05FPO1-PR1

Professional Development for Faculty and Staff POLICY
Purpose:
To provide a system for administrators, faculty, and staff that reinforces and favours all faculty and staff growth in accordance with EUC’s strategic plan and departmental objectives.

Applicability:
This policy applies to all professional development plans and activities for faculty and professional staff.

Definitions and Abbreviations:
“Faculty” refers to the individuals directly responsible for the educational mission of the College. Faculty development includes any activity that increases the value or worth of the services provided on behalf of EUC especially in the domains of education; research and scholarly endeavour, service, or administration. Faculty development may include funding and/or designated time away from the EUC such as a leave.

“Staff” refers to the individuals supporting those responsible for the educational mission of the College. Staff development includes the implementation of college policies aimed at improving staff knowledge, skills, and competences which ultimately improve staff and College effectiveness and efficiency. This encompasses all types of staff activities, such as self-study, e-learning, courses and workshops, on job training, mentoring and coaching, planned class room training and a number of other methods that fit within the current budgetary constraints and defined business needs.

Policy:
Faculty Development

European University College (EUC) considers faculty development indispensable for organizational success. Continuing staff training and development will have a high priority at EUC. The administration shall ensure that proper time and resources are allocated for its implementation.

EUC ensures that faculty development must include activities that support teaching, research, and scholarship.

In order to facilitate active and lifelong learning, EUC pledges to provide adequate faculty and staff training programs and services to support their professional development. This may include a mixture of instructional styles and techniques. Adequate IT training and support for faculty members will be provided in the use of information technology software related to meeting educational goals.

EUC adopts a philosophy of continuing development of all faculty members. By doing so, faculty members can remain fully motivated. Thus, EUC emphasizes its commitment to continuing organizational and personal development so that the quality of educational services will improve and to ensure that the students receive the highest quality in learning experiences and outcomes.
All EUC faculties (full-time and part-time) will be entitled and allowed to participate in conferences and seminars as per requirements and schedules any time during the academic year with paid leave from EUC. Furthermore, the College may support part or all of the travel costs and registration fees for the meetings based on the available funds in the College’ budget and prior approval from Departmental Director and HR Director.

A leave application for the purpose of faculty development such as for further study and research may be permitted. It may also be granted to faculty participation in a conference program as a committee member, presenter or as an event organizer and for planned faculty training to improve faculty skills.

Funding for faculty development is available after application and review of funds request.

Objectives of Faculty Development:

- Improving individual performance
- Improving working relationships
- Enable faculty to track their progress
- Career development of faculty
- Acknowledge the accomplishments of faculty members.
- Educate faculty on how to advance.
- Provide opportunity for personal development
- Remove and minimize any form of faculty concerns and strengthen their ties with the administration.

Staff Development

EUC encourages, guides, evaluates progress, and provides the expertise for career and staff development creating a “learning organization” enhancing employee’s experience for career progression and retention strategy by ensuring that thinking, policies and practices are directed towards striving for continual improvement.

EUC is committed to providing opportunities for staff development so that individuals and departments can fully contribute to the attainment of College’ goals.

Professional Development for Faculty and Staff PROCEDURE
Purpose:

To detail the procedure in availing professional development funding and leave applications.

Applicability:

This procedure applies to all faculty and professional staff development plans.

Procedure:

Faculty Development Procedure

Faculty members are expected to propose to the Chief Executive Officer the conferences and/or seminars they intend to attend with full details for revision and approval.

I. Eligibility

Faculty and Staff development funding and/or leaves may be permitted to any faculty member and to those staff with teaching, research, administrative, clinical supervision and other professional responsibilities.

A “faculty member” refers to all those included above.

1. Faculty development leaves and/or funding shall not be used to retrain from academic to administrative jobs or vice versa, and they may not be awarded to those who are part of the College's "classified" personnel structure.

2. Faculty and staff will be eligible for a development leave and/or funds:
   - if the faculty or staff has served for at least one academic year after initial employment date, and
   - if the faculty or staff is not in the last year of employment at EUC.
3. Only in exceptional circumstances may an exception to the one-year minimum service requirement be granted.

4. Any specific concerns regarding faculty development and research funding eligibility must be referred to the EUC Research Committee and Chief Executive Officer, concerns other than for research must be referred to the Chief Executive Officer.

II. Procedure and Authorization

1. Requests for faculty development related to research leave and/or funding must be submitted to the respective Program Director who will forward it to the Research Committee for acceptance.

2. The accepted application/request will be redirected to the Chief Executive Officer, whose office then forwards the application/request to the Chairman, Board of Trustees.

3. Requests for faculty development related to topics other than research i.e., community engagement activities must be submitted to the respective Program Director who will forward it to the Chief Executive Officer who then forwards the application/request to the Chairman, Board of Trustees.

4. Recommendations regarding the acceptance will be based upon the merits of the request and needs of and value to EUC.

5. The application form (see last page) must include the following information:
   a. Explanation of proposal;
   b. the activity's goal and scope;
   c. a general statement of the faculty's professional goals, with an explanation of how the planned leave fits into that plan.
   d. anticipated advantages from the activity, taking into account the strengths and shortcomings of the faculty member;
   e. comprehensive strategies for completing the task;
   f. the dates and duration of the requested leave;
   g. a description of how the projected absence would impact the curriculum; and
   h. Anticipated remuneration from other sources, if any.

III. Leave Period and Compensation
Compensation for received for faculty development is in addition to the regular salary; the added compensation is determined by the rationale and length for the leave request.

- Invited Speaker: An organization that invites a speaker or a participant to a scholarly event will often compensate the invitee for the cost of travel and/or lodging. For travel and lodging costs not compensated by inviting organizations, EUC limits compensation to direct costs for economy air transportation and two nights lodging upon submission of receipts.
- Conference Attendance: EUC will compensate for direct costs, based upon receipts submitted, for economy airfare and two nights economy lodging for one professional conference per academic year.
- Leaves for sabbatical and training.
- Other Leaves: Other leave and/or compensation requests will be reviewed on an individual basis.

IV. Maximum Number of Leaves Granted
- Upon approval from the Board of Trustees, each full-time faculty member is allowed leave for one professional conference per year per employee contract.
- At any given moment, only one faculty member from a given College department should be on faculty development leave. More than one faculty member per department may be granted leave if a teaching (classroom and clinical) impact analysis suggests no adverse effect on the College.
- In addition to the conference allowed via employee contract, only one additional compensated leave will be granted per year per faculty member to attend a professional conference wherein the faculty member does not lecture or otherwise actively participate in the conference.
- For both conferences described above, there will be no deduction for salary and no deduction from the 30-day annual leave.

V. Future Service Expectations:
- Faculty development leave will be granted with the expectation that the recipient will stay on at the College for at least one academic semester once the leave is completed.
- If the recipient stays in the College’s employ for the six months immediately after the conclusion of the leave term, regardless of other leaves or other
authorized interruptions of service that may occur during that six-month period, this service requirement will be considered satisfied.

- Recipients must reimburse the College the full amount of monetary and travel benefits obtained from EUC under the terms of their leave if they do not stay at the College for six months after their leave ends.
- The BOT Chairman, on the proposal of the Chief Executive Officer, may waive the six-month minimum in exceptional circumstances.

VI. Financing

Faculty members on faculty development leave will be paid in full when their salary is due.

VII. Integrity of The Curriculum:

- The provision of a faculty development leave and/or financing should not cause excessive difficulty for other faculty members, nor should it limit the number of scheduled courses available.
- Acceptance by the Research Committee for research requests and the Chief Executive Officer for all matters related to faculty development should be interpreted as indicating that this requirement has been met.

X. Other Requirements:

- When possible, the College encourages programs and departments to support these endeavors with travel funds. EUC will assist those recipients who seek travel funding from private sources (such as dental supply vendors).
- If the leave is related to research, a brief report of the research activities completed during the leave must be given to the Research Committee within a month of the end of the leave.
- Within a month at the end of the leave, the Director of Student Services and Community Engagement must receive a short report on the community involvement activities that were completed.
Definitions and Abbreviations:

None

Related Documents/Forms/Attachments:

Appendix 1: Faculty & Staff Development for Funding Request Form (FPS05FP01-PR1-FR1)
7.9 Leaves of Absence Including Annual or Vacation Leave, Maternity, Sabbatical, Training, Emergency, Hajj or Sick Leave
Reference Policy And Procedure Manual
5.d Leave of Absence POLICY #: FPS05DPO1
5.d Leave of Absence PROCEDURE #: FPS05DPO1-PR1

Leave of Absence POLICY
Purpose:
To ensure that leave policies are applied on a consistent basis, and to clearly outline the various types of leave offered by EUC.

Applicability:
This policy applies to all Faculty and Staff leave applications.

Definitions and Abbreviations:
Leave of absence It is time off work requested by an employee to deal with extraordinary circumstances in his/her life. It could be voluntary, mandatory, subsidized, or unpaid in accordance with UAE labor law.
Unpaid leave - It does not pay the employee during their absence, but it does ensure that their employment is not disrupted.
Other type of leave in details described in employee’s handbook.

Policy:
The College recognizes that employees may be unable to work due to a variety of factors. Processes are in place to handle these absences in conformity with UAE labour law.
Absence from work is permitted under EUC for a variety of reasons, including but not limited to personal illness or injury, compassionate reasons, religious reasons, and intellectual activity. Some absences are covered by labor rules, while others are a requirement of the employee’s employment contract. Requests should be evaluated on a case-by-case basis, in most other circumstances, in accordance with this policy.

Any work absence must be allowed by the immediate manager or Program Director for all situations. In situations where absence is planned, this approval should be sought well in advance (e.g., vacations, jury service, sabbaticals, working from home, etc.).
When an employee's absence is not planned, they should contact their immediate manager or Program Director immediately about the situation, the reason for their absence, and their expected return date.

All forms of leave applications are initiated through our College Human Resources Management System, ‘Adrenalin’.

**Leave of Absence PROCEDURE**

**Purpose:**
To outline the step-by-step process for any type of leave applications

**Applicability:**
All faculty and staff leave applications

**Procedure:**
Types of Leaves offered by EUC:

1. **Annual Leave**
   
   **Leave Cycle & Balance**
   
   - New joiners: The leave shall be pro-rated for the 1st year from the staff member’s joining date until the fiscal year’s end;
   - Staff members are entitled for a maximum of 30 Calendar days to be used in one shot according to Fiscal year;
   - Staff members, who are on 5 working days per week, will be entitled to 22 working days as annual leave balance;
   - Staff members, who are on 6 working days per week, will be entitled to 26 working days as annual leave balance;
   - 10 days to be carried forward to the next fiscal year. Effective January 2020, 5 days only will be carried forward;
   - Staff members are entitled to their leave balance from the first day of the year, in case of resignation/termination of employment contract, leave balance will be calculated on pro-rata basis. Any extra leave granted will be deducted from the End of Service Settlement based on the full salary (basic and allowances).

**Leave Planning**

- Staff members are required to apply for leave via Adrenalin HRIS at the beginning of each year. If leave wasn’t planned from the beginning of the year, Line
manager has the right to reject the leave or recommend other dates. In
exceptional cases, minimum of 3 months’ notice might be considered according
to business needs;
• Annual leave should be planned to be taken during “low/Summer season” as per
corporate calendar;
• Annual leave applications during “high season” will only be considered on
exceptional basis according to business needs;
• Both the staff member and his/her supervisor have the responsibility to ensure
that allotted leaves are used within the year it is earned;
• The final approval for the scheduling of leave is made by the immediate
supervisor in discussion with the Department Head, General Manager and HR
Manager to ensure that the operational needs are met;
• One day annual leave is not applicable on Saturdays.

Leave Encashment
• Leave encashment is only applicable in exceptional cases where the staff member
has agreed to work through their leave period at the request of the Department
Head to meet operational requirements. In this situation the Department Head
will submit a special request at least two months prior to their planned leave days
to HR and then to be sent for an approval by Finance Manager;
• Leave balance encashment will only be paid on the basis of basic salary only;
• Leave salary will be processed along with the payroll as normal salary and there
will be no leave salary advances issued during leave.

Leave Extension & Emergencies
1. To cover against emergencies, all staff members are required to notify the HR
department their leave address and mobile numbers before proceeding on
leave;
2. A staff member should return to work as soon as the leave period ends and it
may not be extended except through a request from a staff member to his/her
Line Manager and approved before the end of the original leave period. It will
be considered only for the following reasons;
• Illness of staff member or accompanying family member, supported by a
valid medical certificate;
• Cancellation of flights one is booked on;
• Natural disaster at the place of holiday;
• Local disturbance and curfews;
• Death in the family.

3. If it is foreseen that return from leave will be delayed, every effort must be made by the staff member to inform his/her Line Manager. Unless a valid (attested) medical certificate is given, illness during annual leave will be considered part of the leave term.

4. Such approved leave extensions shall be adjusted against any leave balance. If there is no leave balance, the extended leave will be treated as unpaid leave;

5. A staff member who does not return to work, without prior information, after the expiry of his/her annual leave may be fined at a rate of two days salary per day and will not exceed five days salary. Such incident will be subject to disciplinary action, including termination of service.

2. **Hajj Leave**

   After one year of service at EUC, a Muslim employee may be allowed up to 15 days of paid special vacation to undertake Hajj. Only one Hajj leave is permitted during a faculty member’s time at EUC.

3. **Sick-Leave**

   **Leave Application**
   - Staff members are required to apply for leave via Adrenalin HRIS at least 24 hrs prior, if possible. Otherwise, staff member is required to inform the Line Manager/Supervisor and the call center by telephone regarding his/her illness and leave requirement. This should be done before the commencement of working hours of the staff member by at least 90 minutes;
   - In case of sudden sickness/illness, the staff member is required to add the Sick leave on Adrenalin HRIS after returning from leave, in case he/she could not do so before going for leave;
   - The Sick Leave request is required to be approved by Line Manager & Functional Manager;
   - Sick leave in excess of one (1) working day shall require a DHA Attested Sick Leave Certificate. This should be attached to Adrenalin HRIS’s sick leave;
   - Sick leave taken prior to or after weekends or holidays requires a DHA Attested Sick Leave (even for 1 day), failing to submit such certificate, the leave will be considered leave without pay.

   **Leave Balance & Pay**
   1. Sick leave is unpaid during the probationary period;
   2. The employee is entitled to the following wages while on sick leave (continuous
or intermittent):
   a. Full pay for the first fifteen days;
   b. Half pay for the next thirty days;
   c. No pay for up to 45 days for any subsequent time.
3. If, on the other hand, an employee who is currently on sick leave will not be entitled to any pay if the sickness is caused by his or her misconduct.
4. The employee may resign from his or her job while on sick leave and before the end of the 45-day term required by law, as long as the cause for the resignation has been certified by a physician.
5. EUC may cancel an employee contract if an employee does not return to work after the sick leave term. In this instance, the entire gratuity and end-of-service compensation will be given as provided by law.
6. If the employee does not return to work after his or her absence has finished, he or she will not be compensated (whether sick leave or annual leave). EUC has the right to terminate an employee's contract if the employee fails to return to work within seven days from the return date.
7. Sick leave cannot be clubbed with any other leave;
8. Sick leave shall not be accumulated, encashed, clubbed with any other leave or carried forward to the next year.

4. Maternity Leave
According to the norms and regulations of the Ministry of Labour in the UAE, all female employees (faculty and staff) are entitled to maternity leave, as detailed in the following article:
Article 30
A female worker shall be entitled to maternity leave with full pay for a period of 45 days, including the period preceding and the period following her confinement, on condition that she has been in her employer’s service for a continuous period of not less than one year. If she has not completed the aforesaid period of service, she shall be entitled to maternity leave with half pay.
On the expiry of her maternity leave a female worker may be absent from her work without pay for maximum period of 100 consecutive or non-consecutive days if such absence is due to an illness preventing her from resuming her work and if the illness is confirmed by a medical certificate issued by the medical service specified by the competent health authority or if the latter authority confirms that the illness was caused by women’s work or confinement.
The leave provided for in the preceding two paragraphs shall not be deducted from other periods of leave.

1. Only applicable to married female staff members who have been in continuous employment for minimum one year;
2. This will include the period of pregnancy, delivery, and post-delivery as provided by law;
3. A maximum of 45 days leave will be granted;
4. Staff member desiring to use Maternity Leave is required to apply through Adrenalin HRIS and notify their Line Manager & Functional Manager four (4) months, at least, in advance in order to attain approval.
5. There will not be any encashment of Maternity Leave.

5. Absence without Leave (AWOL)
The bullet points below define what constitutes an absence without leave.
- When an employee fails to call or report to the clinic by 8:30 a.m. to request leave.
- When a written statement from a physician is requested but not provided.
- When an employee is absent from work without permission. This day(s) will be deducted from the employees’ salary.

6. Unpaid Leave
Individual requests for unpaid leave will be processed in accordance with regulatory standards.

7. Sabbatical Leave
The purpose of a sabbatical is to take a break from work "to provide a period of time for research or further studies with the goal of enabling recipients to become more useful and productive. Sabbatical leave is a benefit that is provided to a faculty or staff member who has proven to have great talents is research and scholarly activities, especially through published or otherwise recognized projects."

Proposals for sabbatical leave may be made in the year that tenure is granted to take a leave the next year, as long as the faculty member finished the required six years of service. The individual is eligible for a future sabbatical leave if the minimum contract years of full-time employment have elapsed since the start of a previous sabbatical vacation.
Percentage of Salary While on Sabbatical – Two (Fall and Spring) Semesters: 50%; one semester: 67%

**Report on Sabbatical leave**

A faculty or staff member is required to submit a report to the Chief Executive Officer detailing their accomplishments during the time off. Within two months of returning from leave, the report must be submitted. A note of acknowledgement will be sent to the faculty member by the Chief Executive Officer. After that, the report is forwarded to the Office of Human Resources.

**Service Resumption**

Individuals must return for a full contract year of service after the sabbatical leave is completed. Non-returning faculty or staff or those were not able to finish the one-year contract following the sabbatical leave will be forced to reimburse EUC for the remuneration earned and other expenses incurred during the sabbatical absence.

**8. Emergency Leave**

A paid emergency leave is granted to any employee who has been assigned to work at least (40) hours per week for at least 6 months, and a faculty member must have been assigned to work at least 50% of the time for at least 6 months.

**9. Compassionate leave**

- All employees are eligible to five days of compassionate leave in a year if a first-degree relative dies, and three working days if a second-degree relative dies;
- Staff members are required to apply for leave via Adrenalin HRIS before they re-join after the leave;
- Staff member has to notify her/his line manager as soon as such incident occurs and apply through Adrenalin HRIS for Compassionate leave before/after going on leave;
- Compassionate Leave and yearly leave can be combined. If compassionate leave is taken during an employee's annual leave, the days will be credited to the employee's annual leave entitlement. Compassionate leave, on the other hand, will not be allowed during any other sort of leave.
10. CME Leave
- Each year, clinicians are entitled to seven working calendar days of CME leave.
- Nurses are entitled for three working calendar days of CME leave per year;
- CME Leave requests must be lodged 30 working days in advance with supporting course details;
- Dates of CME Leaves will be accommodated as long as business needs are met;
- CME Leave is not applicable on Saturdays;
- All leaves go to General Manager for approval;
- HR reserves the right to amend your CME Leave, upon prior notification, to Unpaid Leave in case of deviation from this Policy’s intent and process;
- Clinician/Nurse should upload relevant completion certificates to his/her Adrenalin HRIS profile once course/seminar is completed.

11. Public Holidays & Compensatory OFF
- Public holidays falling during annual leave or unpaid leave will be considered part of the leave;
- Staff members working on a public holiday or a weekly day rest, as directed by their Line manager, and haven’t been compensated financially, will be entitled to compensatory time off to be used within 3 months;
- Line Manager may advise staff member to use his/her compensatory time off on short notice as per operations’ needs;
- No rescheduling of patients or any delay of duties is permitted in order to attain a compensatory time off;
- To decide on a compensatory time off, the Line Manager and the staff member must ensure minimum staff coverage to care for patients, daily job responsibilities, as well as, the monthly target production must be considered beforehand;
- One day Comp-off leave is not applicable on Saturdays. Compensatory time off can be claimed on a Saturday if only the compensatory time was a Saturday worked.

12. Unauthorized Leave
If a staff member is absent without any notification, it will be considered leave without pay and he will be subject to disciplinary action. Seven days’ successive unauthorized absence is grounds for immediate dismissal under the UAE Labour Law Article (120).
7.10 Research Expectations Including Administrative Responsibilities for Grants Received

Reference policy and procedure manual
4.e Research POLICY #: RSA04EPO1
4.f Research Strategy POLICY #: RSA04FPO1

Research POLICY
Purpose:
To establish a structure for the management and implementation of both basic and applied research and to encourage research as a major endeavor.

Applicability:
This policy applies to student and faculty and professional staff research activities

Policy:
European University College (EUC) recognizes that research contributes to the achievement of university mission and goals that greatly affect the vested interests of the students, faculty, professional staff and EUC as an institution. The mission of EUC is the primary driving force behind the quality and intentions of our research agenda. EUC's research agenda focuses on practice-based research with the goal of verifying, enriching, and developing the various disciplines in dentistry, as a work-place-based institution with a mission focused on providing a high-quality research environment.

EUC is committed to ensuring that the College's research outputs meet accepted quality standards and adhere to the values of ethics and social responsibility when implementing its research strategy and programs

Research Strategy POLICY
European University College (EUC) supports institutional research and scholarship for Master degree education appropriate for level-9 UAE higher education institutions. Research objectives are aligned with EUC mission and goals and the research objectives are designed to satisfy four research-related key performance indicators (KPIs). Research efforts at EUC are led by a highly qualified full-time faculty member and there is an ongoing critical evaluation of research with dissemination of results to all stakeholders.

Institutional Mission, Goal & Objectives (related to research)
EUC Institutional Mission, Goal and Objectives related to research are as follows:

**MISSION 3**: Provision of a high-quality research environment.

**GOAL 3**: To provide a high-quality research environment by providing infrastructure to conduct dental research, and supporting scholarly activity and external funding.

**OBJECTIVE 4**: To provide the resources and opportunity for residents to conduct research.

**OBJECTIVE 7**: To provide the resources and opportunity for faculty members to conduct research.

**Research Objectives**

EUC research objectives are aligned with Institutional Mission-3, Goal-3 and Objectives-4 & 7 as follows:

1. Maintain a high level of quality research and research output
   a. Publications in scholarly refereed literature for faculty
   b. Master degree theses for students
2. Develop research infrastructure
3. Support research for students and faculty
4. Develop each faculty member’s research through professional development
5. Maintain referential research resources to sustain EUC research
6. Integrate research in teaching

**Key Performance Indicators (KPIs)**

Consistent with Institutional Goal-3 and Institutional Objectives-4 and 7, there are currently four research-related key performance indicators (KPIs).

KPI-12: Quality student research as evidenced by results of thesis defense feedback
KPI-13: Sufficient student research resources as evidenced by facilities audit and student satisfaction surveys
KPI-14: Quality faculty research as evidenced by number of publications per year
KPI-15: Sufficient faculty research resources as evidenced by faculty satisfaction survey.

**Research Leadership**

EUC assigns the task of research output management and supervision to a faculty member who will periodically summarize and report all research activities to the Research Committee and Chief Executive Officer.
An Institutional Review Board (IRB) shall also oversee all research initiatives and ensure adherence of EUC to the highest ethical standards of its research. EUC intends to disseminate this research strategy to all students, faculty members as well as all involved stakeholders and to publish the research strategy on the EUC website.

**7.11 Regulations Regarding Consultancy or Outside Employment**
Consultancy activities are encouraged and are broadly viewed as increasing the academic reputation of EUC within the region. Consultancy activities require that the individual notify the Program Director. Outside employment beyond the normal range of consultancy activities requires the written permission of the Chief Executive Officer. In all cases, consultancy activities and/or outside employment must not interfere with EUC employment requirements. Faculty should seek guidance from the Program Director and/or Chief Executive Officer concerning the appropriateness of consultancy activities and outside employment if required.

In all cases, the primary responsibility of each faculty member is meeting the EUC terms of employment as specified in their respective job description and contract.
8. Policy regarding provisions made in case of the faculty member's death during the term of the contract;
Reference policy and procedure manual
5.c Compensation and Benefits Procedure #: FPS05CPO1-PR1

Repatriation and Death Benefits
The death benefit payment is a minimum of AED 18,000 and a maximum of AED 35,000 in accordance with the UAE Labor Law.

Repatriation is usually included in the Health insurance benefits schedule.
9. Provisions for promotion, including application procedures, the contents of applications including portfolio requirements, if any, and review procedures;
Reference policy and procedure manual
5.p Faculty Promotion POLICY #: FPS05PPO1
5.p Faculty Promotion PROCEDURE #: FPS05PPO1-PR1

Faculty Promotion POLICY

Purpose:
To provide a general guideline, expectations and deadlines to the promotion and tenure process at European University College (EUC).

Applicability:
This applies to all faculty members of EUC

Definitions and Abbreviations:
None

Policy:
The primary means through which EUC acknowledges and promotes the efforts of a faculty member and accomplishments in the academe is through promotion.

A promotion is not a typical reward for excellent performance rather; it represents a conclusive assessment of achievement and strong proficiency. As a result, working time in rank is not an acceptable cause for advancement.

A committee of referees is appointed by the Program Director and approved by the Chief Executive Officer, a faculty member for advancement to Associate Professor or above.

The process for promotion should acknowledge and consider the progress of the faculty member in teaching, research/scholarly success, and participation in community service

Faculty will be informed of the particular criteria by which they will be considered for promotion during their initial faculty appointment.
The people involved in the promotion process should have well-defined duties and responsibilities that are communicated to all parties involved.

A faculty is eligible for promotion where the duration of working time required for promotion to the proposed rank is outlined below:

- **Associate Professor** – a minimum of five years of full-time educational experience as an Assistant Professor or in a position with comparable duties. A Doctorate degree or proportionate in training or experience and the criteria for promotion should be established.

- **Professor** – a minimum five years of full-time educational experience as an Assistant Professor or in a position with comparable responsibilities. International recognition and/or reputation within the profession and/or discipline. Doctorate or comparable in training or experience is required, and the criteria for promotion should be established.

The faculty applying for a promotion is responsible for submitting their portfolio to the Program Director who reviews the file for its completion. Promotion recommendations must be based on a detailed examination of a faculty member's performance in many aspects of faculty life. The Program Director summarizes these evaluations in written format and files them in the faculty's employee file.

The contribution of each faculty member to EUC's declared goal and purpose will be recognized and rewarded through promotion. All faculties are expected to be competent in the categories listed, with exceptional accomplishment in two of the three categories, one of which should be the research/scholarly achievement. The nature of the faculty job assignment should dictate the scope of faculty achievement where the faculty has committed the most number of times.

**Weighting factors for Faculty Promotion:**
Teaching = 60%
Research/ scholarly achievement = 30%
Community service = 10%

There are approaches for appeal; the procedures on faculty appeals are made clear to each faculty member.
Faculty Promotion PROCEDURE

Purpose:
This procedure details the promotion eligibility criteria and process for faculty promotion.

Applicability:
This procedure applies to all applications for faculty promotion.

Procedure:
Eligibility for Promotion

Prior to being considered for promotion, time in rank is required. The duration of working time required for promotion to the proposed rank are outlined below. For expedited promotion, the EUC Promotion Committee requires comprehensive explanation based on performance criteria.

Requirements for promotion to:
1. Associate Professor – a minimum of five years of full-time educational experience as an Assistant Professor or in a position with comparable duties. A Doctorate degree or proportionate in training or experience and the criteria for promotion should be established.
2. Professor – a minimum five years of full-time educational experience as an Assistant Professor or in a position with comparable responsibilities. International recognition and/or reputation within the profession and/or discipline. Doctorate or comparable in training or experience is required, and the criteria for promotion should be established.

Criteria for Promotion

Weighting factors for Faculty Promotion:
Teaching = 60%
Research/scholarly achievement = 30%
Community service = 10%
1. **Teaching Effectiveness:** The three aspects listed below should be used to document educational effectiveness:
   a. Evidence of professional growth and development as an educator, such as additional degrees earned from initial appointment; published papers that demonstrate teaching effectiveness, such as course book, section in a book, review papers, position papers, or editorials; and regional or national board’s appointments.
   b. Teaching load citations, such as the courses taught, amount of involvement in the build out of a course, participations in the creation of educational materials including the managing, assessment and review of these materials; the number and level of students, fellows led, among other things.
   c. Teaching awards, student achievement on examinations or evaluations conducted outside the College; establishment of teaching techniques that have been accepted by other higher education institutions. The primary focus will be on instructional efficacy as proven by the quality of instruction. (Student learning will be tested against accepted competence-based criteria to support this.) Student and/or peer evaluations may be used to illustrate this.

2. **Academic Achievement and Research:** Proof of original research and scholarship that contributed to major improvements in the field of practice and publications in refereed journals, textbooks, or book chapters should be included in the documentation of research/scholarly achievement. Any assessment of achievement should take into account the authorship's seniority or the degree of participation/contribution. Written assessments of external acknowledged experts in the field will be used to promote the importance of quality scholarship and research.

3. **Community Service and Engagement:** Service should be documented in two ways: public or community service, and service to the College.
   a. Public or Community Services: Faculty of EUC are expected to participate in various social, educational and instructional activities outside the doors of the College. Participation in awareness campaigns, delivering lectures and seminars and contributing to the well-being of the community, is essential for faculty promotion records.
b. Service to the College: Faculty members should be involved in the College functions. Participation in college faculty governing bodies, as well as service to academic committees, are examples of these opportunities.

Procedure:

- The faculty member applying for promotion is responsible for submitting their portfolio to the Program Director who reviews the file for its completion.
- The Program Director provides their own assessment of the applicant teaching performance and clinical/community services. For faculty promotion applications to Associate Professor or above, a list of five external referees are provided by the Program Director to evaluate research and scholarly activities.
- The Chief Executive Officer selects three referees out of those nominated by the Program Director and forwards a copy of the faculty documents to each of them. These referees are requested to respond to the Chief Executive Officer within three months.
- When the Chief Executive Officer gets the results of the evaluation from the three external referees, he/she reviews recommendations with along with the Program Director and arrives collectively at a decision. The decision is communicated to the applicant by the Chief Executive Officer.
10. Job Descriptions for Faculty Members

Teaching & Learning: 40%

Pedagogy

- Meet all classes and other scheduled responsibilities such as office hours and meetings at the designated times. A second party member should inform the Dean if they are unable to meet a class time.
- Facilitate student learning, provide effective instruction, and perform evaluations of student learning for all assigned classes.
- Teach and train the students and interns at EUC, and in its affiliated clinics and health facilities.
- Supervise students through independent study, where necessary.
- Supervise all program-related workshops or laboratory work performed by students.

Curriculum

- Develop course curriculum, course handouts, lectures, labs, and presentations.
- Participate in program-level learning assessment. Participation includes helping articulate learning outcomes, choosing and administering measures, evaluating student performance, and suggesting changes to improve student learning.
- Work with other faculty and administrators in developing program curriculum, standards, and policies, including reviewing and participating in textbook selection process where appropriate.

Assessment

- Schedule, supervise, examine, and evaluate students in internship, observation, field experience, and similar settings as appropriate for the course or program.
- Work with the department chair / Dean to create or enhance course learning outcomes CLOs mapped with QFE, PLOs and be a part of the Program Assessment committee.
- Assign grades and maintain course/ student records in accordance with CAA Standards, EuropeanUniversity College standards, and submit grades and records by established deadlines.
- Submit grades within the specified period as mentioned in the Academic Calendar.
Student Engagement

- Be available to students in person at the College or via email or phone. Communicate the method of contact and hours of availability to students, faculty, and staff through each semester's schedule.
- Schedule, post and maintain Office Hours either in-person or in a virtual setting every week, hold a minimum of 1.5 hours of office hours (virtual, in-person) per week, per course.
- Keep a flexible weekly schedule that best facilitates student learning and access. Any changes in the scheduled class timings or locations should have prior approval by the second party's Supervisor
- Supervise academic advising of students in department programs
- Manage and preserve students' records of achievements
- Help students achieve their educational goals through advising.

Research: 30%

- Maintain an appropriate ongoing level of research/scholarly activity;
- Cooperate with other faculty to undertake joint research of common interest, providing opportunities for students to also engage in the research process.
- Coordinate with Department Chair and other members of the department to enhance college's research projects
- Assist students with research and internships
- Ensure the highest level of quality, integrity, and ethics in all research undertaken
- Create dynamic and forward-looking learning or research environment for both staff and students
- Comply with the Research Policy of the College.
- Propose and implement policies within the department to enhance the academic development and research portfolio of the department and the College.
- Ensure all activities are carried out to the highest possible standards and that the required evaluation and monitoring procedures are properly documented to ensure both compliance and improvement; such procedures will include teaching, research, and management of all resources.

Community Service 15%

a) Participate in various projects that serve the community
b) Participate in the following decision-making processes:
   - Development of new programs including curricula
   - Providing input to the annual budget process
   - Regular evaluation of the effectiveness and the currency of content of courses assigned and related programs.
   - Academic and business meetings and in college professional development activities
• Recruitment of additional Faculty if requested
• Development of Learning resources collections, including electronic databases; in the assessment of the acquisitions policy; and in decisions regarding the weeding of outdated or obsolete materials.

Professional Development 15%
• Maintain a lifelong learning through Continuous Medical Education and Continuous Professional Development programs.
• Remain current in academic or program discipline, including attending professional conferences and maintaining licensure, certification, or continuing education requirements where appropriate.
• Receive training or stay current in technological or pedagogical advances that promote student learning.
• Follow the Professional development plan proposed by the Department Chair / Dean and Management.
• Perform other academically related duties as assigned by the Second party's Department Chair / Dean or Senior Management.
• Establish and maintain an improvement plan based on the students’ evaluations of the faculty member, or a remediation plan for those with inadequate performance.
11. Provisions indicating that the required qualifications for full- and part-time faculty

(Reference policy and procedure manual
5.h Professional Requirements for Teaching POLICY #: FPS05HPO1
5.h Professional Requirements for Teaching PROCEDURE #: FPS05HPO1-PR1

Professional Requirements for Teaching POLICY

Purpose:
To comply with the requirements on Faculty Qualifications for teaching as stipulated in CAA Standard 2019.

Applicability:
This policy applies to all European University College (EUC) faculty.

Definitions and Abbreviations:
None

Policy:
European University College (EUC) ensures the qualifications or credentials of all faculty members, both full-time and part-time, are appropriate to the level of their assignments, and meet the minimum qualifications required for each level.

EUC only appoints faculty members with master’s degree and/or PhD (or equivalent) obtained from higher education institutions recognized internationally. The faculty member’s degree or field of specialization must be associated with the course and level that they teach.

EUC is committed to employ a sufficient number of faculties to ensure that the core program areas and all specialization courses are taught by faculty with qualifications in the field;
EUC ensures that faculty members are competent in the language of instruction in the programs to which they are assigned; and that there is diversity of cultural and educational backgrounds, and of gender, within its faculty, staff and administration.
EUC ensures faculty shows a strong record of active engagement in research and scholarship, including publications and has significant professional experience in the practice of dentistry.

EUC ensures qualifications of all faculties are documented through official transcripts, certificates, and certificates of equivalency from the UAE MoE. Faculty files are maintained to include passport and visa information (for non-UAE nationals), credentials, and up-to-date curriculum vitae in a consistent organizational format.

### Professional Requirements for Teaching PROCEDURE

**Purpose:**
To detail or list the professional requirements for teaching faculty.

**Applicability:**
This procedure applies to the professional requirements of teaching faculty.

**Procedure:**

The following are documentation of qualifications plus those required by the HR department must be included in the faculty file.

- Authenticated Official transcripts
- Passport and visa page (for non-UAE nationals),
- Credentials,
- An up-to-date curriculum vitae in a consistent organizational format;
- Faculty Degree and Experience Requirements at EUC

**Faculty Qualifications:**

1. Faculty teaching developmental or remedial courses have a minimum of a baccalaureate or dental doctorate degree in a discipline related to the subject taught, and either teaching experience in that subject, or graduate level training in remedial or developmental education.

2. Faculty teaching credit courses in certificate, diploma, or associate degree programs not offered in conjunction with a baccalaureate degree program, have a minimum of a master’s degree with a major in the discipline taught and one of the following:
   - five years of teaching experience in the discipline;
   - a combination of five years of experience in teaching or other employment related to the field;
• the equivalent of eighteen semester credits of graduate study in the field beyond the master’s degree;
• an internationally recognized professional credential (such as certification as a public accountant).

3. At least one faculty member teaching in a certificate, diploma, or associate degree program not offered in conjunction with a baccalaureate degree program, holds a terminal degree in a relevant discipline.

4. Faculty teaching general education courses included as part of a baccalaureate degree curriculum have a minimum of a Master’s degree with a major in the discipline taught, and one of the following:
   • five years of teaching experience in the discipline;
   • a combination of five years of experience in teaching and other employment related to the field;
   • the equivalent of eighteen semester credits of graduate study in the field beyond the Master’s degree;
   • an internationally recognized professional credential (such as certification as a public accountant);

5. Faculty teaching courses in baccalaureate degree programs; in certificate, diploma or associate degree programs offered in conjunction with a baccalaureate degree; or in higher diploma programs requiring three years or more of study beyond secondary school have a terminal degree in the teaching discipline, usually a doctorate or, where appropriate, a terminal master’s degree.

6. Faculty teaching courses in graduate degree programs have a terminal degree in the teaching discipline, and either a strong record of research and scholarly activity or significant professional experience as a practitioner in an applied discipline.

7. Faculty supervising theses in graduate degree programs have a terminal degree in the discipline in which the research is conducted, and a strong record of research and scholarly activity. Principal supervisors have appropriate prior supervisory experience.

8. Exceptions to the requirement for a terminal degree, which must be justified and documented by the institution, are:
   • limited to faculty members in applied fields who have a minimum of either:
   • a master’s degree in the teaching field or a doctorate in a related field, and
who also have extensive senior level experience in the applied field (such as corporate management or accounting);
experience in the applied field coupled with internationally recognized professional association certification (such as medical board certificate or Certified Public Accountant);
fully justifiable in terms of education, training, and professional experience;
restricted to no more than 20% of all faculty in the institution;
are reported to the Commission as exceptions for approval prior to the start of the semester in which the faculty member will teach.

9. Reports to the Commission must include the name of the faculty member for whom the exception is requested, the highest degree earned and the conferring institution, the area of specialization, the justification for the exception, and a listing of the courses assigned.

Adjunct Clinical Faculty
Adjunct clinical faculty is often appointed to supplement the full-time teaching faculty. Adjunct clinical faculty is normally qualified health professionals of appropriate distinction, whose primary employment is external to the academic institution.

Responsibilities of Adjunct Clinical Faculty
- Teaching and training of students and interns at the institution and in its affiliated hospitals and health facilities.
- Consulting or engaging in academic activities that enhance scholarship and professionalism within the institution.
- Supporting the mission, goals, policies and activities of the institution.
- Adjunct clinical tutors and clinical lecturers are expected to help in demonstrations and to provide assistance to clinical faculty in their teaching, training, and academic activities.

Ranks and Qualifications
The criteria for the appointment of adjunct clinical faculty are based on professional qualifications, academic and educational experience, and clinical experience.

1. Adjunct Clinical Tutor
Qualification: Bachelor’s degree in the health profession in which the faculty member is teaching.
Clinical experience: at least three years post-internship experience in the concerned health profession.

2. Adjunct Clinical Lecturer
Qualification:
   c. Bachelor’s degree in the health profession in which the faculty member is teaching;
   d. postgraduate degree (Master’s or equivalent professional degree recognized by the institution, Ministry of Health, and Ministry of Higher Education and Scientific Research) in a relevant specialty.
Clinical experience:
   c. at least five years clinical experience;
   d. at least three years holding a specialist position or equivalent.

3. Adjunct Clinical Assistant Professor
Qualification:
   e. highest professional postgraduate degree and professional recognition from professional medical bodies such as the Royal Colleges of the UK, Ireland, Canada, Australia, and New Zealand (e.g., MRCP, FRCS, MRC Psych, FFARCS, MRCOG, FRCR), or
   f. terminal dental degree and certification by a US dental board; or
   g. terminal dental degree and certification by the Arab Board of dental Specialization; or
   h. other terminal qualifications recognized by the institution as equivalent to the PhD in Basic Sciences, which allow the holder to be appointed as a Consultant in the Ministry of Health or other recognized health care organizations.

Academic and educational experience:
   b. Previous experience in teaching either undergraduate or postgraduate level courses in Medical/ Dental/ Health Sciences.
Clinical experience:
   c. at least three years of clinical experience obtained after receipt of the highest professional degree;
   d. Holder of a Consultant position, or equivalent.

4. Adjunct Clinical Associate Professor
Qualification: as for Adjunct Clinical Assistant Professor.
Academic and educational experience:
  d. 5 years’ experience in teaching undergraduate or postgraduate courses in Medical/ Dental/ Health Sciences;
  e. contributions to research, evidenced by publishing at least five scientific papers in peer reviewed journals (first author in at least three papers);
  f. Significant evidence of scholarship at national level.

Clinical experience:
  d. at least ten years of clinical experience obtained after receipt of the highest professional degree;
  e. at least five years as holder of a consultant position;
  f. Excellent clinical reputation at a national level.

5. Adjunct Clinical Professor
Qualification: same as for Adjunct Clinical Assistant Professor.

Academic and educational experience:
  d. at least ten years of experience in teaching undergraduate or postgraduate courses in Medical/ Dental/ Health Sciences;
  e. contributions to research, evidenced by publishing at least eight scientific papers in peer reviewed journals (first author in at least five papers);
  f. Significant evidence of scholarship at national/international levels.

Clinical experience:
  d. at least fifteen years of clinical experience obtained after receipt of the highest professional degree;
  e. at least ten years as holder of a consultant position;
  f. Excellent clinical reputation at a national, regional and international level.

Graduate Faculty
Qualifications:
  c. Has master’s degree and/or PhD (or equivalent) obtained from higher education institutions recognized internationally. The faculty member’s degree must be in a field related to the subject and level in which they teach.
  d. Shows a strong record of active engagement in research and scholarship, including publications and has significant professional experience in the practice
of dentistry.

**Research Supervisors**

Qualifications:

b. principal supervisors of student research theses are full-time faculty who are research-active in their field, and have prior supervisory experience at graduate level;
12. Compensation ranges and benefits, including compensation
(Reference policy and procedure manual
5.c Compensation and Benefits POLICY #: FPS05CPO1
5.c Compensation and Benefits PROCEDURE FPS05CPO1-PR1

Compensation and Benefits POLICY

Purpose:
This policy describes the compensation and benefits of all employees including housing, travel, health insurance, travel, education, repatriation and death benefits.

Applicability:
This policy applies to all faculty and staff members of European University College (EUC)

Definitions and Abbreviations:
Compensation and benefits refer to the compensation/salary and other monetary and non-monetary benefits and is an important aspect of Human Resources Management as it helps to keep the workforce motivated. It helps give benefits to employees based on their performance and actions and brings the best out the employees at workplace.
Employee compensation and benefits are divided into four basic categories
  1. Guaranteed pay
  2. The Variable pay
  3. Benefits
  4. Equity-based compensation
More details of the organisation Comp & Ben strategy and its element elaborated in employee’s handbook.

Policy:
European University College (EUC) provides an excellent, competitive, and tax-free compensation and benefits package for its faculty and professional staff, based on periodically reviewed every two years with market benchmark data in coordination with Hay or Mercer whichever is applicable.

Compensation and Benefits PROCEDURE

Purpose:
This procedure describes the compensation and benefits of all employees including housing, travel, health insurance, travel, education, repatriation and death benefits.

**Applicability:**
This applies to all faculty and staff members of European University College (EUC)

**Procedure:**
Faculty and staff members will be paid the following basic wage and total salary:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Rank</th>
<th>Total Salary (AED)</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Chief Executive Officer</td>
<td>30,000 - onwards</td>
<td>10-13</td>
</tr>
<tr>
<td>B</td>
<td>Professor</td>
<td>20,000 – 27,000</td>
<td>7-9</td>
</tr>
<tr>
<td>C</td>
<td>Associate Professor</td>
<td>17,000 – 25,000</td>
<td>4-6</td>
</tr>
<tr>
<td>D</td>
<td>Assistant Professor</td>
<td>15,000 – 18,000</td>
<td>1-3</td>
</tr>
<tr>
<td>E</td>
<td>Instructor</td>
<td>10,000 – 15000</td>
<td></td>
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</tbody>
</table>

NOTE: Basic salary, allowances, and additional benefits are all included in the total salary.

**Payment of Salary**
Employees receive their pay by electronic bank transfer once a month. The salary is transmitted on the last working day of the month, unless it happens on a Friday. Transfers take place on the Thursday preceding in such circumstances. If there is an issue with the transferred salary amount, notify the HR office.

**Overtime Policy**
Any employee who is compelled to work an extra day during the week is paid with a day off the following week or at a time of their choosing, pending approval from management.

**FACULTY MEMBER BENEFITS:**

**Allowances for Faculty Members:**

**Ticket Allowance:**
Employees are offered a one-way ticket at employment and a return ticket at the end of their contract in accordance with the UAE Ministry of Labour laws. Special provisions may be applied to ensure attracting qualified faculty in specializations that are at high demand.

**End of Service Allowance:**
In line with the UAE Ministry of Labour laws, all employees are entitled to an end-of-service payment.

**Furniture and Education allowances:**
No furniture, and/or children education allowances will be paid by the EUC to any of its employees (faculty or staff).

**Leaves and Vacations:**

**Annual Leave**
Each faculty member is entitled to paid leave each year based on individual contract.

**Hajj Leave**
After one year of service at EUC, a Muslim employee may be allowed up to 15 days of paid special vacation to undertake Hajj. Only one Hajj leave is permitted during a faculty member’s time at EUC.

**Leave of Absence with Pay (Sabbatical Leave)**
The basis of a sabbatical is to take a break from work "to provide time for research activity with the goal of enabling beneficiaries to become more effective in their academic work. A sabbatical leave is a benefit that can be provided to a faculty or staff member who has shown great skill in academic research and training, or other endeavour, especially through published or otherwise recognized project."

Proposals for sabbatical leave may be prepared in the year that term was granted for a leave to begin the following year, as long as a full six years of service has been completed by the faculty. If the minimum requisite contract years of full-time employment have elapsed since the start of a previous sabbatical break, the individual is eligible for a future sabbatical leave.
Percentage of Salary While on Sabbatical - Fall & Spring Semesters: 50%; 1 semester: 67%

**Sabbatical Leave Report:**
A faculty or staff member who is granted a sabbatical leave must present a written report to the Chief Executive Officer detailing their accomplishments during the time off. Within two months of returning from leave, the report must be submitted. A letter of recognition will be sent to the faculty member by the Chief Executive Officer. Office of Human Resources shall retain and place in the personnel file.

**Return to Service:**
Individuals who are given sabbatical leaves must resume for a full contract year of service after the sabbatical leave is completed. Anyone who does not return or who does not stay for the full contract year following the sabbatical break will be forced to reimburse the University for the salary earned and other expenses incurred during the sabbatical absence.

**Sick-Leave:**
Faculty members are eligible to the following wages while on a continuous or intermittent sick leave:
For the first 15 days, faculty or staff will be paid in full.
For the following 30 days, faculty or staff will be paid half of your normal salary.
Any subsequent term without pay will be limited to 45 days.

A medical report approved by the Ministry of Health Committee indicating or summarizing the faculty member's condition and the suggested time of sick leave should be produced by the faculty member. Short sick leaves should be backed up by sufficient documentation and signed off on by the Ministry of Health.

**Maternity Leave**
According to the regulatory requirements of the UAE Ministry of Labour, all female faculty members are entitled to maternity leave, as detailed in the following article:

**Article 30**
A female worker shall be entailed to maternity leave with full pay for a period of 45 days, including the period preceding and the period following her confinement, on
condition that she has been in her employer’s service for a continuous period of not less than one year. If she has not completed the aforesaid period of service, she shall be entitled to maternity leave with half pay.

On the expiry of her maternity leave a female worker may be absent from her work without pay for maximum period of 100 consecutive or non-consecutive days if such absence is due to an illness preventing her from resuming her work and if the illness is confirmed by a medical certificate issued by the medical service specified by the competent health authority or if the latter authority confirms that the illness was caused by women’s work or confinement.

*The leave provided for in the preceding two paragraphs shall not be deducted from other periods of leave.

**Emergency Leave**
A paid emergency leave is given to any employee who has been assigned to work at least (40) hours per week for at least 6 months, and a faculty member must have been assigned to work at least 50% time for at least 6 continuous months.

**Compassionate Leave**
In the event of the death of a first degree relative, all employees are entitled to 5 days of compassionate leave every year, and 3 working days in the case of the death of a second degree related.

Staff members are required to apply for leave via Adrenalin HRIS before they re-join after the leave;
Staff member has to notify her/his line manager as soon as such incident occurs and apply through Adrenalin HRIS for Compassionate leave before/after going on leave;
Compassionate Leave and annual leave can be combined. If compassionate leave is taken during an employee’s annual leave, the days will be credited to the employee's annual leave entitlement. Compassionate leave, on the other hand, will not be allowed during any other sort of leave.

**CME Leave**
Ref: 5.f Professional Development for Faculty

**Health Insurance**
The College will subsidize the basic health insurance coverage as mandated in the Labour Law, however, if faculty choose to upgrade the insurance coverage; the faculty will pay the extra charges committed for the upgrade.

**Repatriation and Death Benefits**
The death benefit payment is a minimum of AED 18,000 and a maximum of AED 35,000 in accordance with the UAE Labour Law. Contact the HR Department for further details.

Repatriation is usually included in the health insurance benefits schedule.
13. Policies regarding faculty overloads
Reference policy and procedure manual
5.g Faculty Workload POLICY #: FPS05GPO1
5.g Faculty Workload PROCEDURE #: FPS05GPO1-PR1

Faculty Workload POLICY

Purpose:
This policy serves as a guide to program directors, Chief Executive Officer and faculty members when it comes to assigning workload to faculty at European University College (EUC). This policy contributes to the College's efforts to equitably allocate faculty responsibilities over time.

Applicability:
This policy applies to regular faculty members, instructors and part-time faculty with the exception of visiting professors of EUC.

Definitions and Abbreviations:
All faculty activities that contribute to the achievement of departmental duties and obligations are referred to as faculty workload. This may include research activities, educational activities, community and public service. As a result, "Faculty Workload" can be thought of at the individual or organizational levels.

Policy:
- European University College (EUC) employs a sufficient number of faculty members to effectively deliver the programs it offers, both credit and non-credit, in line with its mission and international standards.
- EUC has a clear and accessible faculty workload policy appropriate to the nature and mission of the institution, which is consistently and transparently applied.
- Workload assignments are equitable and reasonable and include the entire range of a faculty member’s responsibilities, such as instruction, advising, and committee work, and thesis supervision, guidance of student organizations, research, service, and curriculum development.
- Assignments take into account the number of course preparations, level of courses taught, student enrolments, subject matter, support from clerical and other staff or teaching assistants, and administrative responsibilities.
• EUC is committed to provide faculty with equitable workload. EUC believes that a faculty member's teaching overload can jeopardize the quality of his or her instruction and interfere with his or her other responsibilities as a teacher. Faculty overloads should only be used as a last resort under unforeseeable exceptional situations.

EUC adheres to the following maxima with regard to faculty teaching assignments:
• 15 credit hours, or equivalent, per semester for non-terminal degree holders teaching in undergraduate certificate, diploma, associate degree and baccalaureate programs
• 12 credit hours, or equivalent, per semester for faculty members with terminal degrees teaching in baccalaureate programs;
• 9 credit hours, or equivalent, per semester for faculty only teaching in graduate programs, or pro-rata for faculty teaching a mix of baccalaureate and graduate courses;
• 6 credit hours, or equivalent, per semester for part-time faculty;
• 6 credit hours, or equivalent, in a summer term.

Workload assignments provide for a minimum release time as follows:
• three credit hours per semester for program coordinators and department chairs;
• six credit hours per semester for deans;
• 0.3 credit hours per semester for primary supervision of a research thesis;
• Graduation project supervision in 0.0 credit hours
• Student advising as part of normal teaching load is 0.0 credit hours
• Appropriate release time for other major administrative assignments.

**Faculty Workload PROCEDURE**

**Purpose:**
To establish a dynamic system that will allow each academic program to adapt faculty workloads to meet their academic objectives by distributing workloads among faculty members in a fair and equitable manner.

**Applicability:**
This procedure applies to regular faculty members, instructors and part-time faculty with the exception of visiting professors of EUC.

Procedure:
1. Teaching during summer term is calculated within the above limits and cannot be mandated for faculty.

2. In exceptional circumstances where teaching assignments in excess of the above requirements (overloads) are inevitable, the overload is limited to one three-credit course per faculty member per year, and faculty must be compensated.

3. EUC recognizes that classroom, laboratory, clinical and other forms of pedagogy must be differently accounted for in faculty workload calculations. For example, the instructor of record is given the following credit hours:
   - Classroom equals one hour of work load credit for every 1 contact hour
   - Laboratory equals one hour of work load credit for every 2 contact hours
   - Clinical equals one hour of work load credit for every 2-to-3 contact hours

4. Work load calculations for e-learning pertain to classroom only and the credit hour-to-contact hour ratio is the same, i.e., one hour of work load credit for every one contact hour.
5. Adjustments for time spent in developing and delivering e-Learning course or program materials do not apply as former teaching content has translated easily into e-learning content.
14. Regulations and/or conditions regarding summer employment (if applicable)
Not Applicable at EUC
15. Disciplinary procedures including grievances and appeals:
Reference policy and procedure manual
5.m Faculty and Professional Staff Grievance Policy #: FPS05MPO1
5.m Faculty and Professional Staff Grievance Procedure #: GM01FPO1-PR1
5.l Faculty and Professional Staff Appeals Policy #: FPS05LPO1
5.l Faculty and Professional Staff Appeals Procedure #: FPS05LPO1-PR1

Grievance

Faculty and Professional Staff Grievance Policy

Purpose:
This policy provides guidance on faculty and staff grievances at European University College (EUC).

Applicability:
This applies to all faculty and staff of EUC.

Definitions and Abbreviations:
None

Policy:
European University College (EUC) has a fair internal mechanism for resolving employment-related conflicts between faculty or professional staff and administrators. The processes outlined in this Policy should only be employed when informal resolution is not possible.
Before filing a formal grievance, a faculty or professional staff member should seek an informal resolution at the unit, department, or College level. Dialogues for informal dispute resolution, including mediation, will be offered. The processes outlined in this Policy are not meant to be used to undermine the legitimacy of unit or college regulations.

Faculty and Professional Staff Grievance Procedure

Purpose:
This procedure provides guidance on faculty and staff grievance at European University College (EUC).
Applicability:
This procedure applies to all EUC faculty and staff grievance.

Procedure:
Following the processes outlined by the Chief Executive Officer's office, a faculty member may register a written complaint with the Chief Executive Officer. The act of filing a complaint or reporting a complaint has no bearing on the individual's status as a faculty member, nor does it have any bearing on future employment, income, or work assignment.

1. The grievant may make a complaint if he or she believes that:
   - There has been a breach, a distortion, an unfair or biased implementation of a university policy or practice that infringes on that faculty member's rights, obligations, or terms and conditions of employment when applied individually to that faculty member.
   - Discrimination against faculty members based on sex, sexuality, ethnicity, creed, nationality, age, or physical impairment has occurred.
   - Violations of academic freedom occurred.

2. Grievances can be resolved by mediation and grievance hearing. Mediation is an informal process in which a neutral ombudsman brings together the faculty and other individuals while a grievance hearing is a formal process overseen by one of three faculty grievance committees in a grievance hearing.

3. A faculty member can take either the mediation and grievance-hearing route, or the grievance-hearing route alone.

4. When it comes to settling grievances, the Chief Executive Officer is the best place to start.

5. If a faculty member decides to go through the hearing process, they have to apply formally to the Chief Executive Officer. The Chief Executive Officer assembles a hearing committee comprising the Program Coordinator and another faculty member. The Hearing Committee invites the faculty, and other personnel as required, and forwards its decision to the Chief Executive Officer within 30 days of the date when the faculty request was submitted. The Chief Executive Officer reviews the case and communicates his/her decision, which is final, to the faculty member.

Appeals
Faculty and Professional Staff Appeals Policy

Purpose:
This policy is intended to give the Chief Executive Officer a chance to reconsider his decision and to give faculty and staff a method to appeal the decision to higher levels of management at European University College (EUC).

Applicability:
This applies to all employees of European University College (EUC).

Definitions and Abbreviations:
None

Policy:
EUC ensures that every College decision on promotion, disciplinary infraction, complaint, or other decision can be appealed by a faculty or staff member.

EUC ensures that all faculty and staff appeals are handled in a professional way, fair, transparent, and timely.

Faculty and Professional Staff Appeals Procedure

Purpose:
This procedure provides guidance on faculty and staff appeals at European University College (EUC).

Applicability:
This procedure applies to all faculty and staff appeals at EUC.

Procedure:
Guideline
1. Problem Resolution
   If the faculty or staff objects with a judgment, they are urged to work out a solution. Within a week of the activity that caused the conflict, the dialogue should begin. The person who filed the complaint is expected to think about the employee's point of view and try to fix the problem informally while adhering to college standards.
Compliance with current policy/practice and options for resolution may be sought from the Human Resources Manager.

2. Appeal Process
   - If the dispute cannot be handled informally, or if the faculty wishes to appeal without first discussing the issue, the appeal procedure can be started.
   - To file an appeal, the faculty must notify the Chief Executive Officer in writing.
   - A faculty member may appeal the recommended disciplinary sanctions to the Chief Executive Officer.
   - The faculty member files a grievance with the Chief Executive Officer, who then forwards it to the Grievance Committee. The Committee may propose acceptance, modification, or rejection of the findings or sanctions after considering the case and meeting with the faculty member within 15 working days after receiving the appeal.
   - The Committee submits its suggestion to the Chief Executive Officer, who considers it before making a final decision.
   - Faculty will receive a notification of the final decision made by the Chief Executive Officer within 15 working days.
   - The decision made after the appeal is considered final.
   - The appeals form and report of the final decision is kept in the faculty personnel file.
16. Policies specifically affecting graduate assistants (if applicable)
(Reference policy and procedure manual
5.n Graduate Assistants POLICY #: FPS05NPO1

EUC does not employ Graduate Assistants.
17. Policies Specific to Part-time Faculty
   Including those instances where qualified professional staffs have teaching assignments, and any limits placed on those assignments.

Reference policy and procedure manual
5.g Faculty Workload POLICY #: FPS05GPO1
5.g Faculty Workload PROCEDURE #: FPS05GPO1-PR1

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