



EMIRATES COLLEGE

For Management & Information Technology



كلية الإمارات

الإدارة وتكنولوجيا المعلومات

BYLAWS

2018-2019

AN INSTITUTION DEDICATED TO YOUR LEARNING



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INTRODUCTION

The ECMIT Bylaws provides details of the institutional governance and operational framework.

The Bylaws details the role and the composition of the Board of Governors including the meetings, sub-committees reporting to the Board, protocol for BOG meetings, BOG self-assessment and its financial responsibility towards ECMIT.

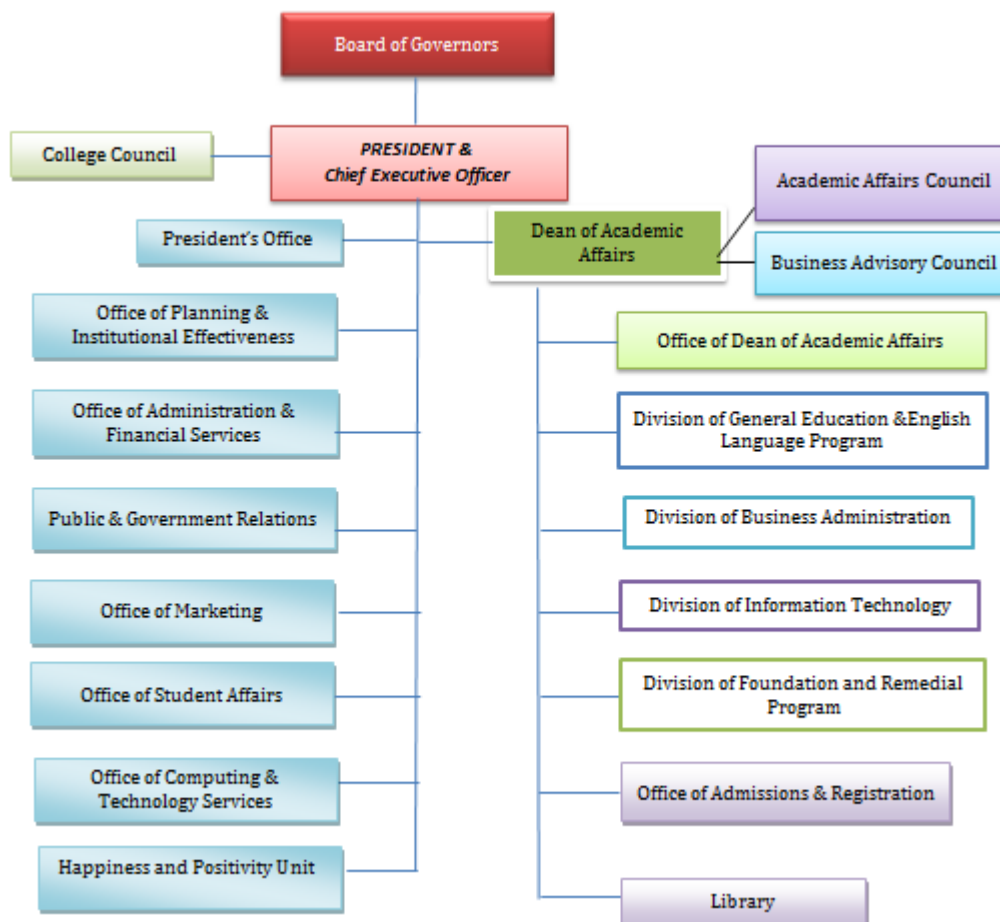
The Bylaws explains the composition and role of the ECMIT Councils including the College Council and the Academic Affairs council.

The Bylaws describes the composition and role of the ECMIT Division Councils including the Business Division, IT Division and the GE Division.

The Bylaws also details the function of various institutional and program level committees along with the membership, roles and responsibilities.

The Bylaws also explains the responsibilities of the ECMIT offices, divisions and departments of all departments and units on the ECMIT Organisational Chart. This includes the roles of responsibilities for each office or department like Office of President, Office of Planning and Institutional effectiveness (OPIE), Division of Business Administration, Office of Student Affairs...etc..

ECMIT ORGANISATIONAL CHART



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.

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.

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.

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.

ECMIT COUNCILS

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.

3. ECMIT DIVISION COUNCILS

A) BUSINESS DIVISION

Composition:

- Chair, Business Administration Division (Chair)
- Four Faculty Members

Terms of Reference:

1. It proposes the curricula leading to the awarding of academic degrees and certificates and submits them to the Academic Affairs Council.
2. It specifies the course contents and reviews them. It also specifies the faculty members for such courses.
3. It organizes teaching, research and advising after the approval of the Dean of Academic Affairs.
4. It proposes practical programs and expansion plans of the division to the Dean of Academic Affairs.
5. It proposes the appointment of new faculty members in the division to the Dean of Academic Affairs.
6. It proposes the promotion, the confirmation, the transference, the recruitment, the secondment, the leave-granting, and the delegation of faculty members to the Dean of Academic Affairs.
7. It supervises the organization and the evaluation of teaching in the division including the exam results after they are issued.
8. It supervises student academic advising.
9. It prepares the division budget project and submits it to the dean of academic affairs.
10. It looks into any other matter related to the job of the division that the division chairman submits to it.
11. The division council chooses a reporter to organize, file its meetings and follow up its decisions.

B) INFORMATION TECHNOLOGY DIVISION**Composition:**

- Chair of Information Technology Division, (Chair)
- One Faculty Member

Terms of Reference:

1. It proposes the curricula leading to the awarding of academic degrees and certificates and submits them to the Academic Affairs Council.
2. It specifies the course contents and reviews them. It also specifies the faculty members for such courses.

3. It organizes teaching, research and advising after the approval of the Dean of Academic Affairs.
4. It proposes practical programs and expansion plans of the division to the Dean of Academic Affairs.
5. It proposes the appointment of new faculty members in the division to the Dean of Academic Affairs.
6. It proposes the promotion, the confirmation, the transference, the recruitment, the secondment, the leave-granting, and the delegation of faculty members to the Dean of Academic Affairs.
7. It supervises the organization and the evaluation of teaching in the division including the exam results after they are issued.
8. It supervises student academic advising.
10. It prepares the division budget project and submits it to the dean of academic affairs.
11. It looks into any other matter related to the job of the division that the division chairman submits to it.
12. The division council chooses a reporter to organize, file its meetings and follow up its decisions.

C) GENERAL EDUCATION DIVISION

Composition:

- Chair, General Education Unit (Chair)
- Two Faculty Members

Terms of Reference :

1. It proposes the curricula leading to the awarding of academic degrees and certificates and submits them to the Academic Affairs Council.
2. It specifies the course contents and reviews them. It also specifies the faculty members for such courses.
3. It organizes teaching, research and advising after the approval of the Dean of Academic Affairs.
4. It proposes practical programs and expansion plans of the division to the Dean of Academic Affairs.

5. It proposes the appointment of new faculty members in the division to the Dean of Academic Affairs.
6. It proposes the promotion, the confirmation, the transference, the recruitment, the secondment, the leave-granting, and the delegation of faculty members to the Dean of Academic Affairs.
7. It supervises the organization and the evaluation of teaching in the division including the exam results after they are issued.
8. It supervises student academic advising.
10. It prepares the division budget project and submits it to the dean of academic affairs.
11. It looks into any other matter related to the job of the division that the division chairman submits to it.
12. The division council chooses a reporter to organize, file its meetings and follow up its decisions.

ECMIT OFFICES, DIVISIONS AND DEPARTMENTS

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 ECOM's students. Consequently, the following departments' goals and objectives 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 resident.
- Take action on the findings and recommendations presented by the external auditor;
- Be responsible for developing and implementing all policies regarding payroll and cashing.
- 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 objectives:

- Provide adequate safeguards for the electronic storage and back-up of student records.

- Provide adequate open computing labs and technical support services to students and faculty.
- Provide ongoing technology training of faculty and staff.
- Maintain effective system and network security.
- Manage essential replacements and upgrades of software and hardware.
- Implement a comprehensive and systematic plan for technology services at ECMIT.

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.

ECMIT COMMITTEES

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)
- Manger 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 dal more effectively with administrative issues and to conducts 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