



AL QASIMIA UNIVERSITY

Faculty Handbook

2022



Table of Contents

Chapter I: About the University	2
1.1 Vision.....	3
1.2 Mission.....	3
1.3 Goals	3
1.4 Core Values	4
Chapter II: Organizational Chart.....	5
Chapter III: Faculty Affairs	7
3.1 Terms of Employment (Recruitment and Selection of Faculty)	8
3.2 Conditions and Qualifications of Faculty Member	8
3.3 Tasks and Duties.....	11
3.3.1 Teaching.....	12
3.3.2 Academic Research	12
3.3.3 Community Service	13
3.4 Teaching Load Extra Load and Part-Time Work Regulations	13
3.5 Academic Evaluation and Grading System	14
3.6 Faculty Evaluation System.....	16
3.7 Faculty Development	16
3.8 Annual Incentives for Distinguished Faculty Members.....	18
Chapter V: Faculty Regulations and Policies	21
4.1 Credit Awarding Policies	22
4.2 Academic Integrity and Honor Code	23
4.3 Salary and Benefits.....	24
4.3.1 Basic salary.....	24
4.3.2 Benefits	24
4.3.3 Compensation for administrative positions.....	24
4.4 Disciplinary Measures	25
4.5 Annual Leave Regulations	27
4.6 Secondment and Conference Attendance Regulations	28
4.7 Academic Freedom and Responsibilities.....	30
Chapter IV: Faculty Promotion Procedures.....	32
5.1 Promotion Criteria	33
5.2 Academic Promotions	35
5.3 Accreditation of Scientific Journals for Promotion	37
5.4 Promotion Procedures at Departmental Level	38
5.5 Promotion Procedures at University Level.....	39
5.6 Preparing for Promotion File.....	40
5.7 General Promotion Rules	40



Chapter I: About the University



1. About the University

1.1 Vision

Al Qasimia University pursues to be a distinct, multicultural, academic beacon that elevates science, literature and the values of dialogue. It is guided in everything it does by the foundations of tolerant Islam and its teachings that are open to the whole world.

1.2 Mission

Al Qasimia University is seeking to form a distinguished academic community in higher education, scientific research and community service that attracts students and researchers from all parts of the world, and provides them with a competitive educational level that highlights Islamic and human values. It also prepares them for an effective contribution to the development of their societies and the global community in order to achieve the greatest degree of compatibility among all people of the world.

1.3 Goals

Al Qasimia University aims to:

1. Raise the true profile of Islam as a way of life.
2. Prepare students in sciences of religion and traditional sciences, in a balanced manner, and train them to take advantage of Islamic sources of knowledge and scientific methodology.
3. Promote Arabic Language and strength its belonging, as it is the language of the Holy Quran.
4. Promote scientific methodology, graduate studies and specialized research in Islamic world affairs.
5. Prepare specialists and experts, promote the development of literature and the progress of sciences and art, and contribute to the development of the community, while preserving pure Arabic traditions and the rich Islamic cultural heritage.
6. Strengthen cultural and scientific ties with other universities and Arab, foreign and international authorities.
7. Provide a scientific framework for the development of understanding between adherents of various Islamic schools of thought and promote the values of dialogue between religions and cultures.
8. Develop a sense of belonging to the Islamic culture, an appreciation for its values, and an interest in learning about its heritage and achievements.
9. Promote literature, the arts and the advancement of science among Muslims and link these to Islamic foundations.
10. Build specialized capabilities and develop these in serving the community-at-large, in general, and the Islamic world.

The mission, goals and objectives of the University reflect the enlightened and progressive policies of the Emirate of Sharjah and the United Arab Emirates. The University warmly embraces international collaborations with prominent academic institutions around the globe with the noble objectives of advancing knowledge in many fields and disciplines and improving the quality of life for all humans. At the same time, the University fully respects the local culture and traditions and proudly fosters the rich Arab and Islamic cultural heritage of its community.



1.4 Core Values

Al Qasimia University seeks to realize its mission through a set of core values that define its character and distinguish its strategic course:

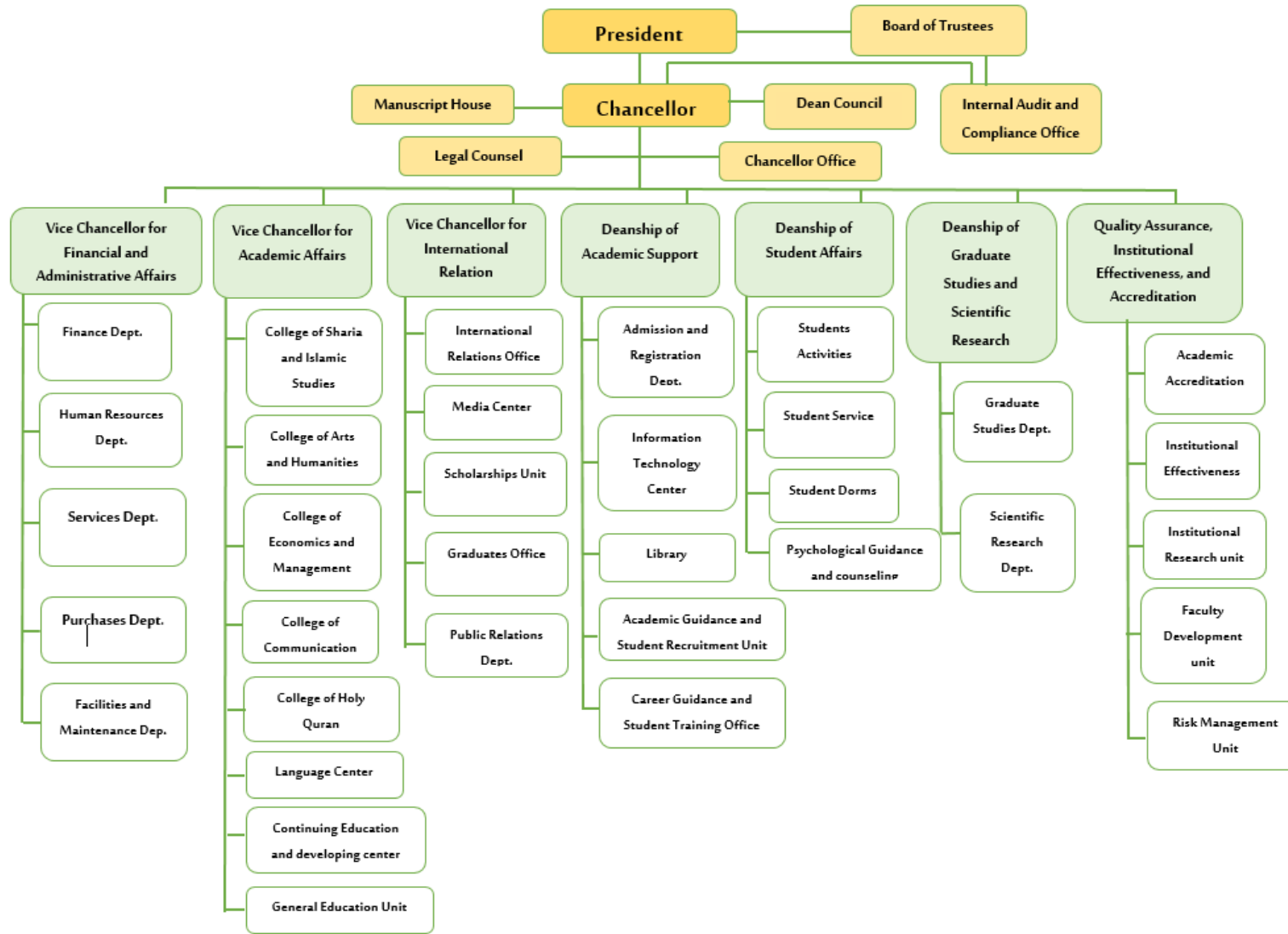
- **Global Vision**
While Al Qasimia University is rooted in its Arab/Islamic traditions, at the same time, it considers the global dimension of its mission made manifest in its respect for others and various cultures and in serving all countries of the world.
- **Social and Moral Obligation**
The AQU community is committed to the social and moral scope of its activities and that which conforms to the teachings of Islam and high humanistic ideals.
- **Continuous Learning Environment**
The university views students as central to the educational process and therefore provides a continuous learning environment with the latest equipment in order to encourage independent critical thinking and positive interaction with the rapidly changing technology.
- **Quality**
The university is committed to applying the highest standards of quality and continuously seeks to develop the educational process, research and community service.
- **Innovation**
The university promotes innovation in its course towards scientific excellence.
- **Academic Freedom**
Al Qasimia University promotes openness, diversity, justice, fairness and academic freedom



Chapter II: Organizational Chart



2. Organizational Chart





Chapter III: Faculty Affairs



3. Faculty Affairs

3.1 Terms of Employment (Recruitment and Selection of Faculty)

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

The Human Resources Department applies up-to-date recruitment methods, applying both technical and scientific analysis in reviewing and evaluating applicants. This comprehensive and dynamic recruitment system ensures hiring the most qualified and skilled employees possible to help fulfill the University's mission of providing academic services of the highest quality.

3.2 Conditions and Qualifications of Faculty Member

1. To be appointed as a faculty member at the University with the rank of Assistant Professor or higher, an applicant, in addition to the other conditions and qualifications provided for in these by-laws, must:
 - a. Hold a Ph.D. degree or the appropriate higher-level qualification for the academic discipline from a university recognized by the Ministry of Higher Education in the United Arab Emirates.
 - b. Be physically fit in accordance with a recommendation from a Medical Committee approved by the University.
2. To be appointed a Lecturer or an Instructor at the University, an applicant, in addition to the other conditions and qualifications stated in these By-Laws, must:
 - a. Hold a master's degree or its equivalent from a university recognized by the Ministry of Higher Education in the UAE.
 - b. Be physically fit in accordance with a recommendation from a Medical Committee approved by the University.



- c. Appointments in the Faculty of Fine Arts and Design should be in accordance with the following conditions:
- Candidates should have a terminal degree in related specializations.
 - If a candidate has as his/her terminal degree a master's degree, he/she must have experience of not less than four years in the field of specialization after having obtained the degree.
 - A candidate should present documents and certificates to prove that they have made original contributions in the field of art that meet accredited standards.
 - A candidate should prove that they can teach effectively in accordance with the latest technologies and developments in the field.

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

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

To hold a position of an Associate Professor, a candidate must:

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

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

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

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

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



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

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

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

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

When the need arises:

1. The Chancellor may decide to invite visiting professors from among the scholars, thinkers, or experts, or from among current or former faculty members at Arab or foreign universities to teach courses offered by the University on a temporary basis, to deliver public lectures, or participate in symposia or debates in accordance with procedures and criteria issued by the Chancellor. The decision to invite someone shall include the duration of the visit, the reason for it, and the remuneration due to the visitor in accordance with University By-Laws.
2. The Chancellor may hire visiting professors for one semester or for a whole year. Their salaries and compensation shall be determined according to the criteria set by the Chancellor in accordance with the University By-Laws.
3. The concerned Vice Chancellor may hire part-time lecturers holding the rank of Full Professor, Associate Professor, Assistant Professor, Lecturer, or Instructor according to their qualifications, who shall be paid for each teaching hour in accordance with the criteria set by the University Chancellor and the University By-Laws.
4. All Visiting Professors appointments should be within the approved faculty criteria for each department.

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



regarding certificate equivalence and recommending academic ranks in the University shall be final after the approval of the Chancellor.

Faculty Records

The institution maintains a record for each full-time faculty, part-time faculty, and professional staff member, including attested academic transcripts of academic preparation, the signed contract, and all documents required by the Ministry of Labor and Social Affairs in the U.A.E.

The Human Resources Department maintains a file for each faculty member. This file contains all the pertinent information such as the educational achievement, academic rank & salary. Moreover, the institution demonstrates that faculty members are competent in the language of instruction.

All files and records are kept in safe cabinets at the Human Resources Department and access is limited to authorized personnel.

Faculty Orientation

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

1. **University Orientation:** organized by the Chancellor and Vice Chancellors to orient faculty about the University vision, mission, organization, governance, higher policies and strategic plan
2. **Administrative Orientation:** organized by various administrative directors regarding university facilities and services
3. **Institutional Effectiveness Orientation:** organized by the Directorate of Institutional Effectiveness regarding outcome-based learning, teaching and learning methodologies and assessment.
4. **College and Department Orientation:** An orientation organized by the Dean and Chairpersons regarding
5. **Research Orientation:** organized by the College of Graduate Studies and Research regarding research procedures, regulations and funding venues.

3.3 Tasks and Duties



3.3.1 Teaching

Classroom Responsibilities

Quality education is at the heart of the AQU's mission statement and strategic directions. Therefore, all faculty members at the University are expected to recognize the following responsibilities:

- Responsibility to deal seriously and conscientiously with the teaching assignment, including careful planning of courses, preparation of lectures, regularity in meeting scheduled classes, clearly informing students of course requirements through presentation of course syllabi, appropriate assessment of course and program effectiveness, and fair and impartial grading according to standards established by the University.
- Responsibility to seek ways of improving their effectiveness as teachers, exploring new ways of presenting academic subject matter, adhering to national and international qualification frameworks, motivating students, and improving methods of evaluating student performance.
- Responsibility to recognize faculty role in serving as models shaping the minds of a younger generation. Thus, all faculty members at Al-Qasimia University must set high standards in academic excellence, professional ethics, and personal integrity.

Academic Advising

- Responsibility to provide appropriate advising to assigned students in terms of developing career goals, registering for courses, understanding university policies, and connecting to campus resources.
- Responsibility to maintain office hours so that they may be available to students and other members of the University community at stated places and times.

3.3.3 Curriculum Development

- Responsibility to contribute to curriculum studies at both the departmental and college levels.
- Responsibility to participate in the continuous improvement and effectiveness of the courses taught based on feedback and assessment results.
- Responsibility to actively engage in department, college and University faculty meetings for the better operation and strengthening of the academic program at the University.

3.3.2 Academic Research

- Responsibility to keep up to date with developing knowledge in their academic disciplines through familiarity with recent publications and journals and participation in local or national professional societies and meetings where appropriate.



- Responsibility to advance knowledge in their respective academic disciplines through individual research, creative work, and presenting papers at conferences or professional meetings.
- Responsibility to supervise dissertations, student research and other academic activities.

3.3.3 Community Service

- Responsibility to support and make useful contribution to social communities and activities in which they can make a positive contribution.
- Responsibility to positively publicize the University and be active in the outreach to the local and regional community. Such service may include activities in the faculty member's professional area as a consultant or in a research capacity, activities as a resource person, lectures to community groups, and the participation in community activities which enhance the image of the University. It is expected that much, but perhaps not all, of the faculty member's service to the community will involve the use of academic expertise possessed by the faculty member.

In addition to the duties mentioned, all faculty members are expected to participate on University councils and committees and perform any other duties as requested by the Chancellor or Dean if such tasks are not incompatible with the nature of his/her work.

3.4 Teaching Load Extra Load and Part-Time Work Regulations

1. The teaching load of the faculty will be (12) teaching hours a week for Ph.D. holders and (15) teaching hours for master's holders. The Chancellor may, however, direct a faculty member to teach extra hours if that is deemed necessary.
2. The teaching load of a faculty member holding the position of Vice-Chancellor or Dean or any similar position shall be reduced to (6) teaching hours. A faculty member in one of these positions shall not be paid for any extra credit hour/s he might teach. The Chancellor may allow for any exception whenever necessary.
3. The teaching load of a faculty member who occupies the position of Vice-Dean, Head of a Department or any similar position shall be reduced to nine (9) credit hours.
4. A faculty member in one of these positions shall not be paid for any extra credit hour/s he might teach. The Chancellor may allow for any exception whenever necessary by decision of the Chancellor, a faculty member may be assigned on a full-time or part-time basis, tasks other than teaching that may serve the objectives of the University.
5. The Chancellor may reduce the teaching load of a faculty member by an appropriate number of credit hours to enable him/her to conduct research in a topic that has been approved. Full cost of the release time shall normally be covered by external research grants.
6. Upon approval of the concerned Vice-Chancellor, and based on recommendations from the concerned director of a department and the concerned dean of a college, additional



teaching hours (no more than 3 credit hrs.) may be assigned to a faculty member. In case of dire necessity and upon approval from the Chancellor, the faculty member may be assigned to teach a maximum of 6 additional credit hours.

In Addition:

1. A faculty member shall be entitled to an additional teaching compensation if he/she exceeds the teaching load of their ranks as follows:

Rank	Teaching Load
Full Professor	12
Associate Professor	
Assistant Professor	
Lecturer	15
Language instructor	20

2. Teaching hours shall be calculated as follows:
 - a. One theoretical hour of teaching in the bachelor's degree shall be calculated as one credit hour.
 - b. One theoretical hour of teaching in a master's degree program shall be calculated as 1.2 credit hours.
 - c. One lab hour shall be calculated as 0.5 credit hours.
 - d. The teaching load of a thesis supervisor shall be calculated as follows:

3.5 Academic Evaluation and Grading System

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

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

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

Purely or mainly theoretical courses:



1. 40-50% shall be reserved for the final examination, which shall be in writing, covering the entire contents of the course and realizing its objectives and outcomes and held at the times announced in the University calendar.
2. 50-60% shall be given to course work consisting of two written examinations, reports, research papers, quizzes, and any other tasks. The relative weight of each of these two examinations and other tasks shall be determined by the concerned department. The first examination shall be held in the sixth week of the regular semester or the third week of the summer session, and the second shall be given in the twelfth week of the regular semester and the fifth week of the summer session.

Practical courses:

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

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

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

Grades Percentage	Grades	Points
90 to 100	A	4
85 to less than 90	B+	3.5
80 to less than 85	B	3
75 to less than 80	C+	2.5
70 to less than 75	C	2
Less than 70	F	0

CGPA will be equivalent to the following grades:



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

3.6 Faculty Evaluation System

The applicant's performance in teaching and student advising shall be evaluated in accordance with the following criteria:

1. Effectiveness of the applicant's teaching according to his students' evaluations in the courses/s he has taught at Al-Qasimia University.
2. Effectiveness of the applicant's teaching according to peer evaluations of a sample of the courses/s he has taught at Al-Qasimia University.
3. The variety of courses taught by the applicant at Al-Qasimia University.
4. For the rank of Full Professor, the contribution of the applicant to graduate studies through teaching graduate courses and/or supervising students' theses.
5. The applicant's contribution in developing study plans and programs including proposing new courses or modifying already existing ones.
6. The applicant's contribution toward improving the teaching process by being creative and through writing academic materials and conducting and publishing case studies, which compare the effectiveness of teaching methods and techniques.
7. Utilizing educational technologies in teaching.
8. Participating in academic advising.
9. Participating in seminars, workshops, or conferences pertaining to improving and developing teaching methods.
10. The applicant's scholarly research production and accomplishments, including books, journal papers, conference papers, creative work and patents.
11. Participating in community service activities, including activities of local, regional, or international academic and professional associations in the applicant's field of specialization or any other form of community outreach and public service.

3.7 Faculty Development



Scope of Faculty Development

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

Goals and Objectives

The main goal of faculty development is to improve instruction by providing information on teaching techniques, research tools techniques, and current pedagogical issues in higher education that will enable faculty members to be more effective learning supporters. The additional goals of faculty development are to promote professional and personnel development of faculty members in ways that contribute to improve instruction and research.

The Program for Development and Support of Advanced Teaching Methods is dedicated to the continuous development of teaching methods and the integration of advanced information technology in education. Its main purpose is to support the development and use of interactive teaching & learning environments throughout the University.

Objectives of the Faculty Development Program are:

- A. Moving from individual attempts to institutionalized effort.
- B. Developing a self-sustained knowledge-base in advanced teaching methods.
- C. Implementing advanced teaching methods.
- D. Initiating a mechanism for course development.
- E. Providing a platform for the creation and effective use of interactive learning Environments.
- F. Encouraging and supporting the use of educational technology.
- G. Developing awareness on the standards of academic accreditation.
- H. Strengthening community at the University and encouraging productive collaborative relationships among participants.

Categories of Faculty Development

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

**Instructional development**

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

Professional development

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

Organizational development

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

Faculty development is a shared responsibility between the institution and each member of its faculty. The University provides a range of continuing opportunities for faculty to become increasingly effective in helping the University meet its mission. On the other hand, each faculty member should develop his or her own strategies for serving the academic programs and expectations of the University, college, and department.

3.8 Annual Incentives for Distinguished Faculty Members

The "Annual Bonus Award for Outstanding Faculty" recognizes academic faculty that have distinguished themselves through outstanding academic achievements. The award provides an incentive for AQU faculty to excel in their academic work and to continuously strive to improve the quality of their contributions in teaching, research, administrative and community service areas. The award will not have any impact on the monthly salary of faculty members. The faculty member should apply for the award through his/her department, the college of which will forward to the Chancellor faculty nominees based on their annual performance evaluation, and after presenting evidence of their distinction. It is anticipated that a maximum of 10% of the university faculty of the academic rank of Assistant Professor and above will be eligible for this award each year. The award will be made as a bonus payment. A faculty member is eligible to apply for this award every year.

A. Rationale for the Award

The Annual Bonus Award provides for incentive and a means of recognition in the form of a financial reward for AQU faculty members with outstanding academic performance.

Al-Qasimia University is keen on providing a performance-based faculty reward system for the following reasons:

1. To reward and help retain excellent faculty at AQU.
2. To keep AQU competitive with UAE-based universities that provide merit-based incentives.



3. To encourage and recognize strong contributions that serve a program and college, while meeting University goals.

B. Faculty Performance Evaluation

Evaluation is based on the professional responsibilities of the faculty member in the areas of teaching and curriculum development, research and scholarly activities, university and community service, and administrative responsibilities. The University annual evaluation system of faculty members is used as one of the parameters for nominating eligible faculty for the award. It is, however, recognized that within the broad definitions of these areas, the activities in which the faculty engage in pursuit of fulfilling their professional assignments could vary from one academic unit to another. Each faculty member should meet with the Chair/Director of the academic unit to establish goals and objectives for the upcoming evaluation period and discuss their relevance within the context of the program goals. The standard AQU form of "Annual Plan of Faculty Member Activities" is used for that purpose.

Areas for the Award

Candidates for the bonus award must have demonstrated exceptional performance in one of the following areas:

1. Research
2. Teaching
3. University and Community Service.

A faculty member is not allowed to apply for more than one area. A professional performance portfolio for each faculty is maintained in the Dean's Office. As a minimum, the information and materials used for evaluation must include the completed faculty annual report form, courses taught each semester, teaching evaluations, publications, performance and presentations, university and community service activities, and administrative responsibilities.

At the beginning of October in each academic year, faculty members submit their "Annual Activity Report" for the last two academic years.

The following conditions should be observed in the process of granting the award:

1. Clear excellent performance in one of the areas mentioned above that the faculty member has applied for (>90%); very good performance in the other areas (>80%).
2. The award is granted to about 10% of the faculty members of the University.
3. A faculty member can apply to receive the award every year.
4. The academic performance of applicants for the award shall be evaluated over the two immediately preceding academic years.
5. Applications for the award, supported with evidence to prove distinction, must be presented to the chairperson of the applicant's department.



6. An ad-hoc departmental committee shall evaluate the report of each applicant according to the established procedure, and it shall, then, present its report to the Deanship of the relevant college. If a departmental committee cannot be formed for any reason, all applications shall be referred to the College Committee.
7. A special committee for each college shall evaluate the nominations from each department and present its reports to the Chancellor of the University.
8. The reports of the Committees of the colleges shall be evaluated by a special committee at the level of the University which will in turn submit its reports to the Chancellor.
9. Committee members shall be carefully selected so that there will be no conflict of interests whatsoever.

C. Financial Requirements

The University Chancellor allocates a lump sum from the University budget equal to 5% of the rare specialization a Full Professor's annual salary in the first year of the salary scale designated to this rank multiplied by the number of the faculty members at the University. This sum will be distributed as follows:

1. A maximum of 10% of the faculty members will be eligible for the award every year.
2. The bonus award will be made as a lump sum/bonus payment, as follows:
 - a. 20,000 Dhs. for distinction in research for each winner.
 - b. 15,000 Dhs. for distinction in teaching for each winner.
 - c. 10,000 Dhs. for distinction in University and community service for each winner.

D. Institutional Guidelines

1. Eligibility

- a. A faculty member must be full time and have completed at least two academics years at AQU by the time of submitting the Annual Activity Report. A faculty member may apply for the bonus award in consecutive years.
- b. Adjunct and visiting faculty members are not eligible for the bonus award.

2. Performance Reviews

It is the responsibility of Deans and chairpersons to ensure that all individuals receive an annual performance review, using the standardized AQU form. The timely completion of documented performance reviews is a key component of the Bonus Award Program. All faculty members are to receive a copy of the policy and guidelines for bonus award.



Chapter V: Faculty Regulations and Policies



4. Faculty Regulations and Policies

4.1 Credit Awarding Policies

Policies for Awarding Credit Hours studied at AQU

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

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

Final Exam

1. If a student fails to attend a final examination without an excuse acceptable to the Dean of the College that offers the course, the student shall be considered to have failed that course.

Passing Grade

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

%	Letters	Grade Point
90-100	A	4
85-89	B+	3.5
80-84	B	3
75-79	C+	2.5



70-74	C	2
65-69	D+	1.5
60-64	D	1
Below 60	F	0

Policies for Awarding Duplicate Courses

Repeating Courses:

1. Students shall repeat all compulsory courses in which they have failed
2. Students shall enroll again in the elective courses in which they have failed or in substitute courses listed in the study plan in force. In such a case the substitute course/s shall be considered a repeated course of the course in which the student failed in terms of calculating the semester and the cumulative averages
3. To improve their CGPA, students may repeat a course they have already passed with an average of no more than C+
4. No course may be repeated more than once if a student has obtained a passing grade in it
5. When a student repeats a course, the higher grade is counted for him.
6. In all cases, all courses taken, and grades obtained by a student shall be included in his/her academic record, with special mark attached to courses he/she failed or repeated, and which do not count for purposes of calculating his/her CGPA
7. When a course is repeated, the credit hours allocated to it are calculated only once for purposes of graduation

4.2 Academic Integrity and Honor Code

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



4.3 Salary and Benefits

4.3.1 Basic salary

The basic salary as follows:

Rank	Starting monthly basic salary (UAE DH)
Professor	30576
Associate Professor	25318
Assistant professor	20142
Lecturer	14242

Each rank will get annual indemnity of DH 300 – 600.

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

4.3.2 Benefits

Each faculty members are entitling to the following benefits:

- Free housing with electricity and water
- DH 30,000 furniture allowance paid once and utilized over four years
- DH 50,000 children education for a maximum of two children
- Annual return air ticket to his/her country for faculty, spouse and three dependent children under 18 years' old
- Medical insurance for faculty, spouse and three dependent children under 18 years old
- DH 4,000 shipment allowance at the beginning and end of contract
- Free education for up to two children in Al-Qasimia University

4.3.3 Compensation for administrative positions

- The dean will get a monthly compensation of DH 7,800, in addition to reduction in the teaching load of six credit hours
- The chairperson will get a monthly compensation of DH 2,400, in addition to reduction in the teaching load of three credit hours
- The director of a unit will get a monthly compensation of DH 2,000 to 3,000, in addition to reduction in the teaching load of three to six credit hours



- The coordinator will get a monthly compensation of DH 1,000 to 2,000, in addition to reduction in the teaching load of three credit hours

4.4 Disciplinary Measures

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

1. Investigations/Disciplinary Hearings

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

2. Disciplinary Process

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

3. The Chancellor or someone authorized by him shall send the faculty member under investigation a detailed report regarding the accusations against him/her, together with a



- copy of the investigator's findings via registered mail at least fifteen days before the disciplinary session is to be held.
4. The faculty member whose case has been referred to the Disciplinary Council shall have the right to be informed of the findings, and to ask a lawyer or another faculty member to defend him/her before of the Disciplinary Council.
 5. The Chancellor shall set up Disciplinary Council for faculty members as follows:
 - a. The Vice-Chancellor (Chair). The Chancellor may appoint someone else in place of the Vice-Chancellor if the latter is absent or if there is a legal or other compelling reason why he should not occupy this position.
 - b. The Dean of the college to which the faculty member under investigation belongs.
 - c. A faculty member chosen by the Chancellor. The faculty member appointed to investigate the case in accordance with Article (42) above may not serve as a member of the Disciplinary Council.
 6. The disciplinary measures that may be taken against a faculty member include a:
 - a. Warning.
 - b. Reprimand.
 - c. Reprimand with a one-year suspension of annual increment, or a reprimand with a one-year suspension of promotion to a higher rank.
 - d. Reprimand with partial or total suspension of payment of salary for a period not exceeding six months.
 - e. Termination of contract, but with full rights to salaries and indemnities.
 - f. Termination of contract with partial or total withholding of salaries and indemnities.
 7. Disciplinary actions cited in item (7) above are issued in following manner:
 - a. The Chairman of a Department may issue the penalty of a warning, but the faculty member may appeal it to the Dean within seven days from being notified of the penalty.
 - b. The Dean may issue the two penalties mentioned in (a) and (b) of item (7) and the faculty member against whom these penalties have been issued may appeal the actions to the Chancellor within seven days of being notified. The Dean may form a committee to investigate the violations for which the faculty member has been charged before issuing such penalties.
 - c. The Chancellor may impose the penalties in successive order: (a), (b), (c) and (d) of item (7) above.
 - d. The Disciplinary Council may issue any penalty mentioned in item (7) above.
 8. Decisions by the Disciplinary Council shall be considered final. Grievances against the decisions of the Disciplinary Council may be directed to the President within two weeks of notification. The President's decision on the matter shall be final and not subject to appeal elsewhere.



9. The case under investigation shall not be rendered void if the faculty member being investigated submits his/her resignation.
10. The disciplinary measures taken against a faculty member have no bearing on any criminal or civil proceedings connected with the same event that led to them.

4.5 Annual Leave Regulations

1. A faculty member at the University is entitled to have an annual holiday of sixty day to be distributed between the semesters in accordance with instructions issued by the Chancellor. In all cases, the holiday shall be annual and may not be cumulative over the years.
2. The Chancellor shall have the right to instruct a faculty member to work during the holiday in return for a remuneration to be determined by the Chancellor.
3. The Chancellor, or whomever he delegates, may after seeking the Dean's opinion grant a faculty member a two-week leave to perform Pilgrimage. The faculty member shall be entitled to such a holiday only once during his employment with the University.
4. Faculty members are entitled to sick-leaves in accordance with the following:
 - a. A paid short sick-leave of not more than seven days in accordance with a medical report approved by the University Clinic.
 - b. Long sick-leave: A faculty member is entitled to a fully paid sick-leave of no more than two months. If this faculty member is unable to resume his duties after the two months, the Chancellor or whomever he delegates may extend the leave for two more half-paid months in accordance with a report from a specialized medical body. The Chancellor or whomever he delegates may extend the leave for the same faculty member for two more months with just a quarter of his monthly salary in accordance with a report from the same medical body. In case the medical committee decides that the faculty member may not recover from his illness after the third leave, terminating his contract shall be considered.
 - c. The Chancellor, upon the recommendation of the concerned dean and department, may grant a faculty member an unpaid leave of not more than two months a year if the excuse for the leave is accepted (i.e. accompanying a spouse, child, parent, or sibling for treatment inside or outside the county). Extension for a similar period may be granted if necessary. Any other extension must be approved by the Supreme President of the University.
5. A faculty member is entitled to an emergency leave as follows:
 - a. A faculty member is entitled to an emergency leave for not more than seven days, whether separate or in succession during an academic year. In such a case, the faculty member shall submit a written report to his dean explaining the reason for his absence. This report must be approved by the concerned Dean and Vice Chancellor. Otherwise, the leave shall be unpaid.
 - b. The Human Resources Department shall follow up on the matter in order to take the necessary actions in this regard 40



6. The procedures for sabbatical leave are as follows:

- a. The Chancellor, upon the recommendation from the College Council and the department concerned, may grant an Associate Professor or a Professor a sabbatical leave inside or outside the country for one whole year or two separate semesters for each six years he spends in the employment of the University. The faculty member should submit upon his return a report about his research activities during the sabbatical year to the Dean.
 - b. Conditions and controls for the sabbatical leave shall be determined by a decision of the Chancellor.
7. The Chancellor may, in special cases, grant a faculty member an unpaid emergency leaves for a period of no more than one semester upon the recommendation of departmental council and the College Council.
 8. A female faculty member is entitled to a fully-paid maternity leave for a period of forty-five days.
 9. A female Muslim faculty member whose husband passes away is entitled to a fully-paid leave of four months and ten days as of the date of death. However, a non-Muslim female faculty member whose husband passes away is entitled to a leave of seven days. A faculty member whose wife or next of kin passes away is entitled to a fully-paid four-day leave.

4.6 Secondment and Conference Attendance Regulations

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

Required Documents

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



1. Approval from the college concerned.
2. A copy of the paper to be read or an abstract thereof as the conference organizers may require.
3. A copy of the conference flier (in which the fees are stated).
4. A letter indicating final (and not conditional) acceptance of the paper by organizers.

General Guidelines

1. The University shall allocate an adequate annual budget for each college to cover the expenses of conference attendance by its faculty. Such a budget shall ordinarily be allocated considering the college plan to send to conferences several faculty members that comprises no more than 20% of its total number of faculty members.
2. A college may divide the available funds amongst faculty members who wish to attend conferences in a way that does not exceed the amount allocated in the budget for conference attendance provided that such division is carried out in an equitable manner. To this end, the following guidelines may be followed for the purpose of prioritization:
 - a. Faculty who are attending conferences that are closer to their specialization.
 - b. Faculty who are asked to represent the University in a conference.
 - c. Faculty who are requested to prepare a paper by conference organizers.
 - d. Faculty who are given organizational capacity in a conference.
 - e. Faculty who have not attended conferences in the year in question or the year before.
3. The participant shall submit to the Chairman upon his return a report on the conference.
4. A copy thereof must also be forwarded to the Dean's office.
5. The faculty member must organize a seminar on the conference, the discussions carried out and the recommendations made therein to his colleagues in the department within one week of his return.
6. A faculty member is entitled to take part in one local conference and one external conference every year provided enough funds are available for that purpose.
7. The conference must be relevant to the specialization of the faculty member.
8. No participation in a conference will be accepted without an acceptable paper, except in special cases which are approved by the Chancellor.

Conditions of Participation

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



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

4.7 Academic Freedom and Responsibilities

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

1. The main responsibility of a faculty member is to use the freedom of his or her academic position in an honest and sincere effort to find out and communicate the knowledge that lies in the area of his or her discipline.
2. A faculty member is encouraged to practice full freedom in research and in publication of the results if his scholarly work does not conflict with his other assigned duties nor with the University's By-Laws for scientific research and conflict of interest policies.
3. High levels of personal integrity and professional competence should be practiced by all faculty members in teaching, research, and community service activities.
4. A faculty member is encouraged to practice freedom in the classroom in discussing the subject. However, faculty member should use care in expressing personal views in the classroom and should be careful not to introduce controversial matters that have no relation to the subject taught. Class discussions should maintain appropriate levels of sensitivity and respect for the Islamic and Arab culture and traditions proudly adopted by Al-Qasimia University.
5. A faculty member should recognize that academic freedom is a common right shared by all members of the University community. Mutual respect, confidence in other colleagues, and professionalism should always be fostered in the University community.
6. When a faculty member speaks outside the classroom or writes for publication, he or she should be free to express his or her opinions if his activities do not conflict with the University



laws and general provisions. Faculty activities outside the University should be coordinated with the University's administration and the member involved should make clear whether he or she speaks for himself or herself or for the University.

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



Chapter IV: Faculty Promotion Procedures

5. Faculty Promotion Procedures

5.1 Promotion Criteria

Promotion criteria at Al-Qasimia University include evaluating the performance of faculty members in the following three areas:

1. Academic research: sixty points (60%)
2. Teaching and academic advising: thirty points (30%)
3. University and community services: ten points (10%)

Academic Research

This criterion involves academic research and publications in the applicant's field of specialization. Academic research admissible for purposes of promotion includes:

1. Published research articles (or accepted for publication) in multiple periodicals and journals (at least three for promotion to Associate Professor and four for promotion to Full Professor). These periodicals and journals must be refereed and regularly published by universities, academic or scholarly societies/associations, scientific research centers, or international publishing houses, and specialized in the applicant's field of specialization in accordance with criteria approved by the University. A maximum of two articles based on master's or doctorate theses supervised by the applicant whether he was the main or associate supervisor can be considered for promotion to the rank of Associate Professor, and a maximum of three such articles may be considered for promotion to the rank of Full Professor.
2. Research articles published in the proceedings of specialized academic conferences organized by universities, academic associations, or scientific research centers. These articles must have been evaluated by at least two specialized referees prior to publishing. Only one of such articles can be considered for promotion and it shall be rated as (C) and given a weight of (0.5).
3. Case studies in the field of specialization published or accepted for publication in refereed academic journals. A maximum of one such case can be considered for promotion.
4. Published research in specialized books in the applicant's field of specialization. These books must have been refereed by at least two specialists in the field and should be published by a university, an academic association, or by an international publishing house. A maximum of one such work can be considered for promotion.
5. Published books that have original contribution to knowledge in the applicant's field of specialization provided that the book is not less than seventy-five thousand words. Such books must have been evaluated by at least two specialists prior to publication. They should also be published by a university, an academic association, or an international publishing



house. Each book shall be considered equivalent to an article and a maximum of two such books can be considered for promotion.

6. Published textbooks in the field of specialization of the applicant provided that the number of words in the book is not less than 75,000 words. No more than one textbook shall be counted for each promotion, and the book shall be considered as a published research paper of the second level (B) with a weight of (0.75).
7. Heritage books (in part or in total) that have been verified, edited and commented on, and published by a university, an academic association, or a well-known publishing house. These books should be in the applicant's field of specialization and should be evaluated by at least two referees specialized in the same field of the books. Each edited book in part or in total is equivalent to one article. A maximum of one book or part of a book can be considered for promotion, provided that the new text has several words more than the original one by at least 75 thousand words.
8. For Fine Arts specializations, artistic and creative works that have been displayed in prestigious exhibitions can be considered for promotion purposes. Each time an applicant participates, a new work is considered equivalent to one article provided that these displays appear in the publications of museums and exhibitions in accordance with criteria approved by the University.
9. In any event, the number of books referred to in items (E), (F) and (G) above that can be considered for promotion to the rank of Associate Professor should not exceed two, and three for promotion to the rank of Full Professor.
10. If any of the books referred to above has not been refereed prior to its publication, the University shall subject such a book to refereeing by at least two external referees before it can be considered for promotion.

Teaching and Academic Advising

The applicant's performance in teaching and student advising shall be evaluated in accordance with the following criteria:

1. Effectiveness of the applicant's teaching according to his students' evaluations in the courses/s he has taught at Al-Qasimia University.
2. Effectiveness of the applicant's teaching according to peer evaluations of a sample of the courses/s he has taught at Al-Qasimia University.
3. The variety of courses taught by the applicant at Al-Qasimia University.
4. For the rank of Full Professor, the contribution of the applicant to graduate studies through teaching graduate courses and/or supervising students' theses.
5. The applicant's contribution in developing study plans and programs including proposing new courses or modifying already existing ones.



6. The applicant's contribution toward improving the teaching process by being creative and through writing academic materials and conducting and publishing case studies, which compare the effectiveness of teaching methods and techniques.
7. Utilizing educational technologies in teaching.
8. Participating in academic advising.
9. Participating in seminars, workshops, or conferences pertaining to improving and developing teaching methods.

University and Community Services

The applicant's performance in University and community services shall be evaluated in accordance with the following criteria:

1. Serving on department, college and university committees.
2. Participating in the activities of local, regional, or international academic and professional associations in the applicant's field of specialization.
3. Participating in training and educational activities inside or outside the University.
4. Providing academic or professional consultations in the applicant's field of specialization.

5.2 Academic Promotions

Promotion to the Rank of Associate Professor:

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

1. Have spent five years as an Assistant Professor, of which at least one year has been at Al-Qasimia University.
2. Submit a minimum of five original articles in his field of specialization, of which he is the main or sole author of at least three of them. Each single authored paper shall be allotted a maximum of ten points. In case of jointly published articles, points shall be counted as follows:
 - a. If the authors are two, seven points shall be given to the major author and five to the other author.
 - b. If the authors are three, six points shall be given to the major author, and three points to each of the other two authors.
 - c. If the authors are four, five points shall be given to the major author and two and a half points to each of the other three authors.
 - d. If the authors are five or more, four points shall be given to the major author and two points to each of the other four authors.
 - e. In calculating the points for works published or accepted for publication, the weight specified for each type of journal shall be considered. An applicant must obtain at least 35 points for the promotion application to proceed and the academic contribution of a faculty member applying for promotion to the rank of Associate Professor must include



at least one research paper published in a class “A” journal, or three research papers published in class “B” journals. Authored or edited books shall not count for this purpose.

3. Have had at least three articles published.
4. Have had his articles accepted for publication after obtaining the rank of Assistant Professor, and these articles must not have been used earlier for earning an academic degree (master’s or Ph.D. degrees).
5. Have had at least two articles completed and published or accepted for publication while working at Al-Qasimia University.
6. Have co-authored books treated as co-authored research papers in terms of points.
7. Have taught at the university level for the period stated in item (A) above, and his overall evaluation in teaching and academic advising shall not be less than 75% of the total points allotted for teaching and academic advising in accordance with the form designated for this purpose.
8. Have contributed to university and community services with an overall evaluation of at least 70% of the total points allotted for university and community services in accordance with the form designated for this purpose.

Promotion to the Rank of Full Professor

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

1. Have spent five years as an Associate Professor, of which at least two years have been at Al-Qasimia University.
2. Submit a minimum of eight original articles in his field of specialization, of which he is the main or sole author of at least five of them. Each single authored article shall be allotted a maximum of ten points. In case of jointly published articles, the authors shall be asked to specify the contribution of each. Points shall be counted as follows:
 - a. If the authors are two, seven points shall be given to the major author and five to the other author.
 - b. If the authors are three, six points shall be given to the major author, and three points to each of the other two authors.
 - c. If the authors are four, five points shall be given to the major author and two and a half points to each of the other three authors.
 - d. If the authors are five or more, four points shall be given to the major author and two points for each of the other four authors.
 - e. In calculating the points for works published or accepted for publication, the weight specified for each type of journal shall be considered.
 - f. An applicant must obtain at least 65 points for the promotion application to proceed and the academic contribution of a faculty member applying for promotion to the rank of Full Professor must include at least one research paper published in a class “A” journal, and three research papers published in class “B” journals. Authored or edited books shall not count for this purpose.



3. Have had at least five articles published.
4. Have had his articles accepted for publication after obtaining the rank of Associate Professor, and these articles must not have been used earlier for earning an academic degree (master's or Ph.D. degrees).
5. Have had at least four articles completed and published or accepted for publication while working at Al-Qasimia University.
6. Have co-authored books treated as co-authored research papers in terms of points.
7. Have taught at the University level for the period stated in item (A) above, and his overall evaluation in teaching and academic advising shall not be less than 75% of the total points allotted for teaching and academic advising in accordance with the form designated for this purpose.
8. Have contributed to university and community services with an overall evaluation of at least 70% of the total points allotted for university and community services in accordance with the form designated for this purpose.

5.3 Accreditation of Scientific Journals for Promotion

Academic periodicals and journals must meet the following conditions:

1. Academic periodicals and journals must be published by a recognized university, a specialized academic association, a scientific research center, or an international publishing house.
2. Academic periodicals and journals must have a specialized editorial board consisting of outstanding scholars.
3. Academic periodicals and journals must subject articles to refereeing by at least two referees if they are not from among the editorial and consultative boards. These periodicals and journals should explicitly state this policy of refereeing. The promotion committee may ask the applicant to submit the reports of the referees if deemed necessary.
4. Academic periodicals and journals should publish their regulations of publishing studies and research articles.
5. Academic periodicals and journals should state that published articles must satisfy the scientific publishing criteria in terms of organization, proper citation, editing, etc.
6. Academic periodicals and journals shall be issued regularly as scheduled and be in circulation.
7. Academic periodicals and journals should have a national or international standard serial number (ISSN).
8. Academic periodicals and journals should be indexed and be included in abstracts services. Some journals issued in Arabic may be exempted by the University Promotion Committee.
9. Academic periodicals and journals should have been regularly issued for at least three years prior to the date of the publishing the article.
10. Academic periodicals and journals should be issued in printed form in either Arabic or English, or in both. Periodicals and journals should have good production quality and outlay.
11. Academic periodicals and journals should publish research articles in one field of specialization (journals in a general field), or in a specific specialization (specialized journals),



or interdisciplinary specializations (interdisciplinary journals) and general journals (non-specialized).

12. For the purpose of calculating the points for research published or accepted for publication, journals are classified into three levels in accordance with the criteria mentioned above, in addition to the impact factor, if applicable. Level one (A) journals shall be allotted a weight of one point, level two (B) journals shall be allotted a weight of (0.75) point, and level three (C) journals shall be allotted a weight of (0.5) point.

5.4 Promotion Procedures at Departmental Level

Applications for promotion shall be processed in the department of the applicant as follows:

1. Applications for promotion shall be submitted to the department chairman (using the university promotion form) during the first week of January, April, or October of each year. Applicants should attach with the application a dossier including their curriculum vitae (CV), academic research output submitted for promotion, evidence of the applicant's contribution in teaching and academic advising, and university and community services. Names of five Full Professor 62 referees in the specialization of the applicant shall be attached to the application.
The applicant shall certify that he/she does not have any personal relationship with any of these referees that might affect their decision. The chairman shall refer the application to the Department Promotions Committee for review.
2. The Department Promotion Committee includes all faculty members holding academic ranks equivalent to or higher than the academic rank for which the applicant is applying. It should be noted that the members of this committee should not be members in higher level committees for the same purpose. The committee shall be chaired by the department chairman if he is a Full Professor, or by any other Full Professor in the department. In case the department does not have Full Professors, the chairman may head the committee when reviewing a promotion application for a rank equivalent to the rank of the chairman.
3. The Department Promotion Committee shall review the promotion application to make sure that each application satisfies the promotion requirements. The Committee may ask the applicant for more information and evidence pertaining to the contents of the promotion dossier. The committee shall prepare a detailed report including the results of reviewing the application, and a recommendation of whether to proceed with the promotion process. The Chairman of the department shall refer the report of the committee together with the application dossier to the Dean of the College in a maximum period of one month from the date of his receipt the application dossier.
4. If the number of faculty members in the department holding a rank equivalent to or higher than the one sought for promotion is less than three, the Dean, in consultation with the Chairman, shall select the needed external number of members from those in the field of the applicant's specialization provided that they are of the same academic rank or higher than the rank for which is being applied.

5.5 Promotion Procedures at University Level

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

1. At the beginning of each academic year, a committee called the Central Promotions Committee for Faculty Members, headed by the Chancellor or whomever he delegates, is formed. It consists of at least six Full Professors from the various colleges in the University.
2. The University Central Committee for Academic Promotion shall review the promotion applications to make sure they satisfy the promotion requirements, taking into consideration the reports of the Promotions Committees of the departments and colleges. The Committee may ask the applicant for more information and evidence pertaining to the contents of the promotion dossier.
3. The University Chancellor or his deputy shall select four referees from the list nominated by the college for evaluating the applicant's academic or creative work. The Chancellor or his deputy may add additional specialized referees after consulting with the members of the Central Committee. The Chancellor or his deputy shall undertake all correspondence with the referees.
4. Each referee shall be sent a copy of the applicant's CV, the University Promotion By-Laws, the research output that the Central Committee accepted for promotion, and the forms for evaluating research output. The Chancellor or his deputy may send the dossier to a new referee if any of the original referees does not respond in a period of three months.
5. The University Central Committee for Academic Promotion shall review and discuss the evaluation results after receiving the responses of at least three referees provided that the average of each referee's evaluation is not less than 60%. Otherwise, the review shall await the response of the fourth referee. The Committee shall make its recommendation in accordance with the following:
 - a. In case of promotion to the rank of Associate Professor, the overall average of the evaluations of the three referees of the applicant's work should not be less than 75% and no referee's evaluation should be less than 60%.
 - b. In case of promotion to the rank of Full Professor, the overall average of the evaluations of the three referees of the applicant's work should not be less than 80% and no referee's evaluation should be less than 70%.
6. The Chancellor shall refer the recommendations of the University Central Committee for Academic Promotion to the Deans' Council for consideration. In case of promotion to the rank of Full Professor, the decision of the Deans' Council whether to promote the applicant shall be made by a simple majority of the Full Professors attending the meeting and by a simple majority of the Full Professors and Associate Professors if the case concerns promotion to the rank of Associate Professor.
7. The Chancellor shall refer the decision of the Deans' Council to promote an applicant to the Board of Trustees for approval. The Chancellor shall issue the decision of promotion approved



by the Board of Trustees. A promotion shall be effective as of the date of the Chancellor's decision.

8. In case the Central Committee reject an application for promotion, or the Council of Deans does not approve the promotion decision, or if the Board of Trustees does not approve the promotion, the Chancellor shall notify the applicant of this decision in writing. The faculty member, in such a case, may reapply for promotion after at least one year from the date of notification if he/she submits new articles equal to ten points for promotion to the rank of Associate Professor and 20 points for promotion to the rank of Full Professor.

5.6 Preparing for Promotion File

1. The applicant should submit seven copies of the promotion dossier. Each copy should contain:
 - a. A completed printed application form.
 - b. The applicant's curriculum vitae indicating academic degrees and the dates of obtaining them, academic ranks the applicant earned before and after joining Al-Qasimia University, all the research work submitted for promotion, experience in teaching and academic advising, and university and community services.
 - c. Copies of the research work submitted for promotion.
 - d. Information about the journals and periodicals in which the research work was published (or accepted for publication) including the editorial board, process of refereeing, publishing rules, whether the journal or periodical is indexed or not, and the institution in charge of issuing the journal or periodical.
 - e. A list of the research output submitted for promotion and a list of the works which cite any of the applicant's works.
 - f. Evidence to prove the applicant's contribution in teaching and academic advising, including peer evaluation reports and students' evaluations.
 - g. Evidence to prove the applicant's contribution to university and community services.
2. The dossier should include an original copy of the applicant's research work.

5.7 General Promotion Rules

Promotion granted to faculty members by other universities, while working at Al-Qasimia University, are not accepted at Al-Qasimia University except in the case of official secondment and provided that the number of published works satisfies the relevant regulations of Al-Qasimia University.

1. An Assistant or Associate Professor may apply for promotion to a higher rank four months prior to the completion of the required period stipulated for applying to the higher rank if the other conditions required for this rank are applicable.



2. If the procedures of promotion are completed before the end of the required period, the date for promotion to the higher rank shall be the end of this period.
3. A faculty member who produces double the number of the required research output for promotion can apply for promotion after completing four years in the academic rank from which he wishes to be promoted.
4. All correspondences pertaining to the promotion process at the level of the department, college, and university shall be confidential.
5. As much as possible, no one may participate in evaluating the academic contribution of an applicant for promotion on more than one level. In exceptional cases, such a person may not have a vote on the higher level.
6. An applicant for promotion may request the Chancellor, in writing, to review the recommendations of the promotion committees at the level of the department, college, or university in case any of these committees refuses to process the application, provided that the applicant provides evidence of procedural irregularities.
7. New faculty members may not apply for promotion before the end of the probation period.