



EMIRATES COLLEGE
For Management & Information Technology



كلية الإمارات
الإدارة وتكنولوجيا المعلومات

POLICY & PROCEDURES MANUAL

2018-2019

AN INSTITUTION DEDICATED TO YOUR LEARNING



إكسبو 2020
دبي، الإمارات العربية المتحدة
DUBAI, UNITED ARAB EMIRATES



ACCREDITED BY:
UNITED ARAB EMIRATES
MINISTRY OF EDUCATION

www.ecmit.ac.ae

Policy and Procedures Manual

(REVISED)
2018-2019

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Document Control Information

The *Policy and Procedures* manual and its policies were modified as follows:

Section No.	Title	Created On	Modified on	Modified By	Remarks
1.	MISSION, ORGANIZATION AND GOVERNANCE				
	MISSION DEVELOPMENT, APPROVAL AND REVIEW	Fall 2003	Fall 2016	President	Mission was last modified on Fall 2016
	ORGANIZATION	Fall 2003	Fall 2016	President	The organization structure was last modified on Fall 2016
	COLLEGE COUNCIL	Fall 2003	Fall 2017	President	The college council was last updated on Fall 2017
	BY-LAWS OF THE GOVERNING BODY	Fall 2003	Fall 2016	President	By-laws of the governing body were last updated on Fall 2016.
	POLICY ON BOARD APPOINTMENTS, TERM OF OFFICE AND REPLACEMENT	Fall 2003	Fall 2016	President	Policy on board appointment was last updated on Fall 2016
2.	QUALITY ASSURANCE POLICIES				
	INSTITUTIONAL EFFECTIVENESS POLICY	Fall 2003	Spring 2018	Manager of Planning & Institutional Effectiveness	IE Policy is last updated on Summer 2018
	PLANNING POLICY	Fall 2003	Fall 2016	Manager of Planning & Institutional Effectiveness	Planning policy was last updated on Fall 2016
3.	THE EDUCATIONAL PROGRAM				
	UNDERGRADUATE COMPLETION REQUIREMENTS POLICY	Fall 2003	Fall 2015	Dean of Academic Affairs	Undergraduate completion requirements policy was last updated on

					Fall 2015.
	GRADUATE COMPLETION REQUIREMENTS POLICY	NA	NA	NA	ECMIT doesn't have this policy
	ACADEMIC PROGRESS POLICY	Fall 2003	Fall 2011	Department Chair	Academic Progress policy is last updated on Fall 2011
	GRADING AND ASSESSMENT POLICY	Fall 2003	Fall 2011	Faculty Members	Grading and assessment policy was last updated on Fall 2011
	EXAMINATION POLICY	Fall 2003	Spring 2016	Dean of Academic Affairs	Examination Policy was last updated on Fall 2016
	CURRICULUM APPROVAL AND REVISION POLICY	Fall 2003	Fall 2011	Dean of Academic Affairs	Curriculum approval and revision policy was updated on Fall 2011
	INTERNSHIP POLICY	Fall 2003	Spring 2018	Dean of Academic Affairs	Internship policy was last updated on Fall 2018
	COURSE FILE POLICY	Fall 2003	Fall 2015	Faculty Members	Course File Policy was last updated on Fall 2015
	CLASS SIZE POLICY	Fall 2012	Fall 2016	Manager of Admissions & Registration	Class size policy was last updated on Fall 2016
	POLICY ON INTENSIVE MODES OF COURSE DELIVERY	Fall 2012	Fall 2013	Dean of Academic Affairs	Policy on intensive modes of course delivery was last updated on Fall 2016
	MODERATION POLICY & PROCEDURES	Spring 2015	Fall 2016	Department Chair	Moderation Policy & procedures was last updated on Spring 2015
	EXTERNAL EXAM POLICIES	Fall 2017	Fall 2017	External Exam coordinator Manager of Administration & Financial Services	External exam policies was last updated on Fall 2017

4.	FACULTY AND PROFESSIONAL STAFF				
	FACULTY AND PROFESSIONAL STAFF ROLE POLICY	Fall 2003	Fall 2015	Dean of Academic Affairs	Faculty & Professional staff role policy was last updated on Fall 2015
	EMPLOYMENT POLICIES	Fall 2003	Fall 2011	HR Officer	Employment policies was last updated on Fall 2011
	COMPENSATION AND BENEFITS POLICY	Fall 2003	Fall 2015	HR Officer	Compensation & Benefits policy was last updated on Fall 2015
	FACULTY/STAFF PERSONNEL RECORDS POLICY	Fall 2003	Summer 2018	HR Officer	Faculty/Staff Personnel records policy was last updated on Summer 2018
	PROFESSIONAL DEVELOPMENT POLICY FOR FACULTY AND STAFF	Fall 2003	Spring 2016	Dean of Academic Affairs	Professional development policy & staff was last updated on Spring 2016
	FACULTY WORKLOAD POLICY	Fall 2003	Fall 2011	Dean of Academic Affairs	Faculty workload policy was last updated on Fall 2011
	POLICY ON PROFESSIONAL REQUIREMENTS FOR TEACHING	Fall 2003	Summer 2018	HR Officer	Policy on professional requirements for teaching was last updated on Summer 2018
	FACULTY/STAFF EVALUATION POLICY	Fall 2003	Fall 2013	Department Head	Faculty/Staff Evaluation Policy was last updated on Fall 2013
	DISCIPLINARY POLICY	Fall 2003	Fall 2013	Dean of Academic Affairs	Disciplinary policy was last updated on Fall 2013
	FACULTY AND PROFESSIONAL STAFF GRIEVANCES POLICY	Fall 2003	Fall 2013	Dean of Academic Affairs	Faculty & Professional Staff grievances policy is last updated on Fall

					2013
5.	STUDENTS				
	UNDERGRADUATE ADMISSIONS POLICY	Fall 2003	Spring 2014	Manager of Admissions & Registration	Undergraduate admissions policy was last updated on Spring 2014
	GRADUATE ADMISSIONS (PROPOSED)	NA	NA	NA	ECMIT doesn't have any graduate admissions policy
	TRANSFER ADMISSION POLICY	Fall 2003	Fall 2011	Head of Transfer committee	Transfer Admission policy was last updated on Fall 2011
	ADVANCED STANDING POLICY	NA	NA	NA	ECMIT doesn't have any graduate admissions policy
	STUDENT REGISTRATION	Fall 2003	Fall 2015	Student Advisors & Manager of Admissions & Registration	Student registration was last changed in the year Fall 2015
	STUDENT RECORDS POLICY	Fall 2003	Fall 2011	Manager of Admissions & Registration	Student Records Policy was last updated on Fall 2011
	INFORMATION RELEASE POLICY	Fall 2003	Fall 2011	Manager of Admissions & Registration	Information Release policy was last updated on Fall 2011
	CAREER SERVICE POLICY	Fall 2003	Fall 2011	Student Affairs Manager	Career Service Policy was last updated on Fall 2011
	RESIDENTIAL LIFE POLICY	NA	NA	NA	ECMIT does not have residential policy.
	STUDENT FINANCIAL POLICY	Fall 2003	Summer 2016	Manager of Administration & Financial Services	Student financial policy was changed in Summer 2016
	STUDENT DISCIPLINARY POLICY	Fall 2003	Fall 2013	Dean of Academic Affairs	Student disciplinary policy was last updated on Fall 2013

	STUDENT ACTIVITIES POLICY	Fall 2003	Fall 2013	Student Affairs Manager	Student Activities Policy was changed in Fall 2013
	STUDENT PUBLICATIONS POLICY	Fall 2003	Fall 2015	Dean of Academic Affairs	Student Publications Policy was updated in Fall 2015
	STUDENT RIGHTS AND RESPONSIBILITIES POLICY	Fall 2003	Fall 2011	Dean of Academic Affairs	Student rights and responsibilities policy was updated in Fall 2011
	STUDENT COUNSELING POLICY	Fall 2003	Fall 2011	Student Affairs Manager	Student Counseling Policy was last changed in Fall 2011
	HEALTH SERVICES POLICY	Fall 2003	Fall 2011	Dean of Academic Affairs	Health Services Policy was last updated in Fall 2011
	ACADEMIC ADVISING POLICY	Fall 2003	Fall 2015	Student Advisors	Academic Advising Policy was changed in Fall 2015
	STUDENT ACADEMIC INTEGRITY POLICY	Fall 2003	Fall 2015	Each Faculty Members	Student Academic Integrity Policy was updated in Fall 2015
	STUDENT APPEALS AND GRIEVANCE POLICY AND PROCEDURES	Fall 2003	Fall 2011	Dean of Academic Affairs	Student Appeals & Grievance policy & Procedures was updated in Fall 2011
6.	LEARNING RESOURCES				
	LIBRARY POLICIES	Fall 2003	Fall 2013	Librarian	Library Policies was updated in fall 2013
	EQUIPMENT AND SOFTWARE TECHNICAL SUPPORT POLICY	Fall 2003	Fall 2011	Manager of Computing and Technology Services	Equipment & Software technical support policy was changed in Fall 2011
7.	PHYSICAL AND TECHNOLOGY RESOURCES POLICIES				
	EQUIPMENT AND SOFTWARE REPLACEMENT POLICY	Fall 2003	Fall 2011	Manager of Computing and Technology	Equipment & Software replacement policy was changed in Fall

				Services	2011
	HEALTH AND SAFETY POLICY	Fall 2003	Fall 2012	Manager of Administration & Financial Services	Health & Safety Policy was changed in Fall 2012
	DATA SECURITY POLICY	Fall 2003	Fall 2016	Manager of Computing and Technology Services	Data Security was changed in Fall 2016
	POLICY ON APPROPRIATE USE OF TECHNOLOGY RESOURCES	Fall 2003	Fall 2013	Manager of Computing and Technology Services	Policy on Appropriate use of technology resources was updated
8.	FISCAL RESOURCES POLICIES				
	EXTERNAL AUDITING POLICY	Fall 2003	Fall 2011	President	External auditing policy was last updated on Fall 2011
	FINANCIAL POLICIES	Fall 2003	Fall 2011	Manager of Administration & Financial Services	Financial Policies was last updated on Fall 2011
	PURCHASING AND INVENTORY CONTROL POLICY	Fall 2003	Fall 2011	Manager of Administration & Financial Services	Purchasing & Inventory control policy was last updated in Fall 2011
	CASH MANAGEMENT POLICY	Fall 2003	Fall 2011	Manager of Administration & Financial Services	Cash management policy was changed in Fall 2011
	RISK MANAGEMENT POLICY	Fall 2003	Fall 2011	President	Risk management policy was last updated on Fall 2011
	FEES COLLECTION AND REFUND POLICY	Fall 2003	Fall 2011	Manager of Administration & Financial Services	Fees collection & Refund policy was updated in Fall 2011
9.	PUBLIC DISCLOSURE AND INTEGRITY				
	CONFLICT OF INTEREST POLICY	Fall 2003	Summer 2013	President	Conflict of interest policy was updated in Summer 2013

	COPYRIGHT & INTELLECTUAL PROPERTY POLICY	Fall 2003	Fall 2013	President	Copyright & intellectual property policy was changed in Fall 2013
	TEACH OUT POLICY	Fall 2003	Fall 2011	President	Teach out policy was last updated on Fall 2011
	PUBLICATIONS POLICY	Fall 2003	Fall 2011	Manager of Planning & Institutional Effectiveness	Publication Policy was updated in Fall 2011
	INSTITUTIONAL RELATIONS POLICY	Fall 2003	Fall 2013	Dean of Academic Affairs	Institutional Relations Policy was changed in Fall 2013
10.	RESEARCH				
	ETHICAL ISSUES POLICY				
	RESEARCH SUPPORT POLICY	Fall 2013	Fall 2017	Research Director	Research Support Policy was changed in Fall 2017
11.	COMMUNITY ENGAGEMENT				
	COMMUNITY ENGAGEMENT POLICY	Fall 2013	Spring 2018	Dean of Academic Affairs	Community Engagement Policy was last updated in Spring 2018

Any revisions that take place before the updating of ECMIT policies are reflected in the above table as the *Central Document Control Register*.

PREFACE

The revised *Policy and Procedures Manual* presents the faculty and staff of ECMIT (ECMIT) with the latest rules, regulations, policies, practices, and procedures through which the College functions. This manual contains policies and procedures that meet the requirements of the UAE Ministry of Education-Higher Education Affairs (MOE-HEA), the Commission for Academic Accreditation (CAA), and its *Standards for Licensure and Accreditation (2011)* or *Standards*.

The President, senior staff, senior academics, and administrators make informed decisions to develop policies using an assortment of available decision tools and timely information. The resulting activities enable the senior leadership to design action plans, allocate resources, and implement strategies to ultimately fulfill the mission and objectives of the College.

The policies that ECMIT have carefully developed link the College mission directly with the daily practices of its community, clarify the expectations of its individual members, diminish institutional risk, enhance efficiency, and support full compliance with all regulatory requirements.

College and Administrative Policies are updated whenever required and reviewed periodically, at least every two years, to maintain continuity, flexibility, and responsiveness to change.

College and Administrative Policies, along with applicable procedures, appear in relevant portions of the *Catalog* and in the separate handbooks for faculty, staff, and student use.

The Office of Institutional Effectiveness maintains this collection, along with other key institutional publications, and manages the review, publication, distribution, and any required document control functions.

Print and electronic versions of *Policy and Procedures* are available.

DISCLAIMER

The policies found in this policy manual represent the policies of ECMIT currently in force. Policy and benefit descriptions of this manual are not construed as a term of employment or other contract and conditions. ECMIT reserves the right to introduce changes, modifications or alter conditions to the existing policies and/or introduce new policies as it deems fit.

NON-DISCRIMINATION

ECMIT is an equal opportunity institution of higher education. As a matter of policy, the college does not discriminate in employment, educational services and academic programs on the basis of an individual's race, color, religion, religious creed, ancestry, national origin, age (except minors), gender, marital status, medical condition and disability, and otherwise as permitted by the legislation of the UAE. The college will try to accommodate those with disabilities, if reasonable and possible and within the constraints of the operating budget.

EMPLOYMENT

The employment of UAE and foreign nationals is regulated by the Labor Law of the UAE. Under the UAE Labor Law, relations are regulated by individual employment contracts. Employment contracts must be in writing and must conform to minimum standards prescribed.

Definitions

Administrators, Faculty and Professional Staff

Full-time and Part-time employees

- Administrators shall mean professional staffs, both academic and non-academic, who are members of the president's council. These individuals are responsible for assisting the president in day to day operations of the college, and they report directly to the president.
- **Faculty** shall mean those members of ECMIT teaching faculty who are appointed to positions that are responsible for and whose performance evaluations are primarily based on teaching, research, committee works, academic advising and community services and who have academic ranks. Any person appointed to a faculty position whether full time, part time, adjunct, visiting and special appointment or such other title(s) as may be designated shall have no expectation of automatic contract renewals beyond the end of the contract period.
- Professional staff shall mean non-academic functional officers of the college who may or may not hold an academic rank.
- Full-time employee shall mean an employee in a position that is scheduled for 40 hours per week, 52 weeks per year (2080 hours per year) - less paid vacation and holidays.
- Part-time employee shall mean an employee in a position that is scheduled for fewer than 40 hours per week or fewer than 52 weeks per year and do not receive paid vacation.

1. MISSION, ORGANIZATION AND GOVERNANCE

STANDARD : Mission, Governance and Institutional Effectiveness

SECTION POLICIES

1. Mission Development, Approval and Review
2. Organization
3. Standing Committees
4. By-Laws of the Governing Body
5. Board Appointments, Term of Office and Replacement

1.1 Mission Development, Approval and Review

Policy Number 1.1	CAA Standard: 1 Stipulation: 1A(1a)	Issue Date Fall 2003	Revision Date Fall 2016
Subject Mission Development, Approval, and Review			
Purpose Provides guidance on development, approval, and review of the ECMIT vision and mission.			
Responsible Office		Responsible College Officer	
Office of President		President	
Cross-Reference			
ECMIT Bylaws			

VISION

The founder (s) of ECMIT initially envisioned an institution to offer western style career oriented associate degree programs in management and information technology that will prepare students for successful transfer to baccalaureate level institutions as well as for entry level positions in businesses, government, private and public organizations. In addition to stressing professional excellence, there would be other qualities that the college would embrace and encourage such as stimulation of thought, development of personality, character, and ethical conduct through studies of sequence of courses in general education. The founders further envisioned a western style learning environment in which students would be exposed to intellectual challenges and learn to develop and fulfill themselves. These aspirations had led to the following vision statement in 1998 which remains unaltered to date.

VISION STATEMENT

Emirates College for Management and Information Technology will be a premier and sustainable institution of higher education which is recognized, respected and valued in the region for its excellence.

MISSION

ECMIT aims to develop competent and innovative graduates by offering high quality degree programs in alignment with international Standards that are accessible and affordable; exposing students to community services in order for them to value and appreciate the community they belong; developing and maintaining highly qualified faculty who deliver an excellent teaching and produce quality research.

THE CORE VALUES

ECMIT founders and the management understand and recognize the fact that the true development and fulfillment of the mission and goals cannot be achieved without a committed staff, faculty and students. The college further recognizes that it must develop and foster a transparent and collegiate environment in which the college community could function with a sense of belonging and purpose,

and in which the public at large could repose its trust. Consequently, the college has developed and publicly announced a set of core values that it stands for:

- We value the well-being of our students.
- We value the well-being of our faculty and staff.
- We value the quality and integrity of our academic programs.
- We value the personal and professional development of our students to the highest standard.
- We value and recognize our responsibilities to develop well qualified graduates who will contribute to UAE's socio-economic and cultural development.
- We value honesty and fairness, and we will not tolerate corruption.
- We value our collaboration and partnership with academic institutions, business and government organizations within the UAE and abroad.
- We value open and honest communication, and transparent and accountable decision making.
- We value the reputation and integrity of our institution within the UAE and beyond.
- We value human life and dignity irrespective of their nationality, religion and gender.

INSTITUTIONAL GOALS AND OBJECTIVES

In fulfilling its purpose, the college has the following major goals and related objectives:

Goal 1:

Develop qualified citizens through teaching, learning and scholarship in business and information technology who will be equipped for professional success.

Objectives:

- 1a. Offer broad based world class degree programs in core areas of business and information technology that prepare students for responsible leadership in an evolving global environment and for higher studies.
- 1b. Offer a curriculum, for each program, with an appropriate mix of general education, core, major/specialization/concentration and elective courses.
- 1c. Offer a program of study that contains opportunities for students to obtain current and practical knowledge, skills, and values that encourage a culture of scholarship
- 1d. Establish an integrated review system that ensures quality of academic programs, curriculum, instructions and support systems.

Goal 2

Provide accessible and affordable higher educational opportunity for traditional and non-traditional students.

Objectives

- 2a. Offer day, evening and weekend classes to accommodate working adults as well as traditional students for full time and/or part time studies.
- 2b. Provide learning opportunities for academically under-prepared students by offering Remedial programs in relevant courses.
- 2c. Provide learning opportunities for students securing below 60% marks in the UAE secondary school examination by offering a foundation program in appropriate courses so as to prepare them for higher education.
- 2d. Keep the tuition fee structure affordable and offer a flexible payment plan.
- 2e. Offer a substantial set of courses in the summer to permit year-long study.
- 2f. Engage high schools and businesses to create awareness of post-secondary educational opportunities at ECMIT.
- 2g. Align admission and placement standards and beginning coursework with the academic preparation of prospective students.

Goal 3

Contribute to the UAE's economic development by providing continuing professional education and outreach programs for lifelong learning.

Objectives:

- 3a. Respond to a need for developing a professional workforce with practical hands-on knowledge, abilities, skills and technical expertise.
- 3b. Collaborate with businesses to offer career enhancement non-degree professional development programs in Business, marketing, accounting, finance, hospitality and tourism, interior design, information technology and information management systems.
- 3c. Offer vocational programs for adult learners in computer literacy, information technology and language proficiency.

Goal 4

Maintain a high level of quality in the students' overall educational experience and in all aspects of the institution's operations.

Objectives:

- 4a. Build a well-qualified teaching faculty.
- 4b. Provide quality learning facilities and educational support resources.
- 4c. Maintain a state of the art technology infrastructure in support of instruction and operations.
- 4d. Create a campus culture that is student-oriented which promotes strong personal concern for the welfare, development and success of all students.

- 4e. Create and maintain an effective advising system which assists students with their educational goals and objectives.
- 4f. Design policies and procedures to facilitate transfer of credits.
- 4g. Secure and maintain all appropriate MOHE licensures and accreditations.

The college's performance in achieving these goals and objectives is measured through a set of key performance indicators (KPI) as listed below:

KPIs are measures of most essential performance outcomes and overall institutional performance. Strategic plan is closely tied to these KPIs. For example:

- New Student Enrollment
- Student Enrollments by Programs
- Student Progress
- Attrition Rate
- Retention Rate
- Full-Time Student workload
- Student Faculty Ratio
- Student Staff Ratio
- Faculty Staff Ratio
- Job Opportunities, Placements and Career Development Services
- Demographics
- Learning Resources
- Instructional Cost Ratio
- Professional Development
- Honors List
- Space Utilization
- Satisfaction Surveys

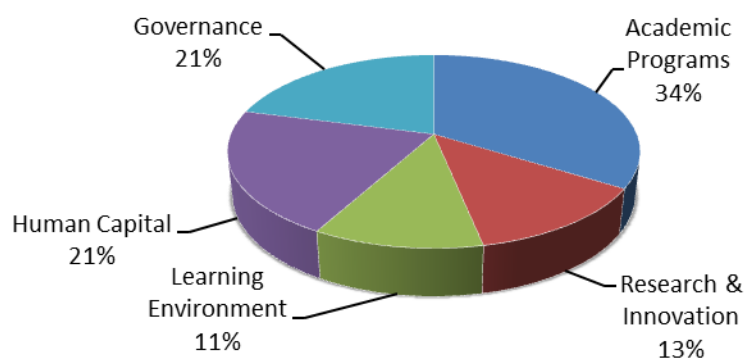
KPIs for Higher Education – CHEDS UAE

Academic Programs	Human Capital	Learning Environment	Institutional Governance	Research & Innovation
<i>Satisfaction surveys</i> <ul style="list-style-type: none"> • Curriculum • Teaching • Facilities 	<i>Load</i> <ul style="list-style-type: none"> • Teaching Load • Research Load 	<i>Student diversity</i> <ul style="list-style-type: none"> • Nationality • Age 	<i>Scope</i> <ul style="list-style-type: none"> • Programs • Accreditations • Active Partnerships 	<i>Engagement/ Research funding</i> <ul style="list-style-type: none"> • Institutional Research Income • Funding Sources

Academic Programs	Human Capital	Learning Environment	Institutional Governance	Research & Innovation
Academic Partnerships <ul style="list-style-type: none"> • Students Mobility • Transfers 	Recruitment & Retention <ul style="list-style-type: none"> • Salary • Faculty Satisfaction • Staff Satisfaction • Faculty Retention 	Load <ul style="list-style-type: none"> • Student-Faculty Ratio • Student-Staff Ratio • Staff-Faculty Ratio • FT Faculty – PT Faculty Ratio 	Financial <ul style="list-style-type: none"> • Revenues • Exp. Per Student • Exp./EFTSL • Cost per Credit Hour • % of Financial Aid/Tuition Fees 	Productivity <ul style="list-style-type: none"> • No. of Papers Published Per Faculty Member • No. of Reference Books Per Faculty Member • No. of Patents Issued • Citations Per Faculty Member • No. of National Awards
Admissions Selectivity <ul style="list-style-type: none"> • High School Score • Ratios: Places Offered/ Applications/ Enrollments Labor Market linkage <ul style="list-style-type: none"> • No. of Internships Student attainment <ul style="list-style-type: none"> • Persistence • Access Rate • Progression Rate • Success Rate • Attrition Rate • Graduation Rate • Performance in Professional Exams • Critical Thinking • Scholarships 	Evaluation & Promotion <ul style="list-style-type: none"> • Academic Rank • Performance Rewards Quality <ul style="list-style-type: none"> • % of Holders of Terminal Degree Diversity <ul style="list-style-type: none"> • Nationality • Country of Highest Degree • % of Female Faculty • Age of Faculty 	Classes <ul style="list-style-type: none"> • Size of Theory Classes • Size of Practical Classes 	Labor Market <ul style="list-style-type: none"> • Rate of Employment • % of Employers Satisfied with Graduates Library <ul style="list-style-type: none"> • Library holdings • No. of databases Library funding as % of Institution Expenditures	Research enrolments <ul style="list-style-type: none"> • No. of Research • Research Budget Increase

In February 2012, Ministry of Education had established a Centre for Higher Education Data and Statistics (CHEDS) which has developed a total of 62 performance indicators in UAE Higher Education in the following areas:

- Academic Programs 21 indicators
- Research and Innovation 8 indicators
- Student Learning Environment 7 indicators
- Human Capital 13 indicators
- Governance 13 indicators



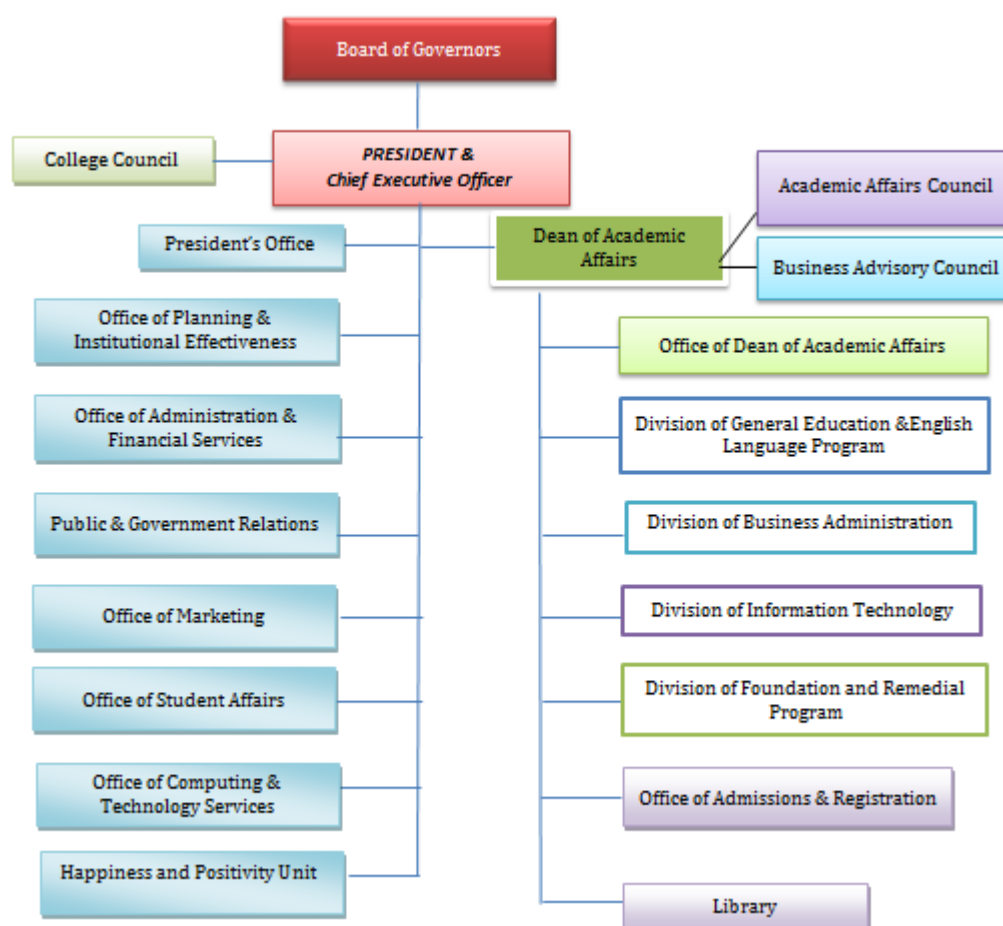
Source: CHEDS-UAE

MSG 002

1.2 Organization

Policy Number 1.2	CAA Standard : 1 Stipulation: 1A(1b)	Issue Date Fall 2003	Revision Date Fall 2016
Subject Organization			
Purpose Explains lines of authority, reporting structure, and brief job descriptions for principal administrative and academic officers.			
Responsible Office		Responsible College Officer	
Office of President		President	
Cross-Reference			
ECMIT Bylaws			

ECMIT ORGANISATIONAL CHART



UNIT 1 OFFICE OF THE PRESIDENT

MISSION

As the chief executive officer, the president provides institution-wide leadership and administrative direction with general oversight responsibilities and authority for all aspects of the institution's operations in accordance with the policies and directives of the ECMIT Board of Governors and national standards for institutional licensure and program accreditation in the UAE. The president reports to the board of governors.

UNIT GOALS & OBJECTIVES RELATIVE TO THE INSTITUTIONAL GOALS & OBJECTIVES

The president's college wide scope of administrative responsibility and authority necessitates significant involvement in the achievement of all five institutional goals and all of their associated objectives. Responsibility for the operational details associated with many of these goals and objectives are delegated by the president to his direct reports and their associates on the administration, faculty, and staff. The goals and objectives involve policy approvals and fiscal oversight of the board of governors, external relations and marketing, liaison with the MOE and other external stakeholders, and all aspects of quality assurance and quality enhancement at ECMIT.

ASSESSMENT AND IMPROVEMENT PLANS

The college wide scope of administrative responsibility and authority of this unit will connect the president directly or indirectly with all of the assessment plans outlined in the mission driven plan for evaluation of institutional effectiveness and institutional improvement initiatives emanating from the results of those assessments. The president is especially focused on all assessment activities related to ECMIT's aspirations to become fully licensed and accredited in the U.A.E. by the Ministry of Education (MOE). Ongoing comprehensive assessments, which include external reviewers and evaluations of consultants, are focusing on the strengths and weaknesses of the institution's case for compliance with the MOE standards.

The president is actively engaged with his administrative team in using these assessment results to strengthen all aspects of ECMIT's case for compliance. Toward that end, the president and his team are continuously engaged in designing, assessing progress, and improving policies, procedures, and support systems for achieving goals. The president's central focus, is on strategic decision-making and resource acquisition which facilitates achievement of the quality assurance objectives. Significant assessment and improvement initiatives are underway to ensure that ECMIT will maintain a highly qualified teaching faculty, quality physical facilities, strong library and learning resources, state-of-the-art technology infrastructure, a campus culture supporting student success, and full compliance with national standards for licensure and accreditation.

UNIT 2 OFFICE OF PLANNING AND INSTITUTIONAL EFFECTIVENESS (OPIE)

MISSION

Coordinate and support ECMIT's efforts to plan, assess, and improve achievement of institutional and unit goals and objectives, document the institution's effectiveness, and conduct institutional research for informed decision making and planning in accordance with national standards for institutional licensure and program accreditation in the U.A.E.

UNIT GOALS & OBJECTIVES RELATIVE TO THE INSTITUTIONAL GOALS & OBJECTIVES

As indicated in ECMIT's Mission-Driven Plan for Evaluation of Institutional Effectiveness, this office's primary goals will include coordinating, facilitating and supporting the attainment of all of ECMIT's institutional goals and objectives since institutional effectiveness, by its very definition, focuses on all aspects of the institution's operations and goal attainment.

OPIE is identified as a direct contributor in the evaluation plan. Most of these citations involve the completion of institutional research on student demographics and enrollment patterns that will be needed to assess goal attainment regarding various aspects of the college's operation.

In order to satisfy national standards for licensure and accreditation, this office must also achieve the following operational objectives:

- Effectively coordinate a broad-based and purpose-driven evaluation plan to assess the achievement of institutional and unit goals and objectives;
- Facilitate the use of a variety of assessment methods.
- Document the use of evaluation results for institutional improvement.
- Ensure that the learning outcomes of ECMIT's educational programs are assessed and the results used for program improvement.
- Document that all administrative and support services evaluate their effectiveness and improve their operations.
- Conduct institutional research that is integral to ECMIT's planning and evaluation activities.
- Satisfy the commission's and other stakeholders' needs for statistical reports and information.

UNIT HEAD AND RESPONSIBILITIES

Manager Office of Planning and Institutional Effectiveness: The manager of OPIE, as a part of the general administration of the College, is directly responsible to the President of the College. In fulfilling the duties of office, he/she shall act within the framework of College policy and is authorized and directed to

- Further the interests of the college.
- Adhere to the goals and objectives of the institution and make recommendations to the president regarding plans, policies, and procedures in the area of delegated responsibility.
- Prepare special reports that may be requested by the president and be responsible for the section of annual and other recurring reports in delegated areas of authority.
- Serve on the president's council as an advisor to the president and assist in the formulation of policy recommendations for submission to the board of governors.
- Formulate and coordinate a process for maintenance of the College's Policies and Procedures Handbook.
- Be responsible for overall supervision of effectiveness assessment and institutional research, including studies of student performance and characteristics; and for their coordination and performance as a service to the college;
- Formulate procedures and direct the implementation of the strategic planning process, including annual unit planning and assessment processes, and the development of institutional goals and objectives.
- Coordinate the implementation of administrative review of support services.
- Perform other related duties as assigned by the president or provided for by college policy.

INSTITUTIONAL REPORTS

Institutional Effectiveness and Planning is responsible for the coordination and/or completion and submission of reports required by the ECMIT Administration and other agencies. These reports include but are not limited to the computer-generated Student Data File, Personnel File, Facilities Inventory and Utilization Reports. Other functions of the Office of Institutional Effectiveness and Planning are listed below:

- Prepare reports relative to student enrollment (increase/decrease in enrollment).

- Prepare annually a statistical fact book to be distributed to campus administrators (and other institutions or agencies).
- Complete all external surveys and reports seeking data on student enrollments, degrees conferred, etc.
- Survey the non-returning student population.
- Prepare a retention study for entering freshmen and lower and upper level transfers.
- Generate a preliminary FTE (full-time equivalent count) during registration.
- Respond to internal requests for data.
- Further, it is the role of institutional effectiveness and planning to provide information pertaining to institutional image.

This information includes:

- Student Characteristics
- Institutional Characteristics
- Educational Process Characteristics
- Educational Outcomes

UNIT 3 OFFICE OF DEAN OF ACADEMIC AFFAIRS (DAA)

MISSION

Serve in the capacity of the chief academic officer and provide academic leadership to the faculty and act as the chief liaison between the academic and administrative units of the college and provide direction to all instructional and educational support units at the college in accordance with the governing policies of the institution and national standards for institutional licensure and program accreditation in the U.A.E. The DAA reports to the president.

UNIT GOALS & OBJECTIVES RELATIVE TO THE INSTITUTIONAL GOALS & OBJECTIVES

As the organizational chart reflects, the institutional oversight and administrative responsibilities of the DAA are substantially greater than that of the other administrative managers and second only to the president's.

The DAA's responsibilities focus on the central purpose of the institution - the instruction and education of ECMIT's students. Consequently, the following departments' goals and objectives of are shared with the Office of the DAA which has the ultimate responsibility for their achievement and provides administrative oversight and coordination for all administrative academic units toward those ends:

- The three Instructional Divisions (General Education, Business, and Information Technology)
- Office of Admissions and Registration
- Office of administrative and Financial Affairs.
- Office of Computing and Technology Services
- Library
- Office of Marketing

As indicated in the mission driven plan for the evaluation of institutional effectiveness, this office's focus on goal attainment is explicitly linked with institutional goal/objectives. The DAA is especially

focused on institutional objective to secure and maintain appropriate MOE licensures and accreditations.

In order to contribute to the college's achievement of that key goal/objective, the DAA must oversee the achievement of numerous operational objectives pertaining to curriculum, instruction and educational support as outlined in the MOE Standards 3.1-3.7 and 4.1-4.2.

In addition, as chair of the Academic Affairs Council and the chief academic officer granting faculty appointments, this office also is ultimately responsible for the achievement of a wide range of goals and objectives involving faculty selection, credentials, productivity, evaluation, advancement, and governance. These goals and objectives are to be achieved in accordance with national standards for licensure and accreditation as outlined in the MOE Standards.

UNIT 3A DIVISION OF GENERAL EDUCATION

MISSION

Serve as the division of the ECMIT faculty that is largely responsible for developing, teaching, assessing, and improving the remedial courses, the courses required for the general education component of the associate degree, and elective courses in the arts and sciences in accordance with national standards for institutional licensure and program accreditation in the U.A.E.

UNIT GOALS & OBJECTIVES RELATIVE TO THE INSTITUTIONAL GOALS & OBJECTIVES

Because this is an instructional unit and ECMIT's educational program is central to the institution's purpose, the goals and objectives of this Division and the other divisions overlap a large number of the institutional goals and objectives. The unit goals and objectives cluster around:

- Providing educational access to nontraditional as well as traditional students.
- Offering a sound and balanced associate degree program which is academic in orientation and suitable for transfer to four-year institutions.
- Facilitating the acquisition of value-added student learning outcomes in areas important to personal and societal advancement.
- Maintaining a qualified and effective teaching faculty.
- Meeting national standards of quality.

ASSESSMENT AND IMPROVEMENT PLANS

A variety of assessment strategies are noted in the mission driven plan for evaluation in association with the long list of goals and objectives cited above. Qualitative evaluations involving peer review will be heavily used to assess faculty credentials, faculty performance, eligibility for promotion, course offerings, program requirements, academic policies, admission, placement, retention and graduation standards, student learning outcomes, instructional facilities, library support, technology resources, instructional strategies, and advisement systems.

Results from all of these evaluations will guide decisions and improvements in academic personnel, programs, services, policies, and procedures. Extensive assessment activity required to document compliance with MOE standards in Section II and III throughout the different stages of licensure approval and renewal will be ongoing and subject to periodic evaluation by the commission. Results of those assessments will also be used to strengthen this division's instructional mission and ensure proper alignment with national standards.

The division is headed by a chair who holds a faculty rank. The main functions of the chair are to lead the division in day to day management, course and curriculum planning, faculty planning, hiring and management. The chair is a member of the Academic Affairs Council and DAA's council. The chair ensures that the program meets the quality and integrity in compliance with the institutional mission and goals. The chair reports to the DAA.

UNIT 3B DIVISION OF BUSINESS ADMINISTRATION

MISSION

Serve as the division of the ECMIT faculty that is largely responsible for developing, teaching, assessing, and improving the course options in the business field which serve as electives for completion of the associate degree in accordance with national standards for institutional licensure and program accreditation in the U.A.E.

UNIT GOALS & OBJECTIVES RELATIVE TO THE INSTITUTIONAL GOALS & OBJECTIVES:

Because this is an instructional unit and ECMIT's educational program is central to the institution's purpose, the goals and objectives of this division and the other divisions overlap a large number of the institutional goals and objectives.

These unit goals and objectives cluster around:

- Providing educational access to nontraditional as well as traditional students.
- Offering a sound and balanced associate degree program which is academic in orientation and suitable for transfer to four-year institutions;
- Facilitating the acquisition of value added student learning outcomes in areas important to personal and societal advancement.
- Maintaining a qualified and effective teaching faculty.
- Meeting national standards of quality.

ASSESSMENT AND IMPROVEMENT PLANS

A variety of assessment strategies are noted in the mission-driven plan for evaluation in association with the long list of goals and objectives cited above. Qualitative evaluations involving peer review will be heavily used to assess faculty credentials, faculty performance, eligibility for promotion, course offerings, program requirements, academic policies, admission, placement, retention and graduation standards, student learning outcomes, instructional facilities, library support, technology resources, instructional strategies, and advisement systems. Results from all of these evaluations will guide decisions and improvements in academic personnel, programs, services, policies, and procedures. The assessment results will inform and improve the operations of the Division and their representation on the Academic Affairs Council.

Furthermore, extensive assessment activity required to document compliance with MOE standards in Section II and III throughout the different stages of licensure approval and renewal will be ongoing and subject to periodic evaluation by the commission. Results of those assessments will also be used to strengthen this division's instructional mission and ensure proper alignment with national standards.

The division is headed by a chair who holds a faculty rank. The main functions of the chair are to lead the division in day to day management, course and curriculum planning, faculty planning, hiring and management. The chair is a member of the Academic Affairs Council and College council. The chair ensures that the program meets the quality and integrity in compliance with the institutional mission and goals. The chair reports to the DAA.

UNIT 3C DIVISION OF INFORMATION TECHNOLOGY

MISSION

Serve as the division of the ECMIT faculty that is largely responsible for developing, teaching, assessing, and improving the course options in the information technology field which serve as electives for completion of the associate degree in accordance with national standards for institutional licensure and program accreditation in the U.A.E.

UNIT GOALS & OBJECTIVES RELATIVE TO THE INSTITUTIONAL GOALS & OBJECTIVES:

Because this is an instructional unit and ECMIT's educational program is central to the institution's purpose, the goals and objectives of this division and the other divisions overlap a large number of the institutional goals and objectives. The unit goals and objectives cluster around:

- Providing educational access to nontraditional as well as traditional students.
- Offering a sound and balanced associate degree program which is academic in orientation and suitable for transfer to four-year institutions.
- Facilitating the acquisition of value-added student learning outcomes in areas important to personal and societal advancement.
- Maintaining a qualified and effective teaching faculty.
- Meeting national standards of quality.

ASSESSMENT AND IMPROVEMENT PLANS

A variety of assessment strategies are noted in the mission driven plan for evaluation in association with the long list of goals and objectives cited above. Qualitative evaluations involving peer review will be heavily used to assess faculty credentials, faculty performance, eligibility for promotion, course offerings, program requirements, academic policies, admission, placement, retention and graduation standards, student learning outcomes, instructional facilities, library support, technology resources, instructional strategies, and advisement systems. Results from all of these evaluations will guide decisions and improvements in academic personnel, programs, services, policies, and procedures. The assessment results will inform and improve the operations of the division and their representation on the Academic Affairs Council.

Furthermore, extensive assessment activity required to document compliance with MOE standards in section II and III throughout the different stages of licensure approval and renewal will be ongoing and subject to periodic evaluation by the commission. Results of those assessments will also be used to strengthen this division's instructional mission and ensure proper alignment with national standards.

The division is headed by a chair who holds a faculty rank. The main functions of the chair are to lead the division in day to day management, course and curriculum planning, faculty planning, hiring and management. The chair is a member of the Academic Affairs Council and college's council. The chair ensures that the program meets the quality and integrity in compliance with the institutional mission and goals. The chair reports to the DAA.

UNIT 3D DIVISION OF CONTINUING EDUCATION AND PROFESSIONAL STUDIES**MISSION**

The mission of this program will be to provide adults and students with quality education programs that emphasize technical, professional and related skills, which recognize the need to keep current with our ever-changing information rich society.

UNIT GOALS AND OBJECTIVES

ECMIT aims to offer programs which represent a rich variety of non-academic lifelong learning programs focusing on educational, recreational, creative, personal and professional enrichment consistent with ECMIT's mission statement.

The aims of the division of CEPD are:

- Offer a non-credit course/activity that should respond to an assessment of educational/professional/personal need of specific target population.
- Provide a statement of objective, rationale, and purpose for the course/activity.
- Select the content and organize in a sequential manner.
- Provide evidence of pre-planning that includes opportunity for input by those having expertise in the content area.
- Appoint instructors who possess industry experience in addition to academic qualifications in the relevant area.
- Establish appropriate evaluation criteria.
- Recognize an individual's participation in an approved non-credit course or program.

ASSESSMENT AND IMPROVEMENT PLANS

The division of CEPD will support the vision of ECMIT by offering a wide variety of programs designed to fulfill the continuing education requirements of service professionals, educators, businesses and community. Extending opportunities for professional development and career enhancement, ECMIT plans to offer a variety of programs that lead to a particular certification or prepare students for career changes or advancements. The ECMIT's CEPD will work with businesses, government agencies, and other organizations to develop customized education and training, that can be delivered in-house, on the ECMIT campus, or at other sites. Continuing education, outreach, and service programs will extend the resources of the college to members of the larger community.

The division is headed by a chair who holds a faculty rank. The main functions of the chair are to lead the division in day to day management, course and curriculum planning, faculty planning, hiring and management. The chair is a member of the Academic Affairs Council and college's council. The chair ensures that the program meets the quality and integrity in compliance with the institutional mission and goals. The chair reports to the DAA.

UNIT 3E DIVISION OF FOUNDATION AND REMEDIAL PROGRAM

MISSION

Serve as the division of the ECMIT faculty that is largely responsible for developing, teaching, assessing, and improving the course options in the foundation and remedial programs which serve as the bridging programs to the two associate degree programs. The aim of the foundation program is to provide an access route to national and non-national students who wish to progress into non-federal higher education or post-secondary vocational training institutions but do not have the appropriate credentials of an approved high school certificate. The program is designed with a view to enable progression into ECMIT's own Associate degree programs, as well as providing an award which can be used by students for transfer to other institutions.

AIM

The foundation programs designed to meet the following aims:

- To provide a route to UAE undergraduate degree programs for students with scores below 60% on the UAE Higher Secondary Exams.
- To provide an opportunity for students to develop the knowledge, understanding and skills to enable them to progress to their intended undergraduate degree program at the ECMIT.
- To foster a positive approach to the acquisition of knowledge and skills in order to promote lifelong learning.

The remedial program is designed for those ECMIT students who are admitted on provisional basis. Full admission is granted contingent upon the successful submission of the attested high school certificate and English Proficiency score certificate. For details, please see the ECMIT Catalog.

DIVISION HEAD

The division is headed by a chair who holds a faculty rank. The main functions of the chair are to lead the division in day to day management, course planning, faculty planning, hiring and management. The chair is a member of the Academic Affairs Council and college's council. The chair ensures that the program meets the quality and integrity in compliance with the institutional mission and goals. The chair reports to the DAA.

UNIT 3F OFFICE OF ADMISSIONS AND REGISTRATION

MISSION

Coordinate and provide admission services, orientation, course scheduling, registration, and student records services for students and alumni of ECMIT in compliance with national standards for institutional licensure and program accreditation in the UAE.

UNIT GOALS & OBJECTIVES RELATIVE TO THE INSTITUTIONAL GOALS & OBJECTIVES

As indicated in ECMIT's \mission-Driven Plan for Evaluation of Institutional Effectiveness, this office's primary goals includes support for the attainment of institutional goal/objectives.

In addition, in order to satisfy national standards for institutional licensure and program accreditation, this unit must also achieve the following operational objectives;

- Consistent administration of probation and suspension policies.
- Consistent application of graduation requirements.
- Restricted registration of student with provisional admission and remedial requirements.
- Accurate recording and storage of course registrations and course grades.
- Secure preservation and back-up of the permanent records for all current and former students.
- Class schedules and semester calendars which permit appropriate clock hours of instruction per course.
- Effective orientation programs and admission systems; and privacy protections for student records.

ASSESSMENT AND IMPROVEMENT PLANS

As is indicated in ECMIT's Mission-Driven Plan for Evaluation, the student information system maintained by this office will be accessed for institutional research purposes to assess the attainment of several of the objectives. The results of these assessments will guide needed improvements in student recruitment and program offerings.

This unit will also conduct annual qualitative evaluations of the state of articulation agreements concerning transfer of ECMIT credit to four-year institutions for independent review and evaluation by the president, DAA, and Academic Affairs Council. The results of those evaluations should guide curricular adjustments where needed and/or higher levels of institutional negotiation to increase transferability of ECMIT course credits.

Furthermore, extensive assessment activity required to document compliance with MOE standards throughout the different stages of licensure approval and renewal will be ongoing and subject to periodic and independent evaluation by the commission. Results of those assessments will also be used to strengthen ECMIT's admissions policies and procedures and ensure proper alignment with national standards.

UNIT HEAD AND RESPONSIBILITIES

Manager of Admission and Registration: The manager of administration and registration, as part of the administrative staff of the college, is directly under the authority of the DAA. In fulfilling the duties of office, the registrar shall act within the framework of college policy and is authorized and directed to:

- Further the interests of the college.

- Recommend an annual budget for the support of counseling, registration and admission services.
- Guide and direct admission and registration staff in order to provide better services to the stakeholders.
- On an annual basis develop and maintain a review of existing programs, new proposals, and alternatives.
- Direct and coordinate the evaluation of programs and personnel.
- Develop goals and specific objectives for registration and admission services.
- Recruit and develop a qualified, capable, and service-oriented staff.
- Develop staff work schedules designed to accomplish departmental and College goals.
- Promote professional and ethics standards.
- Develop policies related to and administer all registration and admission services.
- Develop and implement policies regarding student record.
- Develop and implement the freshman orientation program.

REGISTRAR'S OFFICE

The Registrar's Office coordinates all student records pre and post the admissions phase, and related enrollment functions for the college. It is responsible for admissions, registration, graduation, scholastic records, reporting of enrollment data to the Ministry of Education and other concerned organizations. The office is responsible for maintaining official records of all student enrollments and necessary related information and documentation. These offices are open both day and evening hours, as posted outside the respective offices.

UNIT 3G LIBRARY

MISSION

Serve as an information resource center for the ECMIT community in support of teaching and learning and related scholarly activity by providing access to needed information in appropriate formats and in compliance with national standards for licensure and accreditation in the United Arab Emirates.

UNIT GOALS AND OBJECTIVES

As indicated in ECMIT's Mission-Driven Plan for Evaluation of Institutional Effectiveness, the library's primary goals will be to support the attainment of institutional goal/objectives.

The library also has unit goals that contribute to the achievement of institutional goal/objectives, since student and faculty use of library and information resources are integral to completing coursework and sound educational practices.

In order to satisfy national standards for institutional licensure and program accreditation, this unit must also achieve the following operational objectives:

- Assurance that information resources are adequate to meet the needs of the ECMIT students.
- Provision of personal assistance for library research; provision of adequate hours of operation and accessibility.
- Sufficiency of space and equipment; proper cataloging and circulation systems; access to electronic library resources; adequate collection development; and sufficient staffing.

ASSESSMENT AND IMPROVEMENT PLANS

As indicated in ECMIT's Mission-Driven Plan for Evaluation, several assessment methods will be used to measure the attainment of institutional goal/objective 5b involving library resources. Annual customer service surveys of student and faculty users of the library will be conducted to identify specific areas of needed improvement.

The How's It Going? Surveys of faculty and students which will be conducted each semester in all courses will contain specific items concerning the adequacy and quality of library resources.

Most importantly, the Academic Affairs Council is charged with ongoing qualitative assessment of the library support requirements of students and faculty. Their findings and recommendations will be used by the librarians and the DAA to guide the development and improvement of the library's collections and services. Professional self-assessments of the collection by the librarians and by the faculty will also guide acquisition decisions.

Furthermore, extensive assessment activity required to document compliance with the MOE standards, throughout the different stages of licensure approval and renewal will be ongoing and subject to periodic and independent evaluation by the commission. Results of those assessments will also be used to strengthen ECMIT's library and information resources and ensure proper alignment with national standards.

UNIT HEAD RESPONSIBILITIES

The Librarian: The librarian, as a part of the administrative staff of the college, is directly responsible to the DAA In fulfilling the duties of office, the Librarian shall act within the framework of college. The librarian plans, administers, and evaluates all library and learning resource programs of the college, thus providing facilities, materials, staff, and services to meet the informational and instructional needs of the academic community and the college as a whole. The librarian is authorized and directed to:

- Recommend an annual budget for the support of learning resources.

- Organize and guide staff as they work with faculty and students to provide an optimum environment for learning.
- Plan, direct, and integrate learning resource services and programs and policies so as to promote fulfillment of the college's missions and goals.
- Approve division requisitions and purchase orders for supplies and equipment.
- Act as advocate for the libraries with the administration, faculty, staff, and students.
- Recruit and develop a staff of capable, thorough, and service-oriented persons;
- Be active in the library profession on behalf of the college and the library.
- Provide for the annual review of purpose, objectives, and goals of the library.
- Attend departmental staff meetings upon a department's request.
- Conduct research in library management and in the general field of librarianship in order to deal more effectively with administrative issues and to conduct an annual review of this process.
- Serve as liaison between the learning resources/libraries division and other divisions of instruction and administration.
- Serve as advisor and consultant to the DAA.

ADEQUACY OF LIBRARY RESOURCES

- The librarian should recommend to the DAA and the president any additional resource allocations needed to ensure that important educational support needs are met and satisfy the technology training needs that students and the faculty have to secure the information and resources they need.
- Resources should include collections of books; journals, magazines, newspaper archives; and video and CD collections. Services should include reference service where the librarians provide research assistant to students, referral services should be available where the librarians provide useful URLs and links to faculty and students. Librarians should also provide links to e-books and companion websites for textbooks.

LIBRARY

ECMIT Library aims to be an active learning resource center that would contribute to develop graduates and scholars of the college, by providing a flexible open-access learning environment with diverse collection. The library is equipped to provide adequate resources and services to support the needs of the college's programs in interdisciplinary studies.

UNIT 4 OFFICE OF MARKETING

MISSION

Effectively market the educational opportunity at ECMIT for traditional and nontraditional students and process applications for admission in a professional and timely manner in accordance with the college's approved policies and national standards for institutional licensure and program accreditation in the U.A.E.

UNIT GOALS & OBJECTIVES RELATIVE TO THE INSTITUTIONAL GOALS & OBJECTIVES

As indicated in ECMIT's Mission-Driven Plan for Evaluation of Institutional Effectiveness, this office's primary goals will be to support the attainment of institutional goal/objectives. In order to satisfy national standards for institutional licensure and program accreditation, this unit must also achieve the following operational objectives:

- Have clearly defined and published admissions policies consistent with ECMIT's purpose.
- Have qualitative as well as quantitative admission requirements.
- Admit only secondary school graduates or equivalents with records that predict student success.
- Address and notify applicants of advance standing and acceptable transfer of credit.
- Refuse to award credit for life experience.
- State conditions governing provisional and probationary admission.
- Follow and apply admission policies consistently; implement purpose-driven safeguards in admission decisions.
- Avoid compromising admission policies to achieve a desired enrollment; and portray ECMIT accurately and truthfully in recruiting activities.

ASSESSMENT AND IMPROVEMENT PLANS

As is indicated in ECMIT's Mission-Driven Plan for Evaluation, this office will prepare an annual report and quantitative analysis of ECMIT's success in recruiting and enrolling part-time as well as full-time, traditional and nontraditional students for the president's review and independent evaluation. This annual report will also include a qualitative assessment of the return on investment of the different marketing strategies followed, including high school and business visitations, as well as newspaper, brochure, radio, and direct mail advertising.

The results of those assessments by the admissions office and by the president will be used to strengthen marketing strategies and sharpen the target marketing of specific groups of potential students (see 1f). An annual qualitative assessment of ECMIT's admission standards will also be formally reported to the president, DAA, and Academic Affairs Council for their review and independent evaluations. Those assessments could lead to requests for board approval of recommended changes in admissions policies and procedures.

Furthermore, extensive assessment activity required to document compliance with the MOE standards in 3.2.1 throughout the different stages of licensure approval and renewal will be ongoing and subject to periodic and independent evaluation by the commission. Results of those assessments will also be used to strengthen ECMIT's admissions policies and procedures and ensure proper alignment with national standards.

In the early stages of ECMIT's start-up, this unit will make frequent use of "How's It Going?" surveys to assess applicant and new student experiences with the admission process and to guide efforts to improve that process.

UNIT HEAD AND RESPONSIBILITIES

Manager of Marketing: The manager of marketing as a member of the administrative staff is directly responsible to the president. In fulfilling the duties of office, the manager of admissions and marketing shall act within the framework of college policy and is authorized and directed to

- Further the interests of the college.
- Be responsible for the development of all promotional and marketing material for the College including but not limited to the admissions brochure, promotional posters, college videos, and the college website and ensuring that the college seal and logo are used as deemed appropriate;
- Liaise with the DAA and other academic staff to formulate and review the college's admissions policy;
- Liaise with local area high school and business houses to promote the college's academic program offerings;
- Be responsible for recommending the budget for all associated activities of the admissions and marketing office;
- Be responsible for ensuring that accurate information about the college's programs is disseminated to prospective students and that only students meeting the college's admissions standards are admitted ;
- Serve as a consultant to the president for external college relations and for projecting the college image accurately to the community and
- Be responsible for any other activities as recommended by the president or by college policy.

UNIT 5 OFFICE OF STUDENT AFFAIRS

MISSION

Provide student services, campus activities, and co-curricular programs that contribute to a valued collegiate and campus life experience for students within a highly personalized and supportive institutional culture that promotes student success.

UNIT GOALS & OBJECTIVES RELATIVE TO THE INSTITUTIONAL GOALS & OBJECTIVES

As indicated in ECMIT's Mission-Driven Plan for Evaluation of Institutional Effectiveness, this office's primary goals will include support for attainment of institutional goal/objectives. In order to satisfy national standards for institutional licensure and program accreditation, this unit must also achieve the following operational objectives:

- Provide personal counseling services for students.
- Coordinate an effective internship program.
- Provide career development services for students and alumni.
- Organize and coordinate an appropriate student activities program including student government; oversee student publications.
- Administer student conduct policies and related disciplinary and grievance procedures; establish a wellness program for students.
- Coordinate alumni relations.

ASSESSMENT AND IMPROVEMENT PLANS

As indicated in ECMIT's Mission-Driven Plan for Evaluation, this office will conduct a series of annual surveys of student activity participants/leaders, exiting students, alumni, and employers.

The annual customer service survey of the officers of student clubs, members of student government, and participants in student activities will be used to assess student satisfaction with the activities program. Results from that feedback will be used to improve the student activities program and the operations of the student council.

This office will also coordinate the Parting Words survey for graduating and exiting students which will gather information about transfer and employment patterns as well as student satisfaction with their experience at ECMIT. The results should guide improvement in transfer and employment preparation as well as advancement of a student-centered caring culture.

The annual alumni survey of students who have been gone for a year will have similar assessment and improvement functions. The employer survey will assess external satisfaction with ECMIT's interns and graduates.

Results of the assessments will be used to strengthen ECMIT's student development and alumni relations programs and ensure proper alignments with national standards.

In the early stages of ECMIT's start-up, this unit will make frequent use of "How's It Going?" surveys to gain immediate feedback on the success of student programs and services and to guide necessary adjustments as needed.

UNIT HEAD AND RESPONSIBILITIES

The Manager of Student Affairs: The manager of student Affairs, as a part of the general administration of the college responsible to the president, is primarily responsible for delivering a wide range of student services so that the mission of the college can be realized. In fulfilling the duties of office, the manager of student affairs shall act within the framework of college policy to provide a range of student services that includes access, enrollment, retention, development, and transitional programs geared specifically to student and community needs. The manager is

responsible for the following offices: Personal Counseling, Student Activities, Special Services, Career Planning and Placement, Student Development, Student Publications, and Intramural Sports. The manager of student affairs is authorized and directed to:

- Further the interests of the college.
- Prepare, recommend, and administer the budget for the various offices in the division.
- Supervise and direct the work of the various people working in the offices and functions listed above and be responsible for recruitment and employment of personnel, with final approval of the president.
- Supervise and direct subordinates who assist students in addressing performance at the best possible levels in their courses within the limits of the resources and staff of the college.
- Assist in developing student discipline policies and their enforcement and be responsible for student discipline outside the classroom.
- Conduct and distribute studies of student performance and characteristics, and such other studies as are needed and relevant to the functions of office.
- Oversee development of an orientation program for new students.
- Oversee development and conduct of student government and extracurricular activities conducive to promoting the personal development of students and to coordinate intramural athletics in relation to the overall extracurricular program of the college.
- Consult and cooperate in matters involving placement and career service.
- Direct the office for alumni affairs.
- Be responsible for all student publications.
- Perform other related duties as may be assigned by the president or DAA, and those which are provided for by college policy.

UNIT 6 OFFICE OF ADMINISTRATIVE AND FINANCIAL SERVICES

MISSION

Serve in the capacity of the chief administrative and financial officer and effectively manage ECMIT's financial transactions and physical resources in compliance with accepted accounting and administrative practices, approvals from the board of governors, and national standards for institutional licensure and program accreditation in the U.A.E.

UNIT GOALS AND OBJECTIVES

In the capacity of the chief administrative and financial officer, the manager of this office assists the DAA and the president in achieving all of the institutional goals and objectives by budgeting and allocating the necessary financial and physical resources needed for all campus units to operate effectively. In that regard, budgetary support is especially critical for achieving institutional goal/objectives. As indicated in ECMIT's Mission-Driven Plan for Evaluation of Institutional Effectiveness, this office's primary goals will include support for the attainment of institutional goal/objectives. In order to satisfy national standards for institutional licensure and program accreditation, this unit must also achieve the following operational objectives:

- Report regularly to the board of governors about matters of fiscal and institutional condition and stability.
- Prepare appropriate and sound annual budgets for board approval.
- Exercise sound measures of budget and expenditure control.
- Provide useful expenditure statements to budget managers.
- Maintain an accounting system that follows generally accepted principles of institutional accounting.
- Subject financial records to an annual external audit by independent certified auditors.
- Maintain proper control over purchasing and inventory.
- Adhere to published refund policies.
- Manage cash and all institutional funds in an acceptable manner.
- Maintain adequate levels of insurance for risk management purposes.
- Operate auxiliary enterprises in a fiscally responsible manner.
- Provide adequate physical resources to serve the needs and functions of ECMIT.
- Ensure proper safety and upkeep of the property; and maintain a current facilities master plan.

ASSESSMENT AND IMPROVEMENT PLANS

As is indicated in ECMIT's Mission-Driven Plan for Evaluation, this office will benchmark ECMIT's fees with those charged at selected institutions in the area on an annual basis for purposes of evaluating affordability.

A statistical analysis of student preferences and use of payment plans will also be made and reported to the President for his/her independent evaluation. Results of these assessments will be used to guide fee and payment plan changes in accordance with goal/objectives. Annual independent audits will be a major source of evaluation feedback on the fiscal operations of the college. Information in those reports will be used to improve fiscal policies and procedures. The evaluations of the president and board of governors to annual budget proposals, routine expenditure reports, proposed fee changes, and facilities lease agreements will also provide direction for maintaining and improving the effectiveness of this office.

Furthermore, extensive assessment activity required to document compliance with the MOE standards in section V throughout the different stages of licensure approval and renewal will be ongoing and subject to periodic and independent evaluation by the commission. Results of those assessments will also be used to strengthen ECMIT's fiscal and facilities policies and procedures and ensure proper alignment with national standards. In the early stages of ECMIT's start-up, this unit

will make frequent use of "How's It Going?" surveys to assess student and colleague experiences with administrative and financial services and physical facilities and to guide improvements in both.

UNIT HEAD AND RESPONSIBILITIES

The Manager of Administrative and Financial Affairs: The manager of administrative and financial affairs, as a part of the general administration of the college, is responsible to the president of the college. In fulfilling the duties of office, the manager shall act within the framework of college policy. The manager of administrative and financial services is responsible for the administrative and financial services of the college and for the operation and maintenance of its physical facilities. The manager shall integrate and coordinate with the managers and other appropriate college officials all financial matters, building renovations, and equipment purchases. Budget requests and budgetary adjustment requests from all areas shall be submitted to the manager of administrative and financial services through these offices. The manager of administrative and financial services is authorized and directed to:

- Further the interests of the college.
- Adhere to the cardinal objectives of the institution and make recommendations to the president regarding plans, policies, and procedures in the area of delegated responsibility.
- Integrate and coordinate the work of the administrative subdivisions within the office's area of jurisdiction with the other areas of college activity.
- Equip and staff the college's fiscal unit, subject to the concurrence of the president, in order to discharge the responsibilities assigned.
- Provide professional leadership in recruiting and developing staff members in the area of delegated responsibility.
- Serve as the major adviser to the president on budget development.
- Prepare special reports that may be requested by the president and be responsible for the section of annual and other recurring reports in delegated areas of authority.
- Be responsible to the president for the administration of all institutional administrative and financial services with clearly delegated commensurate authority.
- Formulate administrative and financial policies, develop operating procedures, establish accounting and reporting methods, and coordinate day-to-day business operations.
- Be responsible for the preparation, consolidation, and collation of the final draft of the budget for submission through the president to the board of governors.
- Direct the budgetary controls for the institution through procedures approved elsewhere, when the board of governors has acted and an operating budget has been approved.
- Cooperate with all other academic and administrative units at Emirates College for Management and Information Technology to formulate policies and procedures governing financial relations with students and with the operation of auxiliary enterprises.
- Formulate policies and procedures and provide for the collection, custody, investment, disbursement, and accounting of all monies of the college and maintain a system of financial and related statistical reporting.
- Cooperate with the attorney, independent auditor, and other consultants selected by the president and/or the board of governors.
- Formulate and/or approve the formulation of policies and procedures for the management of the physical plant, including custodial care, sanitation, security, construction, and building renovations.
- Develop and/or approve policies and procedures and engage in a plan for the procurement of goods and non-personnel services.
- Develop a sound business administration capable of performing in an effective and satisfactory manner to discharge these and other appropriate responsibilities assigned by the president.

- Take action on the findings and recommendations presented by the external auditor;
- Be responsible for developing and implementing all policies regarding payroll and cashiering.
- Be responsible for employee contracts, ensuring that the college employment policies are in compliance with UAE Labor Laws, resolving staff grievances and the administration of salary schedules.
- Be responsible for the overall supervision of all administrative services to the college;
- Perform other related duties as may be assigned by the president or provided for by college policy.

UNIT 7 OFFICE OF COMPUTING AND TECHNOLOGY SERVICES

MISSION

Provide, maintain, upgrade, and secure a state-of-the-art technology infrastructure of hardware, software, telecommunications and network services in support of ECMIT's educational and administrative operations.

Unit Goals and Objectives

This office has an operational goal of providing, maintaining, upgrading, and securing state-of-the-art hardware, software, telecommunications, and network services for all instructional, educational support, and administrative units where computing and technology support are integral to a unit's operations and service delivery.

The unit's service goals are also linked explicitly in the mission driven plan for evaluation in institutional goal/objectives, where access to the student information system is integral to the institutional research involved in assessing the objectives related to the recruitment and enrollment of traditional and nontraditional students.

This unit's service goal is also implicitly linked to institutional goal where sound and contemporary instructional design and delivery requires state-of-the-art computing support, especially in IT courses.

In fact, the infusion of computing and technology support throughout the functions of the office of the president and, administrative and financial services administrative and financial services, admissions and registration, marketing, student development, planning and institutional effectiveness, the instructional divisions, and the library make this unit's mission an integral part of the achievement of many of the institutional goals and objectives.

In order to satisfy national standards for institutional licensure and program accreditation, this unit must also achieve the following operational goals:

1. Provide Information Technology Infrastructure to meet the needs of the college.
2. Provide Information Technology support services to meet the needs of students, faculty and the staff.
3. Enhance the use of Information Technology resources for teaching, learning, research and scholarship.
4. Provide training to staff, student and faculty for the use of college IT Infrastructure.
5. Develop and manage Information Technology division efficiently, effectively.

ASSESSMENT AND IMPROVEMENT PLANS

As is indicated in the mission driven plan for evaluation, several assessment methods will be used to evaluate the adequacy and strength of computing and technology services at ECMIT. A "How's It Going?" survey of students and instructors will be conducted in all courses each semester with specific questions about the adequacy of computing resources for those classes. The office of computing and technology services will conduct annual customer service surveys of students and faculty.

It will also conduct a customer service survey of administrators and staff, since all of the organizational units of the college are important customers of the technology services that this unit provides. The office of computing and technology services will also conduct an annual self-evaluation of the strengths and weaknesses of ECMIT's computing and technology resources and include it in a report to the president for his independent review and evaluation.

In addition, the Academic Affairs Council is charged with ongoing qualitative assessment of the technology support requirements of students and faculty. Their findings and recommendations will be used by this unit and the DAA to guide improvements in computing support for instruction. All of

these assessments will be designed to provide feedback for improving computing and technology services and for adjusting the technology plan as needed.

Furthermore, extensive assessment activity required to document compliance with MOE standards 3.7, 4.2, and 4.3 throughout the different stages of licensure approval and renewal will be ongoing and subject to periodic and independent evaluation by the commission. Results of those assessments will also be used to strengthen ECMIT's computing and technology resources and ensure proper alignments with national standards.

UNIT HEAD AND RESPONSIBILITIES

Manager for Computing and Technology Services: The manager of computing and technology services is a member of the administrative staff at Emirates College for Management and Information Technology and is directly responsible to the DAA. In fulfilling the duties of office, the manager of computing and technology resources shall act within the framework of college policy and is authorized and directed to

- Be responsible for the provision of academic and administrative computing services.
- Liaise with academic staff and the DAA's office to ensure that there is optimum infusion of technology in the teaching of all courses.
- Apprise faculty about essential software that could be used as a complementary learning support tool.
- Be responsible for the setting up of the web based learning management system (LMS) to complement in class teaching.
- Provide training to all staff and faculty as required in the usage of essential software.
- Be primarily responsible for the procurement, maintenance and upgrade of all computing and other technology resources in accordance with the college's purchasing policies.
- Liaise with other college staff to design and implement software systems for college academic and administrative use.
- Be responsible for recommending the budget for all operations of the office of computing and technology services.
- Ensure that he/she and all members of the office for computing and technology services are well informed about the latest advances in Computing and other technologies.
- Act as a consultant to the president and other staff on all matters pertaining to computing and technology.
- Perform any other functions as may be required by the president or college policy.

UNIT 8 PUBLIC AND GOVERNMENT RELATIONS

This unit is responsible for ECMIT's relations and dealings with government agencies, non-government, public and private agencies and public at large. In specific, the unit deals with visa and immigration issues of the foreign faculty, staff and students, and assists them in relocating to the UAE.

In addition, the unit is responsible for college licensing from the department of economic development and ministry of higher education of the UAE government, local sponsorship, and correspondence with BOG members on Board meetings, and overseeing contracts and agreements with external community.

The manager also assists the president in developing community and government relations by organizing social events with alumni, public, business and government officials and organizations. The manager reports directly to the president.

1.3 ECMIT Committees

Policy Number 1.3	CAA Standard : 1 Stipulation: 1A (1c)	Issue Date Fall 2003	Revision Date Fall 2017
Subject Standing Committees			
Purpose Provides direction for the establishment of standing committees, membership, and terms of reference.			
Responsible Office		Responsible College Officer	
Office of President		President	
Cross-Reference			
Institutional Effectiveness Manual			

In an effort to involve faculty and students in the decision making process of the institution, ECMIT functions through a number of standing committees that fall in two categories:

Recomposed ECMIT Committees: 2018-2019

(A) Management Committees at Institutional level

- 1) Institutional Effectiveness Planning & Assessment Committee (IEPAC)
- 2) Finance & Budgeting Committee
- 3) Enrolment Management and Marketing Committee
- 4) Technology Committee
- 5) Student Affairs Committee
- 6) Faculty and Staff Promotion & Retention Committee
- 7) Institutional Disciplinary & Grievance Committee (IDGC)
- 8) Risk Management Committee

(B) Academic Committees at Academic Affairs level

- 1) Program Effectiveness and Assessment Committee (PEAC)
- 2) Credit Transfer Committee
- 3) Library Committee
- 4) Program Review, Curriculum Planning & Development Committee (PRCPDC)
- 5) Student Disciplinary & Grievance Committee
- 6) Exam Board Committee
- 7) Research, Professional Development, and Community Services Committee

(A) Management Committees at Institutional level

1) Institutional Effectiveness Planning and Assessment Committee

Composition:

- Dean of Academic Affairs (Chair)
- Chair of Business Division
- Coordinator of IT, Division
- Manager of Administration and Finance
- Manager of Admissions and Registration
- Manager of Student Affairs and Happiness & Positivity
- Manager of OPIE (Facilitator)

Other Information:

Reporting to: President

Meeting Frequency: Once a month and as and when required.

Terms of Reference

- The committee is responsible for monitoring the implementation of the College's quality assurance framework.
- This committee is responsible for coordinating, synchronizing and monitoring of planning and effectiveness activities of the entire institution.
- The committee develops policy, criteria and indicators for assessing institutional and unit effectiveness within the framework of the institutional goals and objectives.
- It sets performance targets for each unit and monitors progress and compliance.
- The committee receives and delivers on unit reports, compiles a consolidated institutional report and forwards it to the College Council for further consideration.
- The committee works closely with the OIPE in generating, collecting and evaluating data for institutional review purpose.
- The committee works closely with the OIPE in making decisions based on the collected data and generated evaluation reports of all College operations.
- Working in tandem with Program Effectiveness and Assessment Committee, this committee ensures that the academic programs, delivery system and program assessment model satisfy the institutional goals and objectives.

2) Finance and Budgeting Committee

Composition:

- President and CEO (Chair)
- Dean of Academic Affairs
- Manager, Administration and Finance (Facilitator)

Other Information:

Reporting to:	Presidents Council
Meeting Frequency:	Annually and as and when required.

Terms of Reference

- This committee is responsible for developing college annual budget and presents it to the BOG. The committee is coordinated by the CFO.

3) Enrolment Management and Marketing Committee**Composition:**

- Business Faculty (Chair)
- Business Faculty- Member
- Manager of Student Affairs and Happiness & Positivity -Member
- Registration Officer -Member

Other Information:

Reporting to:	Dean of Academic Affairs
Meeting Frequency:	Once a month and as and when required.

Terms of Reference

- Develops an Action Plan for ECMIT Promotion and Student Recruitment based on Marketing Strategy.
- Considers student concerns on admission, registration, advising and suggest remedies.
- It studies the Admission and Placement policies and their impacts on the admissions, ensure compliance with MOE regulations and suggest improvements.
- Develops an information package that contains summary information on admissions, entrance examinations, tuition and discount policies etc.
- Develops ECMIT promotion film, place it on the website and use it for recruitment and promotional purpose.
- Develops innovative program leaflets.
- Organizes student orientation and introduce them to ECMIT policies and procedures, and support services.
- Organizes open houses.
- Modernizes the registration and tuition payment system, which is more student-friendly.
- Develops a calendar for year round TOEFL & Other tests, introduces adequate training sessions, and publishes the full information on the website and other promotion materials in advance.
- Ensures that class schedules are developed by the registration at least two weeks ahead of the beginning of a semester. Works with the students to understand and addresses their concerns.

- Reviews the base tuition fees in consideration of the market economic conditions and those of the competitors by appropriate recommendations.
- Studies the tuition discount policies and makes awareness to students and companies.
- Conducts survey on offering weekend classes.
- Tracks student retention, attrition and graduation rates, and conducts surveys on the cause of each issue.
- Modernizes ERP to introduce online registration, admission and counseling system.

4) Technology Committee

Composition:

- Coordinator of IT Division (Chair)
- Business Faculty - Member
- Computing and Technology Services Manager (Facilitator)
- Librarian -Member
- Manager of OPIE -Member

Other Information:

Reporting to:

President

Meeting Frequency

As and when required.

Terms of Reference

- This committee ensures that the provision of adequate safeguards for the electronic storage and backup of students records;
- This committee ensures proper budgeting for technology resources has been allocated to support for meeting student learning outcomes of institutions mission and goals and recommending the budget for all operations of the information technology unit;
- This committee liaise with academic affairs to ensure that there is optimum infusion of technology in the teaching of all courses;
- This committee ensures provision of training to all staff and faculty as required in the usage of essential software;
- This committee liaises with other college staff to design and implement software systems for academic and administrative use;
- This committee oversees the procurement, maintenance and upgrade of all computing and other technology resources in accordance with college's purchasing policies.
- This committee also ensures that all members of Office of computing and technology services are well informed about the latest advances in computing and other technologies.
- This committee is responsible for conducting annual self-evaluation on strengths and weaknesses of ECMIT's technology resources and includes it in a report to the President for independent review and evaluation.
- This committee is charged with ongoing qualitative assessment of the technology support requirements of students and faculty.

- This committee oversees the technology plan, action plan, short-term and long-term plans and recommends the rapid change in the technology.

5) Student Affairs Committee

Composition:

- Manager, Student Affairs (Chair)
- Manager of OPIE -Member
- Registration Officer (Facilitator)
- Admission Officer-Member
- Student-Member

Other Information:

Reporting to: President

Meeting Frequency: As and when required.

Terms of Reference

- This committee helps to create a campus culture that is student-oriented which promotes strong personal concern for the welfare, development, and success of all students;
- This committee ensures to maintain an effective advising system which assists students with their elective educational decisions and career choices;
- This committee coordinates an effective internship program, career development services for students and alumni;
- This committee organizes and coordinates an appropriate student activities program including student government; oversee student publications;
- This committee administer student conduct policies and related disciplinary and grievance procedures; establish a wellness program for students and coordinate alumni relations;
- This committee initiates the process of conducting series of annual surveys of student activity participants, existing students, alumni and employers. This committee also coordinates the “Exit” survey for graduating and existing students which will gather information about transfer and employment patterns as well as student satisfaction with their experience at ECMIT.
- This committee evaluates the above survey results to gain immediate feedback on the success of student programs and services and to guide necessary adjustments as needed.
- This committee prepares, recommends and administer the budget for the various offices in the division;
- It supervise and direct subordinates who assist students in addressing performance at the best possible levels in their courses within the limits of the resources and staff of the college;
- This committee assists in developing student discipline policies and their enforcement and be responsible for student discipline outside the classroom;
- This committee reports the performances of students, characteristics, and other studies needed to the functions of the student development.
- This committee oversees development of an orientation program for new students, conduct of student government and extracurricular activities conducive to promoting the personal development of students to coordinate intramural athletics in relation to the overall extracurricular program of the college;
- It consults and cooperates in matters involving placement and career services.

6) Faculty and Staff Promotion and Retention Committee

Composition:

- President and CEO (Chair)
- Dean of Academic Affairs - Member
- Director of Research - Member
- Manager, Administration and Finance - Member
- HR Officer (Facilitator)

Other Information:

Reporting to: College Council

Meeting Frequency: As and when required.

Terms of Reference

- The Faculty Promotion and Retention Committee review the promotion portfolio to determine if the portfolio is complete and accurate.
- The Committee determines if the portfolio is sufficient for the rank desired. If the portfolio is sufficient, the committee informs the candidate and Dean of Academic Affairs in writing that the portfolio is satisfactory, and will be considered in February for the committee's recommendation.
- The committee makes its recommendation to the Dean of Academic Affairs, if the Dean of Academic Affairs is satisfied with the recommendation; the case is forwarded to the President for final approval.
- If the President is satisfied, the case is referred back to the Dean of Academic Affairs with President's approval after which the candidate is informed by the Dean of Academic Affairs in writing of the committee's decision. A copy of the letter is sent to the HR for record and onward action.
- In cases of adverse decisions, a candidate can file an appeal to the President within two weeks of the receipt of the letter. The appeal letter must clearly outline the reasons of the decision and support the arguments with appropriate documentary evidence where needed. The Appeal committee makes its recommendations to the President that is final and that cannot be overturned by any other officer or committee.
- This committee is responsible for staff review, promotion and retention etc., Review and promotion criteria are detailed in the staff handbook.
- All promotions must be finally approved by the President.

7) Institutional Disciplinary and Grievance Committee (IDGC)

Composition:

- Dean of Academic Affairs (Chair)
- Chair of Business Division -Member
- IT Faculty -Member
- Manager of Admissions and Registration (Facilitator)
- Manager of Student Affairs & Happiness and Positivity-Member
- One Student in case of student's grievance-Member

Other Information:

Reporting to: President

Meeting Frequency: As and when required.

Terms of Reference

- The Committee broadly deals with all kind of professional and personal misconducts and non-academic grievances of both students and employees.
- This committee serves as the appeals committee for students of ECMIT involving issues of academic dishonesty leading to academic suspension or expulsion for one academic year or more.
- The Committee serves for one year.
- The Committee makes recommendations to the President.
- Faculty and students serve to this committee cannot serve on the Student Disciplinary Committee at academic level.
- If a member of this committee is involved in the disciplinary action as either the initiator or alleged violator, then he/she will be replaced by an alternative representative as appointed by respective unit (s).
- The decision of this committee can only be over turned by the President at the recommendation of the President's Council.
- Any disruption of on-going educational activities of the College which warrants disciplinary action.
- Sexual harassment of an employee, student, or applicant for a position or program at the College, or retaliation against a person for complaining of sexual harassment or for cooperating in a investigation of alleged sexual harassment.

8) Risk Management Committee

Composition:

- Dean of Academic Affairs (Chair)
- Manager of Finance & Administration-Member
- Manager of Information Technology -Member
- Manager of OPIE –(Facilitator)
- HR officer-Member

Other Information:

Reporting to: President

Meeting Frequency: once a semester

Terms of Reference

- The Committee broadly deals with assessing, monitoring and managing risk in ECMIT.
- The Risk management policy is detailed in policy 8.5.
- This policy deals in four main areas of risk namely financial Viability, IT Infrastructure, facilities, health and hazards.
- The Committee should review and update risk register as detailed in policy 8.5.
- The committee should maintain a risk log register every semester.

B) Academic Committees at Academic Affairs Level**1) PROGRAM EFFECTIVENESS AND ASSESSMENT COMMITTEE (PEAC)****Composition:**

- Chair of Business Division (Chair)
- IT Faculty -Member
- Business Faculty (Management Concentration)-Member
- Business Faculty (HR Concentration)-Member
- Business Faculty (Marketing Concentration)-Member
- English faculty-Member
- Manager, OPIE (facilitator)

Other Information:

Reporting to: Dean of Academic Affairs

Meeting Frequency: Every two weeks and as and when required.

Terms of Reference

- This committee plans, assesses and monitors program effectiveness against the indicators set in the Assessment Plan of the Goals and against the program goals and objectives.
- The Committee reviews the goals, objectives and learning outcomes of each program and courses, and ensures that the course delivery and assessment tools employed for each course are consistent with the learning objectives of the program.
- The committee reviews the program structure, program curriculum course syllabus and textbooks employed once in every semester and make recommendations to the Dean of Academic Affairs.
- In particular this committee assesses the effectiveness of the program delivery, syllabus coverage, course file documentation and ensures that the assessment schemes for each course covers the length and breadth of the course syllabus and the expected learning outcomes for that course.
- The committee initiates student satisfaction surveys on Program Quality in collaboration with the IPE Unit in order to get feedback on program quality, delivery system effectiveness, resources available to support the program and other views of the students.
- The committee discusses the findings with Dean of Academic Affairs who introduces measures to address the problems and weaknesses.
- The Committee also reviews, evaluates and takes action on the following in order to gauge the program effectiveness:
 - (a) Student success in graduation;
 - (b) Student success in securing credit transfers to other institutions for advanced studies;
 - (c) Student success in finding jobs and achieving career advancement.

2) CREDIT TRANSFER COMMITTEE

Composition:

- Business Faculty (Chair)
- Chair of Business Division -Member
- Manager of Admissions and Registration-Member
- IT faculty -Member
- Business Faculty -Member

Other Information:

Reporting to: Dean of Academic Affairs

Meeting Frequency: As and when required.

Terms of Reference

- Student who applies to join ECMIT may ask for credit transfers.
- The applicant's previous institution must be recognized by MOHE& SR.
- Transfer of credits may be given when at least 70% of the content of the proposed transfer courses are deemed to be equivalent to the ECMIT course by the Transfer committee.
- Credits to be transferred to any program should be at least C grade.
- The maximum approved credits must not exceed 50% of the total credits of the program for which transfer of credit is sought at ECMIT.
- Students should submit official transcripts as well as official course descriptions or syllabi from the previous institution to the Admission department in order to process the transfer of credits.
- The Committee's decision regarding all transferred credits should be approved by the Dean of Academic Affairs who forwards it to the Admissions and Registration Department for recording and filing.

3) LIBRARY COMMITTEE

Composition:

- Business faculty (Chair)
- IT faculty -Member
- Accountant-Member
- Librarian (Facilitator)
- English faculty-Member

Other Information:

Reporting to: Dean of Academic Affairs

Meeting Frequency: Once in a month and as and when required.

Terms of Reference

- This committee assures that information resources are adequate to meet the needs of the ECMIT students;
- This committee ensures the personal assistance to library research, adequate hours of operation and accessibility;
- This committee also ensures that sufficiency of space and equipment, proper cataloging and circulation system, access to electronic library resources, adequate collection development and sufficient staffing.
- This committee recommends annual budget for the support of learning resources;
- This committee plans, directs, and integrate learning resource services and programs and policies so as to promote fulfillment of the college's mission and goals;
- This committee approves division requisition and purchase orders for supplies and equipment;
- This committee acts as advocate for the libraries with the administration, faculty staff and students;
- This committee conducts research in library management and in general field of librarianship in order to deal more effectively with administrative issues and to conduct annual review of this process;
- This committee is responsible for responding to the results of the library satisfaction surveys of faculty and students every semester concerning the adequacy and quality of library resources.

4) CURRICULUM PLANNING AND DEVELOPMENT COMMITTEE

Composition:

- Dean of Academic Affairs (Chair)
- Chair of Business Division-Member
- IT Faculty-Member
- Chair, Gen Education-Member
- Business Faculty-Member
- English faculty (facilitator)
- Librarian-Member

Other Information:

Reporting to: Dean of Academic Affairs

Meeting Frequency: Once in a month and as and when required.

Terms of Reference

- This committee is fully composed of faculty members who have full freedom to make appropriate recommendations to the Academic Affairs Council.
- It has the full authority and autonomy to deliver and take decisions on curriculum and program matters, study policy and regulations and faculty welfare.
- According to ECMIT Policy, any member of the ECMIT Community and the ECMIT student body are free to propose new programs, modifications in the existing programs and modifications in the study rules and regulations. Such proposals are first submitted to this Committee who considers, evaluates and delivers on the proposal.
- The recommendations together with an action plan are submitted to the full body of the Academic Affairs Council for consideration. The Academic Affairs Council's approval is then sent to the College Council by the Dean of Academic Affairs for consideration in so far as the budget and financial matters are concerned.
- This Committee is responsible for monitoring the integrity, quality and effectiveness of academic programs and their delivery.
- The main task of this Committee is to ensure that the goals of the programs are being achieved and that the students are learning what they are supposed to learn.
- The Committee, in tandem and collaboration with the OPIE division, regularly studies the survey results, course syllabi, library holdings and classroom delivery effectiveness and addresses students' concerns in its efforts to maintain the standard of learning at the college.
- The Committee discusses its findings and observations in the Academic Affairs Council where an action plan is undertaken to address weaknesses and deficiencies in the system.

5) STUDENT DISCIPLINARY AND GRIEVANCE COMMITTEE (ACADEMIC):**Composition:**

- IT Faculty (Chair)
- Business Faculty-Member
- Business Faculty-Member
- Manager, Student Affairs (Facilitator)
- One Student To be nominated by Student Council-Member

Other Information:

Reporting to: Dean of Academic Affairs

Meeting Frequency: As and when required.

Terms of Reference

This committee deals with Student disciplinary issues and grievances as follows:

- All issues that affect academic integrity such as:
 - a. cheating,
 - b. plagiarism, and
 - c. Collusion, etc.
- Student grade appeals and academic grievances.
- Reports to the Dean of Academic Affairs.
- The decision of this Committee can only be over turned by the Dean of Academic Affairs
- Only cases that involve academic suspension for one academic year or more and/or permanent expulsion from ECMIT can be appealed to the ECMIT Disciplinary and Grievance Committee.
- It serves for one year.

6) EXAM BOARD COMMITTEE

Composition:

- Business Faculty (Chair)
- Chair, Gen. Education -Member
- Business faculty -Member
- English faculty (Facilitator)

Other Information:

Reporting to: Dean of Academic Affairs

Meeting Frequency: During Exams and as and when required.

Terms of Reference

The committee is responsible for the orderly conduct of the examinations. It takes care of the following responsibilities:

- Create the examination schedules including exams halls.
- Prepares the proctors list.
- Receives exams papers and return the answers sheets to faculty members.
- Makes sure that exams are conducted with full control.
- Receives supposed cheating cases and forward them to the Disciplinary and Grievance Committee.
- Keeps all exams papers in the exam cell and makes sure that a protection condition is maintained.

7) RESEARCH, PROFESSIONAL DEVELOPMENT AND COMMUNITY SERVICES COMMITTEE

Composition:

- Director of Research, Chair, Business Division (Chair)
- Business faculty-Member
- IT Faculty-Member
- Business Faculty (Facilitator)
- Manager, Student Affairs & Happiness and Positivity-Member

Other Information:

Reporting to: Dean of Academic Affairs

Meeting Frequency: Monthly and as and when required.

Terms of Reference

The responsibilities of this committee are as follows:

- Sets a reach plan for the College in consultation with all faculty members.
- Organizes seminars, workshops and conferences in the fields of interest.
- Coordinates with HE institutions locally, regionally, and internationally to participate in conferences of interest.
- Studies and suggests workshops, Seminars internally or externally to the Dean of Academic Affairs for faculty member participation.
- Study's the feasibility of issuing an academic journal.
- Encourages Faculty members to attend training and other professional development activities
- Encourages Faculty members to form Special Interest Research Groups to facilitate focused research
- Encourages Faculty members to publish papers in reputed Journals
- Encourages Faculty members to acquire membership in professional associations

ECMIT Councils

Revised: Fall 2017

In an effort to monitor ECMIT performance in both Institutional and Academic levels, two main councils are established as detailed below:

1. COLLEGE COUNCIL

Composition:

- President & CEO (Chair)
- Dean of Academic Affairs & Chair, GE Division -Member
- Chair, Business Administration Division -Member
- Coordinator, IT Division -Member
- Manager of Admissions and Registration-Member
- Manager, OPIE (Facilitator)
- Manager of Finance and Administration-Member
- Manager of Student Affairs -Member

Other Information:

Reporting to: Chair of BOGs

Meeting Frequency: Three times per semester.

Terms of Reference

1. The aim of this committee is to provide counsel to the President for collective decision making. The committee acts as a forum for collective decision making and responsible for operational policy setting and approval. The College Council is concerned with the study of all the issues related to the College's general policy in the fields of planning, coordination, organization, follow-up and evaluation. It is especially concerned with the following:
 - a) Follows up the operations of administrative and other services to ensure the required supports for the academic programs.
 - b) Ensures effective communication within all levels of the institution and across divisional areas with the effective exchange of information through the careful composition of the committee.
 - c) Suggests policies for the President and BOG approvals.
 - d) Ensures the institutional effectiveness, integrity and financial viability of the institution.
 - e) Sets up and coordinates the College's general policy in the fields of education, training, academic research, and community service.

- f) Proposes the establishment, the merging or the cancellation of academic divisions and centers.
 - g) Proposes the conditions for student admission and registration.
 - h) Proposes drafts of policies, the annual budget and submits them to the Board of Governors.
 - i) Sets up executive instructions, on the bases of the Policy and Procedures, related to academic, administrative, and financial affairs.
 - j) Evaluates the plans of the academic and administrative units and the trends of development.
 - k) Follows up the implementation of the College's Strategic plan.
 - l) Proposes the estimation of tuition fees and service charges as well as the fees of using laboratories, workshops and all other activities.
 - m) Appoints faculty members and looks into anything related to their jobs within the approved budget.
 - n) Approves the Academic Calendar.
 - o) Awards the College degrees and the various academic certificates on the basis of the conclusions reached by the Academic Affairs council.
 - p) Studies and approves scientific, cultural, and vocational project agreements in which ECMIT is a party.
 - q) Assures quality in all the College's policies and procedures.
 - r) Takes the appropriate decisions in the issues that the Board of Governors or the College President & CEO refers to it.
- 2. The Meetings of the Council are valid with the attendance of its members' majority of 75%.
 - 3. The Council takes the collective decisions by majority (75%) approval. In case of equal votes, the side where the president stands is given preponderance.
 - 4. The College Council has the right to form (from among its own members or from among the faculty members) councils or consultative and executive committees as it judges appropriate to look into issues that fall under its jurisdiction.
 - 5. The afore-mentioned committees which emanate from the College Council assume their Terms of References so as to realize its objectives within the limits of the policies in the ECMIT Policy and Procedures Manual. All the meetings of the committees are valid with the attendance of their members' majority. They also make their decisions with the majority votes of those attending. In case of equal votes, the side where the chairman stands is given preponderance.
 - 6. The Councils and Committees that are formed by virtue of these regulations convene their ordinary and extraordinary meetings by calls from their chairmen or their deputy chairmen in case the former are absent.
 - 7. The Chairman of any of these councils, committees and divisions that are formed by virtue of the policies in the ECMIT Policy and Procedures Manual and the instructions issued hereupon has the right to invite experts and specialists to their meetings in order to seek their advice without giving them the right to vote.
 - 8. If any council or committee discusses an issue related to any of its members, the concerned member should leave the meeting for as long as his issue is in discussion, unless the council or the committee judges otherwise.
 - 9. Any of the councils formed by virtue of these regulations has the right to delegate some of its authorities to the committees emanating from it or to the councils and units just below in level.
 - 10. It is possible to object to the decisions made by any council to the council immediately above it, in accordance with the authorities given to each council.

2. ACADEMIC AFFAIRS COUNCIL

The College's academic Affairs is made up of academic units in the form of Divisions, each of which offers specific academic programs leading to the Associate degree diploma, Bachelor, the

first College degree, or the Master's in various specializations. The divisions cooperate with each other to design programs and offer them. They assume the responsibilities of education, training, scientific research, and community service with the aim of completing all the requirements of awarding the academic degree. The academic divisions within the college have the right to coordinate and cooperate with each other in order to realize the College's sought objectives.

Composition:

- Dean of Academic Affairs (Chair)
- Chair of Business Administration Division -Member
- Director of Research -Member
- Coordinator, IT Division -Member
- Chair, Exam Board Committee -Member
- Chair, Gen Education (facilitator)
- Business Faculty-Member
- Manager, Student Affairs-Member

Other Information:

Reporting to: President

Meeting Frequency: Monthly and as and when required.

Terms of Reference

The academic affairs council assumes the responsibility of organizing the academic affairs related to teaching, academic research, and counseling. It proposes to the College Council any matter that contributes to the realization of the objectives of both the College. It especially assumes the following responsibilities:

1. Sets up project plans of curricula and programs in the college, laboratories and equipment; then it submits them to the College Council for consideration and approval.
2. Coordinates the academic divisions in the college.
3. Proposes the Syllabi and the conditions of awarding academic degrees.
4. Evaluates the student level of academic performance and achievement.
5. Coordinates the various activities of the academic units and follows up their educational activity.
6. Recommends for the approval of the admissions & registration plan in the college.
7. Sets up the plan for the external projects and activities for the service of the community.
8. Supervises the organization and evaluation of teaching in the college including exam results after they are issued.
9. Supervises student academic advising.
10. Supervises the organization and evaluation of academic research and postgraduate studies in the college in coordination with the body responsible for academic research and postgraduate studies.

11. Proposes the appointment of faculty members in the college provided that it attaches to this proposal a list of the applicants, their qualifications, and all the information about them.
12. Proposes the promotion, the confirmation, the transference, the recruitment, the secondment, the leave-granting, and the delegation of faculty members.
13. Prepares a projected budget for the academic divisions and submits it to the College President & CEO.
14. Looks into the annual report written by the Dean of Academic Affairs.
15. Looks into any other matter related to the job of the academic affairs, be it academic or research-oriented including student affairs, educational resources, libraries, scientific and cultural relations, etc. that the dean presents to it.
16. Approves the academic degrees and the academic certificates.
17. The meetings of the Academic Affairs Council are valid with the attendance of its members' majority of 75%.
18. The Council takes the collective decisions by majority (75%) approval. In case of equal votes, the side where the chairman stands is given preponderance.
19. Has the autonomy and authority to debate, discuss and approve academic programs, curricula, admission, study rules and regulations, faculty hiring plan, faculty promotion, academic budget and graduation list.
20. Presents the voice of the faculty where issues affecting faculty welfare and interests are openly discussed.
21. Serves as a collective bargaining body for and on behalf of the faculty.

1.4 By-Laws of the Governing Body

Policy Number 1.4	CAA Standard : 1 Stipulation: 1A(1d)	Issue Date Fall 2003	Revision Date Fall 2016
Subject By-Laws of the Governing Body			
Purpose Guidance to regulate the operation of the Board of Trustees including membership, protocol, and responsibilities.			
Responsible Office		Responsible College Officer	
Office of President		President	
Cross-Reference			
ECMIT Bylaws			

ECMIT BOARD OF GOVERNORS

The main purpose of the board of governors is to hold the college in trust for the public of the UAE. Representing as it does the public's interest and ECMIT's mission on behalf of that public interest, the board has as its purpose and responsibility the formulation of the specifics of its mission, the establishment of the policies for its fulfillment, and the accountability for seeing that those policies are carried out.

The board of governors has been created for the purposes of setting directions and policies for the strategic development of ECMIT, ensuring financial viability, quality and integrity of its academic programs and financial transactions. The BOGs has the authority and control over the affairs of the college. The president of the college is appointed and dismissed at the discretion of the board.

COMPOSITION OF THE BOARD OF GOVERNORS

The board is composed of public figures and competent representatives of academic, business and state bodies of the United Arab Emirates.

ARTICLE I: THE BOARD OF GOVERNORS

The official name of the board shall be The Emirates College for Management and Information Technology Board of Governors. The board of governors and their successors in office, known as The Emirates College for Management and Information Technology Board of Governors, has the power of general supervision and control over the academic and business affairs of the institution. The board shall consist of at least seven members including at a minimum the following:

- ECMIT president who will serve in an ex officio capacity.
- The Official sponsor of the Emirates College for Management and Information Technology.
- At least two respected members from the UAE business community.

- d. At least two respected members from the UAE or International academic community.

The following are responsibilities of the ECMIT Board of Governors:

1. To participate in setting the long-term vision, mission, and strategic direction of the college in concert with the president and in consultation with the Academic Affairs Council.
2. To approve policy in areas of mandated responsibility.
3. To monitor the achievement of ECMIT's goals.
4. To advocate on behalf of the college to the external community and to interpret the needs of society to the college.
5. To provide the college administration with the support, authority, and responsibility required to lead and manage its affairs successfully.
6. To appoint the chief executive officer and evaluate his performance.
7. To ensure appropriate financial and administrative controls are in place to oversee the management of the college's monetary, physical, and human resources; to ensure the allocation of resources is consistent with the achievement of the college's objectives.
8. To set policy for the conduct of the board's affairs and to monitor its effectiveness.

Policy recommendations are to be developed by the faculty and administration and submitted to the board for review and approval by the president.

It is the responsibility of the administration and the faculty to administer and implement policy. Within the parameters of the general policy and budget approvals granted by the board of governors, the faculty and administration have the authority to set rules and regulations that enable the Board approvals to be implemented and managed appropriately. Within the academic realm, those implementation responsibilities fall to the Academic Affairs Council and its constituent members.

A vacancy in an unexpired term of a member shall be filled for the unexpired term within thirty days of the occurrence of the vacancy in the same manner as the original appointment or election. Except in the case of a vacancy, all elections shall be held and all appointments shall be made no later than the thirtieth day of August preceding the commencement of the term. The board of governors shall elect one of its appointed members to be chairperson each year.

Other than in the case of written resignation submitted to the board, each member shall remain in office until a successor has been established by the required process.

ARTICLE II: MEETINGS

Section 1. Annual Meeting

Unless otherwise determined by the Board, the Annual Meeting of the Board of Governors of Emirates College for Management and Information Technology shall be held at the regular August Board meeting each year on the campus at a date and time to be determined by the Board. The agenda of this meeting shall include election of officers for the upcoming year which begins September 1.

Section 2. Regular Meetings

In addition to the annual meeting in August, the board of governors shall hold at least three additional meetings during each year. The date, time, and location of these meetings will be determined by the board and noticed with the office of the president as provided in section 4.

Section 3. Special Meetings

Special meetings of the board may be called at any time at the request of the chairman of the board, of three members of the board, or of the president of the college. The date, time and location of any such special meetings will be determined by the board and noticed with the office of the president as provided in section 4.

Section 4. Notice of Meetings

Notice of all meetings of the board of governors, including date, time and location, shall be filed with the office of the president, and communicated to each board member at least five days before the meeting is to be conducted. Special or emergency meetings of the board may require the filing of an emergency notice with the office of the president.

Section 5. Place of Meetings

The place of the meeting shall normally be the Emirates College for Management and Information Technology campus unless otherwise determined by the board and stated in the notice of the meeting.

Section 6. Quorum

A majority of the voting members of the board shall at all times constitute a quorum for the transaction of business.

Section 7. Rules of Order

General parliamentary rules, as given in Robert's Rules of Order, current edition, and as modified by rules and regulations of the board, shall be observed in conducting the business of the board.

ARTICLE III: OFFICERS

Section 1. Election of Officers

At the annual meeting, the board shall elect the following officers to serve a one-year term beginning the first day of September of that year through the thirtieth day of August of the following year and until after their respective successors have been duly elected:

- a. Chairman
- b. Vice Chairman
- c. Secretary

Section 2. Special Elections

Vacancies in any of the three offices may be filled by the board through election held at any regular or special meeting of the board provided that such election is publicized in the notice. The person or persons elected shall serve for the remaining portion of the unexpired term(s).

Section 3. Duties of Chairman

The chairman of the board of governors shall preside at the meetings of the board, shall appoint the members of all standing and special committees of the board, and shall discharge any other duties ordinarily required of a presiding officer, unless it is otherwise ordered. The chairman, or the chairman's designee, shall have authority to sign all contracts and other instruments requiring execution on behalf of the board. The chairman shall have the right to vote upon all questions, motion or recommendations submitted to the board unless voting on such questions, motion or recommendations might present a conflict of interest.

No member may serve as chairman for more than two consecutive years.

Section 4. Duties of Vice Chairman

The vice chairman of the board of governors, shall, in the absence of the chairman, perform all duties of the chairman of the board until the chairman resumes office or a successor has been duly elected. In the absence of both the chairman and the vice chairman, the board shall elect a chairman pro tempore who shall perform the duties of the chairman.

The Secretary of the board of governors shall keep or cause to be kept a full and true record of all meetings of the board and of any committee of the board. The secretary shall attest to the accuracy of the minutes of each meeting. The secretary shall issue or cause to be issued notice of all regular and special meetings of the board.

Section 6. Duties of the President

The president of the college shall be the chief executive officer responsible to the Emirates College for Management and Information Technology Board of Governors. The president shall be appointed by the board and shall hold office, subject to the pleasure of the board. The president shall attend board meetings and make regular reports to the board.

In the event of a vacancy in the office of the president or the inability of the president to act due to illness, injury, incapacity or disability, the board may appoint an interim president. Upon the occurrence of a vacancy in the position of president, the board shall undertake a search for a new president according.

ARTICLE IV COMMITTEES

Section 1. Executive Committee

The chairman, vice chairman, secretary, and immediate past chairman of the board shall constitute the executive committee of the board. The executive committee shall have the powers of the board,

when the board is not in session, and shall provide for the execution of orders and resolutions not otherwise specially committed or provided for. A separate record of the proceedings of this committee shall be kept by the secretary, and the same shall be submitted to the board for inclusion in the record at the next regular or special meeting.

The addition of one or more standing committees of the board will require an amendment to these by-laws as provided in Article IV. A standing committee of the board may be created upon presentation of the need for such committee to the full board at a regular meeting of the board and by a two-thirds affirmative vote of the entire board.

Section 3. Special Committee

Subject to the approval of the board, special committees may be appointed by the chairman of the board with such powers and duties as the board or chairman may determine. The special committee shall report to the board on those matters for which the special committee was created.

ARTICLE V: APPEARANCES BEFORE THE BOARD

Individual or group representatives who desire to appear before the board of governors to discuss or initiate a subject within the board's jurisdiction shall submit their request to the president to be received at least fifteen days prior to the scheduled meeting of the board. The president, in consultation with the chair, may either place the requested item on the agenda or reject it, notifying the individual or group of the reasons for his or her decision. The president may refer any such request to the chair for referral to a committee of the board.

When deemed proper, the chair or a majority of the board may waive these rules and hear any person on any subject, before either the committee of the whole or any committee of the board.

ARTICLE VI: PROTOCOL FOR MEETINGS OF THE BOARD OF GOVERNORS

All those in attendance at meetings of the board of governors may be asked to identify themselves to the secretary or a designee upon entry to the meeting. Only members of the board of governors, the president, and those recognized by the chair may address the board.

No person shall cause any disturbance, delay, or interference, or cause any threats thereof at any meeting of the board of governors or its committees. Further, no person shall intentionally or through coercion, force, or intimidation, deny or interfere with the right of another to free access or egress from any public meeting.

ARTICLE VII: ORGANIZATION OF THE COLLEGE

For purposes of administration, the president is authorized to determine the organizational structure of the college, subject to the approval of the board.

ARTICLE VIII: BOARD SELF-ASSESSMENT AND EFFECTIVENESS

Section 1. Policy Statement

“The board shall be responsible for its own operations and conducts, and shall regularly evaluate its own effectiveness. The board shall develop criteria and indicators for its performance evaluation and discuss the evaluations in a full meeting of the board.”

Section 2. Essential Features of a Well-Functioning Board

ECMIT will consider the following as the essential features of a well-functioning and effective board. Assessment will be based on best practices and governance standards that characterize effective board performance. Critical performance areas that we will be looking at:

- Board composition
- Conduct of the board
- Conflict of interest
- Board meeting attendance
- Committee structure and duties
- Community relations
- Fundraising

Section 3. Indicators for Assessing the Effectiveness of the Board

Develop a rating scale for each indicator for improvement.

1. A balanced board composition.
2. Level of preparation and participation in meetings.
3. Contributions to specific areas such as finance, assessment, fund raising and public relations with the broader community etc.
4. The role of the board and college administration clearly defined and respected. Board focuses on policy and planning, college administration focuses on operations.
5. The president is recruited by the board. The board evaluates the performance of the president on yearly basis.
6. Board plans, develops and approves mission, goals and strategic plan.
7. An effective member recruitment or nomination process that ensures gender, skills and expertise.
8. Regular orientation with the college community, and policies, by-laws, academic programs, and their role and responsibilities as board members.
9. Well defined committee responsibilities.
10. A board operation manual/handbook.
11. Has a process for self-evaluation.
12. By-laws conform to the standards and stipulations of CAA.
13. A process for removing ineffective board members.
14. Has a process to deal with urgent matters between meetings.

15. Members serve on voluntary basis without payment except for travel and boarding costs when needed.
16. The college conflict of interest policy is reviewed and approved by the board. Board ensures its compliance.
17. Meetings have written agendas and materials relating to significant decisions. Agenda and materials are sent to the board members at least two weeks ahead of the scheduled meeting.
18. The board has a written policy prohibiting or limiting financial interests of the board members in the college.
19. At the end of their term, conduct an exit interview with board members. The feedback will be used to improve board performance or efforts.

Section 4. Board Self-Assessment Process

Because the progress and prosperity of ECMIT will depend on the role and responsibilities of the board, it is important that board spends some time looking at its own performance. The evaluation process ensures better performance and efficiency of the board. Using the above indicators, the board develops its performance evaluation criteria and questionnaire. Members may self-evaluate themselves in addition to the evaluation by the chair of the board. The evaluation should normally take place once a year, at the end of a board year.

Section 5. Steps to creating an effective Governing Board at ECMIT

ECMIT suggests that the board initiates the following steps to creating a well-functioning board:

- a) Prepare a handbook for the board that will contain the essential and vital information about the institution such as: vision and mission statements, institutional goals, strategic plan, mission driven operational plan, program effectiveness and assessment framework. A board cannot function effectively unless it has the full understanding of the institution's mission, goals and strategic plan.
- b) Firmly establish a clear distinction between governance and management. An effective governance model requires clear and detailed description of the role and responsibilities of the board, its committees, and the chief executive of the institution/management. ECMIT already has established policy and procedures in this respect which will be reviewed for the board members.
- c) Develop a process for identifying right board members who can collectively understand and deliver on the needs of ECMIT. To this end, it is suggested that the board creates what is commonly known as the board development committee. It can consist of the investor, sponsor and the president. This committee is responsible for developing membership based on the ECMIT and CAA stipulations, and orientation of the board members.
- d) Develop a process and criteria for board member performance evaluation.
- e) Orientation of the board members: Experience shows that a board which is not connected with the institution's community and is not well versed with the institutional policies and procedures functions less effectively. Often a board takes decisions that may not be compatible with the reality of the institution and stipulations of the government agencies. It is thus essential that board members are introduced to the institutional policies and CAA standards,

and meets with staff, faculty and students at least once a year. There are formal elements and contexts for orientation that can be discussed and elaborated by the board itself.

- f) Establish standing committees: ECMIT bylaws have the provision for standing committees (Article 4, section I and II). For a board to be effective, it is essential that it works through committees. These committees do the bulk of the work that allows the board to attend other emerging strategic issue. Following committees are suggested.
- A three member executive committee consisting of Deputy Chairman of BOGs, Ms. Hamama Al Ghaith and the President that can take care of urgent business in between the board meetings (Ref ECMIT Board of Governors By-laws, Article 4, section 1).
 - A two member finance committee consisting of a board member with finance expertise, and CFO of the ECMIT.
 - A two member board development committee: This committee is responsible for board member selection, nominations, orientation, and effectiveness evaluation
 - A three member assessment committee: This committee reviews the program and institutional effectiveness, new program proposals and compliance with CAA Standards. Membership: two board members, 1 senior faculty, and the president of ECMIT
 - Write clear description of the specific duties for each committee including composition and purpose and accountability to the board.

ARTICLE IX: RELATION OF BOARD AND THE COLLEGE FACULTY, STAFF, AND EMPLOYEES

Section 1 .Communications

All communications to the board from the officers and faculty and staff of the college shall be transmitted through the president of the college. This provision does not preclude a right of approach and access to the chair of the board.

All communications from the board or any of its committees addressed to any officer, faculty or staff, or other employee of the college, shall be transmitted through the office of the president of the college. This provision does not preclude individual members of the board from contacting any person within the college community.

Section 2 .Employee Relations

The board of governors is committed to the objectives of diversity and pluralism and to the principles of equal opportunity, non-discrimination and affirmative action, orders and regulations, as well as in various college policies and regulations and will treat its employees in a non-discriminatory manner in accordance with the law and its own internal policies and regulations. It is the policy of the board that the president shall maintain a program of reasonable process for the hearing and resolving of important, significant, and serious employee complaints.

Nothing in these by-laws, or regulations or policies issued pursuant thereto, shall prevent the board of governors taking prompt action on urgent financial and personnel matters necessary to the best interests of the college.

ARTICLE X: THE BOARD AND STUDENT RELATIONS

The board encourages and supports the faculty in the development of educational and other programs within available resources, designed to secure the realization of the highest potential of every student.

It shall be the policy of the board to provide equal educational opportunity to all qualified students from the United Arab Emirates and, insofar as facilities, faculty, immigration regulations and accommodations permit, a reasonable number from other countries. The board of governors is committed to the objectives of diversity and pluralism and to the principles of equal opportunity, non-discrimination, and affirmative action, orders and regulations, as well as in various college policies and regulations and will treat students and student organizations in a non-discriminatory manner in accordance with the law and its own internal policies and regulations.

It is the policy of the board that the president shall maintain a program of reasonable process for the hearing and resolving of important, significant, and serious student complaints.

ARTICLE XI: FINANCIAL RESPONSIBILITY

The board of governors, being statutorily vested with the general supervision of Emirates College for Management and Information Technology and the control and direction of all its funds, recognizes a vital and crucial institutional responsibility to those with whom it has financial transactions. Accordingly, it is the policy of the board to maintain adequate income and reserves to assure payment of principal and interest on the due date of its obligations. To the end that the financial integrity of the college shall always remain inviolate, the board of governors pledges that it will maintain constant vigil over its funds through regular review and periodic reports, and such adjustments in income and reserves as shall guarantee the probity of its obligations.

The board of governors is concerned that maximum value be obtained for funds expended to procure goods and services. Whenever possible, competitive processes will be utilized to obtain the lowest cost consistent with acceptable quality.

ARTICLE XII: COLLECTIVE AUTHORITY AND ACTION

The authority of the governors is conferred upon them as a board, and they can bind the board and the college only by acting together as a board.

No individual member shall commit the board to any policy, declaration, directive or action without prior approval of the board.

ARTICLE XIII: AMENDMENTS TO BY-LAWS

These By-laws may be amended at any regular or special meeting of the board, provided previous notice of the nature of any proposed amendment shall have been given at least one regular or special meeting before the action thereon shall be taken.

1.5 Policy on Board Appointments, Term of Office and Replacement

Policy Number 1.5	CAA Standard : 1 Stipulation:1A(1e)	Issue Date Fall 2003	Revision Date Fall 2016
Subject Board Appointments, Term of Office, and Replacement			
Purpose This policy includes provisions for filling vacancies that arise on the Board.			
Responsible Office		Responsible College Officer	
Office of President		President	
Cross-Reference			
ECMIT Bylaws			

BOARD APPOINTMENTS

At the annual meeting, the board shall elect the following officers to serve a one-year term beginning the first day of September of that year through the thirtieth day of August of the following year and until after their respective successors have been duly elected:

- a. Chairman
- b. Vice Chairman
- c. Secretary

SPECIAL ELECTIONS

Vacancies in any of the three offices may be filled by the board through election held at any regular or special meeting of the board provided that such election is publicized in the notice. The person or persons elected shall serve for the remaining portion of the unexpired term(s).

DUTIES OF CHAIRMAN

The chairman of the board of governors shall preside at the meetings of the Board, shall appoint the members of all standing and special committees of the board, and shall discharge any other duties ordinarily required of a presiding officer, unless it is otherwise ordered. The chairman, or the chairman's designee, shall have authority to sign all contracts and other instruments requiring execution on behalf of the board. The chairman shall have the right to vote upon all questions, motion or recommendations submitted to the board unless voting on such questions, motion or recommendations might present a conflict of interest.

No member may serve as chairman for more than two consecutive years.

DUTIES OF VICE CHAIRMAN

The vice chairman of the board of governors, shall, in the absence of the chairman, perform all duties of the chairman of the board until the chairman resumes office or a successor has been duly elected. In the absence of both the chairman and the vice chairman, the board shall elect a chairman pro tempore who shall perform the duties of the chairman.

DUTIES OF SECRETARY

The secretary of the board of governors shall keep or cause to be kept a full and true record of all meetings of the board and of any committee of the board. The secretary shall attest to the accuracy of the minutes of each meeting. The secretary shall issue or cause to be issued notice of all regular and special meetings of the board.

DUTIES OF THE PRESIDENT

The president of the college shall be the chief executive officer responsible to the Emirates College for Management and Information Technology Board of Governors. The president shall be appointed by the board and shall hold office, subject to the pleasure of the board. The president shall attend board meetings and make regular reports to the board.

In the event of a vacancy in the office of the president or the inability of the president to act due to illness, injury, incapacity or disability, the board may appoint an interim president. Upon the occurrence of a vacancy in the position of president, the board shall undertake a search for a new president according.

2. QUALITY ASSURANCE POLICIES

STANDARD : Quality Assurance

SECTION POLICIES

1. Quality Assurance/Institutional Effectiveness Policy
2. Planning Policy

2.1 Institutional Effectiveness Policy

Policy Number 2.1	CAA Standard : 2 Stipulation : 1A (2a)	Issue Date Fall 2003	Revision Date Spring 2018
Subject Quality Assurance and Institutional Effectiveness Policy			
Purpose Provides guidance on Quality Assurance and Institutional Effectiveness practices at ECMIT			
Responsible Office		Responsible College Officer	
Office of Planning & Institutional Effectiveness		Manager of Office Of Planning & Institutional Effectiveness	
Cross-Reference			
Institutional Effectiveness Manual:			

Policy Statement: The institution demonstrates institutional effectiveness through institutional planning and research and that it maintains an institutional effectiveness manual that describes the program and procedures of institutional research and institutional planning. The institution implements the program of institutional research, evaluation, assessment and planning activities that the manual describes.

BACKGROUND AND INTRODUCTION

ECMIT is committed to the effective evaluation of its academic programs, administrative support services, and the use of assessment results for continuous improvement. Since the 2011-2016 strategic plan the college has implemented a systematic, broad based and interrelated 5 year cycle for strategic planning and evaluation processes that address the overall institutional strategies. With the structured quality assurance process which has clear criteria and indicators this process is to consider, analyze, ensure and strengthen the quality assurance activities in a systematic manner. The process involves periodic reviews of academic programs, effectiveness, learning resources, and student satisfaction on teaching and support services. The result of the research data is used to improve the quality and effectiveness of the programs and services to the students and ensure integrity.

The institutional planning and effectiveness (IPE) unit serves to coordinate and support ECMIT's efforts to plan, assess, and evaluate its operations. The unit focuses on all aspects of the institutional operations and goal attainment. It conducts research and evaluates institution's achievements and effectiveness on a wide range of quality measures such as: program goals, program quality and learning outcomes, opinion surveys and feedback, student characteristics and enrollment patterns etc.

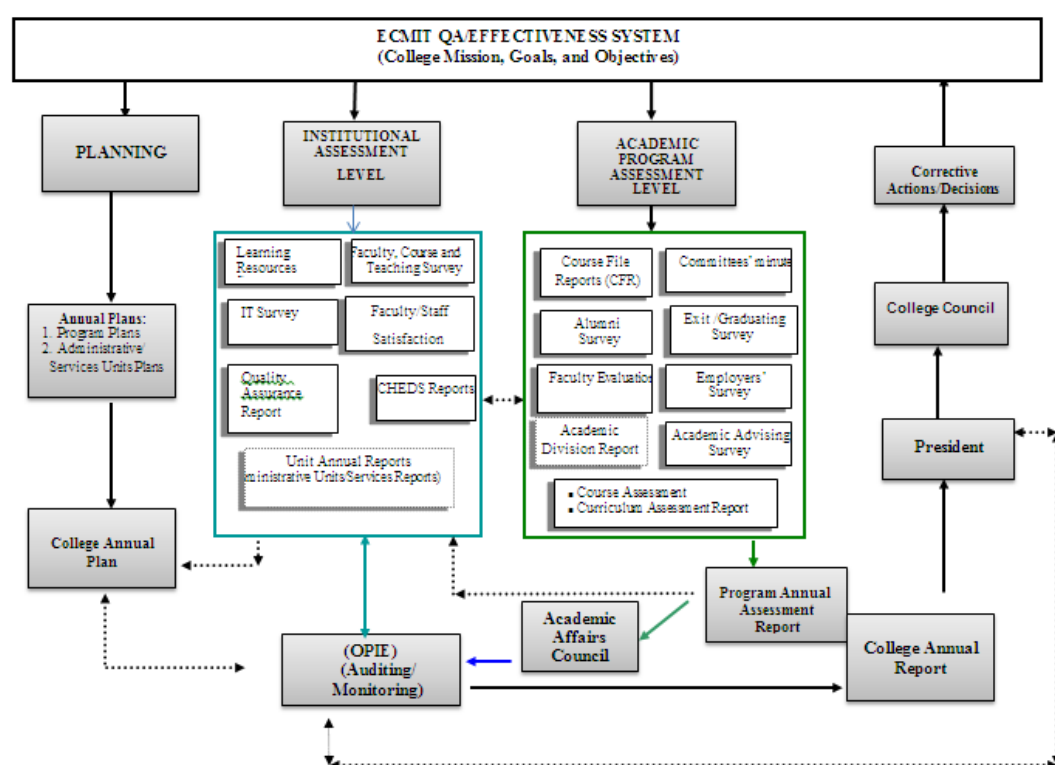
PROCESS

- A. The strategic planning committee reviews the ECMIT's mission. The committee then uses data from annual reports and guidance from planning documents such as environmental

scan reports, Purpose statement, planning assumptions and priorities, key performance indicators, the technology plan and unit's plans to develop 5 year strategic plan.

- B. Implementation plans are prepared every academic year by division and unit chairs to carry out strategic initiatives and goals set forth in the five year strategic plan. These implementation plans contain departmental goals and outcomes for the next academic year.
- C. The board of governors gives approval for the strategic plan and college's mission statement.
- D. Within annual implementation plan the linkage between planning and budgeting is made. Each budget cycle requires the president's council to place the college's resources in position to achieve the annual strategic planning committee implementation plans. The alignment of resources is accomplished in each budget cycle and reallocated resources are linked to the appropriate strategic planning goals.
- E. The loop is closed with annual reports, and each unit's progress report which document their progress in the form of implementation plan. The annual reports identify expected learning outcomes; assess the extent to which the unit achieved these outcomes, and provide evidence of improvement based on analysis of the results.

Institutional Effectiveness process at ECMIT based on Planning, Implementation and Monitoring.



STRATEGIC PLAN

- The planning process starts with long-term strategic plan, followed by institutional and units' annual operations plan.
- The strategic planning takes place every 5 years.
- A review of the college's mission, an environmental scan, and a campus and community-wide evaluation of the institution's strengths and weaknesses come together to lay the foundation for the five year cycle of planning, implementation, and evaluation.

- The strategic plan in turn drives specialized plans for various units of the college.

ANNUAL OPERATIONS PLANNING

Annual operations planning keep the college on target towards its strategic goals.

- Each of the areas of finance, academic affairs, student affairs, technology, admissions and marketing evaluates the previous year's activities and plans for the next.
- President's council and assessments committees in collaboration with IPE unit undertakes institutional effectiveness studies, annual program evaluation and assessment by drawing data and information from annual planning process.

MONITORING

Institutional Effectiveness Planning and Assessment Committee (IEPAC)

The institutional effectiveness planning and assessment committee is primarily responsible for

- Coordinating, synchronizing and monitoring of planning and effectiveness activities of the entire institution.
- Developing policy, criteria and indicators for assessing institutional and unit effectiveness within the framework of Institutional goals and objectives and set the guidelines for ensuring institution wide compliance.

Program Effectiveness and Assessment Committee (PEAC)

The program effectiveness and assessment committee monitors academic quality assurance and effectiveness. This committee:

- Plans, assesses and monitors program effectiveness against the indicators set in the assessment plan.
- Reviews and assesses delivery, curriculum, course syllabi, textbooks, coverage of syllabus, and course file documentation once in every semester.
- Discusses the findings based on various satisfaction surveys and introduces measures to address problems and weaknesses.
- Studies and traces student success, graduation rate, attrition rate and student success in career advancement and credit transfers to other institutions.

INSTITUTIONAL EFFECTIVENESS PLANNING

The purpose of institutional planning and evaluation at ECMIT is to improve the college's ability to fulfill its mission through the achievement of its goals, educational outcomes, and administrative and support-services objectives. Planning and evaluation are systematic, broad-based, interrelated, and appropriate to the institution and encompass all educational programs and administrative and educational-support functions of the college. Planning includes both institutional effectiveness and long-range planning and incorporates fiscal and facilities planning as means for the accomplishment of institutional goals.

Institutional Effectiveness Planning Procedures

Institutional effectiveness planning begins with the purpose of the institution as approved by the Board of Governors of ECMIT in institutional statement of vision, purpose, goals and objectives plans for all units relate directly to the purpose through the development of mission statements that link to

the institutional goals. The complete planning and assessment loop involves use of the following five steps:

Step I

Purpose Statement: Each identifiable planning unit articulates the appropriate component of the college's purpose statement.

Related Mission Statement: Administrative and educational-support service areas also develop a related mission statement particular to their respective unit.

Institutional Goals: These statements demonstrate the link between planning units and the institutional mission. These goals will be revised and reaffirmed by the board of governors on assessment of institutional goals.

Step II

Educational Outcomes: Academic units develop a list of educational outcomes. Each unit's outcomes relate directly to the mission statement and institutional goals. Educational outcomes describe what the unit intends for students to attain as a result of having completed a degree or program.

Administrative Objectives/Outcomes: Planning in administrative and educational-support areas involves the development of objectives. These objectives/outcomes describe the intended results of an administrative or educational-support activity. Objectives and outcomes should specify a projected result, e.g., the physical plan might propose "Will decrease electricity bills by 10% during the coming fiscal year."

Step III

Assessment Methods and Criteria: Planning units select at least two measures (where possible) for assessing each outcome or objective. The method of assessment should be stated in succinct terms followed by the criteria by which accomplishment is judged or measured. Qualitative or quantitative means of assessment may be utilized. It is important that appropriate means be selected to maximize the collection of useful data.

Step IV

Assessment Results: Assessment results for each outcome or objective are compiled and analyzed by appropriate stakeholders. A history of assessment data for each unit should be maintained to ensure continuity in assessment activities. Wherever possible, acceptable benchmarks are set.

Step V

Use of Assessment Results: The process of utilizing assessment results to improve programs is referred to as closing the loop. Maximum use of results is realized when they are employed to make appropriate changes in programs and to demonstrate continuous progress.

The institutional effectiveness planning model depicts the relationship of the above five steps throughout the planning cycle. Institutional improvement can be realized at each step as the continuous review of programs and services is conducted.

Elements of Planning

The college includes the following four components in its planning and evaluation process:

- a. Establishment of a clearly defined purpose/mission appropriate to higher education.
- b. Formulation of goals consistent with the purpose/mission of the institution.
- c. Development and implementation of procedures to evaluate the extent to which these goals are being achieved.
- d. Utilization of evaluation results to improve programs, services, and operations.

INSTITUTIONAL EFFECTIVENESS PLANNING PROCEDURES

A plan is developed for each distinct unit of the college as determined by the president and other members of the planning committee. The list of affected units may change as programs or initiatives are added, altered, or discontinued.

In order to facilitate institutional effectiveness planning on campus, a coordinator (usually the manager of the relevant unit) is assigned to each unit of the college required to submit an institutional effectiveness plan (IEP).

Coordinators are responsible for:

- Collaborating with colleagues in their planning areas in the development and implementation of program plans. This includes developing objectives, and in some cases, educational outcomes for their unit; selecting at least two measures (where possible) for assessing each outcome or objective; and establishing target levels for satisfactory performance levels.
- Discussing plans with members of the planning committee as required.
- Designing and administering assessment instruments where appropriate.
- Compiling and disseminating assessment results to members of the planning unit.
- Coordinating and implementing strategies for using assessment results for program or service improvement.
- Working with the manager of the office of planning and institutional effectiveness to comply with planning timelines and review processes.
- Preparing semester-end and a consolidated year-end report on the planning unit, outlining assessment results and their use in improving the program or services.

INSTITUTIONAL UNITS

- Office of Academic Affairs
- Office of Administrative and Financial Services
- Office of Marketing
- Office of Admissions and Registration
- Office of Computing and Technology Services
- Library Services
- Office of Student Affairs
- Office of Planning and Institutional Effectiveness

2.2 Planning Policy

Policy Number 2.2	CAA Standard: 2 Stipulation :1A(2b)	Issue Date Fall 2003	Revision Date Fall 2016
Subject Planning Policy			
Purpose Describes short-term operational and long-term strategic planning. Includes review and revision of the ECMIT Strategic Plan based on institutional research results.			
Responsible Office		Responsible College Officer	
Office of Planning & Institutional Effectiveness		Manager of Office of Planning & Institutional Effectiveness	
Cross-Reference			
Institutional Effectiveness Manual;			

Policy Statement: The institution has short and long-term strategic plans to achieve its goals and objectives. The long term 5-year strategic plan identifies strategies with clear sets of objectives, success indicators and time line for achieving the goals. The plans are reviewed and updated periodically.

PLANNING MODEL

Emirates College for Management and Information Technology Planning Model puts the various planning and effectiveness components into an integrated framework relating the different pieces to one another. The planning model identifies three related cycles of activity:

- Long-term Strategic Planning
- Annual Planning
- Assessment and Evaluation

LONG-TERM STRATEGIC PLANNING

The long-term strategic planning takes place every five years. A review of the college's mission, an environmental scan, and a campus and community wide evaluation of the institution's strengths and weaknesses come together to lay the foundation for the next five year cycle of planning, implementation, and evaluation. The strategic plan in turn drives specialized plans for various units of the college.

ANNUAL PLANNING

Annual operational planning keeps the college on target toward its strategic goals. On an annual basis, each of the areas of finance, academic affairs, student affairs, technology, admissions and marketing evaluates the previous year's activities and plans for the next.

ASSESSMENT AND EVALUATION

The president's council and assessment committees of the Academic Affairs Council in collaboration with IPE unit undertakes institutional effectiveness studies, annual program evaluation and assessment by drawing data and information from the annual planning process.

3. THE EDUCATIONAL PROGRAM

STANDARD : The Educational Program

SECTION POLICIES

1. Undergraduate Completion Requirements Policy
2. Graduate Completion Requirement Policy
3. Academic Progress Policy
4. Grading and Assessment Policy
5. Examinations Policy
6. Curricula Approval and Revision Policy
7. Internship Policy
8. Course File Policy
9. Class Size Policy
10. Policy on Intensive Modes of Course Delivery
11. Moderation Policy and Procedures
12. External Exam Policies

3.1 Undergraduate Completion Requirements Policy

Policy Number 3.1	CAA Standard: 3 Stipulation: 1A (3a)	Issue Date Fall 2003	Revision Date Fall 2015
Subject Undergraduate Completion Requirements Policy			
Purpose Defines the completion requirements for undergraduate programs.			
Responsible Office		Responsible College Officer	
Office of Dean of Academic Affairs		Dean of Academic Affairs	
Cross-Reference			
Academic Catalog; Student Handbook			

Policy Statement: Each academic program must have a degree completion requirement as a part of the program curriculum which is approved by the Academic Affairs Council and which is documented in the college academic catalog and in other policy documents.

ASSOCIATE OF SCIENCE IN BUSINESS

To be eligible for an associate of science in business, student must meet all of the following requirements:

- Earn at least 61 credit-hours, 30 of which must be earned at Emirates College for Management Information Technology.
- Achieve an overall cumulative grade point average of at least 2.0 in courses completed at the Emirates College for Management and Information Technology.
- Satisfactorily complete all requirements for the program selected.
- Complete intent to graduate form prior to enrolling for classes in the final semester.

ASSOCIATE OF SCIENCE IN INFORMATION TECHNOLOGY

In order to complete and earn the ASIT degree, a student must:

- Earn 61 credits with a minimum passing grade of “D” in each of core, general education and elective course.
- Have a cumulative GPA of at least 2.00.
- Complete the 25 credit general education courses.
- Meet all financial obligations to the college.

BACHELOR OF BUSINESS ADMINISTRATION

In order to complete and earn a BBA degree with a concentration from ECMIT, a student must:

- Earn 124 credits with a minimum passing grade of “D” in each of general education, core, concentration and business elective courses.
- Have cumulative GPA of at least 2.00.
- Complete at least 63 credits at ECMIT.
- Complete all 43 credit general education courses.
- Meet all financial obligations to the college.

Course Classifications	Credit Hours Required
1. General Education Requirements	43
2. Business Core Requirements	48
3. Concentration	18
4. Business Electives	15
Total	124

DEGREE CONFERRAL

A student who has fulfilled all of the academic requirements of the program and has settled all of his/her monetary and administrative obligations with ECMIT will receive a student copy of his/her academic transcript together with an official degree certificate of the college. This will occur only after all scores and relevant materials for graduation have been provided to the Office of Advising and Registration of Emirates College for Management and Information Technology.

VERIFICATION OF PROGRAM COMPLETION REQUIREMENTS AND DEGREE CONFERRAL PROCEDURES

In order to maintain full academic and institutional integrity in degree conferral, the following procedures are followed in verifying the degree completion requirements and degree awards:

1. A student submits a letter of intent to graduate to the registrar two months in advance of completing the final semester.
2. The registrar completes the degree completion form indicating the courses and numbers of credits completed by the student at the end of the final semester.
3. The forms are sent to the DAA together with a compiled list of the candidates. DAA together with the academic standards committee of the Academic Affairs Council verifies the program requirement conditions on GPA, on general education, core and elective courses for each student. A revised list is prepared for the candidates who have satisfied all the conditions of the graduation.
4. The DAA convenes a special meeting of the Academic Affairs Council in which the list of the graduating students is presented together with all supporting documents. The Academic Affairs Council approves the candidates for graduation. The secretary of the Academic Affairs Council develops an official protocol for the approved list which is signed by the chair of the Academic Affairs Council and secretary of the Academic Affairs Council. The protocol is returned to the registrar together with all supporting documents.
5. The registrar prepares the diploma/degree certificate for each student and signs it.

6. The certificates together with the Academic Affairs Council approval protocol are presented to the president of ECMIT for signature.
7. After president's signature, the certificates are presented to the chair of the board of governors for his/her signature.
8. The signed copies of the certificates together with all supporting documents are returned to the office of the registrar.
9. The certificates are presented to the candidates during the official graduation ceremony.

However, the certificates can be released to the candidates in advance of the graduation ceremony upon written requests in which event dummies will be present to these candidates during the ceremony.

E.002

3.2 Graduate Completion Requirements Policy

Policy Number 3.2	CAA Standard: 3 Stipulation: 1A(3b)	Issue Date NA	Revision Date NA
Subject Graduate Completion Requirements Policy			
Purpose Defines the completion requirements for graduate programs.			
Responsible Office		Responsible College Officer	
NA		NA	
Cross-Reference			
NA			

Policy Statement: Each academic program must have a degree completion requirement as a part of the program curriculum which is approved by the Academic Affairs Council and which is documented in the college academic catalog and in other policy documents.

PROGRAM COMPLETION REQUIREMENTS

Not Applicable.

ECMIT currently does not offer any graduate programs.

E.003

3.4 Academic Progress Policy

Policy Number 3.4	CAA Standard: 3 Stipulation: 1A(3d)	Issue Date Fall 2003	Revision Date Fall 2011
Subject Academic Progress Policy			
Purpose Defines policies on retention, dismissal, and graduation			
Responsible Office		Responsible College Officer	
Office of Dean of Academic Affairs		Department Chair	
Cross-Reference			
Academic Catalog; Student Handbook			

Policy Statement: ECMIT has study policies that ensure the integrity of an academic program and allow students to progress and complete the program within the maximum time period allowed for completion. These policies are published in the College Catalog and other promotion materials, and are made available to current and prospective students.

ACADEMIC HONORS

Dean's List

Full-time students earning a semester GPA of 3.5 or better with no course grade below a "B" will be named to the dean's list. Full-time students earning a semester GPA of 4.0 will be named to the president's list.

Graduation Honors

Cum laude honors are given to graduating students with no course grade below a "B" in his/her entire coursework. These honors are given to graduating students who got the following cumulative grade point averages (CGPA):

Summa cum laude:	3.80
Magna cum laude:	3.65
Cum laude:	3.50

GOOD ACADEMIC STANDING

A student will be considered to be in good academic standing if he/she maintains at least a 2.0 cumulative grade point average for all degree-credit courses attempted at ECMIT. A cumulative GPA of 2.0 or higher is required for graduation.

ACADEMIC PROBATION

A student whose cumulative GPA falls below 2.0 will be placed on academic probation and will remain on probation until his/her cumulative GPA improves to at least 2.0 or he/she is academically suspended or dismissed.

ACADEMIC SUSPENSION

A student who begins the semester on academic probation and whose cumulative GPA at the end of that semester is not at least 1.5 after 18 attempted semester credits or at least 1.7 after 33 attempted semester credits or at least 1.9 after 48 attempted semester credits will be academically suspended from registering at ECMIT for at least one semester.

READMISSION OF ACADEMICALLY SUSPENDED STUDENTS

A suspended student may apply to the office of advising and registration for a one-time readmission by submitting a letter detailing his/her activities since the suspension took effect and providing a rationale for why the student believes his/her academic performance will improve in the future. The registrar accepts the application and makes appropriate recommendation to the DAA with necessary supporting documents. Upon a favorable recommendation from the registrar, a one-time readmission will be granted for an upcoming semester's registration. Readmitted students will be reinstated on academic probation.

FINAL ACADEMIC DISMISSAL

If after a one-time readmission, a student who is on academic probation at the beginning of a semester completes that semester with a cumulative GPA that is not at least 1.5 after 18 attempted semester credits or at least 1.7 after 33 attempted semester credits, or at least 1.9 after 48 attempted semester credits, that student will receive a final academic dismissal and will not be readmitted to ECMIT in the future.

3.5 Grading and Assessment Policy

Policy Number 3.5	CAA Standard: 3 Stipulation: 1A (3e)	Issue Date Fall 2003	Revision Date Fall 2011
Subject Grading and Assessment Policy			
Purpose Guidance on grading and faculty preparation of course assignments and examinations.			
Responsible Office		Responsible College Officer	
Office of Dean of Academic Affairs		Faculty Members	
Cross-Reference			
Academic Catalog; Student Handbook;			

Policy Statement: For each course, ECMIT has a direct student learning assessment system consistent with the course objectives and program learning outcomes. These semester-wide course embedded assessments are designed for an instructor to continuously gauge a student's degree of learning and achievements. This policy is developed and approved by the Academic Affairs Council.

Continuous assessment is a strategy implemented by instructors to ascertain the knowledge, understanding, and skills attained by students. In continuous assessment, instructors assesses the curriculum as implemented in the classroom, that allows to evaluate the effectiveness of their teaching strategies relative to the curriculum, and to change those strategies as dictated by the needs of their students.

A student's academic performance and progress should not be judged only by major tests or examinations. Students' progress should rather be continually monitored through a series of quizzes, assignments, midterm exams, final examinations, etc.

The methods of continuous assessment used should be clearly explained in the course description.

- Faculty members are expected to give a final exam during the final exam period. If a final examination is not appropriate for a course, the faculty member may write to the DAA explaining how a final assessment will be made, and asking for approval to waive the final exam.
- Approval for waiving the final exam must be given prior to starting the course, and the alternative method for final assessment must be clearly explained in the syllabus.
- The composition of the final assessment must be clearly explained in the course description.

ASSESSMENT

Emirates College for Management and Information Technology has adopted continuous assessment model on the basis of:

- Knowledge and Comprehension

- Analysis and Evaluation
- Synthesis and Application

Mode of Assessment based on the percentage of marks on the following:

- Classroom Participation
- Assignments and Quizzes
- Mid-Term Examination
- Course Projects
- Final Examination

SEMESTER SCORES

At the end of each semester, lecturers give a final score to each student.

Letter Grade	Range	Level of Achievement	Grade Points
A	90-100	Excellent	4.00
B+	85-89	Very Good	3.50
B	80-84	Good	3.00
C+	75-79	Satisfactory	2.50
C	70-74	Satisfactory	2.00
D+	65-69	Pass	1.50
D	60-64	Pass	1.00
F	0-59	Fail	0.00
FA	Fail due to Attendance		0.00
I	Incomplete		Not computed
INP	In Progress		Not computed
WP	Withdrawal-Pass		Not computed
WF	Withdrawal-Fail		0.00
W	Withdrawal		Not computed

CALCULATION OF GPA

A cumulative grade point average (CGPA) is calculated for all attempted credit courses completed to date at ECMIT, by dividing the total number of grade points earned by the total number of credits attempted. The grade earned in an attempted course determines the number of grade points earned per credit hour of the course.

GRADE CALCULATION

Final grading will be the average of a minimum of three individual exams and/or assignments earned by the student during the course. These grades could include a combination of grades for: class

presentations; homework assignments; class participation; course research papers; regular exams; final exams. The combination of these items that make up the final determination of the course grade is at the discretion of the instructor as long as it includes (but is not limited to) at least three graded items.

GRADE APPEAL

A student has a period of only fifteen days from the date of publication of the scores to appeal to the lecturer regarding the score. **No appeal will be accepted after such date.** The student must fill out a grade appeal form and submit it to the registrar's office. Grade appeal carries a financial penalty if made on unsubstantiated grounds. If the student is dissatisfied with the results of the appeal, he or she must make an academic complaint.

INCOMPLETE COURSEWORK

A lecturer may award a grade of I (incomplete) during the penultimate class of a semester, in accordance with the following procedures:

- Where the reason for non-completion of the course is illness, accident, etc., the appropriate certificates must be provided by the student and be attached to the application for an Incomplete.
- A grade of I (incomplete) may only be awarded if the student has the possibility of passing the course anyway.

A lecturer who awards a score of 'I' (incomplete) shall write a memorandum to the student, and shall send a copy of it to the registrar, to be filed in the student's personal file. The memorandum shall set out the reasons for granting the score, the work that needs to be done to complete the course, and the manner of handing the work in to the lecturer. Responsibility for handing the material required to complete the course to the lecturer falls on the student. If the work is not completed within the following semester, the student's score in the course will automatically be changed to fail (F).

3.6 Examination Policy

Policy Number 3.6	CAA Standard: 3 Stipulation: 1A (3f)	Issue Date Fall 2003	Revision Date Spring 2016
Subject Examinations Policy			
Purpose Provides examination guidelines for faculty and students.			
Responsible Office		Responsible College Officer	
Office of Dean of Academic Affairs		Dean of Academic Affairs	
Cross-Reference			
Academic Catalog; Faculty Handbook; Student Handbook; Institutional Effectiveness Manual			

Policy Statement: This policy provides guidelines for the scheduling and administration of midterm and final examinations, as well as the submission, approval, and release of final grades.

DEFINITIONS

- a) **Mid-term Examination:** Mid-term examinations as referenced in this document should be interpreted in the ordinary sense of the word; usually covering substantial portion of, the material dealt with in first half (usually seven weeks of a regular semester) of the academic term.
- b) **Final examination:** Final examinations as referenced in this document should be interpreted in the ordinary sense of the word; usually covering all, or a very substantial portion of, the material dealt with in one academic term.
- c) **Non-comprehensive final examination:** An examination held after the end of lectures, covering only the units of work completed after the midterm examination of a course. These examinations are not administered by the registrar's office, but they are subject to the rules of scheduling, proctoring, grade submission, and other miscellaneous regulations.

PURPOSE

The main purpose of the ECMIT's continuous assessment and examinations system is to ensure that the students are learning what they are supposed to learn. This policy outlines and ensures the smooth operational aspects of the assessment system. It is intended:

- To enable ECMIT faculty and staff to meet their responsibilities regarding the preparation and administration of a final examination through a common examination schedule.
- To facilitate the timely submission, approval, and release of final grades.
- To outline appropriate cases for deferred, and re-sitting of examinations.

- To provide procedures for dealing with violation of examination protocol and emergency situations.

SECTION 1: SCHEDULING

1.1 GENERATING THE SCHEDULE

When submitting the list of course offerings each term, academic departments will indicate to the registrar's office whether a final exam is to be administered in each course. All final examinations will be scheduled after the last day of the classes in a given term.

Courses with multiple sections writing a common examination will be given priority in scheduling to allow instructors sufficient time to grade all papers prior to the deadline for grade submission.

The examination timetable will be published not later than one week prior to the first day of the midterm and final examination period.

1.2 EXAMINATION TIME SLOTS

The examination period will consist of six days. Three examinations can be scheduled per day, Sunday through Thursday.

1.3 DEFERRAL

Students, who through religious obligations (Haj and Umra) are unable to write a final examination when scheduled, will be permitted to write a deferred examination. These students are required to give three weeks' notice to the faculty concerned and to document the religious obligations involved. Every effort must be made to accommodate those students who, through religious obligations, are unable to write examinations at the time scheduled.

Faculties may grant deferred examinations on medical or compassionate grounds where sufficient documentation exists. A request for deferral on medical or compassionate grounds, along with supporting documentation, must be provided to the faculty within five working days after the scheduled writing of the examination.

If a technical difficulty prevents the writing of a computer-based examination, the faculty may arrange for a deferred examination for all students in the class.

All deferred examinations will be re-scheduled no later than one week after the scheduled examination period.

1.4 TIME CONFLICTS

In the event that a student is unavoidably scheduled to write two examinations at the same time, provision should be made with the registrar's office to write both examinations. The registrar in consultation with the faculty members will reschedule the deferred examination.

SECTION 2: ADMINISTRATION

2.1 COPYING AND DISTRIBUTION

When submitting original course offering information, academic units will indicate for each course section whether an examination is to be administered by the registrar's office, or by the academic unit itself. The registrar's office and the members of the exam board committee will be responsible for the copying and distribution of examinations in any course section in which the faculty has elected examination administration by the registrar's office.

Faculties that opted for administration by the registrar's office must deliver exam master copies to the registrar's office no later than ten working days prior to the start of the examination period. A standard cover page is available from the chair, exam board committee and should be attached to the master copy of the question paper. This cover page will include all pertinent information including the course name, number, and section, the number of pages in the examination paper, and the materials permitted to be used during the examination. The chair, exam board committee will assume no responsibility for the printing of examination papers not submitted by the above-noted deadline.

If the final examination is to be computer based, at least 15% of the examinations should be available in paper format in case of technical difficulties.

The reprinting of examination papers to correct errors and/or omissions will be the responsibility of the faculty concerned.

2.2 STUDENTS WITH DISABILITIES

The exam board committee will provide alternative exam location for students with disabilities. Alternative location can include extended exam time, oral evaluation, scribing, test clarification, private location, alternative exam format, or adaptive technologies. Students must work with faculty members and the registrar to identify their specific needs well in advance of the scheduled exam time.

SECTION 3: PROCTORING

3.1 ASSIGNING PROCTORS

The chair, exam board committee in consultation with the registrar will assign faculty to proctor the examination.

There should be at least one proctor assigned for every 25 students.

3.2 TIME

Course instructors and proctors must arrive at the examination room at least 30 minutes prior to the start of the examination students will be permitted to enter the examination room 10 minutes prior to the start of the examination.

If the start of the examination is delayed, the examination will proceed with additional time allowed to compensate for the late start. Students will not be permitted to leave the examination room for forty five minutes from the start of examinations that are one and a half hours in duration. Students will not be permitted into the examination room after the first thirty minutes of an examination. Students arriving after the start of the examination will be permitted to write the exam, but no additional time beyond that given to all students will be granted.

A student may, with the permission of the course instructor or proctor, leave the examination room briefly only if accompanied by a proctor.

No student will be permitted to hand in a paper and leave the examination room within 45 minutes of the examination time.

3.3 IDENTIFICATION

Students must present their current student hall ticket at each examination. If a student fails to produce their Hall ticket, they will be required to immediately obtain a substitute ticket from the registrar's office; no extension of the examination will be permitted to compensate for any delay encountered. Students will also endorse each answer booklet before writing an examination.

3.4 MATERIALS

Permissible materials should be communicated clearly to students prior to the last day of lectures for the term. Only those items authorized for use in the examination are to be brought into the examination room. If calculators or other instruments are allowed, instructors should exercise care in specifying the exact type of instrument permitted. Any jackets, hats, bags, knapsacks, etc., are to be left at the front or back of the examination room and may be picked up at the end of the examination. This includes information regarding the use of textbooks, lecture notes, etc. For reasons of security, students should be discouraged from bringing their laptops into the examination room if they are not required for their examination. If students do bring their laptops into the examination room, they should be directed to store them under their chairs.

Mobiles or any other electronic devices, unless explicitly permitted by the course instructor, are not permitted into the examination room.

The college is not responsible for lost or stolen items brought into examination rooms.

3.5 VIOLATION OF EXAMINATION PROTOCOL

Where there are reasonable grounds to believe a violation of exam protocol has occurred, the course instructor or proctor has the authority to:

- Remove any materials or devices not authorized for use in the examination and keep such materials until the student has completed the examination.
- Search through personal belongings to remove evidence of the violation. This must be done in the presence of the student and another proctor.
- Ask the student to produce evidence of the violation where the course instructor or proctor believes that he/she has hidden it on his/her person. Under no circumstances should the alleged offender be touched.
- Ask the student to move to a seat that is more easily monitored
- Remove answer books and replace them with new ones

In all cases, a student should be permitted to finish writing the examination. At the conclusion of the examination, the course instructor or proctor must make a note of the time and details of the alleged offence, including any refusal to cooperate. The course instructor or proctor should explain to the student that the status of his/her examination is in question and set it aside. All evidence should be gathered and turned over to the exam board committee. The course instructor and/or proctor must file a complaint of academic dishonesty.

3.6 EMERGENCY PROCEDURES

In the event of an emergency, the course instructor has the authority to extend the examination time to compensate for time lost up to 30 minutes.

If an emergency requires students to leave the examination room, all examination materials will be considered void. All answer booklets will be destroyed without grading. The examination will be

rescheduled within the first week of the following term and a new examination script will be prepared.

3.7 DISRUPTIONS OF EXAMINATIONS

Conduct around the disruption of an examination or conspiring to disrupt an examination shall be dealt with under the disciplinary procedures in non-academic matters.

SECTION 4: GRADE SUBMISSION

4.1 DEADLINES

All final grades must be submitted to the registrar's office within two days (48 hours) of the end of the examination period.

4.2 SUBMISSION

Faculty members will have ERP access to class lists for those courses for which they were the assigned instructor. All course grades must be entered in this manner.

The faculty will have ERP access to class lists for those courses taught by him/her during that academic term. Once instructors have entered the grades, the exam board committee will review the grades and/or grade distributions and approve them. This approval will lock the grades in the ERP so that the faculty cannot make any further changes. The faculty then will submit a hard copy of the final grades to the registrar's office.

4.3 RELEASE OF GRADES

Final grades will normally be released to students a week after the end of the final examinations. The registrar's office will announce the dates of result declaration to the students.

4.4 GRADE CHANGES

After a final grade has been released, any changes must be made in writing to the dean of academic affairs. Changes must bear the signature of the course instructor and the chair of the department, and must indicate the reason for the change.

SECTION 5: MISCELLANEOUS

5.1 STUDENT ACCESS TO FINAL EXAMINATION SCRIPTS

Final examination scripts are the property of the college. However, a student has the right to view his/her final examination script and grade. The supervision of the viewing of the examination script is the responsibility of the faculty. A student who wishes to view a final examination script should submit a request in writing to the registrar. Unless a clerical error has occurred, an instructor may not make changes to the final grade awarded in a course as a result of such a viewing. If, after viewing the final examination script, the student wishes to dispute the final grade awarded, he/she should submit a grade appeal to the registrar's office.

5.2 RE-SIT EXAMINATIONS

RESIT EXAMINATION

Student who failed in one course in his/her graduation semester may be allowed to re-sit elements of post mid-term assessments, including final exam, of that course in the semester when a student is expected to graduate according to the following conditions:

- There should not be any other non-achieved graduation requirements i.e. passing the course will lead to graduation.
- His/her failing is not a disciplinary decision.
- Student has to submit a re-sit form, listing assessments elements to be re-sit, signed by his/her academic advisor, course instructor and approved by the dean of academic affairs.
- The re-sit of the relevant elements of assessment should be within the following two weeks of the final results announcement.
- Any assessment component in which the student has attained 70% or higher marks cannot be re-sit.
- The final marks obtained by a student through re-sit assessment should be recalibrated to 75% of the total marks of that assessment i.e. if a student gets 10 marks, it will be entered as 7.5 in the record.
- The marks should be recorded in the student record using grade change form as re-sit.
- The student should pay the re-sit fee for the relevant elements of assessment as below:
 - Any other elements of assessments AED 350/- per element
 - Final exam AED 1,000/-

RE-SITTING A MISSED EXAMINATION

If circumstances beyond the student's control cause the student to miss taking a scheduled exam (except for the final examination), the lecturer of the course will permit the student to re-sit the missed examination if sufficient evidence and documentation are provided attesting to the student's inability to take the exam as originally scheduled. The student is expected to re-sit a missed exam within two weeks of the originally scheduled test. Re-sitting a missed exam carries financial penalty.

RULES FOR CONDUCT OF EXAMINATIONS FOR STUDENTS

- It is mandatory for all students to carry an original ID with their picture when coming to write the exam.
- Students not having an ID and the examination hall ticket will not be permitted into the examination hall.
- Students should collect their hall tickets at least 2 working days before the examination.
- No hall tickets will be issued to the students on the day of examination.
- Students to enter the hall 10 minutes before the commencement of examination, and to be seated in the place allotted by the invigilator.
- Students will not be permitted to carry any bags/folders/ handbags to their seats. They will have to be placed on the side table.
- Students are not allowed to carry their own calculators and dictionaries to the examination hall.

- Calculators and dictionaries will be available in the examination hall only for those subjects for which the faculty has requested for.
- No exchange of Calculator/Pens/Eraser/Ruler/Pencil etc. is permitted in the examination hall.
- No washroom breaks are permitted once the student enters the exam hall.
- Students are not allowed to leave before half time of the examination time.
- Mobile phones/electronic translators are not permitted in exam hall.
- In case a mobile phone is found with the students, it will be taken away and college will not bear any responsibility.
- Students cannot ask about any doubts in the exam hall.
- Students disrupting the class will be asked to leave the examination hall immediately and disciplinary action will be taken against the student.
- Invigilator is the designated authority in the examination hall, to take a decision regarding any student found not adhering to the examination rules or using dishonest means.

3.7 Curriculum Approval and Revision Policy

Policy Number 3.7	CAA Standard: 3 Stipulation: 1A (3g)	Issue Date Fall 2003	Revision Date Fall 2011
Subject Curricula Approval and Revision			
Purpose Guidance for approving and revising the curriculum.			
Responsible Office		Responsible College Officer	
Office of Dean of Academic Affairs		Dean of Academic Affairs	
Cross-Reference			
None			

Policy Statement: In order to keep the academic programs and curriculum current at per with the changing needs of the country, ECMIT conducts regular curriculum planning, review, and development activities. While any member of the ECMIT community or public at large is free to ask for a new program, program or curriculum review, the college's curriculum review and development committee considers and approves such matters.

COURSE AND CURRICULUM DEVELOPMENT

Academic planning and development activities are an important and integral part of the overall workload of teaching faculty members. Such work will be initiated and completed through working committees (curriculum review and development committee) appointed by the college.

The committee will be primarily concerned about the appropriateness of programs to the college mission and goals, the quality of programs, and the impact on students and their educational goals. In exercising its curricular responsibilities, the committee should be guided in its action by concerns for the proper relationship of the committee to college, and department functions.

The specific functions of the committee are:

- To act on all curricular and course proposals that has been put forth by a department.
- To formulate the rules and procedures used to submit curricular additions and/or changes using the guidelines that have been established by the committee.
- To develop and maintain necessary forms used to request curricular and course changes.
- To review the results of course evaluations for every course taught at ECMIT on a semester basis and propose modifications as and when it deems necessary to the Academic Affairs Council.
- To conduct continuing studies of courses and programs of study and to make recommendations concerning desirable alterations, additions, or deletions.

- f. To determine and study the implications of suggested changes in courses, curricula and academic requirement for degrees. Then, make recommendations, based upon the study, to the appropriate academic and administrative officers.

MEMBERSHIP

A. Composition (At least 6 members)

1. One faculty member from each department
2. Division chair of each department
3. One library services member
4. A representative from student affairs
5. The manager of admissions and registration
6. The DAA

B. Selection of Chair

- The DAA will chair this committee and will be responsible for program coordination, curriculum development, and review.
- The committee chair is responsible for creating and maintaining a procedures manual, a copy to be kept in the Academic Affairs Council office.
- Each new program proposal should be presented by the appropriate department division chair or faculty member.

Proposals should also contain an explanation of how resources will be obtained or reallocated to accomplish the curricular changes requested and how these changes relate to the mission of the department and ECMIT.

3.8 Internship Policy

Policy Number 3.8	CAA Standard: 3 Stipulation: 1A(3h)	Issue Date Fall 2003	Revision Date Spring 2018
Subject Internship Policy			
Purpose Provides internship guidelines for faculty and students.			
Responsible Office		Responsible College Officer	
Office of Dean of Academic Affairs		Dean of Academic Affairs	
Cross-Reference			
None			

Policy Statement: Each degree program at ECMIT shall have an internship course, the length, breadth and scope of which shall be determined by the curriculum review and development committee and approved by the Academic Affairs Council.

DESCRIPTION

Internship provides students with on-the-job experience in actual work situations. Students are able to strengthen competencies through participation in a variety of occupational experiences, ranging from routine assignments to specialized work-related duties. The course provides students with the opportunity to develop their skills and integrate theoretical learning with practical applications. A mentor is provided throughout the business strategy and internship and students discuss their experiences in a classroom setting on a weekly basis. This is a capstone course that a student has to complete in order to get an associate of science degree.

STEPS FOR INTERNSHIP

- Students should file an application form with proposal of internship.
- Submit internship progress report.
- Internship exit evaluation form.
- Final internship summary report.

3.9 Course File Policy

Policy Number 3.9	CAA Standard :3 Stipulation: 1A (3i)	Issue Date Fall 2003	Revision Date Fall 2015
Subject Course File Policy			
Purpose Guidelines for creating, maintaining, and reviewing faculty course files.			
Responsible Office		Responsible College Officer	
Office of Dean of Academic Affairs		Faculty Members	
Cross-Reference			
Faculty Handbook;			

Policy Statement: ECMIT maintains updated files for each course of instruction in every semester. Every faculty member should create course files with comprehensive course management report. Course file must contain sufficient information on each presentation of the course so that the faculty or other persons who assess program effectiveness can determine whether the course is meeting its learning outcomes, and whether changes to the course are appropriate.

CONTENTS OF THE COURSE FILE

ECMIT has adopted e-course file system since Fall 2015 semester. Course files must include the following information in electronic format:

1. Syllabi for the current and previous offerings of the course.
2. Copies of all instructor teaching materials.
3. Copies of all assessment instruments.
4. Instructor worked answers and marking schemes for all assessment instruments.
5. Examples from across the range of student performance of graded responses to all assessment instruments.
6. A comprehensive instructor review of the presentation of the course, covering:
 - a. appropriateness of the course learning outcomes;
 - b. extent to which the syllabus was covered;
 - c. extent to which learning outcomes were met (with evidence);
 - d. appropriateness of textbooks and other learning resources;
 - e. appropriateness of assessment instruments in relation to learning outcomes;
 - f. appropriateness of the balance of assessment;
 - g. appropriateness of prerequisites;

- h. general comments on any problems encountered with the course;
7. Quantitative analysis of student performance during the course presentation (e.g., grade distributions).
8. Summary of student feedback on the evaluation of the course.

ASSESSMENTS

Each course file must contain a comprehensive course review by the instructor of the presentation of the course, covering:

- Course Learning Outcomes (Extent to which syllabus was covered and appropriateness of learning outcomes).
- Assessment Instruments (Instruments, Appropriateness).
- Benchmark Indicator of Successful Achievement.
- Assessment Results (In addition to the copy of the grade sheet obtained from the Registrar, the faculty should also attach a detailed quantitative analysis of grade distribution and CLO analysis).
- Recommendations for Continuous Improvement (Extent to which learning outcomes were met; appropriateness of prerequisites; general comments on problems with the course).

COURSE FILE AUDIT

Each course file must undergo an audit at the end of the semester. The course file audit will cross check the items in the course file. In addition to the regular assessment of course-files conducted by the course file audit and assessment committee, the office of institutional effectiveness also conducts regular audits on course files to ensure the adherence to the policy.

3.10 Class Size policy

Policy Number 3.10	CAA Standard:3 Stipulation : 1A (3j)	Issue Date Fall 2012	Revision Date Fall 2016
Subject Class Size Policy			
Purpose Establishes limits on class size and sets the time schedule for classes			
Responsible Office		Responsible College Officer	
Office of Dean of Academic Affairs		Manager of Admissions & Registration	
Cross-Reference			
None			

Policy Statement: ECMIT's class size policy is based on a number of factors such as teacher workload, instructional methodology, expected student involvement, and degree of difficulty of a course, and most importantly, the effect of class size on student learning. Each of these factors is weighted on a point based scale, the cumulative outcome of which determines the class size from a maximum of 40 students to a minimum of 25 students in a class.

ANALOGY

Most research in this field suggests that:

- Large class size increases faculty reliance on the lecture method of instruction.
- Large classes reduce students' level of active involvement in the learning process.
- Large class size reduces the frequency and quality of instructor interaction with and feedback to students.
- Large-class settings reduce students' depth of thinking inside the classroom.
- Large class size limits the breadth and depth of course objectives, course assignments, and course-related learning outside the classroom.
- Students' academic achievement (learning) and academic performance (grades) are lowered in courses with large class size.
- Students report less course satisfaction in large sized classes.
- Students give lower overall ratings (evaluations) for course instruction delivered in large classes.

A specialized class may be small, while a more broad class may have more students. Classes where students are known to lack proper academic preparation may have lower number of the students, as opposed to typical students in their senior year who are generally more prepared to undertake independent study, and are well versed with academic rigor.

We should also look at teacher workload and primary instruction delivery model used. For example, a lecture based, level 1 course like principles of management can be a larger class than a course like business strategy or senior seminar which is primarily taught using case studies, seminars, and other hands-on tools that require much more active involvement of the students and feedback from the instructor.

Based on the above factors, the program effectiveness committee has determined the class size for any course using the following matrix:

Factors	Weightage / Points
1. Teacher workload for a particular course	<ul style="list-style-type: none"> Is considered to be one of the most important factors in deciding class size. To be given a weightage of 10 points out of 35. A point of 1 would signify low impact on teacher's workload, whereas 10 represent significant workload for the teacher.
2. Instructional methodology	<ul style="list-style-type: none"> Primary instruction methodology used was determined to be another important factor in determining class size. Lecture based courses could have more students, compared to those where case-studies, seminars, business simulations, etc. are employed. To be given a weightage of 10 points out of 35. A point of 1 would signify larger class size is possible for courses taught using lectures, whereas 10 represents courses employing different pedagogy that would benefit from smaller class size.
3. Student involvement	<ul style="list-style-type: none"> Courses requiring active student learning involving cooperative learning, group discussions, role playing, simulations or structured exercises, debates, peer teaching, etc. should have smaller class size. To be given a weightage of 5 points out of 35. A point of 1 would signify larger class size is possible for those courses that typically have lower student involvement, 5 represents those courses that have significant student involvement, e.g. Public speaking or research methodology.
4. Academic preparation of students	<ul style="list-style-type: none"> Courses that typically attracts students with inadequate academic preparation or those where students score lower grades should have smaller class size to remedy this situation. To be given a weightage of 5 points out of 35. A point of 1 would signify larger class size is possible for those courses that typically attracts students with adequate academic preparation, or lower level courses that requires little or no prior academic preparation. A score of 5 represents those courses where students often struggle due to inadequate preparation, and needs more concentration.

Factors	Weightage / Points
5. Level of course/ specialization	<ul style="list-style-type: none"> • Research shows that advanced level, specialized courses should have smaller class size to facilitate learning. • To be given a weightage of 5 points out of 35. • A point of 1 would signify larger class size is possible for courses at lower level (typically having course codes starting with 1xxx or 2xxx), whereas 5 represents advanced courses at level 3xxx and 4xxx requiring in-depth teaching and appropriate pedagogy, limiting class size.

Determining the class size on a point based scale

- Any course with total points less than 20 may have a maximum of 40 Students.
- Any course with total points 20 or above, but less than 30 may have up to 35 Students in each class.
- Any course with total points 30 or above may not have more than 25 students.
- Courses held in computer lab e.g. Software applications, have been limited to a class size of 25 students.

Maximum number of students is subject to availability of adequate and appropriate learning resources.

Any course using a tutorial system may have 50% more students.

PROCEDURES

The class size policy with full details should be approved by the president's council and must be fully known to the academic unit heads and the manager of admissions and registration. Any deviation from the policy must be reported to the dean of academic affairs by the registrar's office at least one week ahead of the beginning of classes. The dean will consider the rationale of overloading a class and discuss the matter with academic unit heads. The dean has the power to make exceptions citing appropriate reasons. Such reasons must be in writing and must be filed with Register's office.

3.11 Policy on Intensive Modes of Course Delivery

Policy Number 3.11	CAA Standard: 3 Stipulation: 1A(3k)	Issue Date Fall 2012	Revision Date Fall 2013
Subject Policy on Intensive Modes of Course Delivery			
Purpose Guidelines for offering courses in condensed periods			
Responsible Office		Responsible College Officer	
Office of Dean of Academic Affairs		Dean of Academic Affairs	
Cross-Reference			
None			

Policy Statement:

It must be ensured that:

- Students are fully informed of any modifications that may have been made in an institution's operations or the delivery of its academic programs in order to accommodate the shortened duration of the course or program.
- Students in courses offered through intensive modes of delivery have comparable duration of class contact time, and comparable expectations for out of class study time, as in the same courses offered during the regular semester or term.
- The full content of the approved syllabi will be taught during the condensed period.
- The study plan is such that that learning outcomes of the courses and programs can reasonably be achieved by all enrolled students.
- All student services such as library access and support, IT laboratories and IT support, catering, health services, and recreational facilities are available during the shortened term.

SUMMER SESSION POLICY

An academic year means two normal semesters. Only one summer session may be added to them. The summer session should comply with the following:

1. The total number of weeks for the summer session is not less than 8 weeks, ensuring that 45 hours of instructions is provided.
2. A student may be allowed to enroll up to 3 courses or a total of 9 credit hours.
3. Students may add and drop courses within two days from the beginning of the summer session.
4. Summer session is not counted as part of the study duration.
5. Students who wish to withdraw from courses after the end of the Add/Drop period may still do so up to two weeks before the commencement of the final exams. The transcript will show a "W" sign beside the name of the course which means "withdrawal". In this case, no tuition fees will be refunded.

3.12 Moderation Policy & Procedures

Policy Number 3.12	CAA Standard :3 Stipulation:1A(3k)	Issue Date Spring 2015	Revision Date Fall 2016
Subject Moderation Policy & Procedures			
Purpose Peer moderation process to guarantee that they achieve the expected learning outcomes and ensure the quality of delivery.			
Responsible Office		Responsible College Officer	
Office of Dean of Academic Affairs		Department Chair	
Cross-Reference			
None			

a. History of Moderation at ECMIT

In its effort to constantly improve the quality of course delivery which will lead to overall program delivery enhancement in addition to performance of students in terms of course learning outcomes ECMIT introduced the new forms and policy for moderation in summer II as pilot only for mid-term and final exams.

Confirming the positive outcome of the process and taking into consideration the ERT suggestion, ECMIT decided to introduce the moderation process to all assessment components from Fall 15 semester.

b. Introduction and Need for Moderation

Assessments are undertaken to assess students' learning. Moderation is the process during which the reliability, correctness and validity of the assessment, the marking process and the assessments of a course are checked and verified.

Assessment instruments are formulated so that they adhere to the outcomes of the course, and therefore evaluate students' learning achievement during the course.

c. Planning of Moderators for each semester

At the beginning of each semester, the program director in consultation with the dean, prepares a list of moderators matching the faculty specialization and the courses to be moderated. This prepared list provides enough scope for faculty to give their best to maximize the positive outcome of the moderation process

Assessments are undertaken to assess students' learning. Assessment instruments are formulated so that they adhere to the outcomes of the module, and therefore evaluate students' learning achieved during the course.

d. Policy

All assessment papers will be subject to a peer moderation process to guarantee that they achieve the expected learning outcomes and ensure the quality of delivery. This can be met by having all assessments formulated clearly and unambiguously including the use of language and mark allocation, and can be completed within the allotted time.

e. Moderation Procedures

1. A moderation form has to be filled by the instructor, attached to the assessment paper and handed over to the assigned moderator.
2. The moderator must write his/her comments in the specified column of the form based on the course syllabus and return it along with the assessment paper to the instructor.
3. The instructor should follow the moderator's comments and return the form with the original and revised assessment papers to the moderator for final approval.
4. The moderator must check the implementation of the comments, clarify it in the designated column and approve it when fulfilled, or return the form with the assessment paper to the instructor for reconsideration, if his/her suggestions and comments were not duly and fully implemented.
5. The Instructor should incorporate moderator's comments or, provide his/her reasons of not following the moderator's suggestions.
6. The moderator must sign the form and pass it on to the program director for final approval.
7. The assessment paper is not accepted unless it is approved by both the moderator and the program director.
8. Finally, the assessment paper along with the moderation form must be included in the course file.

f. Program Director Review Process of Moderation Forms During the Semester

The program director reviews the moderation forms for its completion. Any omissions or error is brought to the notice of the respective faculty for necessary correction. Finally the program director acknowledges the completion of the process by signing the form

g. Academic Dean Review and Approval of Moderation Done at Program Level

The dean reviews the moderation forms for its completion. Any assessment component not with appropriate moderation forms or not signed is brought to the notice of the respective faculty or program director for necessary correction before the dean signs the final course=file completion form

3.13 External Exam policies

Policy Number	CAA Standard:	Issue Date	Revision Date
3.13	5.8 8.8	Fall 2017	Fall 2017
Subject External Exam policies			
Purpose Policy in order to conduct the external exam			
Responsible Office		Responsible College Officer	
English Language Unit Financial Services		External Exam coordinator Manager of Administration & Financial Services	
Cross-Reference			
None			

REGISTRATION POLICIES & PROCEDURES FOR EXTERNAL EXAM TEST TAKERS AT ECMIT

- Students who wish to take any English proficiency exam at ECMIT whether they are registered ECMIT students or external test takers should register at the ECMIT registration office.
- The required documents for candidates who wish to take any kind of English proficiency exam at ECMIT are as following:
- The original Emirates ID
- A form including comprehensive information about the test-taker which should be filled by the candidate himself/herself at least three days prior to the exam date.
- Test takers should pay for their exam and submit the receipt to the registration department at least three days prior to the exam date.
- On the day of the exam, examinees can enter the exam venue using only their valid Emirates ID. The verification of the ID is the responsibility of the external examiner party.
- In case of any exam date cancellation, ECMIT is required to announce it at least five working days in advance and refund the exam fee to the test-takers according to the refund policy.

FINANCIAL POLICIES FOR EXTERNAL EXAM TEST TAKERS AT ECMIT**FEE COLLECTION POLICY:**

All students registering for the external examination should pay the exam fees 3 days before appearing for the English proficiency exam at ECMIT.

The fee for each English proficiency exam is available on the ECMIT Catalog and the ECMIT Financial Department.

Fee for City and Guilds English Proficiency Test: AED 1,250

REFUND POLICIES OF EXTERNAL EXAM

The refund policies are as follow:

Exam fee will be refunded only if student withdraws 3 days prior to the exam through a notification to the exam coordinator. .

ECMIT will not refund if student fails to attend the exam.

ECMIT is liable to refund or adjust the fee for next exam, if ECMIT fails to conduct the exam.

Refund advice to be authorized by concerned officials of ECMIT.

SECURITY MEASURES FOR EXTERNAL EXAM TEST-TAKERS AT ECMIT

The physical security measures on the external examination day shall include:

All students taking any external exam at ECMIT should submit their original Emirates ID to be verified by the ECMIT Registration Officer.

The Emirates ID of the candidate is used by the ECMIT Emirates ID Card reader to verify all candidate information.

The identity verification of the candidate shall be done by the ECMIT Registration officer using the Emirates ID Card information in the presence of the examination candidate.

For further identity scrutiny, the candidate should abide by the external examination identity verification under the supervision of the external examiner.

THE IT SECURITY MEASURES ON THE EXTERNAL EXAMINATION DAY SHALL INCLUDE:

The candidate should abide by the camera, sound, and photo verification mechanisms deemed necessary for the external examination as supervised by the external examiner.

Only the external examiner can unlock and monitor the computer for candidates in case a candidate is appearing for a computerized English proficiency exam.

The external exam provider can record and monitor the examination process as deemed necessary for the external examination as supervised by the external examiner.

TEST INTEGRITY AND STUDENT MISCONDUCT POLICIES FOR EXTERNAL EXAMS

The external exam should be conducted with the highest integrity. Any student behavior that is against ECMIT regulations and policies is termed as misconduct. A student misconduct constitutes of:

Disruption of the external exam due to violent, offensive, indecent or threatening behavior during the exam to any of the invigilators, student, employee, faculty member or proctors

Dishonesty acts that includes deceit, falsification, fraud, or misuse of personal identity

Damage or defacement of ECMIT property and facilities

Unauthorized or misuse of ECMIT infrastructure that includes IT, facility or safety equipment's.

Harassment of any other test taker, student, employee or faculty member at ECMIT during the exam or after the external exam.

Intentionally or unintentionally failing to do or doing anything that causes harm to the external exam or ECMIT

Any External test taker involved in the misconduct stated above, should be immediately removed from the exam hall and the matter should be reported to the Dean of Academic Affairs and ECMIT President. Based on the criminal offence conducted, the matter should be reported to the police by the ECMIT President.

EXTERNAL EXAM RESULT COMMUNICATION POLICY

The external exam vendor releases the result within 7-15 working days after the exam. Once the exam certificates are received by the External Exam coordinator, the Admissions and Registration Department informs the test taker to formally receive the external result certificate.

The test taker must present the Original Emirates ID to collect his/her original external exam certificate from ECMIT.

4. FACULTY AND PROFESSIONAL STAFF

SECTION POLICIES

1. Faculty and Professional Staff Role Policy
2. Employment Policies
3. Compensation and Benefits Policy
4. Faculty/Staff Personnel Records Policy
5. Professional Development for Faculty and Staff
6. Faculty Workload Policy
7. Policy on Professional Requirements for Teaching
8. Faculty/Staff Evaluation Policy
9. Disciplinary Policy
10. Faculty and Professional Staff Appeals Policy and Procedures
11. Faculty and Professional Staff Grievance Policy and Procedures
12. Graduate Assistants Policy

4.1 Faculty and Professional Staff Role Policy

Policy Number 4.1	CAA Standard: 4 Stipulation:1A (4a)	Issue Date Fall 2003	Revision Date Fall 2015
Subject Faculty and Professional Staff Role Policy			
Purpose Describes the roles and responsibilities of the faculty and staff.			
Responsible Office		Responsible College Officer	
Office of President		Dean of Academic Affairs	
Cross-Reference			
Faculty Handbook; Staff Handbook			

Policy Statement: In consonance with its mission and goals, the college has a well-articulated policy and a well-structured process to ensure faculty and staff involvement in academic and institutional matters.

This policy:

- i. Defines the role and responsibilities of the faculty in academic affairs: the curriculum, teaching, student support, research and/or scholarship, management and administration.
- ii. Outlines course management requirements, including maintaining office hours, providing a syllabus for each course on the first class day, and grading and examination duties.
- iii. Defines the role and responsibilities of professional staff in the institution.
- iv. Defines the role of faculty in governance.
- v. Assures academic freedom.
- vi. Defines the organizational and reporting relationships for faculty and professional staff.
- vii. Describes standards of professional ethics and cultural norms to which faculty and professional staff adhere.

Most of the items required in this policy are covered in the faculty handbook. Readers are requested to refer to that handbook for details. Following is a summary description of these roles and responsibilities.

FACULTY ROLE IN ACADEMIC AND COLLEGE AFFAIRS

ECMIT considers the faculty members as its best asset. The institutional and academic organizational structures and academic policies have been developed to afford the faculty the maximum academic freedom to contribute to the institutional mission and goals. In addition to teaching and curriculum development, the faculty regularly takes part in academic administration, college development projects, marketing, promotion and student recruitment events, and Academic Affairs Council. For details, please refer to the ECMIT Faculty Handbook.

In brief, the following are the central activities of the faculty members at ECMIT:

1. Teaching
2. Curriculum Planning and Development
3. Faculty Recruitment and Appointment
4. Advising
5. Academic Affairs Council and its Standing Committees

1. TEACHING

The primary responsibility of the faculty is teaching. A faculty member on average teaches 12 credit hours per week; typically consisting of 3 to 4 different courses in each semester. Faculty members are paid overtime allowance for teaching courses in excess of the limit (if any). Faculty members are paid additional compensation for summer teaching. Because ECMIT pays highest importance and priority to student's success, faculty members are expected to remain updated in their areas of expertise through innovations, pedagogical improvements and skills.

2. CURRICULUM PLANNING AND DEVELOPMENT

An important role of the faculty is to plan and develop academic programs and curricula in a collective manner. Because the ECMIT is a small institution and its academic programs are integrated, such collective process is initiated by the Academic Affairs Council through Curriculum Planning and Development Committee. This committee is fully composed of faculty members who have full freedom to make appropriate recommendations to the Academic Affairs Council.

The Academic Affairs Council, which is composed of faculty members from all divisions and chaired by the Dean of Academic Affairs, has the full authority and autonomy to deliver and take decisions on curriculum and program matters, study policy and regulations and faculty welfare.

According to ECMIT Policy, any member of the ECMIT Community and the ECMIT student body are free to propose new programs, modifications in the existing programs and modifications in the study rules and regulations. Such proposals are first submitted to the Curriculum Planning and Development Committee of the Academic Affairs Council, who considers, evaluates and delivers on the proposal. The recommendations together with an action plan are submitted to the full body of the Academic Affairs Council for consideration. The Academic Affairs Council approval is then sent to the College's Council by the Dean of Academic Affairs for consideration in so far as the budget and financial matters are concerned.

The Curriculum Planning and Development Committee is responsible for monitoring the integrity, quality and effectiveness of academic programs and their delivery. The main task of this Committee is to ensure that the goals of the programs are being achieved and that the students are learning what they are supposed to learn. The Committee, in tandem and collaboration with the OIPE office, regularly studies the survey results, course syllabi, library holdings and classroom delivery effectiveness and addresses students' concerns in its efforts to maintain the standard of learning at the college. The Committee discusses its findings and observations in the Academic Affairs Council where an action plan is undertaken to address weaknesses and deficiencies in the system.

3. FACULTY RECRUITMENT AND APPOINTMENT

Faculty plays a significant role in faculty planning, need assessments and hiring. Such planning usually begins in November and completed by December. The Dean of Academic Affairs discusses the plan and need assessments in the full body of the Academic Affairs Council, after which the Dean of Academic Affairs sends the plan to the President together with an estimated budget for onward consideration.

The President's Council discusses the plan mainly to ensure that the hiring plan meets the academic goal of the college and that appropriate funding is available to support the plan. The hiring process starts after placing public advertisement in national and international news media.

The Curriculum Planning and Development Committee determine the section criteria under the oversight of the Dean of Academic Affairs. This Committee evaluates the incoming applications and makes recommendation to the Dean of Academic Affairs.

4. STUDENT ADVISING

An effective student advising system is a pre-requisite to the credit-based education at ECMIT. Full time faculty members will be required to advise a group of students who will remain with him/her until they graduate. The time spent in such academic advising will depend on the number of students assigned, and must be considered as part of the overall workload of a faculty member. Instructors are required to post a schedule on their office door clearly indicating advising, research and teaching hours.

5. GOVERNANCE: THE ACADEMIC AFFAIRS COUNCIL AND ITS STANDING COMMITTEES

The Academic Affairs Council is composed of all full time faculty members and is chaired by the Dean of Academic Affairs. The council meets once a month under normal circumstance, and on frequent basis under emergency situations. As per the policy of ECMIT, the academic affairs council has the autonomy and authority to debate, discuss and approve academic programs, curricula, admission, study rules and regulations, faculty hiring plan, faculty promotion, academic budget and graduation list. The academic affairs council is also the voice of the faculty where issues affecting faculty welfare and interests are openly discussed. This council also serves as a collective bargaining body for and on behalf of the faculty. The academic affairs council functions through the following standing committees:

1. Program Effectiveness and Assessment Committee (PEAC)
2. Credit Transfer Committee
3. Library Committee
4. Curriculum Planning & Development Committee
5. Student Disciplinary & Grievance Committee
6. Exam Board Committee
7. Faculty Review, Retention and Professional Development Committee
8. Research Committee

The responsibilities and memberships of these committees are outlined in detail in the Policies and Procedures Manual. Faculty participation and input in matters of appointment; retention & promotion of faculty; assessment of faculty performance; faculty development; resolution of faculty grievances; admission and registration policies; curriculum development and approvals; instructional support services (Library and IT); and other related matters of academic policy and procedure are ensured through the workings of these standing committees.

ACADEMIC FREEDOM

A faculty member has full freedom in discussing his or her subject in the classroom, subject to adherence to the course syllabus as presented. The faculty member's position as a member of a learned profession and as a member of this institution imposes an obligation that his or her public utterances be made with restraint and good taste and in no way may be interpreted as college policy.

ROLE AND RESPONSIBILITIES OF COLLEGE OFFICERS

For details please refer to policy of organization in standard 1: Mission, Organization and Governance.

4.2 Employment Policies

Policy Number 4.2	CAA Standard: 4 Stipulation: 1A(4b)	Issue Date Fall 2003	Revision Date Fall 2011
Subject Faculty and Professional Staff Role Policy			
Purpose Guidelines for faculty appointment, promotion and contract renewal.			
Responsible Office		Responsible College Officer	
Office of President		HR Officer	
Cross-Reference			
Faculty Handbook; Staff Handbook			

Policy Statement: This policy defines the terms and conditions of employment, status, ranks and qualifications, annual evaluations, promotion criteria and termination. The policy is designed to ensure equitable treatment of all college employees and to promote employee retention.

FACULTY:

TYPES OF APPOINTMENTS

The following types of appointment shall be in force:

- Full-time regular appointment
- Time specific part-time appointment
- Visiting appointment
- Special appointments

EXCEPTIONS

Exceptions to the above requirements may be considered with the mutual agreement of the review committee. The committee shall make a recommendation for exceptions to the DAA. Simultaneous approval of the president is required.

LINE SUPERVISORS

The line supervisor for faculty members is the chair of the relevant department. The line supervisor of all academic chairs is the dean of academic affairs.

TYPES OF FACULTY APPOINTMENTS

A. FULL TIME REGULAR APPOINTMENT

All full-time faculty employment contracts at ECMIT are time specific. The appointment must be held in an academic unit, and must be for one semester to three academic years with contracts renewable for a maximum of 2 years for each renewal. There is no limit on the number of contract renewals. The first semester of the initial contract is probationary. In this semester a faculty member is evaluated in terms of performance, relevance and unit needs. In case a one semester period is not enough for the evaluation, the probationary period may be extended for one more semester, and the faculty member shall be informed in writing. Depending on the evaluation, one of the following decisions is taken:

- To continue with the contract.
- To extend the probationary period for one more semester.
- To provide a timely notice of termination.

Full time regular appointees are entitled to all fringe benefits as per ECMIT policy. This includes the probationary period.

Salaries are prorated over the period of employment and paid monthly.

B. PART-TIME/ADJUNCT APPOINTMENT

A part-time and or an adjunct appointment is semester specific contract for specific courses. The maximum teaching load allowed for a part-time/adjunct faculty in a semester is two courses (six credit hours/per semester). The appointment terminates at the end of a specific semester. No number of renewals of a part-time appointment creates a right to a full-time appointment. Part-time and adjunct faculty members are paid on hourly basis and therefore, they are not entitled to other benefits such as paid vacation, air passages, gratuity, and medical insurance. In addition to teaching hours, they are required to allocate two hours per courses per week as office hours for student consultation.

Part-time or adjunct faculty members must meet the same qualification conditions for appointment to regular faculty ranks as their regular counterparts do.

C. VISITING APPOINTMENTS

A visiting appointment is a full time temporary appointment usually reserved for distinguished teaching and/or research scholars either from UAE or from overseas. The duration of such appointment will be from a minimum of one semester to a maximum of one academic year. As a matter of policy such faculty members will be given full teaching load and other developmental activities as their regular colleagues. However, the teaching load can be lowered by three to six hours per week if such faculty members are involved in research, research management, and curriculum planning and development. Faculty members appointed for one full academic year are entitled for all usual benefits as the regular full time faculty members.

D. SPECIAL APPOINTMENT

ECMIT may designate special faculty appointments to those who possess unusual qualifications in teaching, research, academic administration or public service, but for whom none of the regular faculty ranks is appropriate. Such appointments may be full-time, part-time, adjunct, or visiting.

FACULTY CREDENTIALS

ECMIT adheres to the faculty qualification requirements for various faculty ranks as stipulated in the 2011 MOE-CAA Standards 4.4, stipulations 8 and 9. In specific, terminal qualifications such as a Ph.D. or a DBA from recognized institutions of higher education with specializations in areas of teaching is

necessary for teaching at undergraduate and graduate levels. A minimum master's degree is required for teaching at associate degree level.

However, exceptions to the above requirements can be made for faculty on special appointment at the simultaneous approval of the academic head and the president.

HIRING PROCESS (BOTH FACULTY AND STAFF)

1. **Scope of Search:** Classified personnel will normally be recruited from within the UAE. In an effort to provide an opportunity to obtain applications from diverse backgrounds, the search for faculty and administrative, professional, and technical personnel normally will be conducted nationwide.
2. **Personnel Requisition/Position Justification:** The first step in recruitment will be the completion of a personnel requisition form and a position justification form by the unit manager or the division chair, as appropriate. The forms should be completed in duplicate, with the original sent to the office of administrative and financial services and the copy retained by the originator.
3. **Advertisements:** Upon receipt of the above named forms, after justification has been verified (for both new employees and replacements) and budgetary provisions have been made, the office of administrative and financial services will advertise the position.
 - The job announcement will include, at least, (1) listing with licensed recruitment agencies, (2) advertising in the local newspaper with the advertising charged to the appropriate division (3) posting on appropriate web sites.
 - In addition, the DAA, division chair, or unit manager may contact possible sources of professional applicants, both within and outside the UAE. These college officers may advertise in national publications of the appropriate discipline.
 - All listings will specify reasonable and pertinent minimum requirements for the position, but may include preferred qualifications.
 - The office of administrative and financial services will respond to unsolicited applications for professional positions and keep credentials on file for at least three (3) months.

APPLICATIONS

Applicants should complete the standard college application form available in the office of administrative and financial services, where all applications for employment are processed.

SELECTION GUIDELINES

Credentials of applicants meeting minimum job requirements will be referred to the unit manager, division chair, or DAA for careful screening and thorough documentation and for interview and selection.

1. Records should include a listing of all applicants, an accurate recording of the qualifications of each applicant, and the reasons for the selection of the successful applicant on the basis of qualifications relevant to the position
2. The HR Manager will ensure that the candidate must have certificate equivalency from MOE((Ministry of education).
3. The appropriate unit manager, the manager for administrative and financial services, and the president will review recommendations for employment.

4. Once the president has approved the recommendation in writing, the unit manager, chair, or DAA will confer with the manager for administrative and financial services about informal notification of both the successful and unsuccessful applicants.
5. The manager for administrative and financial services will formally notify all unsuccessful applicants of the status of their applications and retain their credentials in the administration and administrative and financial services office.

CONTRACTS/RECORDS

The manager for administrative and financial services will prepare a contract for all personnel. An employment and change of status form will be used to initiate the hiring or change of status of office and support personnel. The office of administrative and financial services will create a personnel file, which includes transcripts, letters of recommendation, copies of appointment papers, salary sheets, and application for employment. All employee contracts must be signed by the supervisor, and finally must be signed by the president.

QUALIFICATION TESTING

Appropriate tests may be required to determine qualifications of applicants.

RENEWALS OF CONTRACTS

All types of employment contracts, for both faculty and staff, are time specific. No number of such time specific contracts constitutes a basis for tenured appointments for non-citizens of the UAE. However, the contracts can be renewed for another term or a decision can be taken not to renew depending on the performance evaluation of the employee. Further, a running contract can be terminated if the college finds the employee unsuitable for the position or for other reasons as mentioned below. In either case, the employee will be notified in writing. In case of adverse decisions, the affected employees shall have the right to launch an appeal to the president in writing in which the president shall appoint an ad-hoc committee to evaluate the appeal.

REASONS FOR TERMINATION

Any employee may be discharged at any time and salary payments stopped for any one or more of the reasons hereafter listed which shall constitute good cause for discharge:

1. Unprofessional conduct.
2. Sexual harassment of an employee, student, or applicant for a position or program at the College, or retaliation against a person for complaining of sexual harassment or for not cooperating in an investigation of alleged sexual harassment.
3. Incompetence.
4. Insubordination.
5. Conviction of any felony.
6. Repeated failure to comply with official directives, established board policy, or administrative policy.
7. Physical or mental incapacity preventing performance of the contract of employment.
8. Repeated, willful, and serious dereliction of duty.
9. Assault of an employee of the college, a student of the college, or a parent or legal guardian of a student of the college.

10. Deliberate violation of another's civil rights while performing assigned duties.
11. Reduction in force as provided by board policy.
12. Failure to report for duty after all leave has been exhausted.
13. Deliberate falsification of information contained in the employee's application for employment.
14. Deliberate falsification of any document in connection with employee's employment relationship with the college or in connection with any college activity.
15. Any other reason as prescribed by UAE Labor Laws.

GROUNDINGS FOR NONRENEWAL

The reasons hereafter stated shall constitute sufficient grounds (good cause) for nonrenewal of any employee employed under a renewing term contract and the discharge of any employee employed under an expiring term contract, to-wit:

1. Any reason enumerated in paragraph above.
2. Failure to comply with established board policies or administrative policies.
3. Failure to correct deficiencies pointed out in written formal evaluations, supplemental memoranda, or other communications.
4. Excessive unexcused absences.
5. Removing college property, records, or confidential information from the college premises without proper authority.
6. Refusal, failure, neglect, or inability to perform duties, responsibilities, or work assignments.
7. Reprehensible conduct including excessive abusive and/or foul language.
8. Failure or refusal to comply with reasonable college professional requirements regarding professional improvement and growth.
9. Conducting personal economic affairs during work hours.
10. Reasons specified in the employee's employment contract reflecting special conditions of employment.
11. Deliberate misrepresentation of facts to a Unit manager or college official in the conduct of college business.
12. Services no longer required.
13. Inefficiency or incompetency in the performance of duties.

JOB DUTIES AND RESPONSIBILITIES

Employees are expected to know and perform the duties and responsibilities of their position in a timely and professional manner.

INSTRUCTIONAL FACULTY SCHEDULES

Instructional faculty begins duty each fall term on the faculty return day for the fall semester. Work schedules for instructional faculty resume for the spring semester on the spring faculty return day and carry through the date of commencement in May or the date that grades are due in the Office of admissions and registrar, whichever is later, as posted in the college's academic master calendar.

FS.003

4.3 Compensation and Benefits Policy

Policy Number 4.3	CAA Standard: 4 Stipulation: 1A (4c)	Issue Date Fall 2003	Revision Date Fall 2015
Subject Compensation and Benefits Policy			
Purpose Describes the compensation and benefits for all employees including housing, travel, health insurance, education, furniture, repatriation, and death benefits.			
Responsible Office		Responsible College Officer	
Office of President		HR Officer	
Cross-Reference			
Faculty Handbook; Staff Handbook			

Policy statement: Every employee at ECMIT shall have an employment contract with clear job description and reporting mechanism.

The terms and conditions of an employee's work at ECMIT should be clearly written in the employment contract that must be signed by the employee, unit supervisor and finally the president. An employee must not commence work at the college without a signed approved contract. The employment contract shall clearly indicate the following;

- Position/rank; status (FT or PT); unit affiliation.
- Period of contract; job description; and reporting authority.
- Yearly/monthly compensation.
- Probation period and probation salary.
- Benefits and gratuity.
- Obligations of the college to the employee.
- Obligations of the employee to the college.
- Resignation and contract termination conditions.
- Contract renewal conditions.
- Annual vacation and leave of absence.
- Other conditions as may be appropriate.
- Approving authorities.

There will be two original copies of the contract written in English: one copy to be given to the employee and the other to be stored in the personal file with human resources department. Following documents must be attached to the contract:

- Original or attested documents of academic preparation (e.g. diplomas, degrees, certificates etc.).
- Two letters of recommendations from referees who are familiar with the employee's work and background.
- Search committee's evaluations of the employee.

- Peer evaluation, student valuation and annual performance evaluation reports where available and applicable.
- A copy of the passport.
- A copy of the visa/resident permits (if applicable).

GROUP MEDICAL AND HOSPITALIZATION INSURANCE

All eligible employees are provided group medical and hospitalization insurance benefits. All regular employees who work half-time (half-time) or more are eligible.

DEPENDENTS

Employees who want their eligible dependents to be covered must make the additional payments for the coverage and comply with policies and procedures as established by insurance company.

ENROLLMENT

Within thirty (30) days of employment, employees should enroll themselves and/or their dependents at the office of administrative and financial services. Further information is supplied by this office.

TERM LIFE INSURANCE

Each eligible employee is provided group term life insurance in the amount equal to one (1) times annual salary, and a like amount of coverage is provided for accidental death and dismemberment.

WORKER'S COMPENSATION

Provision shall be made for the necessary worker's compensation insurance by carrier. Competitive bidding is required at least every three years.

PAYROLL POLICY

PAYCHECKS

The office of administrative and financial services will supply information to employees on matters of salary.

Employees are paid once a month. Salary is transferred to the employees payroll account on the last regular working day of each month except when this day falls on Friday; in this case, checks will be issued on the Thursday before. The employee should immediately notify the office of the administration manager if they believe there is a problem with their transferred salary amount.

All full time employees shall receive payment in twelve (12) monthly checks. Those employed for fewer than twelve (12) months may request modification of this payment plan, through the payroll office.

TIME CARDS

All non-exempt employees are required by current labor laws and regulations to record time and attendance through the fingerprint reader indicating the number of hours worked per day and the total hours worked per week.

- The employee certifies the accuracy and the Unit manager certifies the accuracy and approves the record, including periods of absence and the reason, as appropriate.
- Recorded fingerprint data should be forwarded to the payroll office not later than the tenth of each month.

4.4 Faculty/Staff Personnel Records Policy

Policy Number 4.4	CAA Standard: 4 Stipulation:1A(4d)	Issue Date Fall 2003	Revision Date Summer 2018
Subject Faculty and Staff Personnel Records Policy			
Purpose Guidelines for maintaining Faculty and Staff personnel records.			
Responsible Office		Responsible College Officer	
Office of President		HR Officer	
Cross-Reference			
None			

Policy statement: HR Department must maintain a file for each and every employee at ECMIT shall have an employment contract with clear job description and reporting mechanism. An official human resources personnel file for all staff employees will be retained in HR office. Cabinets containing all employee information are to be locked at all times.

FILE CONTENTS

ECMIT maintains a human resources file on each faculty and professional staff and takes appropriate steps to protect the privacy of personal information contained in human resources files.

The HR Officer is to coordinate and process matters relating to the appointments of new faculty and staff including, but not limited to, immigration and residence permits, benefits, administering evaluation of non-academic employees, maintenance of personnel files.

The types of documents maintained and retained in human resources files may include the following:

- Curriculum Vitae,
- Academic Credentials such as Certificates / Qualifications
- Letters of Experience / Reference,
- Passport copy with Visa and Photos,
- Application for Staff Employment,
- Employment Contract,
- Certificate Equivalency from UAE MOE
- Contract Renewal / Amendments,
- Probation Confirmation Letter,
- Change of Status Forms,
- Faculty-Staff Information Sheets,
- Performance Evaluations,
- Grievances,
- Corrective Action Records,

- Vacation and Leave Records,
- Bank Account Details,
- Travel Requisitions,
- Salary Certificates Issued by HR
- Resignation / Termination Letter
- Resignation Checkpoints Sheet,
- Other documents related to the employment at ECMIT

INFORMATION ACCESS

Internal access to the human resources files is subject to the following guidelines:

- A staff employee, after verification of the employee's identity, may review any information pertaining to him/her contained in the file.
- A properly identified and authorized representative of a staff employee, with a signed authorization from the employee, may review any information pertaining to the employee contained in the official file. If the authorized representative wishes to make a copy of any information in the employee's file, a written request for copies shall be addressed to records. This request will be subject to the approval of the HRD.
- The public relations officer is authorized to request, receive and review, for official purposes, a human resources file; subject to the approval of the manager, HRD.
- Department heads and other officials may request and review human resources files provided there is an official university need for such access. This must be accompanied by a formal request and is subject to the approval of the manager, HRD or the president.
- External access to human resources files of personally identifiable information or other employment related data/information about an individual without written authorization from the employee/individual shall be at the discretion of the manger, HRD. The HRD shall release only the following information:
 - Employment status (presently employed/former employee), verification of dates of employment, and/or job position or title.
 - An employee is prohibited from releasing any information about another employee to an outside employer or agency without a written authorization from that individual.
- Nothing in this policy shall be construed as a prohibition against a letter of recommendation or other employment related information being released upon signed authorization of a present or past employee.
- Other external access to human resources files shall be authorized only by the manager, HRD and normally under the following circumstances:
 - An employee has the right to request correction or amendment of any information contained in the employee's human resources file.
 - All human resources personnel files are retained for a minimum of five years subsequent to an employee's departure in accordance with the university's document retention policy.

4.5 Professional Development Policy for Faculty and Staff

Policy Number 4.5	CAA Standard: 4 Stipulation: 1A (4e)	Issue Date Fall 2003	Revision Date Spring 2016
Subject Professional Development Policy for Faculty and Staff			
Purpose Guidelines for faculty and staff professional development activities.			
Responsible Office		Responsible College Officer	
Office of President		Dean of Academic Affairs	
Cross-Reference			
Faculty Handbook; Staff Handbook			

Policy Statement: This policy outlines the faculty evaluation and promotion criteria, and procedures for considering and awarding promotions

1. FACULTY AND STAFF PROFESSIONAL DEVELOPMENT

1.1. Faculty Members

ECMIT is keen on providing its faculty members with opportunities that aim at increasing their overall effectiveness in delivering the curricula of academic programs.

Therefore, ECMIT encourages its faculty members to play an active role in all aspects of the academic process. This involves such activities as attending seminar, workshops, and conferences in and outside the College. The College recognizes the need to support the efforts of its faculty members to grow in their professional careers utilizing the available resources. This policy is to be implemented in light of the following assumptions:

- 1) Professional development of ECMIT faculty is based on the Standards for Academic Accreditation.
- 2) The institutional budget reflects the amount of funds allocated for the purposes of faculty development.
- 3) Efforts of faculty members in this regard should be relevant to the College's mission and the overall effectiveness of the individual programs.
- 4) Academic programs set the priorities for professional development in light of the academic interests of faculty members.
- 5) Faculty members' professional development activities are included in the annual evaluation of faculty.

FACULTY MEMBERS ARE REQUIRED TO:

- 1) Participate in local & international conferences, symposiums and seminars (at least once a year).
- 2) Contribute in research by conducting at least one activity a year.
- 3) Subscribe to international professional associations and/or organizations (at least one).

- 4) Attend training courses (at least one course per year) to update knowledge in scientific and technological advances.
- 5) Participate in community services such as training and consultation through organizing training courses (twice a year).
- 6) Participate in institutional research by conducting at least one research paper per year for developing one of the College functions.
- 7) Participate, within his/her Division in organizing conferences, seminars and /or workshops yearly.

1.2. STAFF DEVELOPMENT

ECMIT also cares for its staff development to keep them abreast with the fast changing technology. In order to provide a better service to its clientele and stakeholders, ECMIT is encouraging all the staff to seek professional development i.e. seminars, conferences, workshops, short-term courses, etc. in and outside the College.

ECMIT ROLE IN PROFESSIONAL FACULTY AND STAFF DEVELOPMENT:

- 1) Setting a plan using the budget allocated for the professional faculty development.
- 2) Providing funds for organizing/attending seminars, conferences, workshops and conducting research in addition to providing release time required.
- 3) Providing community service opportunities to faculty members
- 4) Providing training opportunities for both faculty and staff to improve their performance and work skills.
- 5) Making IT infrastructure available for professional Faculty development. This includes:
 1. PCs with multimedia with high speed Internet.
 2. Online Database(s).
 3. Subscribe to periodical (hard and electronic copies).
 4. Acquire recent editions of textbooks and references.
 5. Smart classrooms.
- 6) Providing training to support faculty members in carrying out research.

2. FACULTY FINANCIAL SUPPORT

2.1 FINANCIAL SUPPORT FOR PROFESSIONAL ACTIVITIES AND RESEARCH

ECMIT seeks to support attendance of conferences that help achieve its mission for professional development purposes according to the following procedure:

1. Requests for conference attendance must be submitted at least four weeks before the date of the event.
2. Faculty members are encouraged to apply early in the academic year to secure adequate funding.
3. Requests for conference attendance must be made by filling an Application Form designed specifically for this purpose.
4. Funding will be based on the potential benefit of the conference to both the individual faculty member and the College.
5. Upon approval of the request by Dean of Academic Affairs and the President, the faculty member is eligible for the following:
 - a. Registration fee.
 - b. AED 1000.0 for each night spent (Conference period + 1 night) provided that the maximum nights to be paid are less than 5.
 - c. AED 100.0 transportation per day.
 - d. Air ticket – economy class for faculty members, and business class ticket for the President and his deputies (if any).

6. Upon returning from the conference, the faculty member/instructor must submit a written report on the impact of the experience on his/her professional development to the Research Director through the proper channel.
7. The faculty member/instructor who has attended a conference funded by the College must deliver a seminar/workshop for other faculty members/instructors.

2.2 PROCEDURES FOR APPLYING FOR FINANCIAL SUPPORT

Faculty members seeking financial support are advised to follow the following procedures:

- **ATTENDING A CONFERENCE:** If you are planning to attend a conference or other professional development activities, please fill the "**Application Form for Financial Support -A**" form
- **CONDUCTING OTHER PROFESSIONAL DEVELOPMENT ACTIVITIES:** If you are seeking funding support for a research or creative project, please fill the "**Application for Financial Support -B**" form.

The procedure for Application:

- Develop a plan to conduct or get involved in professional development activities.
- Submit the plan along with the application (s) to Program Director for approval.
- Plan and application should be submitted at least four weeks before the activity starts.

THE APPLICATION FORMS ARE ATTACHED IN THE APPENDIX

3. FACULTY APPRAISALS AND PROMOTIONS

A consolidated yearly appraisal will be made for every faculty member at ECMIT which will incorporate all of the information received for every semester in the year from peer faculty observation reports by the Division Chairs, student feedback forms and general approach toward duties. The results of this appraisal form will form only the basis for extension of contract, promotion in rank, salary increments, etc.

3.1 FACULTY EVALUATION

The purpose of evaluation is both developmental and evaluative. The system provides instructors with information about their performance that is consistent with effective teaching and other non-teaching responsibilities as outlined in this Faculty Handbook. An analysis of the data can provide the basis for an individualized development program and for personnel decisions. The faculty is evaluated in the following manner:

A. CLASSROOM EVALUATION REPORT (PEER EVALUATION)

Each new faculty member will be observed in his/her first semester of teaching by two faculty members, one from the same discipline as the instructor who is being evaluated, and another from a different discipline. The peer faculty will complete the Peer Faculty Observation Report form (this form can be found in the appendices). The completed form will be given to the appropriate Division Chair who will meet the faculty member shortly thereafter to review the contents of the form. Tabulated results and the Chair's recommendations will be sent to the Faculty Review and Development Committee. The Committee's report will be filed in the faculty member's permanent file.

The Division Chair must observe every instructor in class at least once every semester after the initial observation report. In addition, the Dean of Academic Affairs will visit the class of any faculty member who requests a visit or whom the Dean of Academic Affairs or the Division Chair feels should be observed.

B. STUDENT EVALUATION REPORT

Student evaluations will be administered in every instructor's class near the end of each semester. A copy of the Faculty Evaluation Questionnaire used for this evaluation process is found in the appendices. The faculty member will absent himself or herself from the classroom while the students are filling out the questionnaire. The Survey Administrator or an appointed representative will collect the forms and deliver them to the office of the Dean of Academic Affairs.

The forms will be tabulated and the results will be sent to the appropriate Division Chair who will meet with the faculty member after the end of the semester to share the tabulated results and student comments regarding the course. The results and the Chair's recommendations will be sent to the Faculty Review and Development Committee. The Committee's report will then be filed in the faculty member's permanent file. Copies of the student comments will be kept on file for three subsequent semesters for reference by the Division Chair and the Dean of Academic Affairs.

In general, professorial promotions follow a procedure similar to retention. A candidate for promotion informs the DAA in writing of the desire to be promoted. The DAA meets with the candidate to determine if the promotion request is likely to be approved. If so, the DAA determines if there is sufficient budgetary support for the desired position. If not, the DAA informs the candidate in writing that no promotion is possible at that time, and indicates when a promotion might be considered. If so, the DAA informs the candidate in writing that ECMIT is willing to consider promotion.

The deadline for promotion requests is the first day of November. Promotions, if approved, normally become effective the next academic year (September 1).

C. FACULTY EVALUATIONS RELEVANT CRITERIA:

	Category/Activity	Weight
1.	Teaching	60-80%
2.	Research & Scholarship	10-40%
	2.1 Research	
	2.2 Conferences, Symposia & Seminars	
	2.3 Professional activities	
3.	Committees & Administration	05-20%
	3.1 Committee Work:	
	3.2 Other Administrative Duties	
4.	Community Services	05-20%
Total 100%		

3.2 POLICY AND PROCEDURES FOR FACULTY PROMOTION

1. POLICY STATEMENT

ECMIT faculty members are promoted from one rank to the next in accordance with specified policies regarding the promotion criteria and the weighting of the criteria. Procedures for applying for promotion as well as procedures for considering and awarding promotions have also been clearly

described by the College. This document explains the policies and procedures for academic promotion of faculty members.

2. PURPOSE OF THE POLICY

- Encouraging eligible faculty members to apply for promotion to next academic rank.
- Rewarding the faculty member who consistently performs effectively as a faculty member/scholar.
- Recognizing services of faculty members rendered to the College and the community through their endeavors and research activities.
- Motivating faculty members to consistently render greater efforts.

3. DETAILED POLICY STATEMENT

- ECMIT academic rankings are as follows:
 - Full Professor
 - Associate Professor
 - Assistant Professor
- Promotion and assigning academic ranks to ECMIT faculty members shall be confined to the following two cases:
 - Promotion from assistant professor to associate professor
 - Promotion from associate professor to full professor
 - The Committee for Promotion formed by a decree from The President of ECMIT shall study and take decisions concerning the promotion applications submitted by ECMIT faculty members.

3.1. PROMOTION CONDITIONS

3.1.1 Promotion conditions for Associate Professor or Full Professor ranks are as follows:

- a) Before applying for higher promotion, the applicant shall spend at least five calendar years in his/her first academic rank.
- b) The applicant shall have worked for at least two academic years at ECMIT. The period in which he/she is a visiting professor shall be considered.
- c) The applicant may apply six months before the end of the 5-year period as specified above provided that the conditions of the required research papers (as given below) are observed.
- d) The academic division council should assess all works of the applicants' in the College. This assessment should be approved by the Academic Affairs Council. The applicant should score no less than 50% for associate professor and 60% for Professor in each of the following fields: Teaching, Scientific Research and ECMIT development and Community Services through an assessment made by his/her Division. The total percentage must be 60% or higher for associate professor and must be 70% or higher for professor. Table 1 gives a clear picture of the criteria and their scoring:

Table 1

Fields of Assessments	Percentage
Teaching	40%

Scientific Research	40%
ECMIT development and community services	20%

3.1.2 The requirements for research papers submitted for promotion consideration are as follows:

- a) The faculty members to be promoted into the 'Professor' rank have to submit no less than five research papers. Those applying for a promotion for the 'Associate Professor' rank have to submit no less than three research papers. These papers must have been published in refereed academic journals.
- b) The academic published book shall be treated as a research work after being evaluated academically. Only one book can be eligible for this purpose.
- c) The translated and published book, in the respective field, shall be treated as a research work after being evaluated academically. Only one translated book can be eligible for this purpose.
- d) All research papers submitted for promotion should fall within the specialization area of the applicant.
- e) The research papers published in the refereed proceedings of scientific conferences shall be treated as a research work provided that only two research papers are eligible for this purpose.
- f) The research papers submitted for promotion may include one research paper accepted for publication in a recognized journal provided that all other papers have already been published.
- g) Research papers published in electronic periodicals are accepted provided that they are refereed and approved by the concerned division Council.
- h) Research papers published prior to the applicant's present job in the College would be considered provided that these papers should not exceed 50% of the total number of papers.
- i) The research papers submitted for promotion should have at least one paper written by the applicant him/herself. In case this is not possible due to multiple specializations, the applicant's name should appear first or second in the list of concerned researchers. See table

Table 2

Type of submitted research	Percentage
Single author research paper	100%
Co-author research paper	50%
Co-author with two other researchers	35%
Co-author with three other researchers	25%

- j) The applicant must submit a written confirmation that he/she has not directly cited any research article submitted for promotion from his/her Masters or PhD, or already used in his/her previous promotion.
- k) The respective division council should certify that the research papers proposed are within the area required for promotion.
- l) All correspondences, special reports on promotions, deliberations in the division, academic affairs, the College Promotion Committee, together with the selected names of the referees must all be kept confidential.

3.2. REFEREES

- 1 When the Promotion Committee approves to proceed with the promotion procedures, it should request from the Academic Affairs Council to provide names, addresses and

- telephones of ten referees from different countries.
- 2 The referees should be specialized in the same field as that of the promotion applicant.
 - 3 All referees evaluating the promotion into the 'professor' rank should be full professors at the time of judging the promotion concerned. Only one associate professor might evaluate the research work presented by an assistant professor applying for the associate professor rank.
 - 4 When necessary and under certain conditions set by the Committee, one of the referees can be a faculty member from the College. Other referees must be from other accredited universities from inside or outside the UAE.
 - 5 Any of the referees committed to evaluate the promotion applicant should not have co-worked with the applicant in any of his/her research papers presented for promotion.
 - 6 Research papers submitted for promotion to 'professor' or 'associate professor' rank should be valued by the referees at least 'good' for promotion as in table 3.

Table 3

Overall evaluation of submitted research papers	Assigned Score	%
Excellent	5 points	90-100
Very Good	4 points	80-89
Good	3 points	70-79
Satisfactory	2 points	60-69
Weak	1 point	50-59

4. PROMOTION PROCEDURES

- 4.1 If the applicant is a faculty member or a chair of division, he/she should present his/her documents to the Dean of Academic Affairs. If the applicant is the Dean of Academic Affairs, he/she is entitled to apply through the College President's office with the approval of the division council to which he/she belongs. In both cases, the required documents are as follows:
 1. The applicant's research papers published in refereed journals with the journals' names and dates of publication.
 2. A list of books or research papers which he/she presented in international conferences, if any.
 3. Abstracts of his/her Master and PhD theses.
 4. Titles of the research papers presented for the promotion to associate professor if the applicant applies to be promoted to full professor.
 5. A comprehensive report concerning the applicant's teaching load, the courses he/she taught and all other services for the College, the College and Community besides the consultations he/she offered. These may include in particular the following elements:
 - a) Teaching loads and efforts of the applicant and the diversity of the courses taught by him/her.
 - b) The development and updating of the scientific materials.
 - c) The development of programs, study plans, and courses
 - d) The supervision of internship and graduation projects
 - e) The use of modern methodologies and technologies in teaching (if available)

6. The Counselling and interaction with students in the development of their skills, goals, and their abilities in self-learning.
7. ECMIT development should be considered, particularly in his/her participation and contribution in the following fields:
 - a) Committees at both Institutional and departmental levels.
 - b) Work groups or evaluation teams.
 - c) Creating/managing/or developing any of the academic units, such as departments, programs, centers or any of special units at the college.
 - d) Planning and implementation of professional development activities or improving the academic performance of faculty members.
 - e) Academic advising to the students and other student services
 - f) Non-class students activities
 - g) Applying the Academic Standards of the MOE in the UAE and committed to it.
 - h) Academic and professional exchange of experience with universities, associations and professional bodies.
 - i) Providing his/her academic and professional experience to those who request it from the College.
8. ECMIT community services should be considered, particularly in his/her participation and contribution in the following fields:
 - a) Students' training within the College, governmental agencies or specialized authorities.
 - b) Training of community members through organizing specialized courses for workers in government, independent bodies or delivering courses to improve the performance of College's staff.
 - c) Providing excellent professional services to the society through conducting research in his/her academic specialization inside and outside the College, as approved by the College.
 - d) The work of associations and professional organizations: local, regional, or international related to his/her specialty.
9. The applicant consultation should be considered, particularly in his/her participation and contribution in the following fields:
 - a) Scientific and professional consultation related to his/her field.
 - b) Professional committees outside the College.
 - c) Workshops and seminars outside the College.
 - d) Membership of Editorial Board of scientific journals and magazines, refereed professional publications, and the advisory bodies.
 - e) Evaluation of scientific research papers submitted for publication in scientific journals or applied for promotion and Conference proceedings.
 - f) Evaluation of books and scientific materials for publishing purposes.
 - g) The discussion committees of graduate theses.
10. Copies of the theses he/she supervised before and during his work at ECMIT.
11. Any official letters from other universities he/she used to work for, whether inside or outside the UAE, highlighting his/her contributions in teaching and other fields in those universities.
12. The applicant's CV.
13. All the above-mentioned documents should be reported to the Promotion Committee by the Chair of the Academic Affairs Council.
- 4.2 The Chair of the Promotion Committee shall choose three referees to evaluate the research papers presented for promotion from the .
- 4.3 The research papers shall be sent to the three chosen referees. Each referee gives his/her judgment about each research paper separately according to one of the following evaluations (excellent/very good/good/fair/poor) accompanied by a general result for evaluating the academic work as a whole, stating either (deserving promotion) or (not deserving promotion).
- 4.4 When a referee is late in sending his/her promotion reports for six weeks, the Committee should contact him/her through any of the communication means. In case the reports are late again for further two weeks after the last contact, then the chair of the Promotions Committee should choose another referee instead of him/her from the referee list available with the Committee.

5. THE DECISION

- 5.1. The Promotion Committee shall review the evaluation of the referees and accordingly make recommendation to the President of the College who reports it to the College Council for Final approval.
- 5.2. The College Council takes the decision regarding the applicant's promotion in the light of the recommendations proposed by the College Promotion Committee. Once the promotion is approved, the applicant would be appointed according to the rank promoted as from the date of the President's ratification of the promotion, or after four months of the date of applying for promotion (the one which is nearer).
- 5.3. If the applicant's promotion is rejected, he/she might apply again for promotion provided that he/she should present a testimony of achieving progress to the level required to remove the reasons behind not promoting him/her in the preceding process of evaluation. The applicant may submit other published research papers or make major changes in his/her former research work. It is worth noting that he/she cannot submit any research paper whose evaluation is less than 'good'. The applicant can apply for promotion again after one full year from the date of rejection of his/her first promotion application.
- 5.4. The promotion's applicant has the right to complain to the President of the College within one month of notifying him/her of the decision of rejecting of his promotion. He/she should request reconsidering the decision of rejecting his/her promotion.
- 5.5. If the faculty member fails two consecutive times in his/her promotion for a higher rank, the Promotions Committee may consider his/her application for the third, but last time provided that he/she should pay all the expenses connected with the promotion.
- 5.6. A promotion decree in English/Arabic would be issued in two original copies, one to the applicant and the other to be filed in the College.

4.6 Faculty Workload Policy

Policy Number 4.6	CAA Standard: 4 Stipulation: 1A (4f)	Issue Date Fall 2003	Revision Date Fall 2011
Subject Faculty Workload Policy			
Purpose Guidelines for assigning faculty workloads and release time for research.			
Responsible Office		Responsible College Officer	
Office of Dean of Academic Affairs		Dean of Academic Affairs	
Cross-Reference			
Faculty Handbook			

Policy Statement: This policy ensures that ECMIT has a sufficient number of faculty members with equitable and reasonable workload to support the delivery of its academic programs.

FACULTY WORK LOAD

It is recognized that in the teaching profession, class preparation and research activities can be conducted in their offices at any time they wish. Thus, a faculty member is required to maintain working hours and post those on his/her office door as follows:

- Teaching schedule.
- Office hours (at least two hour per week for each course taught).
- Advising hours (at least two hours a week).
- Study/Research hours (when a faculty member does not want to be disturbed).

In general, the workload of a faculty member comprises the following e five major components:

- Teaching and teaching related activities such as proctoring etc.
- Research.
- Student advising.
- Curriculum planning and development.
- Committee work and academic administration.

In addition, the faculty members are expected to participate in the following activities:

- Consultancy work

- Community Service

As ECMIT is a student-centered institution, teaching and research (which enhances teaching effectiveness) should be the central activities of a faculty member. Thus, a higher proportion of a faculty member's workload should be allocated to these two activities.

TEACHING DUTIES AND RESPONSIBILITIES

- Teach all classes assigned in areas of his or her competence.
- Meet all classes as scheduled and conduct those classes in a professional manner.
- Cell phones are strictly prohibited from usage during the class hours.
- Cancellation of classes should be informed to the chair and the registrar, minimum 24 hours in advance.
- Submit the final grade within the 72 hours of the completion of the final examination.
- Ensure that the requisite textbooks are available for students on the first day of class.
- Prepare a written syllabus for each course taught and at the beginning of each semester:
- Submit copies of each syllabus to the division chair one week prior to the first day of class.
- Ensure syllabi copies are ready and collated to be distributed to students on the first day of class.
- Keep accurate attendance records for all classes on the ERP along with the documentation.
- Offer and provide assistance to students having academic difficulty including referral to the ECMIT peer-tutoring program.
- Stay abreast of current trends and developments in areas of teaching and make every effort to incorporate these in his/her own pedagogical style.
- Attend scheduled staff and exam board committee meetings.
- Maintain class, office and advising hours and post them for student information.
- Attend faculty meetings.
- Serve as student advisors and on college extra-curricular committees as assigned.
- Become familiar with and abide by all college regulations regarding students & faculty as published in the student and faculty handbooks, college catalog, faculty contract, etc.
- Make suggestions in identifying textbooks and reference material specific to the course(s) they are assigned to teach.
- Maintain complete course files for every course taught every semester.
- Wherever possible, incorporate the use of technology in teaching.
- Be familiar with all academic program requirements, policies and advise all your respective subjects' students.
- Be available for proctoring mid-term and final examinations.
- Be familiar with the missed class policy and its implementation.
- Reschedule missed classes in consultation with the department chair and the registrar

TEACHING LOAD, OVERTIME AND INCENTIVE POLICY

At ECMIT there two categories of faculty members:

- (a) Faculty members holding less than terminal degree
- (b) Faculty members holding terminal degree

In general, non-terminal degree holding full time faculty members are required to teach a total of 12 courses during the period of an academic year spread over fall, spring and summer semesters. This will consist of 3 to 4 different courses and 2 to 1 additional section totaling a maximum of 15 credit

hours per week in fall and spring semesters respectively, and two courses in summer consisting of 6 credit hours.

Teaching load reduction by three credit hours per week will be allowed for those faculty members:

- Who show interest and evidence of research?
- Who are involved in academic administration such as program coordination and departmental chair ship?
- Involved in major activities such as quality assurance, assessment and effectiveness activities, and development of new programs

Part-time faculty members are assigned to teach not more than 6 credit hours per week.

Faculty members holding terminal degrees in the ranks of assistant to full professors are required to teach a total of 10 courses during the period of an academic year spread over fall, spring and summer semesters. This will consist of 3 to 4 different courses and 1 to 0 additional sections totaling a maximum of 12 credit hours per week in fall and spring semesters, respectively, and two different courses in summer consisting of 6 credit hours.

Teaching load reduction by three to 9 credit hours will be allowed in the following major circumstances:

- Faculty members involved in teaching undergraduate courses or involved in research with evidence of research outcomes such as working papers, conference papers and refereed publications etc., reduction by 3 credit hours/week.
- Academic dean: reduction by 6 credit hours per week.
- Research director: reduction by 3 credit hours per week.
- Academic vice president: reduction by 9 credit hours per week.

As ECMIT expands and graduate programs are offered, following teaching load (out of a maximum of 12 credit hours/week) policy will be followed:

- Full professors who are exclusively involved in graduate teaching, research and curriculum development: reduction by 6 credit hours.
 - Associate and full professors who are involved in a mix of undergraduate and graduate teaching, research and curriculum development: reduction by 3 credit hours.
 - Assistant professors who are involved in a mix of undergraduate and graduate teaching, research and curriculum development: reduction by 3 credit hours.
- Part time faculty members in this category are not allowed to teach more than 6 credit hours per week.

HOURS OF WORK

Full-time faculty members are required to work a minimum of 40-hour week. Part-time faculty members are to schedule office hours (two hours per week per class section taught) in addition to the scheduled teaching loads. All faculty members are required to post their weekly schedule outside their individual offices, clearly mentioning therein available hours for counseling, academic advising schedules, class times and any other information that might be pertinent to his/her work schedule.

There may be circumstances in which a lighter or heavier teaching load is necessary for an individual instructor. In such a situation, the chair's office will work with the faculty member ensure a fair and mutually agreeable schedule. The chair may offer a one course load reduction in a subsequent semester, if the faculty member is teaching an overload on an unpaid basis.

TEACHING LOAD FOR A VISITING FACULTY OR A FACULTY MEMBER ON SPECIAL APPOINTMENT

These faculty members are required to take a full teaching load (e.g. 15 credit hours/week). Exception can be made for visiting faculty who will be involved in research, mentoring, program, curriculum and course development, etc. Such exceptions must be carefully considered by the chair and approved by the DAA.

CROSS-TEACHING

A cross teaching assignment reflects the active involvement of a faculty member in teaching and research in more than one department. Cross-teaching assignments or appointments are usually made to maximize the use of human resources to the best benefit of ECMIT. A faculty member can be asked to teach courses in his/her field of specialization offered by another department. Such assignments must be viewed as a part of a faculty member's obligations to ECMIT within the 40 hours per week workload frame, and do not attract extra financial compensation.

For interdepartmental cross teaching, the assignment is discussed by the respective chairs and the faculty member. A written request for cross-teaching is made to the chair, who approves or disapproves of the requested cross-teaching assignment. A written request is made by the chair to the DAA, who approves or disapproves of the requested cross teaching assignment.

OVERLOAD POLICY

In order to maintain the quality and integrity of teaching, ECMIT does not encourage its faculty members to engage in overload teaching. However, if and when such needs arise, the college chair must consider the matter carefully, and forward their recommendations to the DAA for further consideration. The DAA after discussions with the chair may recommend one of the following options:

- To pay the faculty overtime, following the compensation procedures.
- To lower the faculty member's teaching load over subsequent semesters.

4.7 Policy on Professional Requirements for Teaching

Policy Number 4.7	CAA Standard: 4 Stipulation:1A (4g)	Issue Date Fall 2003	Revision Date Summer 2018
Subject Policy on Professional Requirements for Teaching			
Purpose Explains the factors to consider for academic and professional qualifications of faculty.			
Responsible Office		Responsible College Officer	
Office of Dean of Academic Affairs		HR Officer	
Cross-Reference			
Faculty Handbook			

Policy Statement: This policy ensures that ECMIT hires faculty members with academic qualifications and degrees earned from recognized institutions appropriate to the field and level of their teaching assignments.

MINIMUM QUALIFICATIONS

In compliance with the UAE Ministry of Education requirements, all full-time and part-time faculty teaching at the associate degree level (100 & 200 level courses) must have at least a master's degree in their respective fields from a recognized and accredited University of repute, supplemented with extensive teaching and/or industrial experience. All faculty members regardless of status are expected to be proficient in written and spoken English. All courses use English as the medium of instruction and faculty members are expected to write clearly and effectively in English and speak at a level that is easily comprehensible to the student.

CONTRACT CONDITIONS

All faculty appointments at ECMIT are date specific. The length of a specific full time contract may vary between one academic semester and two academic years. Contracts are renewable depending on financial conditions, needs of a department/unit and individual performance. However, salary increases effective any date may be authorized by the president.

The contractual agreement shall specify such items as rank, status, departmental unit, salary, obligations on employer's part, obligations on employee's part, period of the contract, and any other special pre-requisites.

ECMIT abides by UAE MOE regulations for Certificate Equivalency for all faculty recruitments.

A. INSTRUCTOR

To be appointed to this position, an individual must have a minimum of a bachelor's degree or diploma from a recognized university in an appropriate field of specialization. Some prior teaching or professional experience is preferred but not necessary for the initial appointment to this rank. This category of the faculty members shall be engaged in basic level teaching such as foundation and preparatory English, foundation Arabic, mathematics, study skills and IT courses. Instructors are not allowed to teach AS program courses.

B. LECTURER

To be appointed to this position, an individual must have a master's degree from a recognized accredited or attested university in the field of specialization. Prior teaching or professional experience is preferred but not necessary to be hired in this rank. The main professional endeavors comprise a combination of teaching and other academic services as may be determined by the individual's supervisor. Research is encouraged, but not required.

C. SENIOR LECTURER

To be appointed or promoted to this position, an individual must have a master's degree from a recognized accredited or attested university in his/her field of specialization. An individual with a master's degree must have at least four years of post-master's teaching and scholarly experience at an institution of higher education. The requirements for promotion to this rank require evidence of ECMIT service and above average teaching evaluations while at ECMIT.

Research is encouraged. ECMIT research working papers, case studies, conference papers and/or a published paper in a professional journal may be considered as evidence of research. The research requirements can be waived for a faculty member involved with academic administration, committee work, or course coordination.

D. ASSISTANT PROFESSOR

An appointment at the rank of assistant professor requires a terminal degree from a recognized accredited or attested university, in an appropriate field of specialization.

Assistant professor is the entry level rank for terminal degree holders without prior teaching experience. The candidate must have a Ph.D. or an equivalent terminal degree from a recognized accredited or attested university, in an appropriate field of specialization. Evidence of scholarly research, completion of a thesis and evidence of research potential is required for appointment to this position. No prior teaching experience is required but preferred.

An individual with appropriate professional qualifications and research, but without a terminal degree, may be appointed to this rank on special appointment. However, the requirements for promotion to this rank are similar, but require evidence of ECMIT service and above average teaching evaluations while at ECMIT.

E. ASSOCIATE PROFESSOR

To be appointed or promoted to this position, a candidate must have a Ph.D. or an equivalent terminal degree from a recognized accredited or attested university in an appropriate field of specialization and must be current in research appropriate to the field of specialization. To be appointed to this rank, the candidate must have:

- Four years of post-terminal degree teaching experience at graduate and undergraduate levels at institutions of higher education.
- Evidence of at least three research papers published in journals of international repute (or the equivalent in books, book chapters, etc.) which should show high quality of research as judged by experts in the appointee's field of specialization.

- Evidence of other scholarly activities such as conference papers, working papers case studies and thesis supervision.
- Experience in curriculum and program planning and development, accreditation and academic administration.

Membership in relevant professional organizations is optional, but encouraged.

The requirements for promotion to this rank are similar, but require evidence of ECMIT service and above average teaching evaluations while at ECMIT.

An individual without a terminal degree cannot be appointed or promoted to this rank, except on special appointment.

F. PROFESSOR

To be appointed or promoted to this position, a candidate must hold a Ph.D. or an equivalent terminal degree from a recognized accredited or attested university in an appropriate field of specialization. To be appointed to this rank, the candidate must have:

- At least eight years of post-terminal degree teaching experience, with at least three years of teaching at graduate level at institutions of higher education.
- Evidence of at least 4 research publications (at least three in the last three years) in journals of international repute (or the equivalent in books, book chapters, refereed working papers, consulting, etc.) since appointed or promoted to the rank of an associate professor that should show high quality of research and scholarship as judged by experts in the appointee's field of specialization.
- Experience and evidence of graduate and/or undergraduate thesis supervision
- Experience of leadership in academic policy, planning and development, accreditation, and academic administration.
- Experience of other scholarly activities such as conference papers, working papers and case studies.
- Experience of curriculum and program planning and development.
- Membership in relevant professional organizations is optional, but encouraged.
- The requirements for promotion to this rank are similar, but require evidence of ECMIT service and acceptable teaching evaluations while at ECMIT.
- An individual without a terminal degree cannot be appointed or promoted to this rank, except on special appointment.

4.8 Faculty/Staff Evaluation Policy

Policy Number 4.8	CAA Standard:4 Stipulation:1A(4h)	Issue Date Fall 2003	Revision Date Fall 2013
Subject Faculty and Staff Evaluation Policy			
Purpose Guidelines for evaluating faculty and staff members.			
Responsible Office		Responsible College Officer	
Office of President		Department Head	
Cross-Reference			
Faculty Handbook; Staff Handbook			

The employee performance evaluation is an important component of an employee development at ECMIT. It is a process for evaluating job performance and communicating assessment information to the employee. All employees of the college should be evaluated at least once every academic year.

The performance evaluation system is used to evaluate employees work performance, develop a work plan for the next review period and improve performance through training and counseling. Relevant staff development plan is built according to the results of performance evaluation. It also serves as the basis for merit salary adjustments to motivate and retain employees.

Annual performance evaluations are required for every employee at ECMIT, who has worked for more than 6 months. These evaluations are typically carried out during April – May, and cover the current academic year. Forms for the evaluation of employees in the institute are available from the human resources department.

PROCEDURE

- Employee and then supervisor must complete and sign the evaluation form. The supervisor provides the form to the employee.
- Once the evaluation form is completed, the supervisor should schedule a meeting with the employee to discuss answers, goals, compare concerns and discuss how performance can be improved.
- The supervisor keeps the copy of the completed performance evaluation form and submits the original to the administrative and financial services unit by assigned deadlines.

COMMUNICATION

The supervisor should:

- Meet in a private place with no interruptions.
- Ask employee to discuss his/her performance and goals; listen carefully.
- Give feedback on performance and goals.
- Discuss accuracy of job description and agree to revision.

- Agree on new goals for upcoming year.
- Review prior year goals.
- Determine need for coaching, training or follow-up.
- Complete evaluation forms by both parties signing and supervisor submitting completed forms to the human resources department. Employees may request a copy of their evaluation form(s) at any time from the human resources department.

EMPLOYEE APPEAL

The administrative and financial services office staff will answer any questions which arise out of the use of the performance appraisal system, and may also propose methods to resolve problems and identify channels of appeal available to employees.

Employees may appeal a performance appraisal decision to the administrative and financial services office by submitting a written request for review within five (5) working days after the appraisal interview.

1. For faculty, such appeals will be forwarded by the Administrative and Financial Services manager to the DAA for resolution. The DAA may form an ad-hoc faculty committee to take a decision. The DAA will communicate the decision to the faculty member. Such a decision will be forwarded to the administrative and financial services manager for record purpose. If still not satisfied, a faculty may launch a final appeal to the president whose decision is final.
2. For non-professional staff, the manager of the administrative and financial services may form an ad-hoc committee involving senior staff members to resolve the issue. The manager will inform the staff member of the decision and maintain a record in the personal file.
3. For professional staff, the president will form an ad-hoc committee to resolve the issue. The committee will send its findings to the president whose decision shall be final. Copies of the documents will be kept in the personal file for record purpose.

4.9 Disciplinary Policy

Policy Number 4.9	CAA Standard: 4 Stipulation: 1A (4i)	Issue Date Fall 2003	Revision Date Fall 2013
Subject Disciplinary Policy			
Purpose Guidance on standards of conduct, regulations, and operational procedures, including sanctions.			
Responsible Office		Responsible College Officer	
Office of President		Dean of Academic Affairs	
Cross-Reference			
Faculty Handbook			

DISCIPLINARY ACTIONS AND CONTRACT TERMINATIONS

While infrequent, disciplinary actions are taken as the result of professional or personal misconduct. As disciplinary actions may be considered in the annual performance review, it is important to understand what ECMIT considers to be inappropriate.

PROFESSIONAL MISCONDUCT, INCOMPETENCE OR NEGLECT OF DUTY

Professional misconduct, incompetence or neglect of duty includes, but is not limited to, actions such as:

- Refusal to fulfill contractual obligations such as: teaching, grading, advising, proctoring, and committee work.
- Refusal to abide by the academic policies of the college and ECMIT.
- Absence from classes without approval of the line supervisor, without proper notification to the students, and without arranging make-up classes (except for emergency situations).
- A chronic pattern of arriving late to classes that disrupts the educational process.
- Falsification of academic and professional credentials.
- Plagiarism.
- Falsification of research information.
- Abuse of internet privileges (e.g. sending inappropriate or libelous E-mails to faculty e-lists).

These issues are first dealt with through the established academic hierarchy (e.g. the Chair's office, and finally through the ECMIT Grievance and Disciplinary Committee.

PERSONAL MISCONDUCT

Personal misconduct includes, but is not limited to:

- Criminal acts such as assault of an employee or a student.
- Fighting while on ECMIT premises.
- Willful destruction or stealing of ECMIT property or facilities.
- Persistent harassment (verbal, physical, racial, religious or sexual).
- Acts while under the influence of alcohol that threaten the integrity and image of the institution.
- Distribution of confidential, slanderous or libelous information that tarnishes the image of the institution and disturbs peace and harmony within the ECMIT community.
- Sale of grades.
- Sale of examination papers.
- Other unethical behavior as stated in the Labor Law of the UAE.

Personal misconduct is handled administratively. Depending upon the severity of the violation, the violation is normally handled by the chair, and may result in a letter of warning that becomes part of the faculty member's personnel records. Severe violations, or repeated violations, are referred to the DAA. Severe violations may lead to termination of the teaching contract.

TERMINATION ON THE INITIATIVE OF ECMIT

- a. A faculty member's contract can be terminated giving him/her a one month advance written notice at any time during academic year under one or more of the following conditions and circumstances:
 - In the event ECMIT ceases or suspends its activities.
 - If the faculty member proves to be unsuitable for the position due to insufficient qualifications, or due to a health condition which does not permit the faculty member to carry out the responsibilities of the position (after the normal sick leave period).
 - ECMIT shall have the right to immediately terminate the faculty member's contract in cases of severe personal misconduct, as per the stipulations given in the faculty handbook
 - Service is terminated during the probation period on grounds of unsatisfactory performance. No notice is required.
 - Service is terminated for professional incompetence, dereliction of duty, any behavior involving moral depravity. No notice is required.
 - Any other ground specified in the policy and procedures handbook
- b. ECMIT has the right to terminate a faculty member's contract under severe budgetary conditions, or shifts in student demand, that force a restructuring of the faculty. In such cases, as required by UAE Labor Law, ECMIT will attempt to provide alternative employment.

4.10 Faculty and Professional Staff Grievances Policy

Policy Number 4.10	CAA Standard:4 Stipulation :1A (4j)	Issue Date Fall 2003	Revision Date Fall 2013
Subject Faculty and Professional Staff Appeals Policy and Procedures			
Purpose Guidance on appeals policy and procedures.			
Responsible Office		Responsible College Officer	
Office of President		Dean of Academic Affairs	
Cross-Reference			
Faculty Handbook			

GRIEVANCE PROCEDURES

The following are the stages involved in addressing ECMIT staff grievances. Grievances include but are not limited to the following. Student discipline/misbehavior issues in class, academic support systems, salary hikes/deductions, teaching loads, student advising loads, extra-curricular committee workloads, promotions and rank determination, salary revisions etc.

- Submit a written complaint to the Dean of academic affairs detailing the issue related to the grievance.
- The Dean of academic affairs will then schedule a personal appointment after discussing the grievance issue with any other party/person who may be directly involved in the issue at hand.
- If the grievances are not settled in the meeting, the concerned faculty member may appeal to the appropriate committee in the Academic Affairs Council.
- If the issue remains unresolved, the matter will be referred to the president whose decision will be final and binding upon all parties involved.

5. STUDENTS

SECTION POLICIES

1. Undergraduate Admissions Policy
2. Graduate Admissions Policy
3. Transfer Admissions Policy
4. Advanced Standing Policy
5. Student Records Policy
6. Information Release Policy
7. Career Service Policy
8. Student Finance Policy

5.1 Undergraduate Admissions Policy

Policy Number 5.1	CAA Standard:5 Stipulation :1A (5a)	Issue Date Fall 2003	Revision Date Spring 2014
Subject Undergraduate Admissions Policy			
Purpose Provides guidelines for undergraduate admission			
Responsible Office		Responsible College Officer	
Office of Dean of Academic Affairs		Manager of Admissions & Registration	
Cross-Reference			
Catalog; Student Handbook			

Policy Statement: ECMIT has a clear set of admission criteria for its associate of science and bachelor of business administration programs which is consistent with its mission and requirements of the Ministry of Education of the UAE. The admission criteria are published in college academic catalog and other promotion materials and are made widely available. Changes on admission policies are initiated by the Academic Affairs Council and approved by the president's council before they are implemented. The standards employed are consistent with those adopted by leading accredited universities and colleges in the United Arab Emirates and internationally.

ADMISSIONS REQUIREMENTS

Admission requirement varies with the program for which admission is sought. ECMIT offers the following undergraduate programs:

- Associate of Science in Business
- Associate of Science in Information Technology
- Bachelor of Business Administration

FOR ASSOCIATE OF SCIENCE DEGREE PROGRAMS

ECMIT employs several criteria and routes for admission to its associate of science degree programs:

- Regular admission for UAE and international students.
- Provisional admission for UAE and international students.
- Through the foundation program: Access route for UAE secondary school students not meeting the regular admission and/or provisional admission criteria.

REGULAR ADMISSIONS

In order to be admitted to the degree programs offered by ECMIT, the following conditions need to be met by the student:

- A pass in the UAE General Secondary School Certificate (all streams are acceptable) with an average score of 60% or higher (or equivalent Emirati and international qualifications attested by the MOE of the UAE are acceptable).
- A minimum TOEFL equivalent score of 500 (173 CBT, 61 IBT) in English Proficiency Test or IELTS of band 5.0 or any equivalent standardized English language test approved by the MOE.
- Equivalency certificate of high school certificate earned outside the UAE education Board system.
- Attend an interview with the program admissions committee.

PROVISIONAL ADMISSIONS

A student who has a pass with an average score of 60% or higher in the UAE General Secondary High School Certificate or its Emirati and/or international equivalent but does not meet the conditions for regular admissions, can be provisionally admitted to the college without submit a passing score of 500 in TOEFL at the entry point. However the student will be required to take up two preparatory courses, basic mathematics and general English. These two courses will academically prepare the students to be able to meet the regular admission criteria. Besides the two preparatory courses, a provisionally admitted student can register for not more than 9 credits in general education courses in the first semester.

A student can be exempted from taking the preparatory courses if s/he submit a passing score of 500 in TOEFL at the entry point. If the student succeeds in passing the two required courses (e.g. basic mathematics and general English) in the first semester, s/he will be granted a regular student status and the provisional status will be removed from the following semester. If the student does not succeed in passing the two required courses, the student is asked to repeat the courses to be able to meet the regular admission criteria and then only s/he can register for ASB and ASIT main curricula courses.

ACCESS ROUTE FOR UAE SECONDARY SCHOOL STUDENTS NOT MEETING THE ADMISSION CRITERIA THROUGH ECMIT FOUNDATION PROGRAM

The two semester long foundation program provides an access route to national and non-national students who wish to progress into non-federal higher education or post-secondary vocational training institutions but do not have appropriate credentials (students with scores below 60% on the UAE Higher Secondary exams) of an approved High School Certificate. The foundation program prepares students for success in these endeavors.

The Program involves basic studies in five areas: English, Mathematics, Arabic, Information Technology and Study Skills. For successful completion of this program, a student is required to obtain a Pass (60%) in each of the subjects mentioned, and a final completion certificate is awarded to students who successfully complete and pass all these requirements.

After obtaining a foundation program certificate from ECMIT, students are prepared to pursue higher education at ECMIT and at other MOE accredited institutions of higher education in the UAE. However, students who may like to seek admission to ECMIT'S degree programs must take TOEFL examination in which the minimum passing score must be 500.

ADMISSION REQUIREMENTS FOR BBA PROGRAM

Because the BBA program is offered in conjunction with ECMIT's associate of science in business (ASB) program which constitute the lower division studies (LDS) of the BBA program designed for high school graduates, standard admission requirements and criteria for the ASB program as stated in sections 1 and 2 apply to the BBA program. The admission can be regular or provisional depending on the outcomes in the ECMIT's admission tests. Students, at the time of the admission are given options for both ASB and BBA programs.

Transition from ASB Program to the Upper Division Studies (UDS) of the BBA Program

Students who exit or graduate from the ASB program with a minimum cumulative GPA of 2.00 will be awarded a diploma for the ASB program. If they wish to continue with the upper level studies (UDS) of the BBA program, they will be granted full transfer of credits for those courses with a minimum grade of "D" or above. No further admission test is required. However, the students will be required to complete a standard form declaring a concentration that will be reviewed and processed by the BBA Program Director, and approved by the DAA. Students failing to achieve a minimum cumulative GPA of 2.00 after completing the 61 credit ASB program may be eligible for a provisional admission to the UDS of the BBA program. In such cases, students will be required to repeat certain LDS/ASB courses at the advice of a faculty advisor and the program director until a cumulative GPA of 2.00 for the LDS/ASB program is reached.

Students will also have the option to study continuously towards the BBA degree without having to exit or graduate from the ASB program, in which event the students can take courses from both LDS and UDS levels that meet prerequisite conditions. The conditions associated with BBA studies and graduation requirements shall be maintained throughout the duration of their studies. Each student who formally applies to the College will receive a letter from the admissions department informing him/her whether he/she has been accepted or not.

INTERNATIONAL STUDENTS WHO HAVE OTHER THAN THE UAE GENERAL SECONDARY SCHOOL CERTIFICATE

1. The student must have passed the relevant secondary/high school certificate that enables him/her to be admitted to accredited universities in their own countries.
2. The duration of the study at school must NOT be 10 years only and in those countries that have two levels of secondary/high school education then the student must have successfully completed level 2.
3. The student must have passed at least six subjects at the secondary/high school level, English language is a must.
4. Students who studied at schools that follow the British system must have passed at least 7 subjects at the Ordinary and Advanced Levels (GCSE/IGCSE) with a minimum grade C in the "O" Level subjects, grade E in the "A" Level, and grade D in the AS Level.
5. The school where the student has completed his/her high school studies must be an accredited school by the relevant state/government/or accreditation body.
6. The student must submit the original certificate (and a copy of the original attested by the appropriate authority in the country where the certificate is issued (such as the Ministry of Education), the UAE Embassy in that country (or the country's Embassy in the UAE) and the UAE Ministry of Foreign Affairs.

The student needs to fulfill all the requirements of the Ministry of Education regarding high schools certificates at the time application.

PROCESS FOR AWARDING CREDITS TO STUDENTS FOR PRIOR ACADEMIC ACHIEVEMENTS AT INSTITUTIONS OTHER THAN ECMIT

Non-ECMIT students with an associate degree from other recognized institutions or with an evidence of advanced course works can be considered for advanced placement and credit transfers. Such students will submit official transcripts, course outlines and credit transfer request-form indicating the courses for credit transfers. The admissions office will process the request and supporting documents and forward the file to the college credit transfer committee. This committee will assess and evaluate each case and will make recommendation to the program director or the head of academic affairs. After the approval of these officers, the files shall be returned to the admission officer who will inform the students in writing. Thereafter, the files are sent to the registrar for record and implementation. Up to 61 credits for transfer shall be allowed.

NON-DEGREE STUDENT

A Non-degree student is a student who wishes to enroll in ECMIT'S courses to upgrade employment skills, for transfer credit purposes, or for personal interest and enjoyment. The individual must complete an application form indicating the courses s/he is interested in and purpose of studies. A non-degree student must meet all course prerequisites for any college credit course to be taken. A non-degree seeking student wishing to seek formal admission to degree programs must satisfy the ECMIT admission requirements. After the admission, credits earned in non-degree status can be transferred to the ECMIT'S degree programs upon the approval of the credit transfer committee.

ADMISSION PROCEDURES FOR DEGREE PROGRAMS

A student seeking admission to ECMIT must contact the college's admission office. Several stages of admission follow thereafter.

Stage 1: Sharing information on ECMIT'S academic programs and admission requirements and regulations, and preliminary determination of the student's eligibility for admission to any of the college programs.

Stage 2: The student fills in the admission application form and files it with the admission office with following documents:

- A completed application form in English.
- An original and attested copy of the General Secondary School or equivalent qualification certificate.
- An equivalency certificate from the Ministry of Education in the relevant emirate for all other streams of education.
- Result of TOEFL or IELTS.
- Copy of passport.
- 2 Passport size photographs.

ECMIT issues acceptance letter to a student which stated among others the kind of admission (i.e. regular admission, provisional admission) he/she was accepted within 3-5 working days from the date he/she submitted the documents for admission. If the student failed to come to ECMIT to get his/her admission letter, he/she will be contacted through telephone call.

Stage 3: A student pays non-refundable admission application related fees to the accounts department and gets a copy of the receipt. The admission office creates a personal file both physical and electronic for the student with student ID. If the student submits the TOEFL score of 500 successfully, ECMIT offers the student regular admission in writing. If the student chooses to defer the TOEFL score submission, provisional admission is offered in writing with conditions clearly stated.

Stage 4:

- Students are invited to register with the help of a faculty advisor and registrar and are advised to pay the tuition fees according to the tuition payment plan.
- Students are invited to attend a student orientation session.
- Students are introduced to classes according their class schedule.

ADMISSION PROCEDURES FOR NON-DEGREE STUDENTS

The procedures and stages mentioned for the associate degree programs are also followed for the non-degree students, except that there are no admission tests for this category of students, and ECMIT does not require any TOEFL score or any English Proficiency test approved by the Commission for Academic Accreditation. A student is asked to clearly indicate the courses h/she interested in the application form. Once the eligibility and prerequisite levels are determined by a faculty committee, an acceptance letter is issued to the student.

ADMISSION PROCEDURE FOR FOUNDATION PROGRAM

Students with less than average 60% in the UAE General School Certificate Examination are admitted to this program. The procedures and stages for filing admission application form, documents, payment of tuition and other fees, registration and orientation as stated for the associate degree programs apply to these students as well.

The Academic Affairs of Emirates College for Management and Information Technology formulates all admissions policies and recommends them for approval by the ECMIT President's Council. The standards employed are consistent with the admission standards prescribed by the Ministry of Education (MOE), UAE and those adopted by leading accredited universities and colleges in the United Arab Emirates and overseas.

DOCUMENTS REQUIRED FOR FOUNDATION AND NON-DEGREE STUDENTS

The student is required to submit the following documents to the admissions office:

- An original and attested copy of the general secondary school certificate and an equivalency certificate from the ministry of education in the relevant emirate for all other streams of education.
- Result of TOEFL or any English Proficiency test approved by the Commission for Academic Accreditation.
- Copy of passport.
- 2 Passport size photographs.
- Completed application form.

NOTIFICATION

Student-applicants are notified within five working days through writing or telephone calls by the Admissions and Registration Department on the status of their applications. Successful applicant college acceptance letter are put in their individual student's file.

S.002

5.2 Graduate Admissions

Policy Number 5.2	CAA Standard: 5 Stipulation:1A(5b)	Issue Date NA	Revision Date NA
Subject Graduate Admissions Policy			
Purpose Provides guidelines for graduate admissions			
Responsible Office		Responsible College Officer	
NA		NA	
Cross-Reference			
NA			

Not Applicable.

ECMIT does not offer any graduate program.

5.3 TRANSFER ADMISSION POLICY

Policy Number 5.3	CAA Standard: 5 Stipulation: 1A (5c)	Issue Date Fall 2003	Revision Date Fall 2011
Subject Transfer Admissions Policy			
Purpose Guidelines for admission of transfer students into undergraduate programs.			
Responsible Office		Responsible College Officer	
Office of Dean of Academic Affairs		Head of Transfer Committee	
Cross-Reference			
Catalog; Student Handbook			

Policy Statement: ECMIT has a policy to recognize prior learning experience of applicants and awards credits for the courses completed at other recognized institutions of higher learning in the UAE and overseas with good academic standing. The credit transfer committees of the Academic Affairs Council evaluate students on case by case basis and awards such credit transfers at the final approval of the program director and Dean of academic affairs.

Students transferring from higher educational institutions will be allowed to get credit transfer from certain courses in ECMIT programs based on the following and all transfer students must meet the entry requirements:

- The college/university where the student has studied, either in the UAE or overseas, must be one of the accredited or recognized institutions of higher learning by the Ministry of Education of the Government of the UAE.
- The course studied must have required the student to attend classes, i.e. not by correspondence.
- The student can claim credit transfer for courses that she/he has passed with a grade of C and above and which have an equivalent course in the relevant degree programs at ECMIT.
- Total credits awarded must not be more than all courses accepted for transfer will automatically count toward the completion of degree requirements at ECMIT. A maximum of 30 semester credits of transfer work can be applied toward program completion of the 61 semester credit A.S. degree program. Transfer courses may be used to satisfy specific ECMIT program requirements when ECMIT has determined that the two courses are substantially equivalent, even though course titles and descriptions may differ to a limited extent.

S.004

5.4 Advanced Standing Policy

Policy Number 5.4	CAA Standard:5 Stipulation:1A(5d)	Issue Date NA	Revision Date NA
Subject Advanced Standing Policy			
Purpose Guidelines for student advanced standing.			
Responsible Office		Responsible College Officer	
NA		NA	
Cross-Reference			
NA			

Policy Statement: ECMIT has a policy to recognize prior learning experience of applicants and awards credits for the courses completed at other recognized institutions of higher learning in the UAE and overseas with good academic standing. The credit transfer committee evaluates students on case by case basis and awards such credit transfers at the final approval of the program director and Dean of academic affairs.

Please refer to Transfer Admissions Policy.

At present ECMIT does not award any credit through advanced standing.

S.005

5.5 Student Registration

Policy Number 5.5	CAA Standard:5 Stipulation:1A (5e)	Issue Date Fall 2003	Revision Date Fall 2015
Subject Recognition of Prior Learning Policy			
Purpose Guidelines for recognizing prior learning achieved by students.			
Responsible Office		Responsible College Officer	
Office of Dean of Academic Affairs		Student Advisors & Manager of Admissions & Registration	
Cross-Reference			
None			

Policy Statement: ECMIT has a clear set of registration requirements and procedures.

REGISTRATION

Students are scheduled into classes on a one-to-one basis through their academic advisor according to pre-registration and registration records. The student must apply for registration on the prescribed form stating the subjects to be studied during the semester. The last date for registration is posted by the registrar. Registration will not be considered complete until the tuition fees due and all other outstanding debts have been settled. Students will not receive credits for courses in which they are not registered. Inquiries regarding registration should be directed to the registrar's office.

LATE REGISTRATION

Registration is necessary within the dates specified on the academic calendar. Students will not be admitted to a course after the first week of class. A late registration fine will be imposed on all students who register after the last date.

REGISTRATION DISCREPANCIES

If a student finds that he or she is not listed in the official class list or if a student's schedule does not reflect the class being attended he or she should report to the registrar's office immediately in order to clarify and / or rectify the discrepancies. Only the registrar's office is authorized to make changes in a student's registration status.

ADD/DROP

Students may make course changes without financial penalty during each term's Add/Drop period, which is the first week of the semester to add a course and the first two weeks of the semester to drop a course. Adding or dropping of courses is not allowed outside this period, and there are no refunds for classes dropped after the end of the Add/Drop period. Each Add/Drop form requires a processing fee. Courses may be added or dropped with the permission of the student's course

advisor.

WITHDRAWAL FROM COURSE(S)

- There is no academic penalty for withdrawing from courses prior to the eleventh week of a course (in a 16-week course) or prior to the sixth week of the course (in an 8-week course). In these cases, the letter 'W' will be noted in the student's file alongside the course. In this case, the student's cumulative point average (CGPA) will not be affected. If a student withdraws within two weeks after the classes started, 50% of the fees will be refunded however, if a student withdraws after the second week, the tuition fee already paid will not be refunded; the student will have to pay the full amount of fee for repeating the course whenever he/she decides to take the course again.
- If a student withdraws from a course after the 11th or 4th week, he or she shall be given a mark of 'WP' or 'WF', which shall mean that the student would have achieved either a pass or fail score at the date on which he or she withdrew from the course. A score of 'WP' shall have no influence on the grade point average, but a score of 'WF' shall count as an 'F' (0.0 grade point). Thus, the decision of timing the withdrawal from a course is important if it should become apparent to the student that he or she is failing the course.
- A student leaving a course must fill out the withdrawal form, failing to meet this requirement, it will be assumed that the student is continuing in the course and will be graded as per the academic policies. The form must be signed by the student, hi/her academic advisor, and handed to the registrar's office on time.
- Aside from voluntary withdrawal from a course as set out above, an advisor or a lecturer might require a student to withdraw from a course as a result of poor performance, harmful conduct or failure to complete assignments. As in the case of voluntary withdrawal, a mark of 'W', 'WP', or 'WF' shall be awarded in accordance with the date of withdrawal and the student's achievement.

WITHDRAWAL FROM SEMESTER/COLLEGE

- A student who wishes to withdraw from the academic program for a semester or leave college must indicate this intent by filling out the Withdrawal form and submitting it to the registrar's office.
- If the student wishes to have a transcript showing the academic work completed up to the date of withdrawal, he or she must fill out the transcript request form and pay the applicable fee. Transcripts, grade reports or other official documents will be released to the student only after all financial dues have been cleared.
- If the student does not enroll for classes for two consecutive semesters, he or she will in due course be withdrawn from his or her selected program of study. To continue the program, the student will have to re-activate registration by filling out the registration
- Re-activation form.

CHANGE OF SCHEDULE

- Students making changes that affect their full-time status should first check with the accounting office for administration and financial services to determine the financial effect of such changes. A student who wishes to change his or her class schedule must fill out a change of schedule form that is available in the registrar's office, before doing so.

- Schedule changes from one section to another of the same course are made routinely during the first week of class, after which written permission from the faculty member and appropriate division chairperson is required for changing sections.

CLASSIFICATION OF STUDENTS

- A student's level of standing is based upon the number of credit hours completed. A student with fewer than 30 credit hours is a freshmen. A student with 31 – 60 credit hours is a sophomore, a student with 61-90 60 credit hours is a junior and a student with 91-124 credit hours is a senior undergraduate student.
- A full-time student is one who takes ten or more credits in a semester. A part-time student is one who takes less than ten credits in a semester.

COURSE LOAD

The maximum accepted course load for students in a 16-week semester is 15 credit hours. Students with a CGPA of at least 3.0 may enroll for a maximum of 18 credit hours in a semester by seeking prior written permission from the dean of academic affairs. Except in extraordinary situations, a student will not be allowed to attempt more than 18 credits hours in a semester.

5.6 Student Records Policy

Policy Number 5.6	CAA Standard: 5 Stipulation:1A (5f)	Issue Date Fall 2003	Revision Date Fall 2011
Subject Student Records Policy			
Purpose Guidelines for student records maintenance.			
Responsible Office		Responsible College Officer	
Dean of Academic Affairs		Manager of Admissions & Registration	
Cross-Reference			
None			

Each student's permanent record at ECMIT includes: basic identification information of the student; a listing of all coursework accepted by ECMIT for transfer; a semester by semester listing of all ECMIT courses attempted and completed; all grades, credits, and grade point averages earned each semester; any necessary notations concerning academic probation, suspension, or dismissal; and a notation of degree completion for a graduate student.

The student record is considered to be permanent in that it will be kept as an active record in perpetuity and will never be disposed of by the institution. It is the permanent and official record of all grades, credits, and diplomas earned by the student at ECMIT.

ECMIT maintains students' record kept in fire proof security vaults and regularly updated by the staff of admissions and registration office.

STUDENT FILE

A student file must contain the following documents:

- Completed application form.
- High school certificate/associate's degree certificate and official transcript.
- Valid passport copy.
- Four passport-size photographs/JPEG format file.
- Official TOEFL/IELTS or equivalent certificate.
- Acceptance letter.
- Registration (including Add/Drop) forms.
- Recent copy of transcripts.
- Original copies of any other transcripts for transferred courses.
- Probation (academic or disciplinary) notification letters.
- Student status report (for provisionally admitted students).

BACK UP RECORDS

The office of computing and technology services (OCTS) takes back-up of the ERP database daily. A second back up is undertaken for all servers at ECMIT on a daily basis which is stored in the fireproof cabinet in the students file room while the weekly backup of the ERP database are stored at the central server located at the Silicon oasis.

DISPOSAL

Disposal of other students documents i.e registration forms, semester wise grade results, letters etc. is being done two years after the students graduated. This is done in order to free some spaces in the fire proof cabinets.

The following documents should be retained in student files and stored in fire proof filing cabinet in perpetuity:

- Completed application form.
- High school certificate/associate's degree certificate and official transcript.
- Valid passport copy.
- One passport-size photographs/JPEG format file.
- Official TOEFL/IELTS or equivalent certificate.
- Original copies of any other transcripts for transferred courses.
- Graduate Certificate
- Transcript

S.007

5.7 Information Release Policy

Policy Number 5.7	CAA Standard: 5 Stipulation: 1A (5g)	Issue Date Fall 2003	Revision Date Fall 2011
Subject Information Release Policy			
Purpose Guidelines for releasing student information to third parties			
Responsible Office		Responsible College Officer	
Office of Dean of Academic Affairs		Manager of Admissions & Registration	
Cross-Reference			
None			

Policy Statement: With the exception of authorized personnel at ECMIT who will have access to courses completed and grades earned by the student in order to fulfill their administrative responsibilities and assist students with registration, advisement, degree completion and career direction, no one shall have access to, nor will the institution disclose, any information from a student's permanent academic record without the written consent of the concerned student.

RELEASE OF STUDENT RECORDS

1. **Registration:** The registrar's office prepares the class schedule; coordinates registration activities, organizes and processes schedule changes; coordinates data processing related to appropriate functions; distributes and collects class rolls and final grades, and determines scholastic standing of students.
2. **Graduation:** The registrar's office's responsibilities include certification of graduates and oversight of graduation activities in conjunction with the student development office, including ordering and distributing graduation regalia and diplomas and planning programs, printing, and other related activities.
3. **Agency Reports:** This office supervises the processing and obtaining of statistical and analytical reports for the OPIE (office of planning and institutional effectiveness) internally and for other external agencies as required.

DIRECTORY INFORMATION

The registrar is responsible for directory information and education records of those persons who are or have been in attendance at the college, but not of persons who have merely applied for admission.

- Directory information consists of name, current and permanent address, telephone number, date of birth, major field of study, current class schedule and load, classification, attendance, degrees and certificates received, most recent previous educational agency or institution

attended, or similar information. These will be released only upon written approval by the student for release

- Education records are those records maintained by the institution directly related to the student.
- Students who wish to review their records must present ID cards to personnel in the registrar's office.
- Students who wish to challenge any portion of their records must pursue the procedure outlined in the student grievance policy.
- Administrators, faculty, clerical, and other professional employees, within the limitations of their need to know, may have access to the student's record without prior written consent of the student, but they must have made their request for access through their division chair or the dean for academic affairs, who will determine the legitimate educational interest of the request.
- The registrar's office will maintain a record of requests in each student's file on information released, including name and date, except those requests made by the student or school officials or for directory information.

ACADEMIC TRANSCRIPTS

Transcripts made from a student's permanent record are either official or unofficial. An official transcript is a copy of the student's permanent record, printed on ECMIT's transcript form, bearing the official seal or stamp of Emirates College for Management and Information Technology and mailed directly to the individual who needs official confirmation of the student's academic achievements at ECMIT. Official transcripts are typically sent to a college or university, a state authority, an employer, or to an organization providing financial aid. Only in extraordinary circumstances will an official copy be sent directly to a student. An unofficial transcript is a copy of the permanent record made for the student's personal use which does not bear the college's stamp and which will be sent directly to the student.

5.8 Career Service Policy

Policy Number 5.8	CAA Standard:5 Stipulation:1A(5h)	Issue Date Fall 2003	Revision Date Fall 2011
Subject Career Services Policy			
Purpose Guidance for using career development services for students, alumni, and employers.			
Responsible Office		Responsible College Officer	
Office of Dean of Academic Affairs		Student Affairs Manager	
Cross-Reference			
Catalog: Student Handbook			

Policy Statement: Career Service and career path counseling are two important pillars for an academic institution's success. ECMIT has a policy to assist students in identifying career paths that match their aspirations and graduating students in job hunting.

Career Services are to educate, prepare, and assist students and alumni as they pursue career development and the job search process in the world of work. The student development office serves as a place for employers to advertise job openings and for students to access this information. Students have various ways of learning about career services. Presentations are available covering topics such as career planning, resume preparation, and interviewing techniques. Career resources are made available throughout the year. Students may be referred through faculty, staff, or other students. All currently enrolled students and alumni are eligible to use career services.

SERVICES PROVIDED

- Resume Development – Advising and resource information is available on how to write a resume and cover letter.
- Workshops/Seminars – Seminars and workshops are conducted to acquaint students with the job market, career planning, resume preparation and interviewing techniques. Workshops are offered throughout the year to meet the needs of students.
- Campus Interviews – Companies can schedule on-campus interviews with students. Students are notified of the interviews by the student development office.
- Employment Listings – Job openings are received from companies in the region. These listings are posted on major bulletin boards on the ECMIT campus and in the student development room.
- Employment Listing Notification Service – Students may register with the student development office and be notified when openings that fit their profile are received.
- Career Resources – Current literature and books on career planning, occupations, and the job search are made available in the student development office, and the library.
- A résumés bank consisting of Alumni résumés will be kept on file in the student development office and will be made available to employers for review on request. Potential employers should contact the office of student development with a complete listing of their requirements.

CREDENTIAL FILES

Credential/ Placement files are files kept in the student development office. The files consist of a data sheet and resume for graduating students.

S.009

Residential Life Policy

Related Standard: Students

ECMIT does not offer campus accommodation for students.

5.10 Student Financial Policy

Policy Number 5.10	CAA Standard: 5 Stipulation: 1A (5j)	Issue Date Fall 2003	Revision Date Summer 2016
Subject Student Finance Policy			
Purpose Guidelines for tuition and fee payment, refunds and student financial aid.			
Responsible Office		Responsible College Officer	
Office of President		Manager of Administration & Financial Services	
Cross-Reference			
Catalog: Student Handbook			

ECMIT levies tuition and service fees for studies at the college. The college strives to keep the fee level affordable in an effort to ease financial burden on the students. Because ECMIT offers credit based academic programs, fees are charged by credits offered. The college also levies additional fees for services it offers. The level of tuition and service fees are determined and approved by the president's council, and sent to the board of governors for final approval. The tuition fees charged per credit and the service fees are published in college catalog and other promotion materials, and are made widely available well in advance of students' admission to a particular program.

ECMIT has a unified charge per credit irrespective of the different installments and courses.

Payments are made in UAE dirhams either by cash, cheque, credit card or wire transfer.

SERVICE FEES

All applicants of ECMIT are required to pay charges for the following Services:

- Application Fee
- City and Guilds(if required)
- Technology & Library fee
- Students Activities
- Student Identity Card
- Degree processing Fee
- Transcript Fee

PAYMENT SCHEDULE

Application fees, diagnostic test, activity fees, Library and Technology fee and student ID card are paid at the time of admission.

Tuition fees are paid as follows:

- **First installment: One week before the semester starts.**

- **Second installment: Seventh week of a regular semester or before the mid-term examination whichever is earlier.**
- **Third installment: Fourteenth week of a regular semester or before the final examination whichever is earlier.**

POLICIES FOR ADD AND DROP COURSES

- First two weeks 50% Fees will be refunded.
- After 2 weeks : **No Refund**

TUITION FEES

- Registration is not valid until the first installment is paid and signed by the accounts dept.
- Without clearing the second installment of the tuition fee for that semester the student will not be allowed to take up the mid- term exam and if the last installment is not paid the student will not be allowed to take the final exams
- Fees will be not be refunded to the student if he/she has paid extra in that semester it will be adjusted to the next semester (only if the student is withdrawing from the college within two weeks for regular semester and one week for summer term after the classes begin, 50% of the fees will be refunded)

VISA FEE

Students applying for visa under ECMIT sponsorship must pay the first year's tuition fee in advance. In addition, a student has to pay for the visa processing services in force at the time of admission.

FINANCIAL POLICIES

The following financial policies will apply to all students of all programs:

Fresh Applicants

- Every new student is required to make the payment for first semester's fees, along with the submission of his application for admission to ECMIT. If the student subsequently decides not to join, no refund will be made.

Refund Policy

- Refund of tuition fees will be based on submission of withdrawal within the stipulated time frame of two weeks for a regular semester and one week for summer semester. To request a refund in case of excess payment, the student must make an application to the finance and accounting Office.
- Where a student is asked to withdraw ECMIT as a result of a disciplinary action, unutilized tuition fees will not be refunded.

FINANCIAL AID

ECMIT recognizes the financial investment students and families make when enrolling in college and take a personal approach to helping them plan to meet the costs of attending college. Financial aid has two main categories:

Regulations for Scholarships

These rules apply to the new students who are admitted to Emirates College for Management and Information Technology (ECMIT) from the academic year 2016-2017, however, students who were registered before will follow the regulations valid at the time of their registration in the College.

1. Merit Scholarship:

- a) A 50% discount of the Credit Hours Fee for any student whose average in the GESC is 90% and above for the first academic year of their study (two semesters). The discount will be suspended if the student receives any course grade below B.
- b) A 25% discount of the Credit Hours Fee for any student whose average in the GESC is 85% - below 90 for first academic year of their study (two semesters). The discount will be suspended if the student receives any course grade below B.
- c) A 20% discount of the Credit Hours Fee for any student whose average in the GESC is 80% - below 85 for first academic year of their study (two semesters). The discount will be suspended if the student receives any course grade below B.

2. Higher Achievers Scholarship:

A 10 % discount of the Credit Hours Fees for those students who got semester GPA of 3.5 and above; given that they passed not less than 12 Credit Hours in that semester. This discount will not be considered for the students mentioned in (1) above.

3. Staff Scholarship:

ECMIT Staff and/or their children are entitled to 30% discount of the Credit Hours Fees. They are not entitled to any additional discount.

4. Siblings Scholarship:

A 10 % discount of the Credit Hours Fees will be given to one of the Siblings provided that they are both registered at the same semester.

5. Charity Scholarship:

Charity institutions and individuals are entitled to 15% discount of the total sum of Credit Hours Fees provided that the amount of donation is not less than AED 25,000.0 per semester. They can divide the discount on students.

6. Need based Scholarship:

ECMIT offers financial aid between (4% -12%) of the Credit Hours Fees for needy students after submitting a financial aid application. The financial aid will be estimated according to the family social status, and it will stop if the student receives an academic warning until it is cleared.

Note:

- a) Students are eligible for ONLY one scholarship except for the siblings with higher achievers. One of the siblings will get both scholarships.
- b) All Discounts (except 5 and 6) are not applicable for summer semester.

S.011

5.11 Student Disciplinary Policy

Policy Number 5.11	CAA Standard:5 Stipulation:1A(5k)	Issue Date Fall 2003	Revision Date Fall 2013
Subject Student Disciplinary Policy			
Purpose Provides guidelines for general student behavior and conduct			
Responsible Office		Responsible College Officer	
Office of Dean of Academic Affairs		Dean of Academic Affairs	
Cross-Reference			
Catalog: Student Handbook			

Policy Statement: Students are prohibited from defacing or damaging the building or furniture in any way. The cost, of any so damaged or defaced, will be recovered from the student found indulging in such activity. Students are also instructed to handle the furniture and other installations with care. If there is breakage or damage, the student is liable to pay double the cost of the material damaged with installation charges. If responsibility for it cannot be fixed on any student or students, then the cost will be recovered from all the students in the class collectively, with a penalty. If a student is asked to withdraw from ECMIT as a result of a disciplinary action, unused tuition fees for the semester will not be refunded.

POLICY

This policy is designed to inform the students and employees of the college's requirements and of the rights. The policy is an attempt to protect the freedom of the individual while protecting the essential demands of the college. Freedom of the individual means, *inter alia*, personal responsibility. Thus, when a student chooses to study at ECMIT or an employee chooses to work at ECMIT, he or she accepts the conduct policy, which is intended to advance the good of the institution and all of the people in and around it.

This policy is applicable to all students and employees of ECMIT. This policy is used in order that students and employees be afforded equal protection and that all practices and actions be applied equally and in a nondiscriminatory manner. Therefore, students and employees neither lose their personal freedom or rights, nor do they escape the duties of a legal UAE resident or citizen while enjoying significant educational and professional opportunities at the college.

Students and employees have a responsibility to themselves, to their fellow colleagues, to the laws of the UAE, and to policies of the college in which, by their own choice, they enroll and/or work. Student and employee rights and responsibilities include but are not limited to:

STUDENT AND EMPLOYEE RIGHTS

1. The right to exercise the privileges of a legal resident in a college setting.
2. The right to inquire about and to recommend improvements in policies, regulations, and procedures affecting the welfare of the ECMIT community. This right is best exercised to the fullest use of the appropriate facilities provided through campus organizations.

3. The right to counsel, to a fair hearing, and to an appeal when a disciplinary action is applied to the student and employee as an individual or as a group member.

STUDENT AND EMPLOYEE OBLIGATIONS AND RESPONSIBILITIES

1. The obligation to be fully acquainted with published rules, regulations, and policies of the college and to comply with them in the interest of maintaining an orderly and productive college community.
2. The obligation to follow the tenets of common decency and acceptable behavior commensurate with the aspiration implied by a college education.
3. The obligation to respect the rights and property of others.

PROFESSIONAL AND PERSONAL MISCONDUCTS

The following are types of misconduct which, if established, will result in appropriate disciplinary action:

- Furnishing false information to the College or filing or making known false charges against the college and/or a member of its faculty, student or staff.
- Destruction, damage, unauthorized possession, or misuse of college property, including library and laboratory materials and equipment, or of private property on the campus.
- Forgery, alteration, unauthorized possession, or misuse of college documents, records, or identification cards.
- Physical or verbal abuse of another person in the college community. Any verbal threat or abuse or physical action against any college employee and/or student is considered sufficient grounds for suspension from the college, subject to a disciplinary hearing.
- Any act considered offensive and /or unauthorized by UAE Law;
- Use, distribution, or possession of alcoholic beverages, dangerous drugs or controlled substances, while on college property or at any authorized activity sponsored by or for any college related organization, whether on or off campus.
- Disorderly conduct which inhibits or interferes with the educational responsibility of the college community or which disrupts the administrative or service functions of the college to include social-educational activities.
- Actions which violate Federal Law and/or the laws of the Emirate of Dubai.
- Malfeasance or misuse of elected or appointed office in a student organization, or endangering its members, or the welfare of the college community.
- Incorrigible or persistently irresponsible behaviour.
- Gambling on campus or on college property.
- Possession of any weapon that can lead to an injury or cause death on campus or on college property or at any activity sponsored by the college or in any vehicle owned by the college
- Personality problems which disrupt teaching with detrimental effects upon other students.
- Any disruption of on-going educational activities of the college which warrants disciplinary action.
- Sexual harassment of an employee, student, or applicant for a position or program at the college, or retaliation against a person for complaining of sexual harassment or for cooperating in an investigation of alleged sexual harassment.

Disciplinary Action: Any one or more of the following disciplinary actions may be imposed by the ECMIT Disciplinary and Grievance Committee:

1. Admonition and warning.

2. Disciplinary probation for a specified period of time. The violation of the terms of disciplinary probation or the infraction of any college rule during the disciplinary action will result in automatic suspension.
3. Suspension from the college for a definite period.
4. Removal from elective or appointive office.
5. Loss of such other privileges which may be consistent with the offense committed and the rehabilitation of the student.
6. Expulsion from the college.

PROCEDURE

- Professional and personal misconducts are handled by the ECMIT Disciplinary and Grievance Committee (EDGC). Any incident or evidence of any kind of misconduct must be reported to the manager of administration orally or in writing as promptly as possible. In the event of the manager himself/herself involved in the misconduct, the matter must be reported to the president directly.
- In the event that the president himself/herself is involved in the misconduct, the matter must be reported to the manager of administration who promptly informs the chair of the board of governors for appropriate action.
- It is the responsibility of the security personal and each member of the college community to report such matter promptly to the management if and when they witness one.
- The manager of the administration informs the president and a meeting of the EDGC is called on urgency basis. The committee invites the party or the individual involved for a hearing.
- The committee or the accused will have the right to invite witnesses to give evidence. The committee shall conduct a thorough investigation after which a recommendation shall be made to the president.
- The president may accept or overturn the decision of this committee at the recommendation of the president's council.

ECMIT reserves the right to seek assistance from the Law Enforcing Authority of Dubai in case of a serious offence that requires such assistance.

PENALTIES

Appropriate penalties will be determined by EDGC. Following is a guideline on misconduct and punishment:

Behavioral Misconduct Includes:	Suggested Punishment
Furnishing false admission documents and qualifications.	<ul style="list-style-type: none"> • Immediate expulsion from the college.
Filing or making proven false charges against college, and/or faculty, student or staff.	<ul style="list-style-type: none"> • Expulsion from the college.

Behavioral Misconduct Includes:	Suggested Punishment
Physically assaulting another student or faculty/staff member with a weapon.	<ul style="list-style-type: none"> 1st Offense: Immediate and permanent dismissal from ECMIT. Law enforcement authority informed.
Physically fighting or displaying physical aggressiveness and contact towards another student, staff or a faculty.	<ul style="list-style-type: none"> 1st Offense: Disciplinary probation. 2nd Offense: Immediate and permanent dismissal from ECMIT. Law enforcement authority informed.
Verbally threatening/using abusive language towards another student or faculty/staff member with harmful intent.	<ul style="list-style-type: none"> 1st Offense: Mandatory counseling and disciplinary probation. 2nd Offense: Immediate and permanent dismissal from ECMIT. Law enforcement authority informed.
Being found in possession of any kind of weapon (for example a knife, firearm, or club).	<ul style="list-style-type: none"> 1st Offense: Disciplinary probation 2nd Offense: Immediate and permanent expulsion from ECMIT. Law enforcement authority informed.
Threatening bodily harm to another person with a knife, firearm, club, or another object that could be construed as a weapon.	<ul style="list-style-type: none"> 1st Offense: Immediate and permanent expulsion from ECMIT. Law enforcement authority informed.
Use, distribution, or possession of alcoholic beverages, dangerous drugs, or controlled substances while on college property, or at any authorized activity sponsored by the college whether off or on campus.	<ul style="list-style-type: none"> 1st Offense: Disciplinary probation. 2nd Offense: Automatic suspension or Dismissal. Law enforcement authority informed.
Smoking anywhere within ECMIT buildings (this includes, classrooms, bathrooms, and hallways).	<ul style="list-style-type: none"> 1st Offense: Oral warning. 2nd Offense: Written warning and academic suspension for one semester. 3rd Offense: Dismissal from ECMIT.
Stealing, forgery, and alteration of documents	<ul style="list-style-type: none"> Immediate suspension or dismissal from ECMIT
Vandalism or deliberate damage to ECMIT property or the property of other individuals.	<ul style="list-style-type: none"> 1st Offense: Disciplinary probation. 2nd Offense: Dismissal from ECMIT.
Any act considered offensive and/or unauthorized by UAE. 1	<ul style="list-style-type: none"> 1st offense: Written warning. 2nd offense: Suspension or dismissal from ECMIT.

Behavioral Misconduct Includes:	Suggested Punishment
Offensive/disorderly behavior in the classroom or corridors of the college. (For example: spitting, shouting, offensive behavior towards classmates/faculty members along with ethnic, religious or racial slurs, etc.).	<ul style="list-style-type: none"> • 1st Offense: Disciplinary probation. • 2nd Offense: Automatic suspension or dismissal.
Sexual harassment of a student or an employee.	<ul style="list-style-type: none"> • 1st minor offence: A written warning. • 2nd minor offence: Disciplinary probation. • A serious offence at any time: Immediate expulsion from college, police informed.
Misuse of elected or appointed office in a student organization, or endangering its members, or the welfare of the college community.	<ul style="list-style-type: none"> • Misuse: Removal from the office. • Endangering other members: Immediate suspension for one semester. • Repeat offense: Expulsion from college.
The playing of cards and/or gambling on campus grounds.	<ul style="list-style-type: none"> • 1st Offense: Verbal warning and immediate confiscation of cards by official. • 2nd Offense: Disciplinary probation. • 3rd Offense: Automatic suspension or dismissal.

ECMIT DISCIPLINARY AND GRIEVANCE COMMITTEE (EDGC)

This committee serves as the appeals committee for students of ECMIT involving issues of academic dishonesty leading to academic suspension or expulsion for one academic year or more. In addition, the committee broadly deals with all kind of professional and personal misconducts and non-academic grievances of both students and employees. The committee is composed of five members: 1 faculty, 1 student, manager of student affairs, manager of IPE and DAA. The chair is elected from this group at the beginning of the academic year and serves for one year. The chair does not vote, except in cases of a tie. The committee makes recommendations to the president.

Faculty and students elected to this committee cannot serve on the student disciplinary committee at academic level.

If a member of this committee is involved in the disciplinary action as either the initiator or alleged violator, then he/she will be replaced by an alternative representative as appointed by respective unit (s).

The decision of this committee can only be over turned by the president at the recommendation of the president's council.

5.12 Student Activities Policy

Policy Number 5.12	CAA Standard: 5 Stipulation: 1A (5I)	Issue Date Fall 2003	Revision Date Fall 2013
Subject Student Activities Policy			
Purpose Guidelines for student activities			
Responsible Office		Responsible College Officer	
Office of Dean of Academic Affairs		Student Affairs Manager	
Cross-Reference			
Catalog; Student Handbook			

STUDENT ACTIVITIES AND SERVICES

The office of student affairs in collaboration with student council will serve as the coordinating agent for all student-related campus activities and make this information available to the entire campus community.

The student activities program will complement the academic program. It will enhance the overall educational experience of students by expanding their horizons outside the classroom through the development of, exposure to, and participation in social, cultural, intellectual, recreational, and governance programs. These activities are planned and implemented with cooperation and collaboration of students, faculty, and staff.

Student activities not only provide an invigorating change of pace from coursework, they also help to develop warm friendships and valuable contacts that could last for years. ECMIT has an elected student council that organizes and oversees a range of student activities under the overall oversight of the student development office. These activities include sports activities/events such as cricket, table tennis, intramural football teams, social activities such as debate, poetry recitals, quiz programs, art exhibitions, national day celebration, environmental activities, and cultural activities such as traditional wedding event, dance and singing etc.

Other student activities involve the roles of admissions ambassadors, where current ECMIT students represent the college serving as hosts for campus events, and orientation leaders, where current students help new students become familiar with the college. Others serve as peer tutors and work with fellow students requiring help with their course work.

The office of student affairs maintains ultimate control over student activities, and makes decisions concerning the types of initiatives (e.g., ECMIT sponsored functions, fund-raising events, any group-sponsored event) in which they may engage.

ECMIT expects students to follow appropriate codes of conduct in accordance with institutional policy, e.g., smoking on and around campus area, orderly assembly during their meetings, etc. The following are the activities administered by the office of student affairs.

NEW STUDENT ORIENTATION

Student orientation programs are designed to aid freshmen, transfer, and nontraditional students in adjusting to the academic and social life of the college.

The primary purpose of a College orientation program is to help students understand the nature of the college, the educational opportunities available to them, the values and functions of the college community, and the central objective of the college as an academic enterprise. It is also intended to permit students to participate in the testing program; to participate in academic advisement; and to inform them about matters relating to student registration, campus activities, and other aspects of college life. The manager, student development shall plan and direct all college orientation programs. Prospective students attending an orientation program are subject to the rules and regulations governing student discipline and conduct set out in the manual.

PEER TUTORING PROGRAM

The peer tutoring program utilizes student tutors to assist new students in making a successful transition to academic and student life. Peer tutors are successful students who share their personal college experiences and strategies to promote the success of new students and even other students who require academic help. They offer support, friendship, assistance in obtaining answers to questions, and assistance in utilizing college resources. Opportunities are available throughout the year for students to interact with one another and with their peer tutors.

Tutor Selection

Students are encouraged to apply for the peer tutoring program. The faculty members of various divisions are also requested to nominate peer tutors. Interested students are given a copy of the Peer Tutor Guidelines and are asked to fill out an application. The manager holds interviews of the students. All students who are committed to upholding the peer tutor guidelines and are in good academic standing are selected as peer tutors.

Tutor Training

All Peer Tutors are required to attend a Peer Educator Training. Training consists of the following topics:

- Caring and Helping Within Limits
- Listening Skills
- Educational Programs
- Responding and Referral Skills
- Role Modeling

Tutor Compensation

Peer tutors will be paid on an hourly basis for the time that they spend working at the program.

Tutor Guidelines

- Attend the peer tutor training. We will try to accommodate schedules as best as we can; however, being a peer tutor requires some time commitment as well as flexibility.
- Tutors will contact their tutees and see to their concerns. Tutors will contact their tutees (through phone, e-mail, notes, etc.) once they have been assigned to coach for a particular subject.
- This means that tutors will be responsible for encouraging their tutees to be regular and help them in understanding the subject.

- Tutors will work a minimum of 10 hours per semester.
- Tutors are to be seen as leaders on campus. Therefore, it is crucial that tutors conduct themselves as role models and follow the standards set out for them through peer tutor training.

Students Seeking Tutoring

Students seeking tutoring should contact either the concerned faculty member or the student development department.

RECORDS

Files are maintained in the student development department for tutors, tutees and the services provided.

HEALTH SERVICES

Health services exist primarily to maintain the optimum physical and emotional health of students. Toward that end, ECMIT provides information on health prevention and information through workshops and information sessions provided by professional counselors who are invited to the campus.

The manager of student affairs is responsible for all counseling, health promotion, and wellness education programs of the college.

URGENT CARE SERVICES

In case of a medical emergency that cannot be treated on campus, the nearby medical facility (*NMC Specialty Hospital and Zulekha Hospital* in close vicinity of the college) would be contacted. The institution will provide the transportation in the event that the hospital ambulatory service does not become available. Students will bear the cost of any professional service or emergency treatment in the hospital. In addition, the cost of hospitalization or as an outpatient is the responsibility of the student. A college official will provide escort service on campus when a sudden illness or injury occurs.

STUDENT COUNCIL

The student council has as its primary purpose to serve as a recognized forum for student opinion. The student council is elected by the student body annually.

The student council shall operate within the laws of the United Arab Emirates (UAE) and follow the procedures established and/or adopted by Emirates College for Management and Information Technology.

Activities

The activities of the student council include, but are not limited to the following:

- Assist the Emirates College for Management and Information Technology in identifying the interests, programs, and goals of the majority of students.
- Communicating to the Emirates College for Management and Information Technology those interests, programs and goals which are of interest to the majority of students; and
- Assist the Emirates College for Management and Information Technology in providing students with programs to meet students' needs.

Elections

The elections are conducted according to the election code of the student council. The code is included in student council constitution.

Student Organizations/Clubs

- ECMIT encourages the students to setup organizations/clubs and emphasizing that participating in organizations/clubs is an effective means of establishing interpersonal relationships, developing leadership skills, and generally enhancing the academic program.
- ECMIT encourages student advocacy, within the limits necessary to accommodate academic needs and ensure public safety, and welcomes its students' involvement with the cultural and social issues of the day.
- No organization/club or group may be registered if the actions or activities of the organization/ club or group, in the opinion of the president, student council and/or the manager of student development, are inimical to the educational purpose and work of the college.

ACTIVITIES AND SPORTS

STUDENT ACTIVITIES

- The student development office provides opportunities for development of student interests, which empower students both academically and socially. The needs and desires of students are the basis for the types of activities presented at the institution.
- These activities allow students to acquire skills, which enhance their personal growth through their involvement in planning activities and programs, establishing interpersonal relationships and developing leadership qualities.
- Student council committees assist in the planning, selection, and evaluations of student cultural, educational, and social entertainment in the Emirates College for Management and information technology campus.

RECREATION AND SPORTS

Recreation at Emirates College for Management and Information Technology involves an individualized approach to recreation, which allows students to participate for fun and fitness.

Facilities at ECMIT for recreational use by students include:

- Table Tennis
- Playing Nets for Cricket
- Pool Table

The sports program at The Emirates College for Management and Information Technology provides structured, competitive and non-competitive sport opportunities for men, women, and co-ed teams.

An individual's playing ability is not considered as important as his or her desire to enter the true spirit of competition and good sportsmanship.

Competitions include the following sports:

- Football
- Table Tennis
- Bowling

- Volleyball
- Basketball
- Cricket
- Badminton

Other sports may be added in the future for a complete athletic and competitive experience.

5.13 Student Publications Policy

Policy Number 5.13	CAA Standard:5 Stipulation:1A(5m)	Issue Date Fall 2003	Revision Date Fall 2015
Subject Student Publications Policy			
Purpose Guidelines for student-related publications.			
Responsible Office		Responsible College Officer	
Office of Dean of Academic Affairs		Dean of Academic Affairs	
Cross-Reference			
Catalog; Student Handbook			

The policy involves updating, reviewing and approving student publications and web content for student events in magazines, websites and related publications

The main aim is to ensure that all student publications at ECMIT are appropriate to the college and meeting the social and legal framework of Dubai Emirate and the UAE.

All student publications done by ECMIT students should be regularly updated, maintained and reviewed.

For each publication, the ECMIT Student Council and the student publication members should have the ECMIT College approval and the budget to be approved by the ECMIT President Council.

Upon approval for the publication, ECMIT president council will nominate faculty members and administrative staff to oversee the publication development process.

Before printing or posting any data from the student publication, it will be duly reviewed by the Dean of Academic Affairs and ECMIT President. Without the final approval, no data or content can be published online or in print

5.14 Student Rights and Responsibilities Policy

Policy Number 5.14	CAA Standard: 5 Stipulation: 1A(5n)	Issue Date Fall 2003	Revision Date Fall 2011
Subject Student Rights and Responsibility Policy			
Purpose Establishes and ensures student sharing of responsibility for education.			
Responsible Office		Responsible College Officer	
Office of Dean of Academic Affairs		Dean of Academic Affairs	
Cross-Reference			
Catalog; Student Handbook			

Policy Statement: This policy is applicable to all students enrolled in Emirates College for Management and Information Technology. This policy is used in order that students are afforded equal protection and that all practices and actions are applied equally and in a nondiscriminatory manner.

- Emirates College for Management and Information Technology is composed of individuals interacting with others for the mutual benefit of all, thereby developing a culture with standards of conduct and distinguishable aims.
- The college is a system based on the concept of freedom of choice that creates the educational and cultural conditions for the full development of students and members of the community.
- It is the right of students attending Emirates College for Management and Information Technology to retain their individualism, personal freedom, autonomy, and dignity, while respecting at the same time the rights of others.
- Students attending the college should be provided with the opportunity to learn, to develop to their fullest potential, and to grow as individuals.
- All students are individuals and display different abilities, skills, interests, appreciations, attitudes, beliefs, and values.
- Therefore, students who enroll, neither lose their personal freedom or rights, nor do they escape the duties of a legal UAE resident or citizen while enjoying significant educational opportunities at Emirates College for Management and Information Technology.

STUDENT RIGHTS AND RESPONSIBILITIES

Students have a responsibility to themselves, to their fellow students, to the laws of the UAE, and to policies of the college in which, by their own choice, they enroll. Student rights and responsibilities include but are not limited to:

STUDENT RIGHTS

1. The right to exercise the privileges of a legal resident in a college setting.
2. The right to inquire about and to recommend improvements in policies, regulations, and procedures affecting the welfare of the students. This right is best exercised to the fullest use of the appropriate facilities provided through the student development office or other campus organizations.
3. The right to counsel, to a fair hearing, and to an appeal when a disciplinary action is applied to the student as an individual or as a group member.

STUDENT OBLIGATIONS AND RESPONSIBILITIES

1. The obligation to be fully acquainted with published rules, regulations, and policies of the college and to comply with them in the interest of maintaining an orderly and productive college community.
2. The obligation to follow the tenets of common decency and acceptable behavior commensurate with the aspiration implied by a college education.
3. The obligation to respect the rights and property of others.

S.015

5.15 Student Counseling Policy

Policy Number 5.15	CAA Standard: 5 Stipulation: 1A(5o)	Issue Date Fall 2003	Revision Date Fall 2011
Subject Student Counseling Policy			
Purpose Help students resolve personal concerns and acquire the skills, attitudes, abilities			
Responsible Office		Responsible College Officer	
Office of Dean of Academic Affairs		Student Affairs Manager	
Cross-Reference			
Academic Catalog; Student Handbook			

Policy Statement: Student counseling is provided to help students resolve personal concerns and acquire the skills, attitudes, abilities, and insight that will enable them to meet the challenges of student life. The transitions and stresses of life affect all students to a greater or lesser degree and may require the help of a qualified professional.

Counselors are available to provide services to a wide range of concerns in a trusting and confidential setting. The Student Development Office provides a list of professional counselors in the greater Dubai vicinity if students need or request outside or additional counseling.

Faculty and staff are reminded throughout the year of the student counseling services provided by the student affairs office. Students are often referred by a member of the faculty or staff for counseling when academic difficulties appear to be related to personal issues. However, all students are seen on a voluntary basis, and are never required to attend counseling sessions.

Students are also referred by others who have had positive experiences in utilizing the student counseling services offered by the student affairs office.

The student development office, sometimes in conjunction with the Academic Advising Office offers counseling services to all currently enrolled students at the Emirates College for Management and Information Technology.

STUDENT COUNSELING SERVICES PROVIDED

- Individual counseling is offered in a confidential setting to assist students in achieving personal and educational goals. Some common issues that students may deal with in counseling are:
 - Decision making
 - Procrastination
 - Communication difficulties
 - Self-esteem
 - Interpersonal conflicts
 - Stress management

- Personal relationships
 - Physical/emotional abuse
 - Anxiety
 - Depression
 - Other areas of personal concern may also be explored in counseling
2. Relaxation training, as a part of stress management, is available to students who want instruction and supervision in the use of these techniques.
 3. Referrals for psychiatric evaluations are available through the student development office when a student needs additional assistance.
 4. Enrichment courses can be planned to meet the needs and preferences of students. Available courses may include:
 - Stress Management
 - Improved Interpersonal Relationships
 - Assertiveness Training
 - Study Skills
 - Skills and Attitudes

STUDENT COUNSELING SERVICES NOT PROVIDED

1. Student counseling services are not provided for treatment for substance abuse or serious chronic psychiatric disorders. Individuals requesting such treatment will be referred to professional services.
2. Student counseling services are not provided for psychological, psychiatric or disability evaluations. Individuals needing evaluations, assessments should employ the services of professionals in the community.

CONFIDENTIALITY

In order to maintain feelings of trust and safety, student counseling visits are considered confidential.

AUXILIARY PROVISION

A student who encounters difficulties during his or her studies may make an application to the academic counselor for individual treatment.

APPOINTMENT PROCEDURES

Currently enrolled students at the Emirates College for Management and Information Technology may call or come by the student development office or the academic advising office to schedule an appointment. Every effort will be made to schedule an appointment at the earliest time available and at the student's convenience. Students may visit the office with or without an appointment, but an appointment is recommended.

S.016

5.16 Health Services Policy

Policy Number 5.16	CAA Standard:5 Stipulation:1A(5p)	Issue Date Fall 2003	Revision Date Fall 2011
Subject Health Services Policy			
Purpose Healthcare services for ECMIT			
Responsible Office		Responsible College Officer	
Office of Dean of Academic Affairs		Dean of Academic Affairs	
Cross-Reference			
Catalog; Student Handbook; Health and Safety Plan			

Policy Statement:

The institution mainly relies on two nearby hospitals which have been providing good services in cases of emergency situations. The health services for students provided by the two nearby hospitals. ECMIT does have a trained nurse on campus.

HEALTH SERVICES

Health services exist primarily to maintain the optimum physical and emotional health of students. Toward that end, ECMIT provides information on health prevention and information through workshops and information sessions provided by professional counselors who are invited to the campus.

The manager of student development is responsible for all counseling, health promotion, and wellness education programs of the college.

ONSITE NURSE

The college has a nurse available on campus who can provide treatment for non-severe medical emergencies. He is available for consultation during the class hours from Sunday to Thursday.

URGENT CARE SERVICES

In case of a medical emergency that cannot be treated on campus, the nearby medical facility (*NMC Specialty Hospital and Zulekha Hospital* in close vicinity of the college) would be contacted. Students will bear the cost of any professional service or emergency treatment. In addition, the cost of hospitalization or treatment in the emergency room or as an outpatient is the responsibility of the student. A college official may provide escort service on campus when a sudden illness or injury occurs.

5.17 Academic Advising Policy

Policy Number 5.17	CAA Standard:5 Stipulation:1A(5q)	Issue Date Fall 2003	Revision Date Fall 2015
Subject Academic Advising Policy			
Purpose Guidelines for academic advising			
Responsible Office		Responsible College Officer	
Office of Dean of Academic Affairs		Student Advisors	
Cross-Reference			
Catalog; Student Handbook			

Policy Statement: The College has an academic advising system in which students are regularly advised on academic matters, course offerings, study progress and registration. The advising is conducted at two levels: the primary advisors are the faculty members who are supported by a secondary network of advising at registration level.

ACADEMIC ADVISING

Every student is assigned an academic advisor for the duration of his or her degree program. The advisor assists the students in selecting courses for each semester. In addition, the advisor is available to the student on a daily drop-in or appointment basis. He or she discusses professional goal setting, answers questions about academic programs, registers students for classes and makes referral to college and off-campus resources as needed.

Students can also meet the student counselor for academic and personal problems. The counselor works in collaboration with the teaching faculty and is informed of the students' unsatisfactory academic status, reporting either excessive absences or poor academic performance. The counselor also addresses other student concerns such as change of major, withdrawal from a course, transfer of credits, and career development.

Student advising by faculty may involve any or a combination of the following:

- A general discussion with student about his/her career plan: career-path counseling.
- Registration procedures
- Academic rules and regulations of ECMIT.
- Semester by semester course requirements and student academic progress.
- Examination rules and regulations.
- Graduation requirements.
- Academic and non-academic disciplinary measures of ECMIT.
- Extracurricular activities.
- Personal problems: counseling and guidance.
- Any other matter related to a student's life at ECMIT.

Academic advising is an ongoing process, which requires advisor-student interaction throughout the student's education at ECMIT. Faculty members should become familiar with the ECMIT catalog, and be aware of any changes to the catalog that may affect the students being advised. During the registration period, advisors are expected to remain on campus.

Guidelines for Faculty Advisors

All full-time faculty members must serve as academic advisors. Faculty advisors are responsible for knowing requirements for graduation in the degree programs for which they are advising. Similarly, faculty advisors are responsible for knowing course descriptions, course prerequisite requirements, and similar information.

A key issue is the availability of faculty to students when necessary. Advisors must be available in their offices during the registration period during the week before the start of classes. Therefore, faculty must be on campus for the fall semester two weeks before the beginning of semester and remain available to students in their offices until the end of registration. The faculty advisor must have a posted schedule, which clearly indicates availability, and must strictly adhere to that schedule.

The main component of academic advising is guidance of the student through the study process to ensure that the student meets the degree requirements for graduation from the selected degree program. However, advisors may offer guidance on a variety of academic and non-academic affairs. Further, the advisor must offer advice concerning course choices to fulfill degree requirements which is suited to the individual student's performance. For example, a student with recent poor academic performance might be recommended to register for a smaller course load, etc.

5.18 Student Academic Integrity Policy

Policy Number 5.18	CAA Standard:5 Stipulation:51A(5r)	Issue Date Fall 2003	Revision Date Fall 2015
Subject Student Academic Integrity Policy			
Purpose Provides guidelines to address plagiarism and cheating.			
Responsible Office		Responsible College Officer	
Office of Dean of Academic Affairs		Each Faculty Members	
Cross-Reference			
Catalog; Faculty Handbook; Student Handbook			

Policy Statement: Teachers are expected to maintain the good reputation and the integrity of Emirates College for Management and Information Technology and of their own profession by guarding against scholastic dishonesty in students.

Students are expected to maintain the integrity of the college by avoiding dishonesty in their own behavior and by expecting honest behavior from their fellow students. One of the requirements for passing the courses students take at Emirates College for Management and Information Technology is that students do their own work. Meeting this requirement means avoiding plagiarism, collusion, and cheating.

ACADEMIC DISHONESTY POLICY AND PROCEDURES

Policy

Faculty members are expected to maintain the good reputation and the integrity of Emirates College for Management and Information Technology and of their own profession by guarding against scholastic dishonesty in students. Students are expected to maintain the integrity of the college by avoiding dishonesty in their own and by expecting honest behavior from their fellow students. One of the requirements for passing the courses students take at Emirates College for Management and Information Technology is that students do their own work. Meeting this requirement means avoiding plagiarism, collusion, and cheating in home work, assignments, quizzes, presentations, examinations, admission and diagnostic tests, etc.

It is an offence for a student to:

1. Infringe willfully, or attempt to infringe, the regulations connected with examinations.
2. Engage willfully, or attempt to engage, in conduct for the purpose of gaining for himself/herself, or for another student, an unfair advantage.

Examples of such misconduct are:

- Copying illegally in any form in an exam, class tests, quizzes, etc.
 - Copying work undertaken for assessment by another student.
 - Collusion.
3. Commit plagiarism which is stealing and using the ideas and works of others and present as his/her own.

Examples include:

- Submitting work with high similarity to other students' work and/or using the work of someone else, or changing some words and keeping the same structure and the same meaning without acknowledging the source(s), and submitting it as your own work.
 - Copying texts from different sources and pasting them as one document and submitting it as your own work, without acknowledging the source(s).
 - Downloading information, pictures or charts from the Internet, inserting that material into your own document and submitting it as your own work without acknowledging the source(s).
4. The following summary of offences is not exhaustive nor is it limited to the description and/or examples provided. All students involved will be subject to the penalties indicated in the policy.
- Giving students answers to exam questions during the exam or while leaving the examination room.
 - Having unauthorized material or electronic devices, including mobile phones and smart watches, during a quiz, test or exam.
 - Using, giving, receiving or attempting to use, give or receive unauthorized information during any form of evaluation.
 - Knowingly helping another student to commit an act of cheating, or by working together on a project or assignment not specifically assigned and/or approved as a group effort.
 - Submitting as their own any material done, in a whole or part, by someone else.
 - Submitting any work copied, in whole or in part, from another source, such as the Internet, journal articles or books, without reference to the original author or source.
 - Allowing one's essay, report, assignment or computer files to be submitted by another student.
 - Submitting work with misleading references or data that do not reflect the sources used by student.
 - Falsifying, misrepresenting or forging an academic record or any other supporting documentation, medical or otherwise, for the purpose of gaining any type of academic advantage.
 - Deliberately changing or damaging an academic work of another student.
 - Impersonation, for self or others, for any assessment component including quizzes, tests, examinations.
 - Obtaining an exam or test, in whole or in part, in advance of its administration, without the permission of the instructor.

PENALTIES FOR ACADEMIC DISHONESTY

One of the following penalties may be imposed in case of academic dishonesty by any student in coordination with his/her academic advisor:

If a student is found in violation of academic honesty policy:

First Offence	A 50% deduction in the marks obtained by the student in the relevant assessment component.
Second Offence	A zero mark will be given for the relevant assessment component.
Third Offence	"F" grade will be assigned to the relevant course.
Fourth Offence	"F" grades will be assigned to all courses registered by him/her in that semester.
Fifth Offence	He/she will be suspended from the college for subsequent semester.

PROCEDURES

1. The faculty or staff member should respond to the situation immediately upon becoming aware of the dishonesty if it happens in exam venue the proctor has to submit an incident report to the chair of academic disciplinary committee (ADC).
2. The ADC convenes and evaluates the evidence to determine whether or not academic dishonesty action has occurred. The committee should examine the student's record of academic dishonesty (whether first time offender or repeater) to determine an appropriate penalty. If further investigation is necessary the committee may meet several times in order to determine the outcome of a case. The committee may call the accused student to appear before the committee.
3. The ADC must report the findings to the dean of academic affairs and the concerned faculty member within three working days.
4. Student has right to file an appeal to the dean of academic affairs within the next five working days. The appeal will be dealt with as follows:
 - For first, second and third offenses, the dean of academic affairs decide based on the recommendation of the ADC.
 - For a fourth offense, the dean of academic affairs convenes the dean's council for approval
 - For a fifth offense, (Academic suspension for subsequent semester), the dean's council should report its recommendations to the president for approval.

VERIFICATION

If the student denies dishonesty in the assignment, the student must reconstruct or reproduce the work in a way agreeable to and under the supervision of the teacher, to prove that no dishonesty has occurred. If the student declines the opportunity to reconstruct or reproduce the work, the matter is ended, and the teacher may impose one or more of the penalties listed above. If the student produces what he or she believes constitutes proof that the work is indeed his or her own work, and the teacher disagrees, the student may file a grievance.

POLICY ON STUDENT DISMISSAL FROM CLASS

It is the prerogative of the instructor whether or not to withdraw a student who has given evidence of non-performance, non-attendance, consistently poor performance, or consistently poor attendance. The teacher may dismiss a student for such reasons and record a grade of 'F' or 'WF' as the teacher deems appropriate, in light of the student's record and in keeping with the teacher's rules, procedures, or guidelines.

ATTENDANCE

ECMIT expect students to come to all classes and participate in all class activity. Students are required to attend a minimum of 70% of all classes for every course. Students who do not fulfill this requirement endanger their academic success. The teaching staff is under an obligation to check attendance and to report absences. There are special forms for dealing with excessive absences. If the cause of absence is illness, accident, or a similar event, the student must notify the instructors and the respective division chair of such in writing, and must make arrangements with the lecturer for catching up on material missed.

ATTENDANCE POLICY AND PROCEDURES**Policy**

Regular attendance is compulsory for all students in every course of their study. Faculty members should record course attendance online in class using their usernames and passwords in the college's ERP system as per timetable.

The relevant program directors are responsible for monitoring that the attendance policy is implemented properly and effectively, through the use of online ERP system at the college.

Procedures

1. If student's absence exceeds 10% of the total hours of the course, the course faculty member issues a first warning to the student in consultation with the student's academic advisor and program director, a copy of which should be sent to the registration for filing and to the student's academic advisor.
2. If student's absence exceeds 20% of the total hours of the course, the course faculty member issues a second warning to the student in consultation with the student's academic advisor and program director, a copy of which should be sent to the registration for filing and to the student's academic advisor.
3. If student's absence reaches 30% of the total hours of the course, the course faculty member issues a final warning to the student in consultation with the student's academic advisor, program director, and with the approval of dean of academic affairs. A copy of which should be sent to the registration for filing and to the student's Academic Advisor.
4. If student's absence exceeds 30% of the total hours of the course, he/she, based on the Dean of Academic Affairs decision, will be academically dismissed (failure due to attendance). A letter to the student should be signed by the dean of academic affairs assigning him/her a FA grade as a final course grade in the relevant course. A copy of which should be sent to the registration for filing and to the student's academic advisor.
5. If a student absence exceeds 30% of the total hours of the course due to compelling reasons acceptable to the dean of academic affairs, he/she will be considered withdrawn from that course and assigning him/her a W grade as a final course grade in the relevant course. Documents proving compelling reasons of absence should be submitted to the dean of academic affairs not later than one week after the circumstances cease to exist. In case of illness, medical reports should be certified by the official medical authority in the Emirate.

TARDINESS

Half absences will be recorded for students who come late to class by more than five minutes. Gates to the student entrance close five minutes after start of class. Students coming in after the gates are closed will not be allowed in for class.

Students are expected to return from ten-minute break between classes on time. The penalty for tardiness following the break is left to the discretion of the instructor. The instructor will be responsible for informing students about the tardiness policy on the first day of class.

The policy for handing in projects late is to be determined by the instructor and is also normally stated on the course syllabus.

ACADEMIC INTEGRITY

ECMIT has chosen as its primary objective quality undergraduate education. Commitment to this objective must include an obligation by all members of the college community to promote and protect the highest standards of integrity in study, instruction, and evaluation. Dishonesty or unethical behavior does not belong at an institution dedicated to the promotion of knowledge and learning. Integrity of the academic process requires fair and impartial evaluation by faculty and honest academic conduct by students. To this end, students are expected to conduct themselves at a high level of responsibility while fulfilling requirements of their course of study. It is the corresponding responsibility of faculty to make clear to students those standards by which students will be evaluated and those resources permissible for use by students in a given course.

Academic integrity presumes that all work submitted as part of academic requirements is the product of the student submitting it unless credit is given with proper footnoting and bibliographic techniques, or as prescribed by the course instructor. When a student makes use of concepts or words from an outside source, whether in the form of a direct quotation or of paraphrase, credit must be given to the original source for each idea by footnote or other technique acceptable to the instructor. Failure to make such an acknowledgment constitutes plagiarism. Instructors are responsible for providing students with an explanation of the freedom they may exercise in collaboration with other students or in use of outside sources, including the student's own work prepared and submitted for another course, during group study sessions, and in take-home examinations. Any doubts, on the part of students, about what constitutes academic dishonesty should be discussed with and will be resolved by the course instructor.

Cheating, plagiarizing, or otherwise falsifying results of study is prohibited. These policies apply not only to examinations, but also to all work handed in, such as papers, reports, solutions to problems, tapes, films, and computer programs, unless excepted by the instructor. Violations of academic integrity are cause for disciplinary actions imposed by the appropriate faculty member and/or division chair. Any instance of flagrant academic dishonesty, as determined by the instructor of the course in compliance with the established policy of the department through which the course is offered, can result in the student's dismissal from the class and the assignment of a failing grade of 'F' for the course or even expulsion from the college.

A FACULTY GUIDE TO PLAGIARISM DETECTION & PREVENTION***Introduction***

The purpose of this document is to provide Emirates College for Management and Information Technology (ECMIT) faculty members with information about plagiarism. This guide covers the topics of plagiarism detection and confirmation, and preventing student plagiarism. As per ECMIT's Academic Dishonesty Policy, as course instructors, you are the responsible to ensure both "academic integrity & honesty". It further states that:

"Faculty members are expected to maintain the good reputation and the integrity of ECMIT and of their own profession by guarding against scholastic dishonesty in students."

Detecting Plagiarism

When reading a plagiarized assessment turned in by a student, the signs of plagiarism may not always be obvious. However, instructors can pay special attention to the following:

1. Observe citations throughout the paper: This will help determine whether or not the required citation style was used. For example, if the citations in the paper conform to Turabian style when the MLA (Modern Language Association) style was required for the paper, you may be looking at a plagiarized paper. Also, you may find more than one citation style used throughout the paper. Robert Harris, the author of the web page *Anti-Plagiarism Strategies for Research Papers*, has stated "if some paragraphs are cited in MLA style, while other references are in APA (American Psychological Association) and perhaps one or two are in CBE (Council of Biology Editors) or Chicago, you are probably looking at a paste up."
2. Changes in formatting, including mixtures of straight quote marks and curly (smart quote) marks. Sometimes, you may notice that some of the writing used in a paper does not "sound like" something the student would write. The unusual words or wording may include jargon or advanced vocabulary.
3. Look for signs that the paper is outdated: Sometimes, instructors can find signs that the paper being read may be outdated. For example, the paper may contain statements which are no longer true such as "Al Gore, the Vice President of the United States....." If all of the sources listed in references or works cited are several years old, then the paper may be an example of plagiarism.
4. Observe the font used in the paper: A paper may contain more than one font style or size. For example, you may find that Times New Roman is used in one section of the paper while Courier New is used in another. Different fonts throughout a paper would indicate that a student may have copied and pasted various portions of Web pages together into a word processor.
5. Look for signs that the paper veers away from the topic: The paper may not cover certain points that need to be covered or it may be completely or partially irrelevant to the original topic.

Confirming Plagiarism

Using one or more search engines: One way to confirm that a paper has been plagiarized is to use a Web search engine, such as; Google. In the search engine's search box, you can type in an unusual word or phrase and find documents on the Web containing the search term. If the paper was taken from a paper mill on the Web, the search engine can find the site containing the original paper. When performing a phrase search in a search engine, you may want to enclose it in quotation marks.

Using anti-plagiarism software or an online service: One way to confirm that a paper contains plagiarism is to use plagiarism detection software. Another way is to let an online service search for plagiarism for you. Two examples of online plagiarism detection services are Turnitin and Glatt Plagiarism Services.

As faculty member of ECMIT, you have access to Turnitin. You may contact the IT Administrator (ground floor, office 110, Ext 121) for your login ID and password, and refer to the faculty manual for using Turnitin at ECMIT.

Interpreting Originality Reports

When a paper is evaluated, Turnitin provides originality reports which tell you that text in the evaluated project or paper is similar to or identical to text Turnitin has in its database. It is up to the instructor to whether the parts identified by Turnitin that are similar or identical are actually plagiarized text. Note that all matches are shown, even those where students cited properly.

Similarly, if a paper is reported as original by Turnitin, that is not necessarily airtight evidence that the paper is original. Instead, it may mean that the student plagiarized from a work that is not

available in the Turnitin database. If a faculty member has a concern, and strongly suspects plagiarism, it is best to check further and/or check the student's paper references in addition to digital sources. No database is entirely comprehensive and many sources are not digitally available. Therefore, plagiarism can occur and be undetectable by services such as Turnitin.

A lower similarity index may also be due to student defeating the detection system using image files, quotes in white color, etc. (please refer to Plagiarism or Similarity http://turnitin.com/en_us/resources/blog/422-training/1686-plagiarism-or-similarity or How to Interpret Turnitin Originality Report www.salford.ac.uk/library).

Tips for Preventing Student Plagiarism

Educate Students on the Topic of Plagiarism: Educating students on this topic can include teaching them what is and what not plagiarism is. More specifically, faculty members need to cover the issues of paraphrasing, using quotation marks with quotes, providing citations, and any other relevant topics ("Preventing Plagiarism").

Warn Students of the Penalties for Plagiarizing and Let Them Know You Can Detect It: One way to discourage plagiarism is to let students know that there is a penalty for plagiarizing. To make them aware of the penalty, you may wish to include the ECMIT Academic Dishonesty Policy against plagiarism in your syllabus. According to policy "cheating and plagiarism are not tolerated." It also states:

"Students are expected to maintain the integrity of the college by avoiding dishonesty in their own and by expecting honest behavior from their fellow students. One of the requirements for passing the courses students take at ECMIT is that students do their own work. Meeting this requirement means avoiding plagiarism, collusion, and cheating in home work, assignments, quizzes, presentations, examinations, admission and diagnostic tests etc. "

Have Students Do Their Research Papers or Term Papers in Progressive Steps: Requiring students to do their papers in progressive steps can be an effective way to prevent plagiarism. For example, a professor may require students to turn in a list of resources, then an outline of the paper, then a rough draft, and finally the final draft (Whitley Jr. and Keith-Spiegel 89). If time permits, a professor may also want to require students to discuss papers in class as a step in the process (Stillwell).

Give Students Narrow Topics: Another way to prevent student plagiarism is to give students narrow topics to choose from instead of broad subjects. It may be more difficult to find another paper online on a given narrow topic than on a broad subject ("Plagiarism- Prevention and Detection").

REFERENCE: This guide is compiled from the following:

- Delta State University - Plagiarism Detection & Prevention: A Guide for Faculty (<http://www.deltastate.edu/academics/libraries/collection-development-resources/plagiarism-detection-prevention-a-guide-for-faculty/>)
- Pennsylvania State University - Defining Plagiarism, Academic Dishonesty (<http://tlt.psu.edu/plagiarism/instructor-guide/defining-plagiarism-and-academic-dishonesty/>)
- University of Washington - Using Turnitin: Guidelines for Faculty
- <http://www.washington.edu/itconnect/learn/tools/canvas/canvas-help-for-instructors/assignments-grading/tii-faculty-guidelines/>

5.19 Student Appeals and Grievance Policy and Procedures

Policy Number 5.19	CAA Standard: 5 Stipulation: 1A(5s)(5t)	Issue Date Fall 2003	Revision Date Fall 2011
Subject Student Grievance and Appeals Policy and Procedures			
Purpose Guidelines for student grade appeals & grievances			
Responsible Office		Responsible College Officer	
Office of Dean of Academic Affairs		Dean of Academic Affairs	
Cross-Reference			
Catalog; Student Handbook			

Policy Statement: A student grievance and appeals policy, applicable to all students of Emirates College for Management and Information Technology, is used to provide reasonable assurance that all practices and actions are pertinent and realistic and are applied in a non-discriminatory manner. The policy is designed to help maintain good student relations, to handle grievances efficiently at the level closest to the problem, and to establish a problem-solving academic and non-academic environment with full student participation.

STUDENT GRIEVANCE AND APPEALS

Confidentiality: All grievances and complaints are confidential.

Reprisal: A student may enter a complaint or grievance without fear of interference, retaliation, or harassment from faculty or administration.

PROCESSING A COMPLAINT

A complaint, which is not processed through the grievance procedure, must be informally presented to the source of the problem for discussion and consideration. In the case of a complaint about an instructor, for example, each point of complaint must first be aired with that instructor before the rest of the process may be followed.

If not satisfactorily resolved at that level, the complaint must be submitted by the student in writing to the next highest level of supervision as listed on the current Emirates College for Management and Information Technology Organizational Chart, which may be obtained in the office of the manager of student affairs and other offices on the campus. The decision at this level is final.

A. NON-ACADEMIC GRIEVANCE

Using the appropriate form, which may be obtained from the office of the manager of student affairs, the grievant shall address only one (1) subject in any one (1) grievance. A written grievance shall contain a clear and concise statement of the grievance, referring to the actual policy that is alleged to have been violated, the date the incident took place, the issue involved, and the remedy sought. The following steps shall be followed in an effort to reconcile a grievance.

- **Step One:** The grievant shall discuss the nature of the grievance with the source of the problem within five (5) working days after the date of the grievant's awareness of the occurrence. The faculty or staff member concerned will verbally inform the aggrieved party of a decision on the problem within five (5) working days.
- **Step Two:** The grievant, if dissatisfied with the decision, may appeal to the next higher level of supervision in writing within five (5) working days following the step one decision. A written decision shall then be made by this supervisor within five (5) working days following the receipt of the grievant written statement.
- **Step Three:** If the grievant remains dissatisfied after step three, the grievant may then appeal, within five (5) working days of the receipt of the step two decisions to the student grievance committee through the office of the manager of student development. The committee shall hold hearings, assure due process, determine the facts, produce a record, and make a written recommendation to the appropriate division head.
- **Step Four:** An appeal to a Step Three decision may be made by the grievant in writing within five (5) working days to the President, Emirates College for Management and Information Technology. The president or a representative of the president's office shall review the case and a meeting with the aggrieved party may take place. The president shall provide a written decision within seven (7) working days after receiving the appeal.

Time Limits: If the grievant fails to meet the time limits at any step, the grievance is automatically considered dropped; if the administration or college personnel, at any step, fail to meet the time limits, the grievance is automatically advanced to the next step. Extension of time limits for any step may be authorized through the President, Emirates College for Management and Information Technology, upon written request.

B. GENERAL ACADEMIC GRIEVANCE

A student general academic grievance is any dissatisfaction or feelings of injustice a student or prospective student may have while associated with Emirates College for Management and Information Technology. A grievance may result from any academic disagreement.

The grievant is encouraged to resolve problems where they arise and with the parties involved. Only when the problems cannot be solved informally in conference with the teacher or staff member should the student resort to the formal grievance procedure. At this point the student should seek the advice of the manager of student affairs about the proper procedure.

A student who has an academic grievance may take the following action:

1. The student must discuss the matter with the relevant faculty or staff member involved within one month after the occurrence of the event giving rise to the grievance. After that, the student may approach the division chair.
2. The decision of the faculty or staff member should be made within five (5) working days of the conference/discussion with the student. That decision will be final unless within five (5) days after the decision, the student completes the appropriate form, available in the departmental office or the office of the manager of student affairs, and presents it to the division chair for review.
3. The division chair has five (5) days to investigate and reach a decision. Any decision or conclusion reached by the division chair in respect of one or other of the parties must be noted in writing and copies are to be provided to both the student and the lecturer.

4. The student then has five (5) working days to appeal the case to the Dean of academic affairs or his or her designee, who will review the grievance for matters of policy and procedure only. All parties must receive a copy of the appeal prior to the date of its being submitted to the Dean of academic affairs or to the person appointed to act on his or her behalf. The decision of the vice Dean of academic affairs or the person appointed to act on his or her behalf shall be made within five (5) working days.
5. Any decision made by the Dean of academic affairs' office may be appealed to the student grievances committee within five (5) working days. In any hearing, no matter at what level, the parties may adduce evidence, may cross-examine and may view all evidence prior to the hearing.
6. All decisions in a hearing of the student grievances committee shall be given in writing, and a copy shall be presented to all of the parties involved. The reasons for coming to the decision must be included in writing in the document. The decision reached on the matter by the student grievance committee will be final and binding upon all.

Time Limits: If the grievant fails to meet the time limits at any step, the grievance is automatically considered dropped; if the college personnel, at any step, fail to meet the time limits, the grievance is automatically advanced to the next step. Extension of time limits for any step may be authorized through the President, Emirates College for Management and Information Technology, upon written request.

6. LEARNING RESOURCES

POLICY ITEM CODE : LIR-000

POLICY SECTION : LIBRARY AND INFORMATION RESOURCES

This policy covers:

- i. Library access, circulation, acquisition, and collection reduction.
- ii. The role of librarians, teaching faculty, and researchers in the continuous development of collections and review of library policies.
- iii. Operational matters (such as opening hours, staff availability).
- iv. Library services (such as inter-library loan, electronic resources, cooperative arrangements, orientation, and training).
- v. A code of conduct for the use of library resources.
- vi. Image reproduction and copyright law.

SECTION POLICIES

1. Library Policy
2. Equipment and Software Technical Support Policy

LR.001

6.1 Library Policies

Policy Number 6.1	CAA Standard:6 Stipulation:1A (6a)	Issue Date Fall 2003	Revision Date Fall 2013
Subject Library Policy, Procedures, and Regulations			
Purpose Guidance for library operations and use.			
Responsible Office		Responsible College Officer	
Office of Dean of Academic Affairs		Librarian	
Cross-Reference			
Catalog; Student Handbook			

GENERAL COLLECTION POLICY

PURPOSE

The purpose of this collection development policy is to describe the ECMIT college library's collection development program and to create the necessary standards for selecting, developing, and maintaining the library's collection. Within the constraints of available funds, facilities, and staffing, the ECMIT library will acquire and make available materials and media in various formats, evaluate existing collections, and develop policies and procedures to maintain the quality of collections and information services. These needs include resources to keep faculty members current in their respective fields, standard resources representing the heritage of Arab and western civilizations, a variety of resources currently available in all areas of study to give students an opportunity to develop a well-rounded reading experience, and standard reference works and bibliographies in all areas of study pursued at Emirates College for Management and Information Technology. The librarians will discuss with faculty members, as appropriate, decisions to evaluate, select, weed, and replace materials in their subject areas. Priority in collection development will be given to materials needed to support faculty requirements for course assignments and student research and core materials to support the curriculum at ECMIT, with an emphasis on the general education, introductory business, and information technology areas.

The goals of this plan are to:

- Provide library materials and information resources which meet and support the instructional, institutional, and individual needs of the ECMIT population.
- Provide a planning document for the continued development of the collection.
- Provide a working tool and standards for the selection of library materials.
- Provide guidelines for the maintenance and preservation of the collection.
- Provide standards for the ongoing assessment of the collection.
- Assure consistent and balanced growth of the collection.
- Aid communication between the library and its users.
- Assist in determining and documenting budget needs.

RESPONSIBILITY FOR COLLECTION DEVELOPMENT

This policy should be developed such that it allows for the involvement of librarians and teaching faculty in recommending purchases. The primary responsibility for developing the collection will reside with the professional librarians. However, the librarians will meet regularly with faculty members of all academic departments to solicit suggestions for developing the library collection. The librarians and their faculty liaisons will encourage faculty to recommend selections and purchases. Faculty provides input into purchase of books, journals, and multimedia resources by using the book suggestion form or by sending requests through e-mail. The librarians will inform the faculty and staff about all new additions received by the library.

The traditional print collections of the library are supplemented with a variety of multimedia and electronic resources. Automated systems enhance bibliographic research activities. Web-based research is facilitated through desktop computer access, on and off the campus.

LIBRARY ADVISORY COMMITTEE

The library advisory committee serves as a liaison between the library and its academic, non-academic units and the student body. The purpose of the committee is to provide advice and input to the library on significant issues, feedback and recommendations to the Library regarding library resources, policies, collection development and strategic planning. The advisory committee is very important to the library, since its members provide advice and input to the library on significant issues. The committee members, in turn, ensure that information from the library is brought to the attention of their respective departments or units.

STRUCTURE OF THE COMMITTEE

This committee is headed by VPA and the members included are HOD's of all academic departments, Accounts head and a student representative. The librarian coordinates this committee. The date and time of the meeting decided by the librarian as and when needed

General Selection Criteria for Library is

- Importance/relevance to the curriculum.
- Usage.
- Contribution to breadth or depth of the collection.
- Selection for review in relevant review media.
- Patron needs, including requirements of special populations.
- Faculty recommendation.
- Bibliographic accessibility: inclusion in important bibliographies, major indexes and abstracting services, syllabi, and databases.
- Reputation and /or significance of the author.
- Value/cost/quality.
- Date of publication.
- Publisher's reputation.
- Timeliness of information.
- Depth of coverage and adequacy of scope.
- Authoritativeness and accuracy.
- Appropriateness of format.
- Special features.
- Physical space requirements.
- Maintenance costs.

TYPES OF RESOURCES

1. Books: In selecting books, the major emphasis is on acquiring new or current titles, although important retrospective titles may be acquired when appropriate for the collection. The library will

always attempt to obtain the latest edition of a title except in rare instances when an earlier edition may be preferred

2. Periodicals: In selecting periodicals the following additional criteria will be considered along with the general selection criteria:

- Indexing in available databases.
- Availability at other local libraries.
- Availability through full-text databases.
- Availability of back files.
- Demand by users (college defined), dependent on funds available.
- Recurring/ongoing costs.
- Scope, audience level.
- Accreditation requirements.

3. Newspapers: The library subscribes to a number of local newspapers, national newspapers, and special interest papers. A limited number of newspapers are kept for one year. Back-files will be maintained, when possible, for selected titles.

4. Reprints: Reprints may be purchased when that is the only method of acquiring an important title and no reasonable substitute is available.

5. Paperbacks: Hardbound books are preferred for their greater durability. Paperbacks may be purchased for topics that change rapidly, for books that are frequently updated and replaced, when duplicate copies of a particular book are needed, when demand is expected to be short-lived, when a hardcover is unavailable, or when the cost difference is substantial and the book is not expected to have heavy use.

6. Microforms: The titles on microform are limited to selected back files of periodicals and newspapers.

7. Atlases, Maps and Globes: Atlases and maps will be collected selectively to support general reference and research needs. The library purchases individual maps, map sets and atlases in both print and online formats in accordance with general selection criteria. Outdated maps will be retained only if they are of political or historic value.

8. Pamphlets: The library does not routinely acquire pamphlets. When, on occasion, such items are added, they will be cataloged and shelved with books.

9. Art works: The library maintains a collection of sculpture, which is cataloged and available for circulation. The library also maintains an in-house, non-circulating collection of art works, which are on display throughout the library.

10. Musical scores: Musical scores or songbooks will be acquired only as necessary to represent areas such as musical or cultural history and will not be purchased as performance materials.

11. Videos/DVDs: In choosing videos for the collection, the following will be considered in addition to the general selection criteria:

- Copyright/licensing issues
- Cost/Value/Quality
- Longevity
- Format
- Curricular support vs. leisure

12. Audio: In choosing audio materials for the collection, the following will be considered in addition to the general selection criteria:

- Copyright/Licensing issues
- Cost/Value/Quality
- Longevity
- Format
- Unabridged rather than abridged material

- Curricular support vs. Leisure

13. Online databases (unique to each campus):

- Value/Cost/Quality.
- Distinctiveness of the database in the ECMIT environment and the relationship of the database to the library's print and other holdings.
- Usability and ease of access.
- Licensing requirements.
- Extent of coverage.
- Data capture ability (print, email, download).
- Importance of the resource to the academic discipline(s) and the level of expected use.
- Comprehensiveness, durability, and accuracy of the database.
- Currency of the information and update schedules.
- Improvement or enhancement the resource will give to existing print collection.
- Long-term viability of resources for preservation purposes.
- Accessibility of the resource under present copyright laws and licensing agreements.
- Availability from the vendor of usage statistics which are in compliance with ICOLC.
- Availability and adequacy of documentation.
- Ability to provide off-campus access through IP recognition.

14. Web links: In addition to the general selection criteria, the following criteria will be used in selecting Web links:

- Site is authoritative, credible, and non-commercial (exceptions will only be made for sites of exceptional quality).
- Site is open to everyone and does not require membership or fees.
- Site is intuitive and easy to navigate.
- Site's purpose is clearly stated.
- Information about the author, title, and most recent update is clearly identified.
- Site employs navigation buttons or links, enabling the user to locate a particular page easily.

15 Gifts: The library will accept gifts in a variety of formats. Gifts must come with no conditions attached to the acceptance, and they must comply with the same standards used in the selection of purchased library resources. The institution reserves the right to dispose of or weed out the outdated gift collections which are not suitable to the library collection.

ACQUISITION POLICY

ACQUISITION OBJECTIVES

Acquisition in library is one of the technical services, which aims to develop and update the library collection with books and periodicals. The policies will act as a guide for the acquisition and selection of the library materials to be added to the collection. The acquisition policy for ECMIT can be divided into three such as:

- Acquisition of Books
- Acquisition of Periodicals
- Acquisition of Electronic Journals

ACQUISITION OF BOOKS

There are four stages in acquisition of books: selection, ordering, accessioning, and payments. Each stage has several operations and recording procedures.

1. Selection: Selection is mainly done on the recommendations by the faculty, administrators in their special fields by filling a library request form available at the circulation desk or via a website.

2. Selection Criteria: Subject coverage/ new subject / the subject relevant to library patrons interest/enrich the collection.

3. Languages: English and Arabic.

SELECTION OF BOOKS

- a. **Books Selection Through Publishers Catalogues:** The library will provide latest publishers catalogues to all HOD's, So that the teachers can send list of books with HOD's recommendation to the library for purchase.
- b. **Visits of the Publishers Representatives:** The publishers send their representatives to college for promotion of their books. They can be requested to visit the departments and promote their books, as they are not the direct sellers. They only create awareness about the recent publications of different subjects. Hence, teachers will be informed of the recent books in their subject. The HOD can send their recommendations to the library for purchase.
- c. **Direct Recommendations:** Teachers might also get information about books from different journals and reviews. Library will also arrange to circulate reviews to the department. They may also get information through Internet. In such cases also they can send recommendations through their HOD.
- d. **Teachers Visit to Book Shops/ Book Fairs:** Teachers when they visit to any bookshops and bring the details of the books and fill in the recommendation forms, so that the library will make necessary arrangements to procure those documents.
- e. **Students Participation in book selection:** A separate register maintained in the library in which the students can write the books they needed. The library will consolidate all the recommendations periodically and divide them according to departments and after the duplicate check send them to the respective departments for the recommendation of the HOD. Once they are recommended the library will process the purchase procedure.
- f. **Books Purchase on High Priority:** Any Teachers and students can request for purchase of books instantaneously which are urgently required for their use. The same will be procured over telephonic orders with in two days. Their request through the HOD of the department for immediate purchase will be affected immediately. If the book is not available in the country and is to be imported then it may take one to three weeks for procuring the book.
- g. **The revision of the text books and number of copies to be purchased:** Every year ECMIT will revise the textbook, and try to maintain the latest editions too. If the book is of reference in nature the library shall purchase maximum two copies. In case of text books the library shall purchase maximum ten copies. In exceptional cases on the strong recommendation of the 15 copies of text books. The library will decide on procurement of the books based on the already existing copies in the library. This will avoid the duplication.

FINAL LIST PREPARATION AND APPROVAL

The librarian will prepare the final list of books with the number of copies and send the soft copy of the same to all HOD's for final confirmation

ORDERING

The library identifies the correct source of ordering the books. Books are mainly acquired from different vendors in UAE and abroad.

Ordering Procedures: Once the initial selection for ordering has been made, each item is checked against the library catalogue and the order file. A document request form should be filled and send for the approval by the dean and then to admin manager.

The document request form should be checked for the availability of budget and to hold an exact amount of budget for the settlement of the account.

Order Forms: The librarian will arrange a library advisory committee meeting for final approval. A decision is then made to obtain the selected approved library materials from the book supplier (regular vendors) as the ready availability of stock for the required books. The order forms should be signed by the librarian and sent to the addresses assigned.

ACCESSIONING

After the books are delivered checked against invoices. Later all the technical processing is done.

PAYMENTS

The approved document request form, order forms and the invoices (Original) are sent with a covering letter to the finance department to settle the accounts.

ACQUISITION OF PERIODICALS

As in acquisition of books, there are four stages in acquisition of periodicals: selection, ordering, accessioning, and payments. Each stage has several operations and recording procedures.

1. Selection: Selection is mainly done on the recommendations by the faculty, and administrators in their special fields by filling a library request form available at the circulation desk or via a website.

2. Selection Criteria: Subject coverage/ New subject /The subject relevant to library patrons interest/Enrich the collection /.

3. Languages: English: Only one copy for each periodical can be ordered.

4. Ordering: The library identifies the correct source of ordering periodicals. Periodicals are mainly acquired from different vendors in UAE and abroad and sometimes directly from publishers.

5. Ordering Procedures: Once the initial selection for ordering has been made, A document request form should be filled and send for the approval by the dean and then to admin manager. The document request form should be checked for the availability of budget and to hold an exact amount of budget for the settlement of the account.

6. Order Forms: A decision is then made to obtain the selected periodicals from the periodical supplier as the availability of periodicals. The order forms should be signed by the librarian and sent to the addresses assigned.

7. Accessioning: After receiving each issue it must be registered in the periodical database and stamped then kept for display to the users.

8. Payments: The approved document request form, order forms and the invoices (original) must be sent with a covering letter to the finance department to settle the accounts.

ACQUISITION OF ELECTRONIC JOURNALS

1. PURPOSE

The ECMIT collects or provides access to materials in multiple formats, including electronic formats. The challenges to providing access to electronic journals warrant a separate collection development policy focusing on these materials. This policy will provide guidelines for the selection and acquisition of electronic journals as well as the provision of access. Related collection development documents will address procedural concerns in detail.

2. SCOPE

This policy seeks to address the selection and acquisition of electronic journals accessible via the Internet. This policy covers electronic journals for which the library gains free access, access at a

reduced rate because the library subscribes to the print, or purchased access to an electronic-only version. Collection development policies for online resources and offline electronic resources address the selection, acquisition, and provision of access for these materials.

3. PRINCIPAL ACCESS POINT AND PROVISION OF ACCESS

The library will provide access to electronic journals which it acquires and/or licenses via the central library web page. The library will maximize access to the library's electronic journals through several means: cataloging of each e-journal, necessary archiving and/or storage, provision, maintenance, preparation, and loading of necessary software and hardware and user support and training for optimal use

4. SELECTION

4.1 Selection Responsibility: Responsibility for selecting these materials falls to individual subject specialists such as HOD's of different academic departments. Librarians and library users will offer suggestions to appropriate subject specialists

4.2 Adherence to Other Collection Development Guidelines: The purchase of electronic journals should follow present collecting policies whether general or subject specific policies. Specifically their purchase should adhere to the chronological, geographical, language, and date of publication guidelines set forth in general or subject specific policies. As with other materials subject specialists should also 1) consider present curriculum needs, 2) select materials which meet the standards the Library expects of all materials in regard to excellence, comprehensiveness, and authoritativeness,

4.3 Specific Format Criteria: In addition to content, subject specialists should closely consider the criteria listed below when considering the purchase of electronic journals:

- If free, the improvement or enhancement that the resource will give to existing print materials.
- The technical requirements necessary to provide access.
- The broad accessibility of the resource under present copyright laws and licensing agreements.
- The user-friendliness of the resource.
- The necessity of archiving and/or availability of archives.

It is particularly important to consult available published reviews of electronic journals before their acquisition. Reviews can outline how well a resource meets specific criteria and can provide further insight regarding the resource's overall quality.

5. CIRCULATION POLICY

Students/faculty/staff are allowed to borrow the materials as per our circulation policy.

Guidelines

1. The All registered users are entitled to borrow materials from the library
2. Borrowing privileges may differ depending on the members category of usage
3. All library users must produce an ECMIT ID card for borrowing books
4. Current journals and archive section of journals and periodicals can be referred to in the library only

Purpose

5. The purpose of this policy is to explain guidelines and limits on all items available for check-out at the library, as well as expectations for patrons prior to, during, and after borrowing items from the

library. Our hope is that this policy will encourage patrons to return materials promptly so that other citizens may have access as well.

Borrowing Procedures

Table 6.1.5.4 Circulation transactions			
Patron Type	Borrowing Period*	Grace Period	Fines
Students	3 BOOKS	1 week	2 AED
Full-time Faculty	10 BOOKS	Per semester	No fines
Part-time Faculty	5 BOOKS	7 Days	No fines
Staff	3 BOOKS	7 Days	NO fines
Reference books	BOOK	3 DAYS	2 AED

*At the discretion of the librarian

Renewals

1. Library materials can be renewed for additional period of one week
2. Provided there is no reservation

Overdue Books

1. Borrowed library materials may be returned to the Circulation Desk during library hours
2. A fine of 1 dh per day will be charged for the overdue materials
3. A fine of 2 dh will be charged for overdue of reference books
4. Users will not be allowed to check out any material from the library until the fine is paid

Reservation

1. If there is library material presently on loan that you are interested in, it may be reserved at the Circulation Desk
2. An email notice will be sent to you and the item will be re-shelved if it is not picked up within three days

Damaged or Lost Items

Borrowers will be required to replace lost or damaged item(s) in the collection with a new copy

Responsibility for Library Materials

Borrowers should endeavor to take good care of library materials, returning them by the due date and in the same condition they were in when they left the library.

6. LICENSING

The library will negotiate and comply with vendor licensing agreements. An appended list of pre-order guidelines outlines the necessary details for this negotiation and compliance. The library will also promote compliance with licensing agreements among its users and among its staff. Because this format increases the complexity of licensing agreements, subject specialists should include the detailed list of pre-order guidelines and the necessary licensing agreement, when available, with any order for electronic journals prior to ordering the title.

7. POLICY REVIEW

Because of the complex and dynamic nature of providing access to electronic journals, the subject specialists, and other librarians will need to review this policy at least every two years.

WEEDING POLICY

PURPOSE

In order to enhance the value and usefulness of ECMIT library to the entire college community, care must be taken to insure that its holdings are as comprehensive as possible and are properly maintained. The vitality of a library collection depends on vigorous collection development as well as careful collection management. One aspect of this management is the judicious weeding of materials that no longer support the instructional mission of the college.

Like all collection development, the weeding of materials must be a consultative endeavor involving librarians, faculty members, and other parties as appropriate. The weeding process should rely on a well-defined plan through which the faculty and the librarians, in collaboration, identify materials that may be weeded. This process will help identify both strengths and weaknesses of the collection. Recognition of weak areas will subsequently be addressed, and whenever possible, appropriate new titles will be acquired after continued consultation with faculty and recommended bibliographies.

Decisions to discard specific items are made within the context of the total collection policy, like the decisions to acquire new titles for the collection, the rationale being that the integrity of the total collection is not impaired but in fact may be enhanced when unneeded materials are removed from the collection. Moreover, the materials identified to be discarded may be maintained as separate section. This section can be served as closed reference for research purposes. In certain cases, material may be so deteriorated or ineffectual that disposal through any of the above channels is not possible; such materials may simply be discarded from the book collection.

OBJECTIVE

SAVE SPACE because shelf space costs money in a variety of ways, not the least of which is the actual cost to buy additional shelving to house more and more materials. A well-maintained collection saves the cost of dusting books that no one is using and of shifting materials to make room for more items. Patrons lose patience trying to find items that are crammed onto overcrowded shelves. The online catalog uses database space that may precipitate the need for more computer memory. Weeding allows you to maintain the open, friendly appearance that is the hallmark of a good community library.

SAVE THE TIME, of patrons, staff, and best of all, yourself. Shelves crowded with ragged books with illegible markings cost time. Patrons looking for a particular book have to sort through items that are clearly not of use or that they don't want to touch. Staff trying to shelve returned items has to shift and re-shift books to make space. Library housekeeping, from dusting to shifting sections, is impeded and made more backbreaking by an overload of useless books and other materials.

TO MAKE THE COLLECTION MORE APPEALING by replacing ragged, smudged books and unattractive rebinds with attractive new books. Even perennial favorites and classics benefit from being replaced by clean copies with updated covers. Circulation can be increased by simply making the shelves look more attractive and user-friendly, even if there are actually fewer books. It is better to have fresh air and empty space on the shelves than to have musty old books that discourage investigation.

TO ENHANCE YOUR LIBRARY'S REPUTATION for reliability and currency and build students trust. Patrons expect that library materials are selected by experts and that the information is up-to-date and reliable. For many users, especially younger people, the mere fact that a book is in the library lends authority to it.

TO KEEP UP WITH COLLECTION NEEDS because regular weeding provides a continuous check on the need for mending or binding, alerts the library staff to lost or stolen books in need of replacement, and guarantees a more accurate volume count. This process also allows for both on-going weeding, where shabby items, superseded items, or unused items can be removed almost without effort, and scheduled weeding where you look at specific areas of the collection on a regular basis. Library staff that weed continuously have greater knowledge of the collection.

TO GET CONSTANT FEEDBACK ON THE COLLECTION'S STRENGTHS AND WEAKNESSES: This information can be helpful when soliciting donations and making decisions about purchases. For example, knowing that the business books are out-of-date, the librarian can approach an organized group or an individual and request specific assistance in building an area of special interest and usefulness to them.

GENERAL GUIDELINES

For all items, consider the following problem categories and related issues.

A. POOR CONTENT

- Outdated and obsolete information (especially on subjects that change quickly or require absolute currency, such as computers, law, science, space, health and medicine, technology, travel).
- Trivial subject matter, including topics that are no longer of interest or that were dealt with superficially due to their popularity at a specific point in time, as well as titles related to outdated popular culture.
- Mediocre writing style, especially material that was written quickly to meet popular interest that has passed.
- Inaccurate or false information, including outdated information and sources that have been superseded by new titles or editions.
- Unused sets of books (although you may keep specific volumes if they meet local needs and are used).

- Repetitious series, especially series that are no longer popular or that were published to meet a popular demand that no longer exists.
- Superseded editions (in general, it is unnecessary to keep more than one previous edition, discarding as new editions are added).
- Resources that are not on standard lists or that were never reviewed in standard review sources.
- Material that contains biased, racist, or sexist terminology or views.
- Unneeded duplicates, especially if they are worn or tattered.
- Self-published or small press materials that are not circulating, especially if they were added as gifts.

B. MATERIALS/BOOKS OF POOR APPEARANCE

- Worn out, ragged items.
- Poorly bound or poorly printed editions.
- Rebound editions that are worn and shabby or have torn pages.
- Items that are dirty, shabby, warped, bug infested, or otherwise marked up, mutilated, or 'edited' by patrons.
- Books with very small print or poor quality pictures.
- Scratched CDs or DVDs, brittle film or magnetic tape (in the case of video and audiocassettes).
- Media that is beaten up from wear or has broken or missing parts.
- Books with yellowed, brittle, torn, taped, or missing pages.
- Books with dust jackets or cover art that is dated, especially on children's and young adult books.

C. UNUSED MATERIALS

- Items that have not circulated within the past 3-5 years and not actually used for reference or in-house research.
- Duplicate copies that are no longer needed, regardless of condition.
- Periodicals that are not indexed.
- Periodicals those are available in full-text databases.
- Unused volumes in sets or series.
- Unneeded titles in subject areas that are less frequently used.
- Materials on the 'hot topics' that were popular more than five years ago.
- More books than are needed on any single subject.
- Formats those are no longer popular in your community, especially if the technology needed to use the format is no longer owned by people in the community.
- Material that is no longer important to the collection because of changes in local demographics, school curricula, or other factors.

WEEDING PROCEDURE

1. Check list Preparation: Librarians will prepare one check list as per the following details and circulate them electronically to all faculty and VPA.

Details to be included in the check list:

- **Date**—when was the item published? When was it added to the collection?
- **Author**—is the author still read or likely to be read in the future? Is the book a lesser work?

- **Publisher**—was the book self-published or published by an ‘instant’ press that may not have taken care in editing and printing?
- **Physical condition**—are there any factors that make the item unattractive?
- **Additional copies**—are more copies available that may be in better condition?
- **Expense of replacement**—can the item be replaced? Was this an expensive item that might benefit from rebinding or refurbishing rather than replacement?
- **Shelf-time**—how long has the item sat on the shelf without circulating?
- **Relevance of the subject to the community**—is the material of interest to anyone in the community?

For periodicals, consider:

- **Current use**—few periodicals are used five years after the publication date.
 - **Interest in circulating older issues**—does the library permit older issues to be borrowed? Does the community want to borrow older issues?
 - **Indexing available**—is the periodical included in standard indexes?
 - **Full-text availability in online databases**—will patrons find the articles needed for research in the library’s online databases?
 - **Space available**—does the library have space to store older issues that are not used on a regular basis?
2. ECMIT library will arrange a location at the library for physical review of the items.
 3. Recommendations to retain an item should be communicated either by email or by leaving a paper note with the item and should include a rationale of how the item meets collection development criteria.
 - Since these books will be in a public area, students may flag a book for review (with their rationale). Recommendations by students to keep a book will be reviewed by the librarian and a faculty member from the involved department. Students will be informed of the outcome.
 - Faculty members should have the option to designate books as appropriate for withdrawal from the library collection; transfer to the closed reference section (or words to that effect). Books designated this way will be withdrawn from the library collection and catalogue.
 - In case of disagreement, the librarian will meet with the faculty member (and student, if applicable) recommending that we keep the book, for a discussion about this book and its relationship to the subject. If there is a serious disagreement in priorities, we will refer the question to the VPA.
 4. At the end of the review period, books on the list which ECMIT has not chosen to retain will be processed for withdrawal.
 5. ECMIT library will report at least annually on books removed from the collection, and books which faculty members asked to retain. The report will include both summary statistics (i.e., number of items removed by call number or location, counts of reasons books were removed) and an appendix of all titles considered and the outcome.

LR.002

6.2 Equipment and Software Technical Support Policy

Policy Number 6.2	CAA Standard: 6 Stipulation:1A(6b)	Issue Date Fall 2003	Revision Date Fall 2011
Subject Equipment and Software Technical Support Policy			
Purpose Guidance for IT policies and services.			
Responsible Office		Responsible College Officer	
Office of Computing and Technology Services		Manager of Computing and Technology Services	
Cross-Reference			
IT Manual			

COMPUTER RESOURCES AND SERVICES

Emirates College for Management and Information Technology endeavors to provide computer resources and services necessary to effectively and efficiently serve instructional and administrative needs.

1. **Office of Computing and Technology Services (OCTS):** The manager for computing and technology services serves in an advisory capacity to the president, establishing criteria and priorities for the purchase and allocation of software and equipment for administrative and instructional use.
2. **Procedure for Requesting Equipment or Software:** A computer hardware/software request form must be initiated by the requesting party, advanced through the appropriate channels for signatures, and then forwarded to the manager of OCTS.
3. **Procedure for Requesting Application Programming:** A computer application request form must be initiated by the requesting party, advanced through the appropriate channels for signatures, and then forwarded to the manager of OCTS.
4. **Personal Computer Maintenance:** The OCTS will facilitate the maintenance and repair of college-owned personal computers. The work will be done on campus by OCTS personnel when feasible. If the equipment cannot be repaired on campus, OCTS personnel will facilitate the repair off campus.
5. **Cost of Maintenance:** There will be no charge to the owning department for maintenance and repair work reported to and handled by the OCTS. Costs associated with work not handled through the OCTS will be the responsibility of the owning department.

TECHNICAL SUPPORT

Entire institutional services are connected with the ERP system as described above. In addition, every staff in every functional unit has access to internet and Wi-Fi facilities that support their unit

activities. The Technology help desk provides support and services and ensures that the technology resources are adequate and compatible with unit operations.

The institutional research and planning unit generates collects, computes and analyses data using the ERP system. Each unit inputs its information and data in the system which automatically becomes available to the institutional planning and research unit. In addition, the unit is equipped with high capacity digital printers and scanners appropriate for its operation. Institutional satisfaction surveys are currently conducted on paper that requires manual data entry in to the system for analysis. The IPE intends to conduct the surveys electronically through web based questionnaires utilizing ERP technology for collection and analysis of the data.

LAB SUPPORT

IT staffs are always available to assist students and faculty during laboratory sessions. In addition, the IT unit has a help desk which remains available 40 hours a week for trouble shooting and technical support. In addition to laboratory sessions, such support also includes assistance during computer based examinations.

MAINTENANCE OF THE FACILITIES

ECMIT has its own team of maintenance staff which comprises of cleaners, electrician, lab technician, security guard and a maintenance officer. This team is responsible for day-to-day maintenance of ground and facilities. The college has a separate contract with an external company for major maintenance of air-conditioning system and the building facility. There is no other third-party agreement for maintenance services.

WEBSITE ADMINISTRATION

1. The Emirates College for Management and Information Technology website is administered by a team comprised of the content webmaster, the technical webmaster, and the web advisory committee. As a team, all have responsibility for long-range planning of the site, the administration and enforcement of policy and procedures relating to the site, and decisions relating to the organization, content, and overall structure of the site.
2. All Emirates College for Management and Information Technology pages and servers must be registered with the technical webmaster and linked through ECMIT's main server. Servers on campus may have different server names, but cannot be promoted as such. All elements at Emirates College for Management and Information Technology must be originally accessed through the main Emirates College for Management and Information Technology server.
3. All pages on ECMIT's servers may be periodically reviewed by the web advisory committee for compliance with Emirates College for Management and Information Technology policies and procedures. Questions and concerns about the Emirates College for Management and Information Technology website may be forwarded to the web advisory committee.
4. If a problem in content or design is discovered, the author or sponsor will be contacted by the chair of the web advisory committee with a request that the problem be reviewed and corrected. If not corrected, the page(s) will be removed.
5. The college reserves the right to limit a file size in order to facilitate the most efficient use of the servers and to facilitate efficient browsing.

7. PHYSICAL AND TECHNOLOGY RESOURCES POLICIES

POLICY CODE : PTR-000

POLICY SECTION: PHYSICAL AND TECHNOLOGY RESOURCES

SECTION POLICIES

1. Equipment and Software Replacement Policy
 2. Health and Safety Policy
 3. Data Security Policy
 4. Policy on Appropriate Use of Technology Resources
-

7.1 Equipment and Software Replacement Policy

Policy Number 7.1	CAA Standard:7 Stipulation:1A (7a)	Issue Date Fall 2003	Revision Date Fall 2011
Subject Equipment and Software Replacement Policy			
Purpose Guidelines for equipment and software replacement.			
Responsible Office		Responsible College Officer	
Office of Computing and Technology Services		Manager of Computing and Technology Services	
Cross-Reference			
IT/Network Plan			

LICENSURE AND RENEWAL

Any software installed on a PC/workstation/server must be licensed in order to abide by copyright privileges. The IT services will not tolerate the installation of any personal software unless the license is provided.

The IT administrator prepares a list of all administrative/research software used throughout the campus indicating the software usage by course title, number, and research purposes after coordination with the deans/heads of departments.

The IT administrator is in charge of timely renewal of software licenses with prior notification to the concerned and due approvals. In order to ensure that students do not install unlicensed software on PCs, all software installation privileges of the students are denied from the main domain policy.

HARDWARE MAINTENANCE AND UPGRADES

The IT administrator ensures that appropriate measures are taken to maintain and upgrade all existing hardware in line with current technologies. The following describes college strategy, and the replacement cycles for the following hardware components:

- Windows Desktop – 5 years
- Windows Laptop – 3 years
- Tablet – Life of Hardware
- Monitors – Life of Hardware
- Printers – Life of Hardware
- Photocopiers – Life of Hardware
- Multimedia Projectors – Life of Hardware and Lamp

Procedures

- Laptops/PCs Life cycles of 3-5 years are expected for therefore, in general, third of the existing laptops/PCs within the college have been upgraded with better RAM and more capacity of HDD, especially for those who have more data.
- Servers, LAN, and Internet related equipment are examined yearly and upgrade needs are determined.
- Peripherals such as printers, scanners, LCD projectors, etc. may have a life cycle of more than three years depending on their usage. Such equipment are examined yearly and their replacement is determined, furthermore, a maintenance company does a periodical checkup for all these peripherals.

NEEDS ANALYSIS

A yearly assessment of IT needs for each academic year is conducted by the technology committee to assess the technology needs, purchases, upgrades, replacement and maintenance in terms of new IT hardware and software. The technology committee requests from the various functional units to submit their IT needs. A detailed report is then forwarded to college council for approval.

The technology committee is assigned to:

- Assess all instructional media equipment (hardware such as: projectors, in class PC's; and needed software including the Moodle course management system) in classrooms for their adequacy.
- Assess all faculty, staff, and laboratory computers for their adequacy.
- Review the current status of technology including internet and the network.
- Generate an inventory list of needed hardware and software needed for research, instruction, administrative or other purposes.
- Establish from all colleges and departments their current and future needs on an annual basis in all areas of IT, including staffing;
- Develop a 5-year plan to project IT needs at the University in the areas of hardware, software, networking and staffing with an estimate for the budget based on the data and information collected on the above items.

Procedure

All IT educational needs, hardware and software, must be communicated to technology committee. The committee conducts yearly appraisal of additional needs and submits a proposal to president for approval. Once approved, a purchase requisition is submitted to the IT administrator. In the case of software requests, the head checks the minimum hardware requirement in order to install the software.

7.2 Health and Safety Policy

Policy Number 7.2	CAA Standard:7 Stipulation:1A(7b)	Issue Date Fall 2003	Revision Date Fall 2012
Subject Health and Safety Policy			
Purpose Explains the policy on health and safety at ECMIT.			
Responsible Office		Responsible College Officer	
Office of President		Manager of Administration & Financial Services	
Cross-Reference			
Health and Safety Plan; Emergency Operations Plan			

INTRODUCTION

This policy is the modified version of the current ADM 016 Safe Work Place Policy. It replaces the existing ADM 016 Safe Work Place Policy. The policy is developed in accordance with the safety and health care stipulations, principles and guidance contained under the Articles 91 to 101 of the Labor Law of the UAE Government. The essential provisions of these articles are:

- To provide a safe, clean and well ventilated place of work and study.
- To provide suitable protection against injuries and occupational diseases.
- To provide first aid services to employees and students if and when such needs arise.
- To provide adequate safety against campus incidents such as fire and electric hazards.
- To provide employees with suitable medical care and health insurance coverage.
- To provide information , safety instructions and training to staff , faculty and students about different types of hazards, hazardous substances and how to avoid hazards in general
- Not to have alcoholic drinks on work premises.
- To take adequate measures for the safety of plant and equipment.
- To establish a system of reporting.

THE POLICY STATEMENT

Within the framework of the essential provisions of the UAE Labor Law Articles on Health and Safety, ECMIT will endeavor to provide each employee, student, contractors and visitors a safe and healthy place to work, study and provide services. The college will determine and provide necessary safety information, training and supervision to its employees and maintenance staff, and will sensitize employees to the need to work safely. The business and administration unit of the college will be responsible for reviewing, promoting and coordinating the health and safety matters, and shall

consult with the Dubai Health Authority, Public Safety and Civil Defense Authorities on all health, safety and welfare matters when such need arises.

RESPONSIBILITIES

1. ECMIT has the ultimate responsibility for the safety and care of its employees, students and visitors while on campus.
2. The president and CEO of the college is responsible for ensuring that the college has the necessary means to ensure the compliance with the provisions of the policy.
3. The administrative and financial services unit of the college is responsible for implementing the policy and its procedures, and monitor compliance.

COMPLIANCE

Employees are expected to comply with all safety rules and regulations as prescribed by the Dubai Civil Defense Department and to practice safety continually while performing their duties.

REPORTS AND INVESTIGATION

All accidents or injuries must be reported at once to the immediate unit supervisor of the injured person who in turn notifies the manager of administration and business. All accidents resulting in loss of work time must be investigated by the injured person's immediate unit supervisor in collaboration with the manager of administration and business. The investigator must submit a written report within two (2) days of the injury to the office of administrative and financial services.

RETURN TO WORK

An employee absent due to a work-related accident or sickness while on duty must submit a certified government physician's statement to the unit manager immediately upon receiving the physician's release to return to work. The unit manager will send a copy of the physician's statement to the office of administrative and financial services. These absences will be balanced against the sick leave an employee is entitled under ECMIT sick leave policy.

7.3 Data Security Policy

Policy Number 7.3	CAA Standard:7 Stipulation:1A (7c)	Issue Date Fall 2003	Revision Date Fall 2016
Subject Data Security Policy			
Purpose Guidelines for data security			
Responsible Office		Responsible College Officer	
Office of President		Manager of Computing and Technology Services	
Cross-Reference			
IT/Network Plan			

SECURITY MEASURES TO PROTECT PHYSICAL RESOURCES

- Integrity and confidentiality are the main focus of ECMIT's security strategy. ECMIT has a centralized data processing system ERP which is based on SQL technology provided by a technology solution provider, Corel Soft. This system covers and records data of almost all vital operations in finance, administration, academics and enrolment management.
- The system automatically maintains integrity and confidentiality of information. Data once entered can only be changed and altered by the data custodian who has the access control. The office of computing and technology is fully accountable for the security and maintenance of the system.
- No change is allowed unless it is approved by the custodian of the data and authorized by dean of academic affairs or president.
- In addition, Cyberoam -300i internet security firewall system is installed in college server rack that prevents external hacking, virus attack and ensures user's management with proper integrity.

SECURED FIREPROOF STORAGE

- Servers are located in the secure access fireproof server room which is monitored and maintained by IT security administrator. To prevent intrusions, servers are located in DMZs with secure hardware firewall which is a fully licensed firmware and which gets live updates on virus signatures every day. All these events are logged automatically.
- The ERP has an in-built backup provision that automatically creates backups which are then copied daily in external devices and stored in IT department.
- The college recognizes that the present backup provisions are not appropriate, and that off-site backup facility must be arranged.
- The college intends to create such a facility with its sister institution Western International College located in Ras Al Khaimah by automated synchronization.

PROPERTY/EQUIPMENT SECURITY POLICY

This Policy governs the use, security, and accountability for college owned property and equipment. The intent of this policy is that college owned and controlled property and equipment normally will be used only for the purposes for which they were procured.

OVERALL RESPONSIBILITY

An external contracted agency is charged with the overall responsibility of providing security for the campus and establishing and maintaining effective control policies. A security officer patrols the campus seven days a week and covers weekends and holidays on a twenty-four hour basis.

PHYSICAL SECURITY

- The physical facilities assistant is responsible for physical security of College buildings as well as securing and issuing of keys.
- Grand-master keys will be issued only to the manager for administrative and financial services, the physical facilities assistant, and key supervisory personnel.
- Master keys will be issued only to department chairs.

AFTER-HOURS BUILDING USE

Employees are not permitted to enter during closed hours unless they have a valid reason to be present during those hours and have secured written permission from the president. Violators will be considered to be trespassers and will be treated as such by security personnel, local police, and/or college officials. The president has the authority to develop and implement administrative policies and procedures governing after-hours building use.

OPEN HOURS

The campus building is generally open, exclusive of holidays, from 9:00 a.m. until 10:30 p.m., Sunday to Saturday, but the hours are subject to change. Division chairs and supervisors should obtain opening and closing times from the applicable maintenance department and post them and/or notify employees via memo.

AFTER CLOSING TIME

Custodians will see that buildings are cleared after the evening classes; they will lock their respective buildings as soon as the building has been vacated by all students, staff, and visitors. Custodians are instructed and authorized to request persons in the building after closing time to leave; they are charged with remaining until the building is vacated and with reporting refusals to comply.

USE FOR SPECIAL EVENTS

Prior approval for building use for special events must be obtained from the manager for administrative and financial services at least forty-eight hours in advance of the event, counting normal working days.

USE ON WEEKENDS/HOLIDAYS

Access to offices on weekends and holidays is permitted to faculty and staff. Only one entrance will be used in order to preserve key control and building accountability.

7.4 Policy on Appropriate Use of Technology Resources

Policy Number 7.4	CAA Standard:7 Stipulation:1A(7d)	Issue Date Fall 2003	Revision Date Fall 2013
Subject Policy on Appropriate Use of Technology Resources			
Purpose Guidance on the appropriate use of IT resources.			
Responsible Office		Responsible College Officer	
Office of President		Manager of Computing and Technology Services	
Cross-Reference			
IT/Network Plan			

COMPUTER AND NETWORK RESOURCES USE POLICY

Emirates College for Management and Information Technology computer and network resources are privileges provided to conduct the legitimate business of the college and to support the missions of the institution. The purpose of this statement is to establish policies and procedures that promote the security and integrity of the college's computer systems and the information contained on those systems and that provide a framework for responsible access to computing resources. The president of the college and the vice president of academic affairs, instructors, supervisors or chairs, may elect to impose additional requirements or restrictions. Emirates College for Management and Information Technology extends these principles and guidelines to systems outside the college which are accessed via the college's facilities. Computing or network providers outside Emirates College for Management and Information Technology may impose their own additional conditions of appropriate use, for which users at Emirates College for Management and Information Technology are responsible.

LEGITIMATE USE

Computer resources of Emirates College for Management and Information Technology are privileges provided solely for legitimate use by the following: currently registered students; authorized faculty, staff, and other individuals authorized by Emirates College for Management and Information Technology.

1. Legitimate uses of the college's computer and network resources are limited to: College-related instruction, independent study, research, and official work of college administration, staff, students, campus organizations, and agencies of the college, and such other specific uses as are expressly authorized by the president of the college or the President's designee.
2. These computer and network resources may not be used for personal, commercial, or for-profit purposes without the written approval of the president of the college or the president's designee.

3. The computer and network resources may not be used to store, transmit, or receive any text, image, audio, or video materials that are discriminatory, abusive, profane, threatening, harassing, or sexually offensive.

OWNERSHIP AND COPYRIGHT

All college-provided computer resources, including hardware, software, and all computerized information and data entered on or developed with these resources are licensed from vendors. Users have no rights of ownership to these computer resources, or to the information they contain.

- Each user shall comply with all licensing agreements for college-provided software. Each user shall comply with all copyright laws.

RESPONSIBILITIES OF THE USER

When using Emirates College for Management and Information Technology's computer and network resources, (a) students are required to operate those resources in a manner consistent with this policy and with the college's standards of student conduct; and (b) faculty, staff, and individuals, and authorized agents of the college are required to operate those resources in a manner consistent with this policy:

1. Any unauthorized use, access, alteration, addition, destruction, duplication, or deletion of the computer or network resources, or the information contained therein, is prohibited.
2. These computer privileges shall not be transferred or extended by the college's students, faculty, staff, or administration without the written approval of the president of the college.
3. The user shall maintain considerate and ethical behavior in the use of college computer resources.
4. The user shall avoid wasting computer resources by activities beyond the scope of legitimate administrative or instructional requirements.
5. The user shall be sensitive to the public nature of all computing facilities. All networks, network message traffic, and computer systems, including individual workstations, may be monitored for compliance with existing college policies.
6. The user shall determine the licensing status on any software or data prior to copying or transferring the product.
7. The user shall have prior written approval from the appropriate chair, supervisor, or administrator before installing on college computers or networks any software not provided by the college. The user shall be responsible for the registration and license compliance for any software not provided by the college. Only lawfully acquired software may be installed on college computers and networks.
8. The user shall not willfully create, copy, or disseminate computer viruses nor threaten to install or to infect the college's computer resources with any virus.
9. The user must insure the integrity of all foreign software, disks, or hardware before installing or using such software, disks, or hardware on college computers or networks. Integrity in the context of this policy includes assurance of compatibility with existing software, disks, or hardware, as well as freedom from contamination by any type of computer virus. Foreign computer software, disks, or hardware includes any computer software, disks, or hardware which: (1) have not been provided by the college, or (2) have been removed from and then returned to the campus, or (3) have been used on the campus in, or in connection with, any computer software, disks, or hardware not provided by the college.

10. The user shall obtain from the appropriate college authority prior written approval for the planned installation and proposed applications of any type of computing server device or server software.
11. All information or material placed on any type of computer server device shall comply with all applicable college policies and practices and all laws governing the use of computer, network devices, and the Internet.
12. The user shall access only those computing resources and those accounts authorized by the appropriate college authority. The user must protect the integrity of personal files, personal data, and personal passwords. The user shall respect the privacy of the college's and other users' resources.
13. The user shall not access the Internet through the college telephone system without written approval from the president of the college or the president's designee.

WEBSITE

Web Pages: Emirates College for Management and Information Technology's World Wide Web presence provides online information about Emirates College for Management and Information Technology for external as well as internal audiences at www.ECMIT.ac.ae. These pages provide easy online access to information about programs, administrative services, informational and support services, and the faculty, staff, and students at Emirates College for Management and Information Technology.

Contents of Web Site: This policy governance information to be contained in Emirates College for Management and Information Technology web page. The front page of all documents on the Emirates College for Management and Information Technology servers must contain:

- The name and email address of the person in charge of the page.
 - The date of last review.
 - A link to ECMIT's front page, www.ecmit.ac.ae.
 - A link to the statement of nondiscrimination and the disclaimer.
1. Documents on the Emirates College for Management and Information Technology servers must not contain:
 - Copyrighted or trademarked materials in any form without written permission of the person who created them or owns the rights.
 - Images (e.g., photographs, drawings, paintings or other derivatives thereof), audio, videos, or movies of people without their written consent.
 - Commercial activities or advertisements not related to the instructional or administrative mission of the college.
 - Any information, confidential or otherwise, pertaining to other individuals who do not want the information included.
 - Any images or data that are discriminatory, abusive, profane, harassing, or sexually offensive. When a complaint regarding discriminatory, abusive, profane, harassing, or sexually offensive material is received by Emirates College for Management and Information Technology, the matter will be turned over the web advisory committee for review. Recommendations will then be made to the appropriate office.
 2. It is the responsibility of each individual who uses the technology resources of the college to be familiar with and abide by all current operational policies. Authors of web pages agree to all portions of this policy. The use of any technology resource at Emirates College for

Management and Information Technology implies acceptance of these and all other current operational policies.

3. Authors of documents and those who store resources on ECMIT servers are responsible for what they allow users to access. Infringement of copyright or privacy laws and obscene, harassing, or threatening materials on ECMIT servers can be in violation of local, national, or international laws and can be subject to litigation by the appropriate law enforcement agency.
4. Authors or sponsors of web pages must obtain the written approval through their division head before a page may be placed on an ECMIT server. Authors are ultimately responsible for the information contained in their pages.
5. **Violation and Consequences:** Anyone who engages in conduct prohibited by the college's computer and network resources use and procedures, or by federal or local laws and regulations, whether such conduct takes place on or off campus, shall be accountable and subject to disciplinary actions up to and including dismissal or termination as outlined in the Emirates College for Management and Information Technology Policies and Procedures Handbook or the standards of student conduct. In addition, civil or criminal penalties may be imposed for such prohibited conduct.

EMAIL POLICY

Emirates College for Management and Information Technology always entertain all staff members to communicate and correspond through electronic medium such as email under the college domain in the format of staff.name@ecmit.ae.

All electronic communications which include, email and SMS are considered as official communication, with peer members, unit heads, students and other customers. Voice mail, email, and Internet usage assigned to an employee's computer or telephone extensions are solely for the purpose of college communications. Some job responsibilities at the college require access to the Internet and the use of software in addition to the Microsoft Office suite of products. Only people appropriately authorized, for college purposes, may use the Internet or access additional software.

EMAIL ACCESS

There are two ways to access email such as, web access and local access using email clients such as Outlook, Eudora, Thunderbird or any third party clients.

For web access visit the site: www.etisalat.ae and enter email id and password as provided.

For local email clients:

The screenshot shows a configuration window for an email client. It is divided into three sections: User Information, Server Information, and Logon Information. In the User Information section, 'Your Name' is set to 'Staff Name' and 'E-mail Address' is set to 'staff.name@ecmit.ae'. In the Server Information section, 'Account Type' is set to 'POP3', 'Incoming mail server' is 'mailv.emirates.net.ae', and 'Outgoing mail server (SMTP)' is 'exmail.emirates.net.ae'. In the Logon Information section, 'User Name' is 'staff.name@ecmit.ae' and 'Password' is masked with '*****'. There is a checked checkbox for 'Remember password' and an unchecked checkbox for 'Require logon using Secure Password Authentication (SPA)'.

User Information	
Your Name:	Staff Name
E-mail Address:	staff.name@ecmit.ae

Server Information	
Account Type:	POP3
Incoming mail server:	mailv.emirates.net.ae
Outgoing mail server (SMTP):	exmail.emirates.net.ae

Logon Information	
User Name:	staff.name@ecmit.ae
Password:	*****
<input checked="" type="checkbox"/> Remember password	
<input type="checkbox"/> Require logon using Secure Password Authentication (SPA)	

EMAIL USAGE AT THE COLLEGE

- Email is to be used for college's business only. Any confidential information must not be shared outside of the college, without authorization, at any time. Staff members are also not to conduct personal business using the college's computer or email.
- Staff members should keep the mind that, considering the forwarding of non-business emails to associates, family or friends, they are wasting college time and attention.
- Viewing pornography, or sending pornographic jokes or stories via email, is considered sexual harassment and will be addressed according to our sexual harassment policy.

EMAILS THAT DISCRIMINATE

- Any emails that discriminate against employees by virtue of any protected classification including race, gender, nationality, religion, and so forth, will be dealt with according to the harassment policy.
- These emails are prohibited at the college. Sending or forwarding non-business emails will result in disciplinary action that may lead to employment termination.

COLLEGE OWNS EMPLOYEE EMAIL

Keep in mind that the college owns any communication sent via email or that is stored on college server. Management and other authorized staff have the right to access any material in employee's email or on computer at any time. Please do not consider the electronic communication, storage or access to be private if it is created or stored at work.

TELEPHONE USAGE POLICY

TELEPHONE, AND FACSIMILE SERVICES

The telephone and facsimile services are provided for the conduct of college business. The services are not to be used for commercial purposes or non-college related activities. Personal use should be kept to a minimum. Usage of services provided by the college may be monitored.

1. **Telephone Service:** Requests for new installation of telephone service or changes to existing service will be initiated by the department and forwarded to the appropriate division head for approval and then to the office of computing and technology services for implementation.
2. **Long Distance Calling:** Long distance calls made in the conduct of college business will be charged to the using department. Personal toll calls should not be charged to the college; such calls must be charged to the caller via third-party billing or credit card.
3. **Facsimile Service:** Facsimile (fax) machines are provided in the college administrative office area.

PHOTOCOPYING POLICY

The duplicating office, open during the hours posted, will reproduce classroom and office materials for faculty and staff.

1. **Copyrighted Materials:** Duplication of copyrighted sections of magazines, manuals, books, and other publications will not be done without prior approval of the copyright owner.
2. **Test Materials:** All materials that are identified as test materials will be kept in a locked cabinet and will neither be accepted from nor released to students.
3. **Reproduction:** Faculty and staff who turn in a work request should allow a minimum of two (2) working days for completion.

4. Duplicating staff will not normally provide quick-copy service on a while-you-wait basis.
5. High speed quality reproduction is the primary means of duplication.
6. Electrostatic masters are made inexpensively and rapidly from any good black printed materials, such as typed, cut-and-pasted compositions, manuals, thin books, or photocopies; but the system will not copy blue inks well.
7. Materials can be enlarged, the maximum being eleven (11) by seventeen (17) inches; materials can be reduced from prints as large as seventeen (17) by twenty-four (24) inches.
8. This system will also accept black ink handwriting, but not pencil; a good clean copy of previously printed material will make a new master when needed.
9. This system will reduce properly screened halftones and photographs.

MAIL ROOM SERVICES POLICY

- ECMIT PO Box address may be used by all full time employees of the college to receive mail.
- All incoming mail is collected on a daily basis and distributed to appropriate staff by the office of administrative and financial services.
- The college is not responsible for any fee/fine incurred.
- The college will provide and pay for outgoing mail services only for official correspondence.
- All such mail requests should be accompanied by a written approval from the head of the division that the mail emanates from.
- ECMIT Post Box Number: 39292, Emirate: Dubai

8. FISCAL RESOURCES POLICIES

POLICY CODE: FR-000

POLICY SECTION: FISCAL RESOURCES

SECTION POLICIES

1. External Audit Policy
 2. Financial Policy
 3. Purchasing and Inventory Control Policy
 4. Cash Management Policy
 5. Risk Management Policy
 6. Auxiliary Enterprises Policy
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FR.001 |

8.1 External Auditing Policy

Policy Number 8.1	CAA Standard:8 Stipulation:1A (8a)	Issue Date Fall 2003	Revision Date Fall 2011
Subject External Audit Policy			
Purpose Guidelines for the external audit policy at ECMIT			
Responsible Office		Responsible College Officer	
Office of President		President	
Cross-Reference			
None			

Policy Statement: External auditing of ECMIT accounts and financial records are conducted annually in accordance with generally accepted accounting principles. An external auditor (s) is appointed by the board of governors.

The board of governors shall engage the services of an accounting firm as the external auditor of the college. The external auditor shall conduct an annual review of the financial records and provide an audit report together with a management letter as part of the auditor's report. The audit report is sent directly to the board of governors or to a committee formed for this purpose by the board of governors. The board of governors shall review the report prior to making recommendations to the President of ECMIT. A copy of the audited financial statements and management letter will be sent to the CAA of the MOE upon request.

8.2 Financial Policies

Policy Number 8.2	CAA Standard:8 Stipulation:1A(8b)	Issue Date Fall 2003	Revision Date Fall 2011
Subject Financial Policy			
Purpose Guidelines for College financial policy.			
Responsible Office		Responsible College Officer	
Office of President		Manager of Administration & Financial Services	
Cross-Reference			
None			

Policy Statement: ECMIT shall have an annual budget based on an academic year. The institutional budget shall be developed in April based on the units budget that will clearly outline the revenue, revenue sources and expenditures. The budget shall be reviewed and approved by the president's council in June and transmitted to the board of governors for final approval. The budget shall be reviewed and tracked on a monthly basis in terms of monthly cash flow and expenditures.

BUDGET AND BUDGET REVIEW POLICY

BUDGET PROCESS AT ECMIT

PRELIMINARY BUDGET

The first stage of the process involves preparation of a preliminary budget by each unit head to be submitted to the Office of Administrative and Financial Services by April. Typical item budget heads are:

- Staff / Faculty Salaries.
- New Acquisitions and Purchases.
- Infrastructure Upgrade.
- Stationery and Office Supplies.

PROCESS

This preliminary budget is approved by the manager of administrative and financial services after consultation with the president's office. Revisions may be suggested after such consultation. The total number of students projected to enroll for the following year estimated by the office of admissions forms the basis of the budget. This may require revision based on student enrolment dynamics. The

preliminary budget is approved by the president's council in June. The budget is revised in October based on the actual enrolments. The final budget is approved by the board of governors in October/November.

EXPENDITURE CONTROL

All budgeted figures are reflected in the budgets allocated for the individual departments on the ECMIT ERP software. Each unit head will be able to track the funds utilized and funds available at any point in time on the system. Interim budget statements can also be generated via the system. The system allows read only access to individual unit heads. Any and all entries are made by the manager of OAB.

Each unit head will be required to fill out an expenditure request form (OAB-104-0401) at the time the expenditure is expected to be incurred. The manager of administrative and financial services will approve all such expenditure requests and forward them to the president for final approval. Factors that will be checked prior to such approval will include matching of expenditure amount and item head against that projected in the final approved budget. In case of the expenditure varying from the budgeted amount, a full justification is sought. A budget adjustment request form (OAB -103-04-01) has to be filled out and approved by the manager of administrative and financial services. In the event that any budgeted amount remains unutilized, it cannot be carried forward unless written approval from the administrative and financial services is obtained. Subsequently, as the expenses are incurred each department is required to submit to the OAB the expense report (OAB-10S-04-01) along with a complete and accurate bill of each stated expense.

VARIANCE REPORT

At the end of each semester a variance report is given to each unit which will form the basis for constructing revised budget for the next year. A meeting of all unit heads and the president is convened.

PETTY CASH POLICY

DESCRIPTION

Petty cash is a small amount of discretionary funds in the form of cash used for petty expenditures. A request for petty cash will only be approved in situations where time and convenience do not allow for the normal purchasing process. As expenditures are made, the custodian of the fund will reimburse employees and secure a petty cash voucher in return. At any given time the total of cash on hand plus reimbursed vouchers must equal the original fund.

Approved petty cash purchases may be made with an advance from the petty cash fund within a limit of AED 500. Such transaction must be handled in accordance with established purchasing procedures. Failure to follow such procedures can be resulted in expenditures, which are totally unacceptable to the college and such expenditures will not be honored by ECMIT in any case; the employee made such transactions will be held entirely responsible and will not be entitled for any reimbursement.

ADVANCES FROM PETTY CASH FUND

Purchases made with cash received from the petty cash fund require:

1. A petty cash voucher, completed and signed by the person receiving the funds.
2. A sales receipt signed by the approving authority verifying the items purchased, must be returned to the office of the accounts and finance along with any unused funds. The item(s) purchased should be marked on the receipt.

3. All petty cash receipts must be returned within 2 working days from the date of issuance of cash.
4. Individuals are allowed to keep only one outstanding petty cash voucher at a time

ALL PURCHASES WILL BE REVIEWED:

Use of petty cash funds is a benefit extended by the college and should be viewed as such. Abuse and failure to comply with established procedures will result in the revocation of this benefit for the individual and/or department.

All purchases made with petty cash funds are subject to be reviewed by the chief financial officer and finally approved by the president of ECMIT.

FINANCIAL AID POLICY

FINANCIAL AID

ECMIT recognizes the financial investment students and families make when enrolling in college and take a personal approach to helping them plan to meet the costs of attending college. Financial aid is given on the basis of merit and/or need.

PROCEDURE

Students requesting financial aid need to fill out the Financial Aid application form and submit it to the administrative and financial services manager along with the following supporting documents.

Need Based: Sponsor's salary certificate, proof of dependents

Merit Based: New enrollment – 12th standard score sheet.

- 80 – 90% - 5% discount
- 90% above - 10% discount
- After the first semester the new students will be judged on their performance with ECMIT.
- Currently enrolled – Grade report of each semester.

FINANCIAL AID DECISIONS

A financial aid committee meets regularly to decide on these applications. Their decisions are final and binding and are conveyed in writing to the students.

REPEALING OF FINANCIAL AID

Merit Based: In case the CGPA is less than 3.5, the scholarship will be revoked.

REPEATING A COURSE

Students who have been granted financial aid will have to pay @AED 630/- 660 per credit for repeating a course.

ACCOUNTING POLICY

ACCOUNTING PRINCIPLES

ECMIT follows **Generally Accepted Accounting Principles (GAAP)** to record and report financial information. The basic assumptions and principles presented are considered GAAP and apply to

financial statements. In addition to these concepts, there are other, more technical standards which are followed when preparing financial statements.

Full Disclosure Principle

Financial statements provide information about the institution's past performance. However, incomplete transactions, or other conditions may have imminent and significant effects on the institution's status. The principle requires that financial statements include disclosure of such information. Footnotes supplement financial statements to convey this information and to describe the policies the company uses to record and report business transactions.

Accrual basis accounting

ECMIT maintains accounts on accrual basis accounting rather than cash basis accounting. Accrual basis accounting, which adheres to the revenue recognition, matching, and cost principles which captures the financial aspects of each economic event in the accounting period in which it occurs, regardless of when the cash changes hands.

Revenue Recognition Principle

Revenue is earned and recognized upon service completion, without regard to the timing of cash flow.

Matching Principle

The costs of doing business are recorded in the same period as the revenue they help to generate.

Cost Principle

Assets are recorded at cost, which equals the value exchanged at the time of their acquisition. Those assets such as land or buildings appreciate in value over time; they are not revalued for financial reporting purposes.

Going Concern Principle

ECMIT prepares its financial statements under the assumption that it will remain in business indefinitely. Therefore, assets do not need to be sold at fire-sale values, and debt does not need to be paid off before maturity. This principle results in the classification of assets and liabilities as short-term (current) and long-term. Long-term assets are expected to be held for more than one year. Long-term liabilities are not due for more than one year.

Relevance, Reliability, and Consistency

ECMIT is following an accounting system which its financial information are useful, relevant, reliable, and prepared in a consistent manner. The relevant information helps its management to understand ECMIT's past performance, present condition, and future outlook so that informed decisions can be made in a timely manner. Reliable and consistent information are prepared by using the same methods each accounting period, which allows meaningful comparisons to be made between different accounting periods.

Principle of Conservatism

ECMIT makes judgment to record transactions that require estimation. In reporting financial data, ECMIT follows the **principle of conservatism**, which requires that the less optimistic estimate be chosen when two estimates are judged to be equally likely.

BUDGET PREPARATION

The administrative and financial services manager shall prepare an annual operating and debt service budget and present it to the president and board of governors. The operating expense budget shall include funds to provide for adequate instructional and support operations as well as for major equipment repairs and/or replacements, unexpected enrollment increases, and other emergencies and contingencies. The operating income budget should reflect conservative forecasting.

BUDGET CONTROL PLANS

Budgetary control is the responsibility of each administrative unit head. The amount budgeted for each account will be incorporated into ECMIT's automated accounting and records systems. All department heads will have real-time access to departmental expenditures statements through the office of the administrative and financial services. This enables each person responsible for a budget to adhere to budgetary limits. All revenues and expenditures are to be handled in accordance with established ECMIT policy and procedures. The manager for administrative and financial services will be responsible for enforcing the policies and procedures.

CHECKS - AUTHORIZED SIGNATURES

The manager for administrative and financial services develops and implements appropriate procedures for expediting the signing of checks for routine bills, payroll, student grants, scholarships, and refunds. Such policies and procedures must be approved by the college president and the college's external auditor. The manager for administrative and financial services, with approval of the president of the college, shall operate and maintain necessary checking accounts in the name of the college with the depository officially approved by the board of governors. Funds of the college may be withdrawn from the depository by instruments signed by either the president or the manager for administrative and financial services or persons with subsequent titles approved by the board.

CASHIERING

All financial transactions are handled through the office of administrative and financial services. These procedures are well-designed, comply with standard accounting functions and are subject to annual audits. The cash handling function is controlled by the cashier who will receipt all monetary transactions. The cashier is required to follow specific policies and procedures on cash handling, receipting, depositing, and accounting for all funds taken in, and adherence to these policies and procedures is mandatory. Normally all funds collected on a certain day are deposited in the bank the next working day. A fixed amount is retained as "petty cash" and stored in a safe box, the keys for which will be in the possession of the administrative and financial services manager.

ACCOUNTS PAYABLE PROCEDURES

Policies and procedures as follows shall be utilized in writing and signing checks:

1. The manager of administrative and financial services prepares and presents a list of accounts payable to the president with the bills and invoices from the creditors of ECMIT. The president verifies and approves the invoices and bills, and approves the expenditure request forms signed by the chief financial officer.
2. The manager of administrative and financial services raises checks on the accounts Payable for the purpose of paying the bills already approved by the president. Finally, the checks are signed by an authorized member of the ECMIT Board of Governors.

SALARY ADVANCE POLICY

To request a salary advance, an employee should submit a request to his/her unit head, indicating the reason. The maximum amount of salary advance will be one month equivalent salary.

The president, in consultation with the finance officers, will review the recommendation and approve or disapprove the request, based on the cash flow situation of the college. If approved, the office of the finance and accounting will notify and ask the employee to sign a salary advance agreement form. The employee will collect the salary-advance in person from the office of finance and accounting after signing the necessary documents.

PROCUREMENT AND TENDER POLICY

The purpose of this policy is to ensure integrity, transparency, and accountability of procurement/tender process of goods and services, to receive competitive pricing and best overall value of such procurements, and to satisfy the requirements of the legislation, accreditation bodies, and internal requirement to protect best interests of the college and its students.

The president's council approves expenditure/purchases 10,000 AED and above. Below this amount, president approves the bill at the recommendation of the unit heads. All approved bills are forwarded to the board of governors for raising checks.

BELOW AED 3,000

At least one bid must be submitted by paper, e-mail, or fax from a pre-qualified company. Procurement is subject to approval by the unit head, chief financial officer and finally the president.

BETWEEN AED 3,000 AND AED 9,999

At least two bids must be submitted by paper, e-mail, or fax from pre-qualified companies. Procurement is subject to approval by the unit head, chief financial officer and finally the president.

BETWEEN AED 10,000 AND AED 49,999

At least three bids must be submitted in sealed envelopes to the manager, administration and business, or in absence of this officer to chief finance officer of the institution from pre-qualified companies within seven working days. The president's council chooses a company within three working days after receiving the bids. The president consults with the board of governors before making purchases.

AED 50,000 AND ABOVE

The president's council calls for public tender, to be advertised in newspaper(s) and college website. At least three bids must be submitted in sealed envelopes to manage, A & B/to the chief financial officer within ten working days. The companies, which were not pre-qualified, must support their bid submission by copies of state registration documents, license if required, list of completed projects, and recommendations by other customers. The president's council chooses a company within seven working days after receiving the bids, and makes recommendation to the board of governors. The board makes the final decision.

PAYMENTS

Payments for procured goods and services are done on the basis of 50% prepayment, and another 50% after delivery of goods, or completion of services. Contractors should be clearly informed of this payment scheme in advance at the stage of the initial request for goods and services, or in the tender technical specifications in case of tender. If a different prepayment scheme is required by the contractor due to the nature of the procurement, exceptions have to be approved by the president.

Electronic trading systems can be used to enhance the procurement/tender process. Participation in such electronic trading systems is not considered a public tender, and the tender must be advertised in newspaper if required for the corresponding category above.

Procurements have to be within the approved budget. Contracts and final payments must coincide or be lower than the winning tender proposals. Additional budgeting, and additional services or goods if required after the due process is complete, are subject to approval by the president.

8.3 Purchasing and Inventory Control Policy

Policy Number 8.3	CAA Standard:8 Stipulation:1A (8c)	Issue Date Fall 2003	Revision Date Fall 2011
Subject Purchasing and Inventory Control Policy			
Purpose Guidelines for inventory control policy at ECMIT.			
Responsible Office		Responsible College Officer	
Office of President		Manager of Administration & Financial Services	
Cross-Reference			
None			

PURCHASING

The president of the college and the manager for administrative and financial services will develop policies and procedures to achieve the purposes stated below with the primary purpose being adequate and effective fiscal control.

1. **Ethics:** The administration shall maintain the highest ethics in business relationships with vendors and their representatives, purchase only from reliable, responsible vendors, and offer efficient and timely service to all concerned.
2. **Local Vendor/Competitive Bids or Proposals or Responses to Requests for Qualifications:** Purchases shall be made based on competitive bids or competitive sealed proposals whenever possible and practicable, or as otherwise permitted by statute.
3. **Best Value:** Purchase of goods and services shall be made so as to provide the best value for the college.
4. **Quality:** Purchases shall be made of equipment, supplies, and services of quality commensurate with use.
5. **Accounting:** Accounting processes should be simplified by making purchase agreements before the beginning of the school year whenever possible and by holding the number of vendors and individual orders to a minimum; all invoices should be cleared in time to take advantage of cash discounts.
6. **Purchases above AED 10,000:** For purchases of services or inventory of AED10, 000 and above, the office of administrative and financial services shall invite quotations from at least three licensed providers/suppliers. The final decision on the awarding of the contract will be

made by the president's council and be determined by factors such as quality of services, pricing, reputation of supplier etc.

INVENTORY CONTROL

EQUIPMENT/FACILITIES RESPONSIBILITY

Department chairs and unit managers are responsible for the equipment in their departments and shall periodically complete physical inventory checks. The college's inventory list shall include all capital assets valued at AED1,000/- or more and all audiovisual equipment of AED 300/- or more.

REMOVAL FROM DESIGNATED AREA

No item of equipment/furniture may be moved without the approval of the department chair or unit manager.

PERSONAL USE

College owned equipment or other property may not be taken off campus, or loaned, for personal use. Personal use of college-owned property violates the insurance carried by the college, and exceptions to this policy will not be made.

REPORT OF LOSS

Loss of equipment should be reported immediately by phone to the manager for administrative and financial services and to campus security.

Campus security will then call the local police and complete a police report if it is necessary for police to be dispatched to the campus.

The department chairs and unit managers reporting the loss should write up a report which summarizes the circumstances of the loss, as well as the date and time the police report was made, and which requests that the lost item be removed from the inventory accountability records for the department.

FR.004

8.4 Cash Management Policy

Policy Number 8.4	CAA Standard: 8 Stipulation:1A(8d)	Issue Date Fall 2003	Revision Date Fall 2011
Subject Cash Management Policy			
Purpose Guidelines for cash management at ECMIT.			
Responsible Office Office of President		Responsible College Officer Manager of Administration & Financial Services	
Cross-Reference None			

SYSTEM IN PLACE TO

- Receipt – Registration forms are numbered and accounted to ensure all the forms recorded and receipts made. Aging report generated and reconciled on a regular basis. All fund handling personnel should maintain a system of fund balancing procedure.
- Deposit- Cash deposits are made on the next day of collection and checks on the same date as indicated on the checks in compliance with cash handling policies and procedures.
- Safeguard of fund -Checks are endorsed immediately upon receipt. Receipts are kept in a secure location until deposit. Access to credit card terminals and cash registers are restricted to authorized personnel.

SAFE KEEPING OF THE FUND

All forms of funds (cash and check), shall be physically protected through the use of locked cash drawers, cash registers, locked metal boxes, etc. It is the responsibility of accounts department to make whatever provisions are necessary to properly protect the cash receipts in the department. Cash should not be retained in desk drawers or standard file cabinets since they are easily accessed with minimal forcing or readily available keys. Cash pick-ups and transfers by the college employees should not conform to any regular time or day of the week schedule. Such transfers should be irregular, subject to change without notice, with times known only to a select few.

MAINTENANCE OF RECEIPTS AND RECORDS

Incoming checks and cash must be recorded in the system, on a log, worksheet, ledger etc. Multiple copies of receipts for each transaction to be kept in form soft and hard copy and to be filed.

ELECTRONICS RECORDS

Automatic back up of all the transaction are made in the well-equipped server machine with in the office of IT department of the college. Records are also keeping in form of spread sheet and documents in the accounts office.

SECURITY OF DEPOSIT AND WITHDRAWAL

Deposits are to be made in a timely manner to ensure proper recording accounts and to make sure safety of funds of the college. Money should be deposited promptly and intact. Borrowing fund from the banks for the official use is to be properly recorded and handed over to the cashier. Modification of the any record should be done with the approval of chief of the department.

RECONCILIATION OF RECEIPTS AND DEPOSITS

Cash collected should be balanced on a daily basis. Income recorded as per the registration form from the students. At end of the day the whole deposit is to be kept in the safe locker. It will then be deposited to the bank and posted to the general ledger.

8.5 Risk Management Policy

Policy Number 8.5	CAA Standard:8 Stipulation:1A (8e)	Issue Date Fall 2003	Revision Date Fall 2017
Subject Risk Management Policy			
Purpose Guidelines for risk management practices at ECMIT.			
Responsible Office		Responsible College Officer	
Office of President		President	
Cross-Reference			
None			

Policy Statement: ECMIT has a policy of continually assessing, monitoring and managing risks in four broad sectors:

- Financial Viability
- IT Infrastructure
- Facilities and Plant
- Health and Hazards

FINANCIAL VIABILITY

The most important concern of the college has been to ensure the financial viability of the institution which mainly relies on student enrolment. In this respect, the student enrolment projection, attrition, study progression and their impacts on the institutional budget are routinely researched and analyzed at three different levels: Academic Affairs Council, president's council and the board of governors. The president's council sets a target for new enrolment in October for the following academic year, and accordingly a marketing and student recruitment activities plan is developed and followed through the entire academic year. The preliminary budget is developed in April based on the projected enrolment, and continually adjusted in line with the dynamics of the enrolment. A final decision on the operational budget is deferred until the beginning of the next academic year when the exact number of enrolments and the resulting revenue become clear. This cautious and calculated approach has minimized the risks of over spending and engaging in risky projects. The approach is further complemented by the college budget tracking system that is monitored on a weekly basis by the chief financial officer and the president's council. The tracking system involves study of the weekly cash flow, comparison of expenditures against the budgeted amount, and the effect of the budget adjustments on the operations of the institution. In order to ensure further integrity and minimize risks, periodic reports are submitted to the board of governors. In addition, the college has internal accounting, financial auditing and institutional assessment policies and systems in place for the effective operation of the institution.

In order to further minimize the risks and strengthen financial viability, the self-study steering committee has recommended finding ways to expand the institution's funding base. These include:

- Establishing a reserve fund in which a certain percentage of the revenues will be set aside on a yearly basis. The size of the reserve fund should be enough to support the college activities for a semester in the event of any unforeseen decline in the student enrolment.
- Develop a fund raising strategy and involve alumni in the activities.

The college has set up a task force to study these recommendations and consider the options.

IT INFRASTRUCTURE AND RESOURCES

ECMIT has a three pronged strategy to plan, preserve and protect its technology support resources against over spending and losses arising out of any inappropriate planning. The first strategy deals with the planning of resources within the budgetary constraints and curriculum needs. Both faculty and IT staff are involved in this planning. A report is then submitted to the college resource and budget planning committee for aligning the needs with the budget. The president's council considers and makes the final approval.

The second and third strategies deal with the technical and operational risks caused by disasters such as system failures, server crash, virus attack, fire and man-made damages. The college has two plans to deal with these risks: disaster prevention plan and disaster recovery plan. The prevention plan includes a series of fire walls installed in the system to deal with system failures, and backups of its accounting, finance and enrolment data in a remote site. Furthermore, the college staff is regularly mentored and trained to deal with unexpected disasters. As a part of its recovery plan, the entire IT support infrastructure including hard and software are fully insured against damage, theft and malfunctioning.

FACILITIES AND PLANT

ECMIT has two kinds of insurance policies with private insurance companies to protect its facilities and assets. The building is insured by the landlord that covers losses and damages which may be caused by fire, earth quake and other natural disasters. The assets inside the property are insured by the College against losses and damages that may be caused by theft, fire, vandalism, environment and other natural disasters. The certificates of all insurance policies are available in the office of administrative and financial services. In addition, the college has an arrangement with the Fire and Safety Department of the Government of Dubai to regularly monitor the campus electronically in order to ensure protection and safety against fire, vandalism and other damages.

HEALTH AND HAZARDS

The college employees are fully insured with a private health insurance company which covers their health benefits nationally and internationally. In order to address and minimize health risks and hazards within the campus, the college has well ventilation systems installed across all its facilities, and has a dedicated first aid unit with appropriate facilities and an attending qualified nurse.

RISK REGISTER AND RISK LOG REGISTER

ECMIT maintains a risk register as shown below that identifies and registers key strategic risks. This is formally reviewed and reported by the Risk Management Committee twice yearly. The risk register for all identified risks are reviewed and regulated by the Board of Governors every year.

Risk No	Risk type	Risk Description	Consequence of Risk	Risk Level *	Control Risk	Responsible officer
R1	Financial Viability	Prolonged Probationary period made exhausted students strength Contingent liabilities	Un-expected financial crisis and cash flow problems	4	Proper financial planning e.g. periodical cash flow. Sufficient fund for reserve to meet contingencies. Financial support from investor as and when required.	Manager – Finance and Administration & Dean of Academic Affairs
R 2	IT infrastructure and Resources	Operational risks caused by disasters such as system failures, server crash, virus attack, fire and man-made damages	Data missing , communication problem	4	A series of fire walls installed in the system to deal with system failures, and backups of its accounting, finance and enrolment data in a remote site	Manager IT
R 3	Facilities & Plants	Losses and damages that may be caused by theft, fire, vandalism, environment and other natural disasters	Property damage and loss	3	Property insurance Update Dubai Civil Defence requirements	Facility Manager
R 4	Health & Hazards	Accident, Illness and absence of duty due to health reason	Affecting operation and delay in function	2	Employee medical Insurance and First –Aid facilities and awareness	HR Officer
R5	Employee stability	Shortage of manpower	Affecting in providing good quality education	2	Offer competitive pay and benefits	HR Officer & Dean of Academic Affairs

* **Risk Level (1 = Low ; 5 = High)**

ECMIT maintains the Risk log Register as a semester-wise assessment of the ECMIT risk register. The ECMIT Risk log Register is updated by the Risk management committee.

ECMIT Risk log Register is as follows

ECMIT RISK LOG REGISTER

1. BASIC RISK INFORMATION					2. RISK ASSESSMENT INFORMATION					3. RISK RESPONSE INFORMATION	
Risk Number	Risk Description / Risk Event Statement	Responsible	Date Reported day-month-year	Last Update day-month-year	Impact H / M / L	Impact Description	Probability H / M / L	Timeline N/M/F	Status of Response N / P / PE / EE	Control Risk	Risk Status Open / Closed / Moved to Issue
ECMIT R1											
ECMIT R2											

8.6 FEES COLLECTION AND REFUND POLICY

Policy Number 8.6	CAA Standard: 8 Stipulation:1A (8f)	Issue Date Fall 2003	Revision Date Fall 2011
Subject Financial Policies			
Purpose Guidelines for fees collection & refund at ECMIT.			
Responsible Office		Responsible College Officer	
Office of President		Manager of Administration & Financial Services	
Cross-Reference			
None			

ECMIT levies tuition and service fees for studies at the college. The college strives to keep the fee level affordable in an effort to ease financial burden on the students. Because ECMIT offers credit based academic programs, fees are charged by credits offered. The college also levies additional fees for services it offers. The level of tuition and service fees are determined and approved by the president's council, and sent to the board of governors for final approval. The tuition fees charged per credit and the service fees are published in college catalog and other promotion materials, and are made widely available well in advance of students' admission to a particular program.

ECMIT has a flexible payment plans for the convenience of its students. Students can pay their pay at a unified credit rate irrespective of their program and courses. Payments are made in UAE dirhams either by cash, cheque, credit card or wire transfer.

SERVICE FEES

All applicants of ECMIT are required to pay charges for the following services:

- Application Fee
- Diagnostic Test TOEFL
- Students Activities
- Technology & Library fee
- Student Identity Card
- Degree Processing Fee
- Transcript Fee

PAYMENT SCHEDULE

Application Fees, Diagnostic Test, Activity Fees, Study Material and Student ID Card are paid at the time of admission

Tuition fees are paid as follows:

- **First installment: One week before the semester starts**
- **Second installment: Seventh week of a regular semester or before the mid-term examination whichever is earlier**
- **Third installment: Fourteenth week of a regular semester before the final examination whichever is earlier**

POLICIES FOR ADD AND DROP COURSES

- First two weeks 50% Fees will be refunded.
- After 2 weeks : **No Refund**

TUITION FEES

- Registration is not valid until the first installment is paid and signed by the accounts dept.
- Without clearing the second installment of the tuition fee for that semester the student will not be allowed to take up the mid- term exam and if the last installment is not paid the student will not be allowed to take the final exams
- Fees will be not be refunded to the student if he/she has paid extra in that semester it will
- Be adjusted to the next semester (only if the student is withdrawing from the college, the fees will be refunded)

VISA FEE

Students applying for visa under ECMIT sponsorship must pay the first year's tuition fee in advance. In addition, a student has to pay for the visa processing services in force at the time of admission.

9. PUBLIC DISCLOSURE AND INTEGRITY

POLICY CODE : PDI.000

POLICY SECTION : PUBLIC DISCLOSURE AND INTEGRITY

SECTION POLICIES

1. Conflict of Interest Policy
 2. Copyright and Intellectual Property Policy
 3. Teach-out Policy
 4. Publications Policy
 5. Institutional Relations Policy
-

9.1 CONFLICT OF INTEREST POLICY

Policy Number 9.1	CAA Standard:9 Stipulation:1A (9a)	Issue Date Fall 2003	Revision Date Summer 2013
Subject Conflict of Interest Policy			
Purpose Guidelines for conflicts of interest between the College and its employees.			
Responsible Office		Responsible College Officer	
Office of President		President	
Cross-Reference			
None			

Policy Statement: The board of governors of ECMIT has a policy that ensures the independence of the institutional management and financial operations from the institutional governance. It ensures the integrity of the board of governors by requiring that investors in the institution do not form the majority of the board members. The policy further ensures that the institution has a chief executive officer who has no personal business or financial interests on the affairs of the institution.

SCOPE OF THE POLICY

The scope this policy was determined as per the CAA Standards and Stipulations. Therefore the policy is limited to the cases and conditions where a conflict of interest may occur between institutional management and governance. It is designed to separate the management from the governance, and to limit the involvement of the investors and board members in day to day and financial operations of the institution. Therefore, this policy does not deal with potential institutional level conflict of interests that may arise due to nepotism, financial, external business or transactions, teaching and research related conflict of interest between the employees.

BASIC STIPULATIONS OF THE POLICY

- 1) The CEO of the institution cannot have financial, business and or personal interest in the affairs of the institution.
- 2) The Investor or sponsor who will have financial or business interest in the institution cannot be part of the institutional management and take part in its day-to-day operations.
- 3) Majority of the board members cannot have financial interest in the institution.
- 4) A member of the board of governors or the CEO of the institution, who has a significant interest in a business entity, cannot take action on behalf of the institution that may be perceived to benefit that business entity.

- 5) The institution cannot hold investment in a business entity that has financial or business relationship with the investor(s) and CEO of the institution.
- 6) Taking in the directives from the board of governors in major policy matters such as budget, spending and financial matters the president, assisted by the president's council and Academic Affairs Council, has the full responsibility and authority to manage the affairs of the institution.

POLICY IMPLEMENTATION PROCEDURES

Because the policy involves investors, financiers, board of governors, and the CEO of the institution, it is suggested that the board of governors establishes a conflict of interest review committee to consider and review instances of conflict of interest cases, evaluate each case, examine evidence and call for hearing when needed. The committee report is submitted to the chair of the board of governors for appropriate action.

SUGGESTED COMPOSITION OF THE COMMITTEE

- Two senior most members of the board of governors who do not have any financial interest in the institution and who are not related to the any member who has financial interest in the institution.
- One senior member of the college administration, preferably the CFO or the chief administrative and financial services officer.
- Manager of institutional planning, effectiveness and compliance.

REMIT OF THE COMMITTEE

The committee receives reports from the institution, from any member of the board of governors, or from any other source that raises any potential case of COI. The committee evaluates each case, examines the evidence and circumstances, interviews witnesses, and may call for hearing of the party or parties involved. The findings and recommendations are submitted to the board chair for appropriate action that may include:

- Dismissal of the case for lack of evidence.
- A written warning for low risk cases.
- A severe reprimand with warning for medium risk cases.
- Dismissal of the concerned individual in high risk cases.
- Dismissal and filing a criminal case against the concerned individual for high risk cases that caused the institution considerable financial damage or loss.

This committee completes its investigation within five days of the receipt of a complaint or a report from ECMIT.

ECMIT INTERNAL PROCEDURES

The officer who is the main person responsible for the effective enforcement of the policy is the president and CEO of the institution. In the event the president is involved, the person who is responsible is the head of institutional planning, and effectiveness.

The institution will have its own internal committee the ECMIT Conflict of Interest Review Committee. Each case of COI must be reported in writing within five days of discovery to the president or to the manager of OPIE as mentioned above.

To evaluate each case of COI.

- Two senior faculty members.
- Manager of Administrative and Financial Services.
- Manager of OPIE.
- President.

If any of the above members are involved in the COI case, that member will be excused from the committee.

PROCEDURE

The conflict of interest cases, whether financial, operational, ethical , nepotism etc. that are deemed to compromise the integrity and values of the institution are reported in writing to the manager of administrative and financial services or to the manager of OPIE if the former individual is involved in the case. The receiving officer investigate and evaluate the case, collect factual evidence, informs the president if the president is not involved and presents the full case to the committee within five days of the receipt of the report or incident. The committee reviews the case, ensure that the procedures have been followed and the proper documentation and evidence are in place. If it is determined that COI incident has occurred, the committee sends a report with supporting document to the board COI committee within five days of the receipt of the first report/complaint.

DISCLOSURES

Because this particular policy involves conflicts arising mainly from financial interest, limitations and prohibitions of the CEO and board members, there is a need for these individuals to file formal disclosures of their financial interest in the institution. The disclosure shall be made on a form or in a suitable format and file with the committee.

9.2 COPYRIGHT & INTELLECTUAL PROPERTY POLICY

Policy Number 9.2	CAA Standard:9 Stipulation:1A(9b)	Issue Date Fall 2003	Revision Date Fall 2013
Subject Copyright and Intellectual Property Policy			
Purpose Guidelines for copyright and intellectual property.			
Responsible Office		Responsible College Officer	
Office of President		President	
Cross-Reference			
None			

ECMIT has a clearly articulated policy, guidelines and compliance list on copyright and Intellectual Property which were developed in the formative years of the college in 2004. The policy was developed to comply with the UAE and all applicable international copyright laws. The copyright guidelines and compliance lists were developed to assist members of the ECMIT community in distinguishing between permitted and prohibited uses of copyrighted materials. The guidelines contain extensive information about copyright law as well as directions to resources on campus that assist the college community in complying with this policy and law.

Intellectual property component of the policy clearly states that:

“The college shall not interfere with rights of the faculty and staff to write, create, produce or otherwise generate works or products which are copyrightable, patentable or of commercial value, on their own initiative. Any such material written, created, produced or otherwise generated by a member of the faculty or staff shall remain the exclusive property of the faculty or staff member, and that person shall have the sole right of ownership and disposition unless the materials are written, created, produced or otherwise generated utilizing ECMIT resources under “hire agreement”.

The policy is administered and monitored by the IPE unit under the direct oversight of the president’s council. The IPE division has initiated elaborate information campaign on the compliance of this policy through seminar presentations and discussions. Appropriate copyright notice and penalties for violations are posted in the library, computer laboratories, dining facilities and other frequently visited places.

COURSE MATERIALS

Course and course management materials, and any other related materials prepared and/or produced as part of a faculty member’s teaching duties at ECMIT are the property of the faculty member. However, copies of the course management material must be filed in the course file so as to ensure continuity in the continued offering of the course. The file has to be submitted at the end of every semester to be stored in the data center of the college.

RESEARCH PUBLICATIONS AND OTHER MATERIALS

Research, publications, books and other scholarly article/works/materials undertaken by a faculty member during his/her tenure at ECMIT, either in paper or electronic form, shall be the property of the faculty member.

PATENTS

Any intellectual work including patented inventions, IT software, consulting reports, etc., which is undertaken by a faculty member at the behest of ECMIT on an additional payment basis through a separate contract with ECMIT shall be the property of ECMIT.

9.3 TEACH OUT POLICY

Policy Number 9.3	CAA Standard:9 Stipulation:1A (9c)	Issue Date Fall 2003	Revision Date Fall 2011
Subject Teach-Out Policy			
Purpose Explains College responsibility to make appropriate arrangements and enable students to complete academic programs if a situation arises where it must discontinue a program or cease operations.			
Responsible Office		Responsible College Officer	
Office of President		President	
Cross-Reference			
None			

ECMIT is committed to its student body. As part of the phase out strategy, in the event that a program is cancelled for any reason, ECMIT will continue to offer sufficient courses at the appropriate levels in such a way that all students enrolled in the program will be able to finish their degree requirements in a timely manner. If prevailing conditions at the time dictate, the student will have the opportunity to transfer to:

- Another degree program.
- Another institution of higher education carrying the appropriate transcript of credit hours so far completed at ECMIT.

ECMIT will maintain a close monitoring of all the programs of higher education in the UAE in order to be aware of transfer options to those institutions on a timely basis. ECMIT will formally contact all such institutions periodically with the objective of signing memoranda of understanding to facilitate the transfer process should it ever be required.

9.4 Publications Policy

Policy Number 9.4	CAA Standard:9 Stipulation:1A(9d)	Issue Date Fall 2003	Revision Date Fall 2011
Subject Publications Policy			
Purpose Guidelines for maintaining and updating the College website and other print or electronic publications.			
Responsible Office		Responsible College Officer	
Office of Planning & Institutional Effectiveness		Manager of Office of Planning & Institutional Effectiveness	
Cross-Reference			
None			

ECMIT's commitment to building quality education and developing a thriving learning environment in which the entire community can feel a sense belonging are clearly visible in its widely circulated print publications, such as policy and procedure manual, academic catalog, faculty handbook, student handbook, fact book, promotion leaflets and brochures and in its electronic website. ECMIT has ensured that these documents are updated and kept current. Following sections present and describe in detail the ways through which the college disseminates its information to the college community and public at large.

ACADEMIC CATALOG

This publication is prepared annually by academic affairs. The academic catalog contains all information needed by prospective students or parents. The academic catalog includes the president's message, board of governors, college administrators, business advisory councils, academic calendar, terminology, directory, campus map, and table of contents. It also include includes an overview, admission, registration, tuition and other fees, student services, Internship and career development center, information technology services.

STUDENTS HANDBOOK

ECMIT maintains a well-developed student handbook which was recently revised and submitted to the MOE in support of the BBA, ASB and ASIT accreditation. The handbook contains policies and regulations on, student life, activities, services, academic, personal and career path counseling, disciplinary and conduct policies and penalties, and student publications etc. In addition the document clearly outlines the student rights and responsibilities and obligations while studying at the college. Each student has a copy of the manual which is also available in download format in the college website.

POLICIES AND PROCEDURES MANUAL

ECMIT's operations are governed by a set of policies which are documented in its Handbook on policies and procedures. The manual was revised in 2011-12 and a number of new policies were added in compliance with the CAA stipulations. The revised manual was submitted to the CAA as a part of its BBA proposal and accreditation of its ASB and ASIT programs.

STUDENT PUBLICATIONS

ECMIT supports an atmosphere of free and responsible discussion and use of media through the educational process. However, the ECMIT published and financed student publication, The Inner Circle, is required to conform to the norms of responsible journalism and avoid libelous, indecent, or harassing material. The same publication policies apply when deciding what material can be included on the Web site developed and managed by the students. The Office of student development will have the ultimate authority to determine the acceptability of questionable material in student publications. Student activities are assessed by the enrolment management committee and the president's council.

WEBSITE AND OTHER PUBLICATIONS

Latest information on academic programs, college activities, faculty and policies etc. are communicated to the internal and external communities via publications in the college website www.ecmit.ac.ae. ECMIT maintains a comprehensive student database with contact details and email addresses. Faculty members primarily use emails to communicate with students on advising issues, assignments, course handouts and out of class assignments.

- ECMIT maintains important postings on its social network site and on Facebook as well.
- For instant communication and notification, ECMIT subscribes bulk SMS service to send messages to students.
- Over the period of last two academic years, ECMIT has dispatched over 30,000 SMS messages to students and feels that this medium is quite effective.

9.5 Institutional Relations Policy

Policy Number 9.5	CAA Standard:9 Stipulation:1A (9e)	Issue Date Fall 2003	Revision Date Fall 2013
Subject Institutional Relations Policy			
Purpose To define the role of external relations between the College and external stakeholders.			
Responsible Office Office of President		Responsible College Officer Dean of Academic Affairs	
Cross-Reference Community Engagement Policy			

CONTRACTUAL RELATIONSHIPS

ECMIT maintains full control over all its academic offerings and services. The institution does not have any kind of agreement with any other institution in the UAE or overseas for offering joint programs. A central objective of the institution has been to build and conduct quality education programs which are respected and recognized in the UAE and overseas, and which will enable students to achieve transfer of credits to other recognized institutions without hindrance. ECMIT graduates had an agreement to study at the Ittihad University's undergraduate program offered at the college campus in 2009.

These higher education institutions accept our ASB and ASIT students for further undergraduate studies. The college record shows that these institutions have been accepting 75% to 90 % credits earned at ECMIT. In addition, ECMIT regularly receives academic cooperation from these institutions in such areas as faculty recruitment and curriculum development.

ECMIT has renewed its efforts to develop further collaboration with national and international institutions in areas such as student exchange, visiting faculty, and joint research. We believe that our BBA program will be greatly benefited from such collaborations. Negotiations are currently in progress with following institutions:

- Rollins college, Florida
- American Medical School at Nova southeastern, Florida

Areas of collaboration being considered are:

- Student exchange program.
- Faculty exchange program.
- Joint short term training or continuing education programs in management, leadership, network security, business information systems etc.
- Development of graduate programs in business.

ASSOCIATIONS WITH CORPORATE ENTITIES

ECMIT has not been maintaining appropriate links with business corporations mainly because the college was offering only associate degree programs that did not require extensive business connections. However, with the launching of the BBA program, management has felt it necessary to develop links with business community and establish a business advisory council. ECMIT has issued letters of intent for mutual collaboration to around 50 government and private institutions some of which are the following:

- Dubai Municipality
- Dubai Immigration
- Dubai Police
- Etisalat
- Dubai Health Authority
- Lulu Hyper Market
- Choithram Group of Companies
- Dubai Electricity and Water Authority
- Dubai Civil Defense
- Sharjah Economic Department
- Sharjah Chamber of Commerce
- Sharjah Municipality
- Sharjah Land Department
- Sharjah Airport Free Zone

The college has received a few encouraging responses from officials of Police, Municipality and Sharjah Chamber of Commerce and private business corporations.

10. RESEARCH

POLICY CODE : R.000

POLICY SECTION : RESEARCH

SECTION POLICIES

1. Ethical Issues Policy
 2. Research Support Policy
-

R.001

10.1 Ethical Issues Policy

Policy Number 10.1	CAA Standard: 10 Stipulation: 1A(10a)	Issue Date Fall 2013	Revision Date Fall 2017
Subject Ethical issues Policy			
Purpose Guidelines and process for research support.			
Responsible Office		Responsible College Officer	
Dean of Academic Affairs		Research Director	
Cross-Reference			
Academic Research Plan			

ETHICAL ISSUES POLICY

This policy explains the guidelines for ethics in research relative to human participants. ECMIT does not use animals in its research activities.

ECMIT has a research objective to uphold the ideals of discovery, encourage and support basic, applied and other academic research. This supports new ways to acquire, investigate, and develop knowledge for the overall benefit of the community. The College requires that research is conducted in accordance with fundamental ethical principles. The primary principle of research at ECMIT that involves human participants and collection of personal data is to protect the welfare, dignity, and individual rights of all participants.

RESEARCHER OBLIGATIONS

Researchers have the obligation to ensure that they conduct research with honesty, integrity, cultural sensitivity, and minimum risk to all involved.

PARTICIPANT RIGHTS

Participants these rights:

- Consent to participate, withdraw from, or refuse to take part in research projects
- Confidentiality regarding personal information or identifiable data (which should not be disclosed without the consent of the participant)
- Security of data and samples collected (keep secure and anonymous)
- Safety where participants are subjected to unnecessary levels of risk

All researchers at the College have responsibility to a range of stakeholders for their conduct while engaging in research activities that involve human participants. These include:

- Human participants involved
- Society in general
- Fellow researchers (associates or students)
- The academic department
- The academic profession or discipline
- The College

The researcher has the ultimate responsibility of considering, respecting, and safeguarding the welfare, dignity, and rights of human participants involved.

10.2 Research Support Policy

Policy Number 10.2	CAA Standard: 10 Stipulation: 1A(10b)	Issue Date Fall 2013	Revision Date Fall 2017
Subject Research Support Policy			
Purpose Guidelines and process for research support.			
Responsible Office		Responsible College Officer	
Dean of Academic Affairs		Research Director	
Cross-Reference			
Academic Research Plan			

INTRODUCTION

This section describes the policy, strategy and procedures for research, research management, development and training, and how they are implemented. Overall responsibility for research policy, planning and management resides with the vice president of academic affairs. The research and research training management plan provides a comprehensive framework for sustained research development and quality assurance at ECMIT.

Definition of research: Academic research is defined by ECMIT as applied, theoretical or otherwise original work which leads to the advancement of knowledge, or to the creation or development of new or improved artifacts, devices, materials, products, processes or services.

Definition of research training: Research training for the purposes of this document may be defined as that training that partially fulfills the award of BBA in which research will be an important component.

1. THE RESEARCH GOAL

The ECMIT's goal in research is: to conduct research and consultancy with an emphasis on business applications in collaboration with government, corporations, industry, commerce and other community groups which will address the needs of the UAE.

How ECMIT aims to get there: This plan sets major directions and strategies achieving the research goal:

- Concentration of resources in selected areas of excellence.
- Development of a broader research culture to permit new areas of excellence to emerge.
- Integration of research into the workload of the faculty members and faculty review process.
- Link research to awards, promotion and retention.
- Student involvement in research and research projects.
- Development of a research budget.
- Fund raising.

How others will know when we are there: Since its inception, the college has made rapid progress towards its aim of achieving recognition as one of UAE's leading business schools offering associate degrees. Continued progress towards achieving the research goal should result in:

- The college's research standing being recognized and reinforced by the increasing support of industry, government and community stakeholders.
- Research organizations and end-users of research seeking increasingly to form alliances with the college.
- The college being considered by increasing numbers of students and professionals as a place of first choice at which to study at undergraduate level business degrees and to conduct research.
- College graduates being recognized for both their expert discipline based knowledge and their industry-ready attributes.

2. STRUCTURES AND PROCESSES TO SUPPORT RESEARCH

The research administration structure of the institution comprises of:

- Dean of Academic Affairs (DOAA)
- Director of Research Services (DRS)
- Research and Development Committee of the Academic Affairs Council (R and D)
- Research at Program Level Under the Direction of the Program Director (PD)

Overall planning, direction and administration of research lies with the DOAA. However, the activities are coordinated, controlled and managed under the administrative oversight of the DRS who reports to the DOAA. Primary research groups are located within the programs under the oversight of the program directors. However, interdisciplinary and interdepartmental research are encouraged through the research office and the R and D committee. The committee that is chaired by the DRS is responsible for planning and developing research guidelines, research budget and assessing research outcomes. In addition, the committee assists the DRS in determining research direction and research training needs.

3. RESEARCH OBJECTIVES

Five major objectives for the research are established:

- To keep the faculty in forefront of knowledge through scholarship and research
- To support student research.
- To increase overall profile of ECMIT in UAE and regional community through research and scholarly activities.
- To engage faculty in consulting activities with external entities and solicit research funding.
- To allow faculty members the opportunity to advance their academic ranks and career by linking research outputs to contract renewals and promotion.

4. SHORT-TERM STRATEGIES FOR INSTITUTIONAL SUPPORT

- a. Create a subject pool
- b. Create an Invited Speaker Series with prominent speakers. Make this a huge marketing event with students, academic and research institutions, employers, and potential funding sources.
- c. Grants: Many funding sources are available from organizations such as World Bank International Monetary Fund, Asian Development Bank, World Health Organization, Rotary International, large scale businesses and Banking Organizations in the UAE etc. The faculty members should be encouraged to apply to these sources. The fund will be used to set up a seed grant program to support research activities. Applications will be to the DRS and evaluated by the research and development committee in their regular meetings.

- d. Incorporate research components (e.g. capstone project, case studies, working papers and publications etc.) in the curriculum. Detailed guidelines will be developed by the research and development committee of the college.
- e. Create a point system for rewarding faculty that can be linked to contract renewals, promotion and funding. However, while considering promotion, tenure and other rewards, quality of research work and journals in which the works are published will have significant bearing rather than the mechanical numbers.

Following point system is recommended:

	Refereed	Non-refereed
(1) book		
a. authored	10	5
b. edited	6	3
(2) journal		
a. editorial board	3	2
b. article-authored	5	4
(3) conference		
published proceedings		
a. full paper	4	2
b. synopsis	3	1
c. abstract	2	1
presentation – name in program	2	1
Chairing/organizing conference	5	3
(4) trade publications	2	1
(5) Case Studies	2	1
(6) tape-recording/broadcast	3	2
(7) computer program	3	2
(8) other creative work	3	1

The research and development committee determines the minimum points required for promotion to assistant to associate to full professor ranks.

5. QUALITY OF PUBLICATIONS AND RESEARCH

Quality of research work will be determined by the quality of journals, both refereed and non-refereed, in which the works are published, and not by mere mechanical numbers. The research and development committee will determine the quality of journals. If needed, external help may be sought to determine the quality of journals and the publications.

6. RESEARCH DIRECTIONS

A key strategy for the achievement of the college's research goals is a policy of selectivity and concentration in funding research activities, which encourage individual researchers and emphasizes the concentration of research in identified areas of strength, which address national needs. The dean in collaboration with DRS and program directors will advise the president on the priority areas of research for funding and development.

7. RECOGNIZED RESEARCH CONCENTRATIONS

Research concentrations are not only centers of excellence but groupings that permit multidisciplinary research in addition to providing opportunities for new researchers to find support and encouragement from mentors and peers. An annual research bulletin is produced with full details of college research strategies, goals and focus of research activities with detailed list of faculty publications.

8. PERFORMANCE INDICATORS AND QUALITY ASSURANCE

In line with its research mission emphasizing collaboration with national and international academic and research institutions, government, industry and business community, the college's research performance indicators are each weighted to provide incentive for industry and international collaboration. Research performance for the allocation of support to institutes, centers and groups is measured by the following criteria:

- P1 Receipt of recognized research grants (weighted to encourage collaborative research, with due regard paid to the discipline involved and opportunities for collaboration).
- P2 Number of research degree students, research degree completions, research fellowships and funded research positions (with particular weighting for industry support and joint industry supervision).
- P3 Number and quality of publications and conference papers (with particular weighting for publications in collaboration with partners external to the college).
- P4 Documentary evidence of other significant contributions to research and practice in the professions.
- P6 Involvement in other collaborative ventures with industry, commerce, government and community agencies.

The weighting within each criterion may vary from time to time.

9. RESEARCH AUDIT

Each year the college requests a report on research and development activities. The DRS together with the dean and research and development committee will collect information from the faculty and compile the report. The information provided in the report will enable the research and development committee to:

- Determine the level of performance for each of the faculty members.
- Update its list of recognized research faculty.
- Consider performance and use the outcomes to develop the research budget.

10. RESEARCH GROUPS

A research group is a focal point for concentration of research expertise in a particular area. Formation of such groups is the responsibility of academic departments/divisions. Groups are funded from the research budget according to success in attracting external funding, publishing their research results and graduating research degree students. A full list of research groups will be produced annually by the academic affairs committee in collaboration with academic departments.

11. SUPPORTED RESEARCHERS SCHEME

To underpin the research concentrations strategy, the college rewards individual members of the faculty, regardless of whether they are affiliated with any research groups, if they contribute substantially to the college's research goals. Individual researchers are awarded grants which must be spent on activities to further their research, such as conference attendance and small-scale

equipment purchases etc. The amount of such grant will be determined by the research and development committee, and appropriate recommendation will be made to the Dean.

Supported researchers are faculty members who meet defined research performance criteria in attracting research grants, publishing research outputs and supervising research students. The designation of a supported researcher is determined annually, during the research data collection process, and is based on the performance of each person every calendar year.

12. RESEARCH DEVELOPMENT

The college's research development objectives include:

- Strategies to increase success in winning external research funding.
- Strategies to consolidate and enhance the research environment in priority areas.
- Strategies to develop interdisciplinary research areas.

13. WINNING EXTERNAL RESEARCH FUNDING

Assistance in recognizing and realizing external grant opportunities is provided through office of the research services.

- Research Services which include offices of the dean and DRS. Advise on appropriate national and international competitive grants and opportunities, and provides administrative support to assist researchers and research groups to apply.
- Visits: Research services arrange visits from key funding bodies and industry partners to increase understanding of the college research activities and thus, the funding opportunities.
- College schemes to support applications for external funds: research and development committee operates a number of programs to increase the college's competitiveness in external grants.

14. OTHER INFRASTRUCTURE SUPPORT

Research activity depends heavily on underpinning from most functional areas in the college: finance, library, human resources and information technology.

- Library development: Through the college resource allocation process, the library is provided with additional funds to develop print and virtual research collections. The library committee determines the needs and works with library.
- Information Technology: IT systems and support in the college are significantly upgraded through redistribution of resources activated by the technology committee and the budget committee. All staff and research students have e-mail and internet access. The college has a common LMS platform for quick and efficient communication.

15. ETHICS AND SAFETY

Consonant with the college's mission to conduct research in an environment that fosters excellence and social responsibility, research must conform to guidelines as endorsed by research and development committee, and granting bodies.

- Research Practice.
- Maintenance of records, retention of data, publications and authorship.
- Confidentiality and conflict of interest.
- Other ethics and safety.

The college requires all research conducted by member of the college to conform to these policies.

16. COMMERCIALIZATION AND INTELLECTUAL PROPERTY

Governments worldwide increasingly recognize that a strong strategic research base is fundamental to nation's economic and intellectual growth and that academic institutions have an important role to play. This may be achieved by knowledge transfer mechanisms through collaborative research between academic institutions, businesses and corporations, establishing research centers, joint ventures and spin-off companies. Elements necessary to facilitate successful knowledge transfer to the benefit of both universities and industries include:

- Policies promoting enterprising and collaborative activity.
- Sound business practices within the university.
- Practices to recognize evaluate and successfully exploit intellectual property (IP).

17. POLICIES PROMOTING ENTERPRISING AND COLLABORATIVE ACTIVITY

An intranet proposal logging system - the project quality system (PQS) will be implemented to track all research proposals generated by the faculty to ensure that appropriate costing and pricing structures are followed. Exemptions to commercial costing of research and consultancy projects can be authorized only by the DOAA at the recommendation of the DRS.

The college has in place an organizational development strategy which includes faculty and staff development programs addressing issues such as research, leadership and management skills, developing an enterprising culture and marketing. In addition, key staff and faculty will be put through a three day workshop on commercialization and technology transfer which is specifically targeted at professionals involved in the conduct and management of research and research outcomes in academic institutions.

17.2 Intellectual Property

Intellectual property may be identified at any stage of a research or consultancy project. In order to ensure that a formal intellectual property evaluation is carried out on each college project, an IP disclosure form is automatically sent to the project's leader at the scheduled end date of each project by the academic affairs committee.

Where intellectual property is identified it is passed to the research and development committee for initial evaluation. Where warranted, IP is then passed to the college's institutional planning and effectiveness unit for assessment of the most appropriate vehicle for commercialization.

18. RESEARCH TRAINING MANAGEMENT PLAN

The college's research training plan is based on four main foundations:

- Research training aligned with the research concentrations identified in the research plan.
- Controlled growth in research student numbers.
- Student-centered research programs, management and support systems.
- Quality assurance mechanisms to maintain a high quality research training environment.

19. ALIGNMENT WITH RESEARCH CONCENTRATIONS

The college aims to ensure that research students are encouraged (but not restricted) to enroll in research groups. These provide research rich environments in which students benefit from:

- A vibrant research atmosphere.
- Peers to provide discussion and mutual support.
- Regular seminar series, including student seminars.
- Enhanced resources to support the research program.
- A collection of expertise on closely related research topics and research methodologies.

20. OTHER SUPPORT SYSTEMS

A comprehensive research handbook is available to all faculty and senior graduate students either in paper form or on the web. This provides students with information on all relevant research policies, procedures, codes of good practice, scholarships, and guidelines for preparation of research proposals/projects and thesis/project report etc. The library provides regular training sessions on a range of topics such as effective database searching, English language classes are arranged through the GE and English studies division, student counselors are available to assist with personal problems and the manager of student development office and student council provide student representation and support.

21. RESEARCH MANAGEMENT SUPPORT

The aim of the research management system in the college is to:

- Provide timely information on research opportunities and support researchers and research groups in applying for grants, and conference attendance.
- Establish clear and objective procedures for resource distribution.
- Review research performance.
- Develop efficient coordination of research management spanning the full range of research funding sources.
- Provide the administration and management of student research.
- Provide effective support to ensure that research occurs in an environment reflecting the highest possible ethical standards.
- Develop effective partnerships with the end users of the college's research.

PROJECT MANAGEMENT SYSTEM

The college has recently implemented an intranet proposal logging system, the project quality system (PQS), on which researchers enter details of proposals submitted to external clients. The PQS provides a quality assurance mechanism enforcing necessary authorizations, verifying researcher capacity, appropriate costing and pricing and risk management analysis. It forms an important element in the college's overall project management system.

COMMUNICATIONS

The timely dissemination of information is an essential feature in developing a research culture. Research services produces a research bulletin describing the college's research capability, researchers, research highlights, research granting opportunities, policy changes and items of research news.

The college develops a database of all researchers, research projects and research granting sources. Data on research finance and outputs is collected annually, usually through January and February.

This database is used:

- To produce college research profile data.
- To increase efficiency of research management in the college.
- To provide strategic advantage in research resource management.

11. COMMUNITY ENGAGEMENT

POLICY CODE : **CE.000**

POLICY SECTION : **Community Engagement**

SECTION POLICIES

1. Community Engagement Policy
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11.1 Community Engagement Policy

Policy Number 11.1	CAA Standard: 11 Stipulation: 1A(11a)	Issue Date Fall 2013	Revision Date Spring 2018
Subject Community Engagement Policy			
Purpose Provides guidelines for community engagement.			
Responsible Office		Responsible College Officer	
Office of President		Dean of Academic Affairs	
Cross-Reference			
Community Service Action Plan			

COMMUNITY ENGAGEMENT POLICY AND PROCEDURES

POLICY

ECMIT community engagement policy provides a framework for the college's commitment to sustainable actions and responsible community engagement practices. As stated in its mission, community engagement policy is being recognized as one of the activities of the college. It aims at providing meaningful engagement opportunities for staff, faculty, and students to volunteer their time, energy, and resources in response to community needs.

PROCEDURES

1. Incorporate community engagement as one of the components of the strategic plan.
2. Document and disseminate the policy to all faculty, staff and students through student development services and the college.
3. Create partnerships or other cooperative agreements with external partners to develop or provide services.
4. Generate, transmit, apply and preserve knowledge for mutual benefit with external audiences.
5. Continue training courses, lectures, seminars, and technology transfer initiatives to meet community needs.
6. Participate, organize and/or support actively in community events and services.
7. Make higher education accessible and affordable to students.
8. Maintain communication channels with alumni and employers.
9. Communicate opportunities to staff and students for involvement in community activities locally, regionally and internationally.

10. Facilitate the contribution of faculty and staff in community organizations through their membership in committees and local councils.
11. Encourage faculty and staff to keep record of their community activities in their annual professional development plans. These activities are one of the faculty and staff evaluation criteria.
12. Properly document, benchmark activities/events that contribute to IU community engagement outreach service and disseminate results to relevant stakeholders.
13. Make available the university's expertise, resources and facilities where appropriate.
14. Ensure that ongoing community service activities are identified and communicated to staff, students and the wider community.
15. Promote the inclusion of service learning in academic courses where appropriate in order to benefit the community.
16. Develop relevant tools to track community needs and monitor staff and students' activities.
17. Ensure quality community engagement initiatives through ongoing communication with different organizations.
18. Incorporate community engagement service activities in the IU annual report.
19. Form a standing committee to carry out the community engagement activities.
20. Create opportunities for alumni to connect intellectually with the college and the community.
21. Regularly evaluate community activities by the IPEO.