ECMIT

EMIRATES COLLEGE
For Management & Information Technology

كلية الإمارات
الإدارة وتكنولوجيا المعلومات

STAFF HANDBOOK

EMIRATES COLLEGE FOR MANAGEMENT AND INFORMATION TECHNOLOGY

2018-2019

AN INSTITUTION DEDICATED TO YOUR LEARNING

EXPO 2020
DUBAI, UNITED ARAB EMIRATES

ACCREDITED BY:
UNITED ARAB EMIRATES
MINISTRY OF EDUCATION

www.ecmit.ac.ae

Disclaimer

The Staff Handbook is intended solely as a guide. The language used should not be construed as creating a contract, express or implied, between ECMIT and any of its employees or a promise of employment for any specific duration.

In case of conflict or question with reference to the policies of ECMIT, the Collected Rules and Regulations shall be deemed controlling in all circumstances.

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Section 1

Introduction

1.1 About ECMIT

The Emirates College for Management and Information Technology (ECMIT) is a private, non- federal, four year institution of higher education which is located in the University Building, Al Nahda 2, Dubai, UAE. The college and all its academic programs are licensed and accredited by the U.A.E. Ministry of Higher Education and Scientific Research (MOHESR). The institution offers two associate of science degree programs in business and information technology, respectively, and a four year bachelor of business administration (BBA) program with concentrations in management, marketing and human resource management. In addition it offers a foundation and a remedial program for students who do not qualify for direct admission to the college's regular academic programs. Furthermore, the college has an elaborate English language program that involves preparatory classes and training in TOEFL and IELTS and a six-level English learning program that is aimed to improve English proficiency, communication and public speaking skills.

ECMIT recognizes academic freedom as indispensable to the purposes of an academic institution. Freedom of faculty members to study and to teach according to their best judgment is necessary if an academic institution is to fulfill its role in society. However, academic freedom carries with it the duty to use that freedom in a responsible way with due regard to the policies of the college and the rights of others within the college community and the community at large. It also carries with it an obligation to strive for excellence in teaching, in research and scholarship, to devote time to students and to play an effective role in the work of the college.

ECMIT further recognizes that the protection of academic freedom requires that decisions affecting individual faculty members be made in a consistent manner according to established principles and standards and reasonable procedures. The central goal of ECMIT is to promote the advancement of learning and dissemination of knowledge through teaching, research and scholarly activities. It is, therefore, imperative that ECMIT establishes a well-defined and well-structured handbook for the faculty so that the stated goals and objectives can be achieved in the most efficient manner possible. It is the responsibility of each faculty member and academic administrator to read this document and to abide by the provisions and stipulations therein.

The main function of a faculty member is to prepare students for successful transfer to baccalaureate level institutions by creating an atmosphere in which they are exposed to intellectual challenges and where they learn to develop and fulfill themselves. Although ECMIT stresses professional excellence, there are other qualities that the college also embraces and encourages such as stimulation of thought, development of personality, character, and ethical conduct.

1.2 Vision Statement

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

1.3 Mission Statement

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

1.4 Core Values

1. To value the well-being of students.

2. To value the well-being of faculty and staff.

3. To value the quality and integrity of our academic programs.

4. To value the personal and professional development of students to the highest standard.

5. To value and recognize our responsibilities to develop well qualified graduates who will contribute to UAE's socio-economic and cultural development.

6. To value honesty and fairness, and we will not tolerate corruption.

7. To value our collaboration and partnership with academic institutions, business and government organizations within the UAE and abroad.

8. To value open and honest communication, and transparent and accountable decision making.

9. To value the reputation and integrity of our institution with the UAE and beyond.

10. To value human life and dignity irrespective of their nationality, religion and gender.

1.5 Institutional Goals and Objectives

Goal 1

Develop qualified citizens through teaching, learning and scholarship in Business and Information Technology who will be equipped for professional success.

Objectives:

1a. Offer broad based world class degree programs in core areas of business and information technology that prepare students for responsible leadership in an evolving global environment and for higher studies.

1b. Offer a curriculum, for each program, with an appropriate mixes of general education, core, major/specialization/concentration and elective courses.

1c. Offer a program of study that contains opportunities for students to obtain current and practical knowledge, skills, and values that encourage a culture of scholarship.

1d. Establish an integrated review system that ensures quality of academic programs, curriculum, instructions and support systems.

Goal 2

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

Objectives:

2a. Offer day, evening and weekend classes to accommodate working adults as well as traditional students for full-time and/or part-time studies.

2b. Provide learning opportunities for academically under prepared students by offering remedial programs in relevant courses.

2c. Provide learning opportunities for students securing below 60% marks in the UAE secondary school examination by offering a foundation program in appropriate courses so as to prepare them for higher education.

2d. Keep the tuition fee structure affordable and offer a flexible payment plan.

2e. Offer a substantial set of courses in the summer to permit year-long study.

2f. Engage high schools and businesses to create awareness of post-secondary educational opportunities at ECMIT.

2g. Align admission and placement standards and coursework with the academic preparation of prospective students.

Goal 3

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

Objectives:

3a. Respond to a need for developing a professional workforce with practical hands on knowledge, abilities, skills and technical expertise.

3b. Collaborate with businesses to offer career enhancement non-degree professional development programs in business, marketing, accounting, finance, hospitality and tourism, interior design, information technology and information management systems.

3c. Offer vocational programs for adult learners in computer literacy, information technology and language proficiency.

Goal 4

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

Objectives:

4a. Build a well-qualified teaching faculty.

4b. Provide quality learning facilities and educational support resources.

4c. Maintain state of the art technology infrastructure in support of instruction and operations.

4d. Create a campus culture that is student oriented which promotes strong personal concern for the welfare, development and success of all students.

4e. Create and maintain an effective advising system which assists students with their educational goals and objectives.

4f. Design policies and procedures to facilitate the transfer of credits.

4g. Secure and maintain all appropriate MOHESR licensures and accreditations.

Section 2

Organization Governance Structure

Emirates College for Management and Information Technology (ECMIT) operates as an independent, private 4 year college offering bachelor of business administration and associate degree (A.S.) programs. The college has adequate administrative infrastructure, sufficient physical assets, financial resources, qualified faculty, administrative support services, technology infrastructure, and governance overview to a provide quality western style educational experience for its students. The financial resources of the institution are mainly derived from the student tuition fees.

The institution's foundation documents established a system of governance and management that facilitated the successful implementation of its mission and goal. The document also outlined the specific authority and responsibilities for the board of governors and the officers of the institution. The document stipulates that the overall responsibility for the governance of the institution lies with its board of governors which sets the overall direction, and that the administration of the college shall be managed by the following authorities:

1. President and CEO
2. College Council
3. Dean of Academic Affairs
4. Academic Affairs Council

There are five academic units responsible for academic programs under the oversight and leadership of the dean of academic affairs, and eight nonacademic units under the oversight of the above mentioned officers:

2.1 Academic Units

1. Foundation and Remedial Division

2. General Education Division

3. Business Division

4. Information Technology Division

5. Continuing and Professional Education Division

2.2 Non-academic units

1. Business and Administration

2. Institutional Planning and Effectiveness

3. Computing and Technology Services

4. Student Affairs

5. Marketing

6. Admission and Registration

7. Library

8. Government and Public Relations

The founding document and bylaws of the board of governors stipulate that the president shall be appointed and dismissed at the discretion of the board, and that the president shall be the chief operating officer of the college responsible for the implementation of board of governor's directives, strategic planning, management and overall operations of the college.

The document further stipulates that the d ean of academic affairs shall be the chief academic officer responsible for the overall planning and direction of academic activities, and shall report to the president.

The founders of the college envisioned a collective decision making and shared management system for the college through the establishment of two important bodies:

- College Council
- Academic Affairs Council.

The College Council is the cabinet of the president that meets once a week to coordinate and manage the activities of the college. The council is chaired by the president and it is composed of unit heads.

The Academic Affairs Council is a collective policy making body of the academic affairs that debates, develops and approves academic policies, academic programs, curricula, and approves the list of graduates. The senate is chaired by the dean of academic affairs and is composed of faculty members.

The senate also serves as a collective forum for faculty welfare and concerns which are recommended to the College Council for action. The senate functions through a number of standing committees consisting of faculty members.

2.3 Organizational Chart

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                          │  Board of Governors │
                          └─────────────────────┘
                                     │
┌──────────────────┐      ┌─────────────────────┐      ┌──────────────────────────┐
│ College Council  │──────│  PRESIDENT &         │      │ Academic Affairs Council │
└──────────────────┘      │  Chief Executive     │      └──────────────────────────┘
                          │  Officer             │
                          └─────────────────────┘
        ┌──────────────────┐         │        ┌──────────────────┐   ┌──────────────────────────┐
        │ President's Office│        │        │ Dean of Academic │   │ Business Advisory Council│
        └──────────────────┘         │        │ Affairs          │   └──────────────────────────┘
                                     │        └──────────────────┘
  ┌──────────────────────────┐       │           ┌──────────────────────────────────┐
  │ Office of Planning &     │       │           │ Office of Dean of Academic Affairs│
  │ Institutional Effectiveness│     │           └──────────────────────────────────┘
  └──────────────────────────┘       │
  ┌──────────────────────────┐       │           ┌──────────────────────────────────┐
  │ Office of Administration &│      │           │ Division of General Education &   │
  │ Financial Services        │      │           │ English Language Program          │
  └──────────────────────────┘       │           └──────────────────────────────────┘
  ┌──────────────────────────┐       │           ┌──────────────────────────────────┐
  │ Public & Government       │      │           │ Division of Business Administration│
  │ Relations                 │      │           └──────────────────────────────────┘
  └──────────────────────────┘       │
  ┌──────────────────────────┐       │           ┌──────────────────────────────────┐
  │ Office of Marketing       │      │           │ Division of Information Technology │
  └──────────────────────────┘       │           └──────────────────────────────────┘
  ┌──────────────────────────┐       │           ┌──────────────────────────────────┐
  │ Office of Student Affairs │      │           │ Division of Foundation and Remedial│
  └──────────────────────────┘       │           │ Program                           │
  ┌──────────────────────────┐       │           └──────────────────────────────────┘
  │ Office of Computing &     │      │           ┌──────────────────────────────────┐
  │ Technology Services       │      │           │ Office of Admissions & Registration│
  └──────────────────────────┘       │           └──────────────────────────────────┘
  ┌──────────────────────────┐       │           ┌──────────────────────────────────┐
  │ Happiness and Positivity  │      │           │ Library                           │
  │ Unit                      │      │           └──────────────────────────────────┘
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2.4 The ECMIT Board of Governors (BOG)

The college has a board which is the governing body responsible for the overall strategic direction, control and financial viability of the institution. The board is composed of seven members that include the president of ECMIT as an ex officio member, the sponsor of the college, and respected members of the UAE business and academic community. The board has written bylaws that clearly describe its composition, powers, authority, responsibilities and obligations and meets twice a year. The board also has provisions of an executive committee which has the powers of the board when the board is not in session, and a number of standing committees for dealing with specific issues as delegated by the board. The standing committees make recommendation to the full board on those matters for which the committees are created.

2.5 College Officers

ECMIT has a well written and well-structured set of policies and procedures on the role and responsibilities of its managers and functional officers. The academic affairs, which occupies the most important and central role in the operation of the college, is the most multifaceted constituency of the college with five separate instructional divisions and six key support service units. The efficiency and effectiveness of these academic units play the most vital role in meeting the institutional goals and objectives. The following sections describe the functions of the managers and academic heads in brief. A detailed description of the roles and responsibilities of each administrative and academic unit, and their managers is clearly outlined in Section 6.

2.5.1 The President

The president serves as the chief executive officer of the institution and reports to the board. 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 U.A.E.

2.5.2 The Dean of academic affairs

The dean of academic affairs is the chief academic officer of the college responsible for the overall direction, leadership, planning, administration and integrity of the academic programs. Academic affairs are the most important constituency of the college and therefore, this position is second only to the president's. The dean of academic affairs chairs the Academic Affairs Council and is responsible for the faculty planning, hiring, faculty welfare and curricula. In addition, the dean of academic affairs oversees the activities of student affairs supported by a manager and an array of staff. This arrangement is working for the time being. However, as the college expands and enrolment increases, there will be a strong need to delegate the student affairs responsibilities to a competent professional. This matter is undergoing a serious review at this point. The dean of academic affairs reports to the president.

2.5.3 Academic Divisions and Chairs

There are five academic divisions under the leadership of division chairs: divisions of foundation and remedial studies, general education, business, information technology, general education and continuing education and professional d evelopment. While the first four divisions are actively involved in offering regular academic programs, the continuing education division which plans to offer an array of career oriented non-credit certificate programs is in its early stage of development. The division chairs are largely responsible for managing the division affairs that include faculty planning and hiring, curriculum planning and development, quality assurance and assessment, and faculty performance evaluation.

Division of General Education

Students enrolled in associate degree programs are required to complete courses in general education. The general education component of the curriculum supports the college goal to prepare well rounded citizens with knowledge and expertise outside their narrow field of specialization necessary for them to become responsible and concerned members of society. The program has a number of areas that systematically develop the knowledge, critical thinking abilities and values needed to become caring well rounded citizens and for their chosen major studies.

Division of Business

This division is responsible for planning, developing, offering and assessing business core and elective courses that are required for completing the associate degree in business. The courses and the curriculum are designed, reviewed and learning effectiveness assessed in line with attainment of institutional goal/objectives. The division, supported by a well-qualified faculty, offers a balanced and a sound associate degree that is academic in orientation and suitable for student advanced placement in undergraduate programs. The division is responsible for periodic review of the curriculum under the oversight of the dean of academic affairs.

Division of Information Technology

This division is responsible for planning, developing, offering and assessing information technology core and elective courses that are required for completing the associate degree in information technology. The courses and the curriculum are designed, reviewed and learning effectiveness are assessed in line with attainment of institutional goal/objectives. The division, supported by a well-qualified faculty, offers a balanced and sound associate degree that is academic in orientation and suitable for student advanced placement in undergraduate programs. The division is responsible for periodic review of the curriculum under the oversight of the dean of academic affairs.

Division of Foundation and Remedial Studies

This division was established in October 2011 to lead, manage, develop and coordinate the college's foundation and remedial studies programs. These programs were under the management of general education division prior to the establishment of this separate administrative unit.

Division of Continuing Education and leaveStudies

This unit is being planned at the time of writing this report. The main mission of this division will be to offer non-credit bearing short term workshops, training, professional development and other educational certificate programs in conformity with the institution's stated mission and goals. ECMIT is in the process of developing a management and quality assurance structure for these programs that will be submitted to the MOHESR in advance of launching the programs.

2.6 The Academic Affairs Council

The Academic Affairs Council was established in 2004 as a collective policy making body for academic affairs. The senate is composed of all full-time faculty members and is chaired by the dean of academic affairs. The senate meets once a month under normal circumstance, and on frequent basis under emergency situations. As per the policy of ECMIT, the senate has the autonomy and authority to debate, discuss and approve academic programs, curricula, admission, study rules and regulations, faculty hiring plan, faculty promotion, academic budget and graduation list. The senate is also the voice of the faculty where issues affecting faculty welfare and interests are openly discussed. The senate also serves as a collective bargaining body for and on behalf of the faculty. The Academic Affairs Council functions through seven standing committees:

- Program Effectiveness and Assessment Committee (PEAC)

- Credit Transfer Committee

- Library Committee

- Program Review, Curriculum Planning & Development Committee (PRCPDC)

- Student Disciplinary & Grievance Committee

- Exam Board Committee

- Research, Professional Development, and Community Services Committee

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

2.7 College Auxiliary Units

2.7.1 Advising and Registration

The main functions of this unit are to provide effective registration and record keeping services, to monitor, implement and to provide to students accurate information on study rules and regulations and course scheduling. In addition, the unit provides orientation to students, and conducts analysis of enrolment trends and projections in support of the college goals. As indicated in ECMIT Mission Driven Plan for Evaluation of Institutional Effectiveness, this unit supports the institutional goals. The student information on registration, course offering, grades and study tracking etc. maintained by this is unit are used by the IPE unit for institutional research purpose.

2.7.2 Library

The library serves as an academic information resource center for the ECMIT community. It supports the academic curricula, teaching, learning and related scholarly activity by providing access to needed information in appropriate formats and in compliance with national standards. The library has over 8400 text and reference books, and a significant number of periodicals and journals in the disciplines taught at ECMIT. Students may search this collection using the library's electronic search facilities and borrow the items from the collection through the circulation desk. Several assessments methods are used to gauge the effectiveness of the library in support of the institutional goal, such as opinion surveys concerning the adequacy and quality of library services. Most importantly, the academic support committee of the Academic Affairs Council regularly assesses the library support requirements of the students and faculty. Their findings and recommendations are used by the librarian and the dean of academic affairs to guide the development and improvement of the library's collection and services.

2.7.3 Administration & Business Services

Reporting to the president, this unit is in charge of the business operations of the college such as: human resources, resource planning, finance, accounting, budget and budget planning, and ground and facilities. The unit head, the manager of business and administration, assists the president in achieving the goals by planning, budgeting, and allocating resources in accordance with the directives from the board of governors and College Council. In compliance with the MOHESR Standards, this unit reports regularly to the board of governors about matters of fiscal and institutional conditions and stability, prepares appropriate budget and financial statements for board approval, exercises sound measures of budget, expenditure, procurement and inventory control, and maintains an adequate insurance for risk management purpose.

2.7.4 Planning & Institutional Effectiveness

This unit serves to 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. The office focuses on all aspects of the institutional operations and goal attainment, especially the goals. As indicated in ECMIT Mission Driven Plan for Evaluation, this office conducts research and evaluates the institution's achievements and effectiveness on a wide range of quality measures such as: program goals, program and learning outcomes, opinion surveys and feedback, student characteristics and enrolment pattern etc. by using information and data from academic affairs, admissions, registration, marketing and IT services.

2.7.5 Marketing

This unit is responsible for promotion, marketing, publicity and student recruitment. The unit conducts market and environment research on target groups and organizations, such as traditional and non-traditional students, institutions, businesses, public and government organizations, and accordingly develops the marketing and promotion strategy. The unit schedules meetings, visits and other promotion campaigns involving staff, faculty and students. It processes applications for admission in a professional and timely manner in accordance with the clearly defined and published admission policies consistent with college policies and MOHESR standards. As mentioned in the ECMIT Mission Driven Plan for Evaluation of Institutional Effectiveness, this unit, through its activities, supports the attainment of institutional goal/objectives. The office prepares an annual assessment report and quantitative analysis on recruitment activities, outcome of different marketing strategies and admissions for president's review and independent analysis.

2.7.6 Student Affairs

The mission of this unit is to provide students with services, campus activities, and co- curricular programs that contribute to a valued collegiate, campus life experience, intellectual and personal development that promote their success. As indicated in ECMIT's Mission Driven Plan for Evaluation of Institutional Effectiveness, this unit's primary goals is to provide support for attainment of goal/objectives. In this respect, the unit conducts a series of annual surveys on student activities and their outcomes. The survey results are assessed to understand the level of student satisfaction on extracurricular activities, on the performance of the student government leaders, and student support services that the college offers. This office, in collaboration with student council leaders, develops plans and strategy for improvements and further developments in campus life.

2.7.7 Public and Government Relations

This unit, headed by an experienced manager, is responsible for ECMIT's relations and dealings with government agencies, non-government, public and private agencies and public at large. Specifically 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 board of governors members on board meetings, and overseeing contracts and agreements with external community. In addition, the manager assists the president in developing community and government relations by organizing social events with alumni, public, business and government officials and organizations.

2.7.8 Computing and Technology Services

This unit is responsible for planning and supporting the college's technological services in line with strategic priority and institutional goals/objectives. It provides, maintains upgrades and secures hardware, software, telecommunications, and network services in support of ECMIT's educational and administrative operations. The unit's service goals are also linked with the mission driven plan for evaluation in institutional goals/objectives, where access to the student information is integral to the institutional research involved in assessing the objectives related to the recruitment and enrolment of traditional and non-traditional students. In addition, this unit provides adequate safeguards for electronic storage and backup of student records and financial records; provides and services student computing laboratories; and provides support to faculty members in the class rooms, especially in IT courses and computer assisted instructions

Section 3
Appointments

3.1 Types of Appointments

The following types of appointment shall be in force:

- Regular Full-Time

- Regular Part-Time

- Temporary Full-Time

- Temporary Part-Time

3.1.1 Regular Full-Time

All full-time employment contracts at ECMIT are time specific. An employee hired for a period of two to three years and scheduled to work 40 hours or more per week, eight hours per day is classified as regular full-time. Subsequent contract renewals are for a period of two years. Regular full-time employees receive full benefits. Persons who hold executive/administration positions however are expected to work long hours without overtime pay.

There is no limit on the number of contract renewals. The first six months of the initial contract is probationary. In this year a staff member is evaluated in terms of performance, relevance and unit needs. Depending on the evaluation, one of the following decisions is taken:.

- To continue with the contract
- To provide a timely notice of termination.

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

3.1.2 Regular Part-Time

An employee hired to work less than 40 hours per week over a minimum period of twelve calendar months per year is classified as regular part-time. Regular part-time employees may not receive full benefits and subject to the terms and conditions as per the contract. The first three months of the initial contract is probationary, but may vary according to the terms and conditions of the contract.

3.1.3 Temporary Full-Time

An employee hired to work for 40 hours or more for a period of one year with designated beginning and ending dates and actual number of hours worked per week. Normally the limited period of time does not exceed 12 calendar months. Temporary employees are not eligible for benefits but may get academic tuition discounts, subjects to the terms and conditions as mentioned in the contract.

3.1.4 Temporary Part-Time

An employee in this classification is employed for a less than 40 hours per week for a limited period of time with the designated beginning and ending dates and actual number of hours worked per week. Normally limited period of time does not exceed 12 calendar months. Temporary employees are not eligible for benefits.

3.2 Employment Categories

3.2.1 The Executive/Administrative/Managerial

The executive/administrative/managerial category includes persons whose assignments include primary (and major) responsibility for management of the institution, or a customarily recognized unit or subdivision, etc. It is assumed that assignments in this category customarily and regularly require the incumbent to exercise discretion and independent judgment, and to direct the work of others. Reported in this category are all officers holding titles such as, president, vice presidents, division chairs, directors, unit heads, managers or the equivalent, as well as officers subordinate to any of these administrators.

3.2.2 Professional (Non-Faculty)

Professional (non-faculty) includes persons whose primary purpose is performing academic support, student service and institutional support activities and whose assignments would require either college graduation or experience of such kind and amount as to provide a comparable background.

ECMIT professional staff also includes human resources coordinators, accounting and finance, and ground and facilities, public and government relations. Academic affairs has seven mid-level officers such as registrar, assistant registrar, librarian, assistant librarian, admissions officer, student affairs officer and IT administrator.

3.2.3 Clerical and Secretarial

Clerical and secretarial includes all persons whose assignments typically are associated with clerical and secretarial activities or are specifically of a secretarial nature. The personnel who are those responsible for internal and external communications, recording and retrieval of data (other than computer programmers) and/or information and other paperwork required in an office, such as bookkeepers, office machine operators, clerks, also those who are employed full-time in a bookstore and library clerks who are not recognized as librarians.

3.2.4 Skilled Craft/Technicians

Skilled craft/technicians includes all persons whose assignments typically require special manual skills and a thorough and comprehensive knowledge of the processes involved in the work acquired through on the job training and experience or other formal training programs. It includes mechanics and repairers, electricians, plumbers, carpenters etc.

3.2.5 Service/Maintenance

Service and maintenance includes persons whose assignments require limited degrees or previously acquired skills and knowledge and in which workers perform their duties which result in or contribute to the comfort, convenience and hygiene of personnel and the student body or which contribute to the upkeep and care of building, facilities or grounds of the college property.

3.3 Classification of Employees

The classification of an employee's position is determined by the types of responsibilities possessed and the duties performed, as well as the salary structure and number of hours the employee is required to work. staff members are divided into two categories such as, administrative and support staff, depending upon their classification under the UAE Labor Law.

3.3.1 Administrative Staff

Administrative staff employees are exempt from the maximum-hour provisions with one or more of the available exemptions for executive, administrative or professional employees. Most of the college officers, directors, managers, supervisors, coordinators, accountants, system administrators, counselors, and other technical or professional personnel are classified as administrative employees.

3.3.2 Support Staff

Support staffs are not exempt from the maximum hour provisions and for time worked in excess of 40 hours in a single workweek are entitled to either compensatory time off or overtime compensation.

3.4 Hiring Process

1. Scope of search: classified personnel will normally be recruited from within the UAE. In an effort to provide an opportunity to obtain applications from diverse backgrounds, the search for administrative, professional, and technical personnel normally will be conducted nationwide.

2. Personnel requisition/position justification: The first step in recruitment will be the completion of a personnel requisition form and a position justification form by the unit manager as appropriate. The forms should be completed in duplicate, with the original sent to the office of administration and business services and the copy retained by the originator.

3. Advertisements: Upon receipt of the above named forms, after justification has been verified (for both new employees and replacements) and budgetary provisions have been made, the office of administration and business services will advertise the position.

   - The job announcement will include, at least, (1) listing with licensed recruitment agencies, (2) advertising in the local newspaper with the advertising charged to the appropriate division (3) posting on appropriate web sites.
   - In addition, the unit manager may contact possible sources of professional applicants, both within and outside the UAE and advertise in national publications of the appropriate discipline.

   - All listings will specify reasonable and pertinent minimum requirements for the position, but may include preferred qualifications.

   - The office of administration and business services will respond to unsolicited applications for professional positions and keep credentials on file for at least three (3) months.

3.4.1 Applications

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

3.4.2 Selection Guidelines

Credentials of applicants meeting minimum job requirements will be referred to the unit managers for careful screening and thorough documentation and for interview and selection.

1. Records should include a listing of all applicants, an accurate recording of the qualifications of each applicant, and the reasons for the selection of the successful applicant on the basis of qualifications relevant to the position.

2. The appropriate unit manager, the manager for administration and business services and the president will review recommendations for employment.

3. Once the president has approved the recommendation in writing, the unit manager, will confer with the manager for business and administration about informal notification of both the successful and unsuccessful applicants.

4. The manager for administration and business services will formally notify all unsuccessful applicants of the status of their applications and retain their credentials in the administration and business services office.

3.4.3 Contracts/Records

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

3.4.4 Qualification Testing

Appropriate tests may be required to determine qualifications of applicants.

3.4.5   Renewing Term Contract

An employee who receives a renewing term contract shall be a year to year (contract year) employee of the college whose contract shall continue on a contract year to year basis until such time as the employee is discharged for good cause, is non-renewed, or the employee elects to resign or retire, all in accord with the then existing board policy. Renewing term contracts may be issued only to full-time administrative staff, not on the college's employment visa. If the employee is not given written notice by the president, then his contract shall automatically be renewed for another contract year.

3.4.7 Expiring-Term Contract

An employee who receives an expiring term contract shall have no right, expectancy, claim, or entitlement to employment beyond the period of time specified in the contract. The contract will lapse, terminate, and expire at the end of the specified term, and employment will discontinue, unless the contract is sooner terminated by the discharge for cause, resignation, or retirement of the employee. Term contract personnel are customarily employed under an expiring term

contract basis.

3.4.8 Reasons for Termination

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

1. Unprofessional conduct.
2. Sexual harassment of an employee, student, or applicant for a position or program at the college, or retaliation against a person for complaining of sexual harassment or for not cooperating in an investigation of alleged sexual harassment.
3. Incompetence.
4. Insubordination.
5. Conviction of any felony.
6. Repeated failure to comply with official directives, established board policy, or administrative policy.
7. Physical or mental incapacity preventing performance of the contract of employment.
8. Repeated, willful, and serious dereliction of duty.
9. Assault of an employee of the college, a student of the college, or a parent or legal guardian of a student of the college.
10. Deliberate violation of another's civil rights while performing assigned duties.
11. Reduction in force as provided by board policy.
12. Failure to report for duty after all leave has been exhausted.
13. Deliberate falsification of information contained in the employee's application for employment.
14. Deliberate falsification of any document in connection with employee's employment relationship with the college or in connection with any college activity.
15. Any other reason as prescribed by UAE Labor Laws.

3.4.9 Grounds for Nonrenewal

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

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

3.4.10 Employee Responsibilities

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

3.5 Personnel Policy

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

- Position/rank; status (FT or PT); unit affiliation.
- Period of contract; job description; and reporting authority.
- Yearly/monthly compensation.
- Probation period and probation salary.
- Benefits and gratuity.
- Obligations of the college to the employee.
- Obligations of the employee to the college.
- Resignation and contract termination conditions.
- Contract renewal conditions

.

- Annual vacation and leave of absence.

- Other conditions as may be appropriate.

- Approving authorities.

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

- Original or attested documents of academic preparation (e.g. diplomas, degrees, certificates etc.).

- Two letters of recommendations from referees who are familiar with the employee's work and background.

- Search committee's evaluations of the employee.

- Annual performance evaluation report.

- A copy of the passport.

- A copy of the visa/resident permits (if applicable).

3.6 Conditions of Employment

3.6.1 Minimum Qualifications

In compliance with the UAE Ministry of Higher Education requirements, a terminal degree is considered the highest degree considered necessary for professorial academic appointments. For most disciplines, the terminal degree is a doctorate degree (PhD). All full-time and part-time staff must have at least a master's degree in their respective fields from a recognized and accredited university of repute, supplemented with extensive teaching and/or industrial experience. All staff members regardless of status are expected to be proficient in written and spoken English. All courses use English as the medium of instruction and staff members are expected to write clearly and effectively in English and speak at a level that is easily comprehensible to the student.

Professional staff members should have at least a master's degree in their respective fields from an accredited institution. Administrative support staff members should have at least bachelor's degree from an accredited institution and other support and maintenance staff must have completed at least high school certificate.

3.6.2 Contract conditions

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

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

Section 4
Hiring, Retention and Promotion

4.1 Hiring Process

- ECMIT is committed to a policy and program of equal opportunity for all people without regard to race, color, religion, national origin, sex, age, disability.

- When a position becomes available it is advertised through appropriate media. Applications from suitable candidates are invited. The basic qualifications, experience and any other criteria specific to the job are clearly outlined in the advertisement.

- Applicants are required to send along with their résumés copies of all appropriate credentials, including all transcripts of grades and diplomas earned. The degrees and the diplomas should be attested by the respective authorities as per UAE Ministry of Higher Education requirements.

- Each candidate is interviewed by one or more of the following individuals: the appropriate unit head, the human resources manager, or any other individual deemed appropriate by the president. Short-listed candidates maybe invited by human resources department for final selection process.

- Additional contact between the candidate and the unit head may be necessary by phone, fax, or E-mail. The president makes the final decision on hiring upon recommendation from the unit head. The same standards in the hiring procedure apply for both full and part-time positions.

- The appointment will be on probation for a period of six months. This period may be extended to a maximum of one year at the discretion of the president. The conditions of appointments will be in line with UAE Labor Law.

4.2 Retention

4.2.1 Staff Performance Evaluation

ECMIT has a comprehensive system of evaluating staff performances. Each staff member is evaluated every year by self and unit heads. The results of these evaluations are statistically analyzed and reviewed by the College Council. The findings and recommendations are communicated to the staff members through their unit heads. Recommendation may include remedial action to overcome any deficiencies indicated by the reviewers.

The system of routine staff evaluation each academic year that is described above involves extensive peer review and constructive feedback which informs about a staff member's continuing professional development. The outcomes of this evaluation process are recorded and used to document improvements achieved.

4.2.2 Employee Performance Review

ECMIT believes in the growth and development of all its employees and encourages and provides opportunity for self-development and advancement. As part of that process, a performance review is conducted annually with each employee to improve individual performance and to prepare for the next year. The focus of the review is to make certain that employees understand their areas of responsibility and how well they are meeting the expectations of the supervisor. A second area of focus is to plan for the upcoming year by reviewing changes, goals, and expectations that will be implemented before the employee's next review period.

4.2.3 Staff Promotion and Reward Policies

The president of the college is responsible for and has the authority for designing and implementing an appropriate system for the promotion of staff members.

- Each staff member who meets the criteria in the year of attaining eligibility must submit a written application for promotion. Such an application includes a self- evaluation and a complete list of accomplishments during the staff member's tenure at ECMIT. This should be done before the end of the fall semester.
- The unit head reviews the application and makes suggestions to the president for action. Recommendations for promotion are based on assessment of the staff member's performance on other academic and non-academic responsibilities, the completion of additional duties if any were assigned, research work done, postdoctoral work if any, involvement in college club activities and other contributions to the ECMIT community. The president makes the final decision for promotion which is then communicated in writing to the staff member concerned.
- Meetings to decide promotions involve the College Council.
- The staff member may appeal against the decision in a one to one meeting with the president. Any decision reached at this stage is considered to be final and not further appeals entertained.

4.2.4 Professional Development

Staff members are required to:

1) Participate in local & international workshops, symposiums and seminars.

2) Contribute training session at least one a year.

3) Attend training courses (at least one course per year) to update knowledge in scientific and technological advances.

4) Participate in community services such as training and consultation through organizing training courses (twice a year).

4.2.5 Disciplinary Actions

As specified in the relevant section, contracts may be terminated for disciplinary reasons.

4.2.6 Restructuring

There may be occasions where budgetary stress may cause a general restructuring, including downsizing, of the staff.

4.3 Appraisals and Promotions

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

4.4 Resignations

Voluntary resignations are accepted prior to the expiration of the contract, provided the resignation is at least one month prior to the start of the next semester. For planning purposes, there may be cases where a resignation may not be accepted until a replacement is hired.

4.5 Employee Medical and Insurance Policy

4.5.1 Group Medical and Hospitalization Insurance

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

4.5.2 Dependents

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

4.5.3 Enrollment

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

4.5.4 Term Life Insurance

Each eligible employee is provided group term life insurance in the amount equal to one

(1) times annual salary, and a like amount of coverage is provided for accidental death and dismemberment.

4.5.5 Worker's Compensation

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

4.5.6 Dealing with Accidents & Deaths

ECMIT provides employer's liability group insurance for harm inflicted on the health of a staff member while performing faculty duties. In the case of death (for any reason), ECMIT pays two months' salary (net of outstanding debts) to the immediate family and arranges transportation for the remains to the staff member's homeland and the following action plan taken:

- All members of the Presidents Council will be notified immediately about the loss and College officials will respond to the college for a group briefing and planning session.
- Arrangements will be made for representatives of the college to visit with the family to assist in any way necessary, i.e. funeral arrangements, counseling, travel plans, visitation, food, etc.
- Determine if the family wishes for the college to be active in the funeral service, i.e.: escorting family members, poll bearers.
- An interim replacement will be decided
- Counseling should be made available for faculty, staff & administration.

4.6 Equal Job Opportunity Policy

4.6.1 Employment Practices

Emirates College for Management and Information Technology is an equal opportunity employer. It does not discriminate on the basis of race, color, sex, age, national origin, religion, handicap, or any other impermissible reason as per UAE Labor Laws.

The manager for administration and business services is authorized by the board of governors to act as the complaint coordinator and be responsible for the formulation of all employment policies, which are consistent with and adhere to all UAE Labor Laws.

4.7 Annual Performance Evaluation Policy

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

The performance evaluation system is used to evaluate employees work performance, develop a

work plan for the next review period and improve performance through training and counseling. A relevant staff development plan is built according to the results of performance evaluation. It also serves as the basis for merit salary adjustments to motivate and retain employees.

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

4.7.1 Procedure

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

4.7.2 Communication

The supervisor should:

- Meet in a private place with no interruptions.
- Ask employee to discuss his/her performance and goals; listen carefully.
- Give feedback on performance and goals.
- Discuss the accuracy of job description and agree to revision.
- Agree on new goals for upcoming year.
- Review prior year goals.
- Determine need for coaching, training or follow-up.
- Complete evaluation forms by both parties signing and supervisor submitting completed forms to the human resources department. Employees may request a copy of their evaluation form(s) at any time from the human resources department.

4.7.3 Employee Appeal

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

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

- For non-professional staff, the manager of the administration and business services office may form an ad-hoc committee involving senior staff members to resolve the issue. The manager will inform the staff member of the decision and maintain a record in the personal file.
- For professional staff, the president will form an ad hoc committee to resolve the issue. The committee will send its findings to the president whose decision shall be final. Copies of the documents will be kept in the personal file for record purpose.

4.8 Probation Policy

Generally, the employment of a staff member is subject to a probationary period of three months from the date of commencement. This may vary dependent upon the position occupied and agreement covering terms of employment. Probation periods may also be determined by a combination of the appropriate clause of the agreement governing employment and the employment contract. According to the UAE Labor Law, an employment agreement may establish a probation period which may not exceed three months.

Upon signing an employment contract an employee shall complete the probation period. For newly joined employees the probation period shall be 3 (three) months.

The purpose of the probation period is to provide a structured process in order to

- Establish whether an appropriate match has been made between the person, the position and the work environment, and whether the person is able to perform the duties of the position as required.

- Ensure individual staffs are clear about the roles and responsibilities of the position they hold.

- Ensure supervisors are aware of their roles and responsibilities in relation to the development and performance of staff.

- Develop open and effective communication between supervisors and their staff.

- Identify training needs.

- Build the commitment of new staff to the mission and goals of the college.

4.8.1 Probation Evaluation

On commencement of employment, the human resources department provides the employee's supervisor with initial probation information, including relevant forms and the suggested dates of required probation review meetings.

On receipt of the above information the supervisor shall meet with the staff member as part of an induction process to clarify:

- Duties and responsibilities of the position.

- An agreed set of tasks/objectives and performance standards for a successful probation period.

- The process of formal and informal review during the probation period.

The employee on probation is evaluated by their immediate supervisor, using the evaluation form supplied by human resources. The evaluation should take place towards the end of the third month of employment. The employee receives a written copy of the completed evaluation form and a copy is sent to HR to be included in the employee's file. Probationary employee evaluation will take into account the employees' ability to carry through work assignments, his or her record of punctuality and attendance, level of cooperation and teamwork and general aptitude for successful performance of the job.

A newly hired employee who does not meet position requirements and who has been notified accordingly is terminated and given one week prior notice at the end of the probation period, and pay in lieu.

In case evaluations and recommendations are not completed and not submitted to the HR within the required time frame, the employee will automatically enter regular status.

The supervisor may also ask probationary employee's co-workers to evaluate their performance. Supervisors should inform HR about additional evaluators in the form.

The process provides the supervisor with the opportunity to:

- Review progress. (Performance issues should be dealt with at the time of occurrence, so there should be no surprises at the review meeting).

- Provide constructive feedback on the employee's performance.

- Discuss problems and concerns, taking into account any mitigating circumstances.

- Provide assistance and advice.

- Identify any training needs.

- Clarify the requirements of the position.

4.9 Attendance Policy

Employees are expected to be in attendance and to be punctual on their scheduled work days. Employees who are unable to be present on a scheduled work day must notify their unit manager who in turn must notify the HR manager.

4.9.1 Work Day and Work Week

Although the actual number of hours per day and days per week scheduled to be worked will vary among employees in order to meet the needs of the college, the following definitions will apply in computing the actual number of hours of vacation and leave time accrued.

- Work Day: A work day consists of eight (8) working hours for a full-time employee.

- Work Week: A work week consists of forty (40) working hours for a full-time employee.

Working hours will be reduced by two hours per day for all employees for all employees during Ramadan according to the UAE practice and norm. In specific, working hours will be preferably from 12 p.m. to 6 p.m.

4.9.2 Breaks

Employees may be a granted a rest period not to exceed 15 minutes. Additional unauthorized time away from the work site must be credited against an appropriate leave accrual. Break periods shall be granted at the discretion of the management. The purposes of such break periods are to provide relief from duties and absence from the work station, offering employees the opportunity to attend to personal activities (i.e. to smoke, to make personal calls). Based upon operational need, an employee may be required to work through a break; in such cases, the employee is not entitled to additional compensation. Breaks are compensable work release time and may not be used or accrued to make up work time, leave work early, extend lunch time, etc.

4.10 Employee Leave Policy

4.10.1 Annual Leave

All full-time regular employees shall be eligible for annual leave with pay on the following basis, for every year of service; an employee is entitled to annual leave of not less than the following:

- Two and half day leave for every month if his/her service is more than six months and less than one year.

- Thirty days annually, if his/her service exceeds one year. At the end of their service the employee is entitled to annual leave for the fraction of the last year he/she spent in service.

- Annual leave is calculated on the basis of a calendar month rather than by working days. If an employee however fails to report back to work after the expiry of their leave period, their remuneration will automatically be forfeited for the days they are absent.

- During the leave period, an employee is paid their basic wage plus the housing allowance, if applicable, and any other allowances which they receive in the normal working month excluding the transport allowance.

- ECMIT has the right to determine when an employee is allowed to take their annual

leave and whether (if required) they are entitled to divide the leave into two parts. If however, work circumstances require keeping the employee at work during the whole or part of their annual leave and the leave has not been carried over for the following year, ECMIT will pay the employee their wage in addition to a leave allowance for the days they worked equal to their basic wage.

- In all cases, no employee will be required to work during their annual leave more than once during two consecutive years. In other words, ECMIT will only defer the annual leave once in two consecutive years and at the same time pay the employee the annual leave wages.

- The employee will be paid their full wage before taking his annual leave, plus the wage of the leave days he/she has accrued. The employee is entitled to payment of their wages for the annual leave period not taken if their employment is terminated, or they resigns after serving the period of notice determined by law. Such payment is calculated on the basic wage received at the time the leave was due including any housing or accommodation allowance where applicable.

- An employee may only claim remuneration for the annual leave not taken for the last two years of employment at the rate of the wages paid during that time.

- Leave not availed during a year will be carried forward to the next year. As much as thirty days of unused leave may be accrued and carried forward, but for no more than one (1) year.

- An employee is not entitled to any leave during his/her probation period.

4.10.2 Casual Leave

Three days of casual leave can be availed in a year with the condition of these no more than two consecutive days cannot be availed at a time.

4.10.3 Semester Break

Five days of semester break can be availed in an academic year.
- End of fall semester: 2 days
- End of spring semester: 2 days
- End of summer I semester: 1 day

An employee can avail semester breaks only if he/she has worked throughout the semester.

Casual leave and semester breaks cannot be clubbed together.

4.11 Sick Leave Policy

The employee must report to the unit manager any injuries or illnesses preventing him/her from working, within a maximum period of two days.

The employee is not entitled to any paid sick leave during the probation period. However, after a period of three months continuous service following the probation period, the employee is entitled to sick leave wages as follows:

- Full wage for the first 15 days.
- Half wage for the next 30 days.
- Any following period will be without wage.

However, if the employee's illness is directly caused by his misconduct (for example by excessive drinking), they are not entitled to any wages during the sick leave.

It should be noted that the employee should provide evidence of their illness-warranting sick leave by an official medical certificate (certified by a government physician). The management reserves the right to make all decisions on such matters.

The employee may resign from employment during the sick leave period and before the completion of 45 days specified by law, provided the reason of resignation is approved by a certified government physician. In this situation, the college will pay the employee all the wages they is entitled to, until the end of the 45 days referred to above.

The management may not dismiss an employee from service during his sick leave or annual leave. During this period any notice for termination will be considered null and void. However, the college is entitled to terminate the employment contract if the employee has exhausted their full sick leave and is not fit to return to work. In such cases, the employee will be entitled to their full gratuity and end of service entitlement in accordance with the UAE Labor Law. Furthermore, the employee will not be entitled to wages for the days that they have not reported to work after the end of their leave (whether sick leave or annual leave). This will not prejudice the rights of the college to terminate the employee's contract if the employee fails to report back to work within seven consecutive days from the date they were due back.

4.12 Maternity Leave Policy

- A working woman is entitled to 45 days maternity leave with full pay which includes the period before and after the delivery, provided she has served continuously for not less than one year.

- The maternity leave is granted with half pay if the woman has not completed one year of service.

- At the end of the maternity leave, a working woman has the right to extend her maternity leave for a maximum period of l00 days without pay. This unpaid leave can be continuous or interrupted, if the interruption is caused by illness which prevents her from coming to work. The illness must be confirmed by a certified government physician licensed by the competent health authority.

- Maternity leave in either of the above cases is not deducted from any other leave that a female employee is entitled to.

4.13 Employee Leave of Absence without Pay Policy

A full-time regular employee, upon application in writing and with written approval by the college president, may be granted a continuous leave of absence without pay for a maximum period of three months.

4.14 Hajj Leave

All full-time regular employees shall be eligible for hajj leave of ten days upon completion one year of service in the institution. This shall be availed only once in the entire tenure of employment.

4.15 Emergency and Bereavement Leave

In case of emergency situations, it may be impossible to follow the normal procedures. The employee should explain the situation to the Line Manager. The Line Manager may give verbal approval for the leave of absence. The employee then provides a written explanation of the situation to the President and the Human Resources Department.

Normally, paid emergency leaves for personal reasons are approved for no more than one week (five working days). Extended leaves are approved without pay, and other department staff is assigned to cover missed classes on an overload basis.

SECTION 5

Administration Policies

5.1 Official Holidays

An employee is entitled to an official holiday with full wage on the following occasions:

Occasion	Time Off
• Hijri New Year's Day	One day
• Gregorian New Year's Day	One day
• Eid A1 Fitr (end of Ramadan)	Two days
• Eid Al Adha and Waqf	Three days
• Prophet Mohammed's Birthday	One day
• Isra Al Miraj	One day
• U.A.E. National Day	One day

The date(s) on which the above official holidays fall depend on the Ministry's announcements which are published in the local newspapers shortly before they occur.

The calculation of the duration of annual leave includes holidays specified by law or by agreement, or any day taken for example due to sickness, if they fall within the leave period and are deemed to be part thereof.

5.2 Payroll Policy

The office of business and administration will supply information to employees on matters of salary.

5.2.1 Paychecks

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

All faculty and staff, normally receive payment in twelve (12) monthly checks. Those employed for fewer than twelve (12) months may request modification of this payment plan, through the payroll office.

5.2.2 Time Cards

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

- The employee certifies the accuracy and the unit manager certifies the accuracy and approves the record, including periods of absence and the reason, as appropriate.

- Recorded fingerprint data should be forwarded to the payroll office not later than the tenth of each month.

5.3 Employee Benefits Policy

5.3.1 ECMIT sponsorship

Employees who are under the ECMIT sponsorship are entitled to the following benefits.

- **Medical**: Fee paid for medical report for visa processing will be reimbursed by the college.

- Medical insurance: Each ECMIT employee is entitled for medical insurance coverage at the expense of the college.

- **Health Card**: Fee paid for new or for renewal of health card of an employee who is under ECMIT visa will be reimbursed by the college.

- **Passage:**   Joining: From home country to Dubai. Vacation return air ticket for self for the sector Dubai-home country –Dubai.
                        End of service: Dubai to home country.

5.3.2 Emirates Identity Card fee reimbursement

- All reimbursement claims must be submitted with relevant documents to the accounting and finance unit.

5.3.3 Employee tuition waiver

A scholarship in one half of the amount of tuition is awarded, to all full-time employees who wish to study a credit course offered by the college. The employee is expected to pay the remaining tuition and fees charged for the course.

5.4 Travel Expenses and Business Trip Policy

Business trips and travel expenses must be sanctioned by the line managers, and finally approved by the president. The following information must be provided in writing to the line managers:

5.4.1 Office memo

- Purpose of business trip
- City/country location of business trip
- Date of departure
- Date of return to ECMIT
- Required number of days of staying at the hotel, if any

5.4.2 Calculation of expenses in business trip

Expenses in business trips are made with the account of the following permitted expenses:

Expenses of traveling to the place and back

- Fare for public transportation
- Cost of air passages

Meal, board and phone expenses

- Meals and food expenses
- Booking a room at the hotel
- Long distance business calls are paid in the cases where justified

Funds can be advanced or reimbursed. All expenses must be supported by proper bills and receipts and submitted to the accounting office within three days upon return to the college.

5.5 Email Policy

Emirates College for Management and Information Technology always encourage all staff members to communicate and correspond through electronic medium such as email under the college domain in the format of staffname@ecmit.ac.ae .

All electronic communications which include, email and SMS are considered as official communication, with peer members, unit heads, students and other customers. Voice mail, email, and Internet usage assigned to an employee's computer or telephone extensions are solely for the purpose of college communications. Some job responsibilities at the college require access to the Internet and the use of software in addition to the Microsoft Office suite of products. Only people appropriately authorized, for college purposes, may use the Internet or access additional software.

5.5.1 EMAIL Access

There are two ways to access email such as, web access and local access using email clients such as Outlook, Eudora, Thunderbird or any third party clients. For web access visit the site: http://webmail.ecmit.ac.ae and enter email id and password as provided.

For local email clients:

User Information

Your Name:	Staff Name
E-mail Address:	staffname@ecmit.ac.ae

Server Information

Account Type:	POP3
Incoming mail server:	mail.supremecluster.com
Outgoing mail server (SMTP):	mail.supremecluster.com

Logon Information

User Name:	staffname@ecmit.ac.ae
Password:	********

5.5.2 Email Usage at the College

- Email is to be used for college's business only. Any confidential information must not be shared outside of the college, without authorization, at any time. Staff members are also not to conduct personal business using the college's computer or email.

- Staff members should keep the mind that, considering the forwarding of non-business emails to associates, family or friends, they are wasting college time and attention.

- Viewing pornography, or sending pornographic jokes or stories via email, is considered sexual harassment and will be addressed according to our sexual harassment policy.

5.5.3 Emails that Discriminate

- Any emails that discriminate against employees by virtue of any protected classification including race, gender, nationality, religion, and so forth, will be dealt with according to the harassment policy.

- These emails are prohibited at the college. Sending or forwarding non-business emails will result in disciplinary action that may lead to employment termination.

5.5.4 College Owns Employee Email

Keep in mind that the college owns any communication sent via email or that is stored on college server. Management and other authorized staff have the right to access any material in employee's email or on computer at any time. Please do not consider the electronic communication, storage or access to be private if it is created or stored at work.

5.6 Telephone Usage Policy

5.6.1 Telephone, and Facsimile Services

The telephone and facsimile services are provided for the conduct of college business. The services are not to be used for commercial purposes or non-college related activities. Personal use should be kept to a minimum. Usage of services provided by the college may be monitored.

1. **Telephone Service:** Requests for new installation of telephone service or changes to existing service will be initiated by the department and forwarded to the appropriate division head for approval and then to the office of computing and technology services for implementation.

2. **Long Distance Calling:** Long distance calls made in the conduct of college business will be charged to the using department. Personal toll calls should not be charged to the college; such calls must be charged to the caller via third-party billing or credit card.

3. **Facsimile Service:** Facsimile (fax) machines are provided in the college administrative office area.

5.7 Placement of Posters/Advertisements Policy

5.7.1 Publications

This office coordinates all college publications (except student publications) designed to inform the community about college activities.

- Office staff consults with other college staff and faculty to determine the audience and message of requested publications. Budget allocations, production specifications, and production timelines are determined based on the needs and resources of the college as a whole.

- Office staff will consult with the appropriate administrator on the design and copy; final approval to produce rests with the manager of admissions and marketing.

5.7.2 Advertising

The objectives of advertising are (1) to inform the community as to the offerings, opportunities, and programs of the college, and the terms, conditions, and merits of these programs; (2) to contribute to community understanding and awareness of the role of Emirates College for Management and Information Technology in the UAE higher education system; (3) to assist other offices in the functioning of the college in such matters as recruitment of students and personnel; and (4) to comply with legal requirements or specific college policy in such matters as sale or purchase of inventory.

1. Although informality of style is permissible where appropriate, advertisements should reflect the positive status of the college; statements must be accurate.

2. The manager of admissions and marketing, under the direction of the president of the college, shall control all advertising, specific composition, and placement.

   - The office initiating the advertisement shall work with the office of admissions and marketing to determine the audience; the message, including the accuracy of the information; the desired results; and the budget allocation, including input from appropriate supervisors.

   - The office of admissions and marketing under the directives of the president shall place advertisements so as to obtain the maximum benefit for the overall objectives of the college and for the specific programs being advertised. They shall select appropriate media so that these resources are effectively utilized.

   - The office of admissions and marketing shall consider the maximum benefits relative to the costs involved.

3. The dean of academic affairs in conjunction with the office of admissions and marketing shall coordinate academic divisional advertising subject to divisional input and approval. The advertising mix should portray a complete image of the college, including transfer programs and skills training

4. The manager for administration and business services in association with the manager of admissions and marketing and other appropriate college personnel, shall initiate and coordinate all advertising designed to recruit candidates for college employment as well as all advertising to comply with legal requirements or specific college policy in such matters as sale or purchase of inventory.

5.8 Marketing and Public Relations Policy

5.8.1 College Relationships

The unit responsible for college relations is the office of admissions and marketing which is headed by a manager who also serves as consultant to the president for college external relations. The office provides expertise to promote the college and to project a central image of Emirates College for Management and Information Technology to the community.

5.8.2 Media Contacts

All official contact with and monitoring of the media, either in person, by mail, or electronically will be handled through the office of admissions and marketing.

- This office is the central clearing house for all information released to any news medium outside the college campus; it processes and distributes news and information to all appropriate media, including local and national outlets, as warranted by the news item.
- News value for events and news items vary according to the scope of the item. To promote routine news items requires at least two (2) weeks' notice.

5.9 Employee Grievances Policy

5.9.1 Grievance Procedures

The following are the stages involved in addressing ECMIT staff grievances. Grievances include but are not limited to the following: support systems, salary hikes/deductions, workloads, advising loads, extracurricular committee workloads, promotions and rank determination, salary revisions etc.

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

5.9.2 Non-Academic Grievance & Appeals Policy and Procedures

Policy:

Non-academic grievance and appeals policy is designed to provide reasonable assurance to the students and employees of ECMIT that all practices and actions are pertinent and realistic and are applied in a non-discriminatory manner. The policy is designed to help maintain good academic and working environment on a spirit of trust and transparency, to handle grievances efficiently at the level closest to the problem, and to establish a problem-solving environment with full student and employee participation.

Confidentiality: All grievances and complaints are confidential.

Reprisal:

An employee may enter a complaint or grievance without fear of interference, retaliation or harassment from college administration.

General non-Academic Grievance: A general non-academic grievance is any dissatisfaction or feelings of injustice a student or an employee may have which is not of academic nature while associated with ECMIT. A grievance may result from any personal, financial or professional disagreement.

Procedure:

Using the appropriate form, which may be obtained from the office of the manager of student development (for students) and from business and administration office (for employees), the grievant shall address only one subject in any one grievance. A written grievance shall contain a clear and concise statement of the grievance, the date the incident took place, the issue involved, and the remedy sought. The following steps shall be followed in an effort to reconcile a grievance.

- *Step One:* The grievant shall discuss the nature of the grievance with the "source" of the problem within five (5) working days after the date of the grievint's awareness of the occurrence. If the problem is mutually resolved, no further action would be necessary.

- *Step Two*: The grievant, if dissatisfied with the "source's" decision, may appeal to the next higher level of supervision in writing within five (5) working days following the step one decision. A written decision shall then be made by this supervisor within five (5) working days following the receipt of the grieving's written statement.

- *Step Three:* If the grievant remains dissatisfied after step three, the grievant may then appeal, within five (5) working days of the receipt of the step two decisions to the EDGC. The committee shall hold hearings, assure due process, determine the facts, produce a record, and make a written recommendation to the president. The president may accept or over turn the recommendation at the recommendation of the College Council.

- *Time Limits:* If the grievant fails to meet the time limits at any step, the grievance is automatically considered dropped; if the administration or college personnel, at any step, fail to meet the time limits, the grievance is automatically advanced to the next step. Extension of time limits for any step may be authorized through the president.

5.9.3 Grievance Committees

Student Disciplinary and Grievances Committee (Academic)

Student disciplinary issues and grievances are dealt by the student disciplinary and grievances committee of the Academic Affairs Council. This committee is composed of five voting members: Four faculty members and one student. Faculty members are nominated by the Academic Affairs Council, the student is nominated by the student council. The chair is elected by the members at the beginning of the academic year and serves for one year. The chair is a faculty member. The chair does not vote, except in cases of a tie.

This committee deals with issues that affect academic integrity such as: cheating, plagiarism and collusion etc. In addition it deals with student grade appeals and academic grievances. The committee reports to the dean of academic affairs. The decision of this committee can only be over turned by the dean of academic affairs at the recommendation of the dean of academic affairs council. 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.

At ECMIT level: ECMIT Disciplinary and Grievance Committee (EDGC)

This committee serves as the appeals committee for students of ECMIT involving issues of academic dishonesty leading to academic suspension or expulsion for one academic year or more. In addition, the committee broadly deals with all kind of professional and personal misconducts and non-academic grievances of both students and employees. The committee is composed of five members: 1 faculty, 1 student, manager of student affairs, manager of IPE and dean of academic affairs. The chair is elected from this group at the beginning of the academic year and serves for one year. The chair does not vote, except in cases of a tie. The committee makes recommendations to the president.

Faculty and students elected to this committee cannot serve on the student disciplinary committee at academic level.

If a member of this committee is involved in the disciplinary action as either the initiator or alleged violator, then he/she will be replaced by an alternative representative as appointed by respective unit (s).

The decision of this committee can only be over turned by the president at the recommendation of the College Council.

5.10 Employee Disciplinary Policy

This policy is designed to inform the employees of the college's requirements and of the rights. The policy is an attempt to protect the freedom of the individual while protecting the essential demands of the college. Freedom of the individual means, inter alia, personal responsibility. Thus, when an employee chooses to work at ECMIT, he or she accepts the conduct policy, which is intended to advance the good of the institution and all of the people in and around it.

This policy is applicable to all students and employees of ECMIT. This policy is used in order that employees are afforded equal protection and that all practices and actions be applied equally and in a nondiscriminatory manner. Therefore, employees neither lose their personal freedom or rights, nor do they escape the duties of a legal UAE resident or citizen while enjoying significant educational and professional opportunities at the college. Employees have a responsibility to themselves, to their fellow colleagues, to the laws of the UAE, and to policies of the college in which, by their own choice, they work. employee rights and responsibilities include but are not limited to:

Employee Rights

- The right to exercise the privileges of a legal resident in a college setting.

- The right to inquire about and to recommend improvements in policies, regulations, and procedures affecting the welfare of the ECMIT community. This right is best exercised to the fullest use of the appropriate facilities provided through campus organizations.

- The right to counsel, to a fair hearing, and to an appeal when a disciplinary action is applied to the student and employee as an individual or as a group member.

Employee Obligations and Responsibilities

- The obligation to be fully acquainted with published rules, regulations, and policies of the college and to comply with them in the interest of maintaining an orderly and productive college community.

- The obligation to follow the tenets of common decency and acceptable behavior commensurate with the aspiration implied by a college education.

- The obligation to respect the rights and property of others.

5.10.1 Disciplinary Actions and Contract Terminations

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

Disciplinary Action:

Any one or more of the following disciplinary actions may be imposed by the ECMIT Disciplinary and Grievance Committee:

- Admonition and warning.
- Disciplinary probation for a specified period of time. The violation of the terms of disciplinary probation or the infraction of any college rule during the disciplinary action will result in automatic suspension.
- Suspension from the college for a definite period.
- Removal from elective or appointive office.
- Loss of such other privileges which may be consistent with the offense committed and the rehabilitation of the student.
- Expulsion from the college.

Procedure:

Professional and personal misconducts are handled by the ECMIT Disciplinary and Grievance Committee (EDGC). Any incident or evidence of any kind of misconduct must be reported to the manager of administration orally or in writing as promptly as possible. In the event of the manager himself/herself involved in the misconduct, the matter must be reported to the president directly. In the event that the president himself/herself is involved in the misconduct, the matter must be reported to the manager of administration who promptly informs the chair of the board of governors for appropriate action. It is the responsibility of the security personal and each member of the college community to report such matter promptly to the management if and when they witness one. The manager of administration informs the president and a meeting of the EDGC is called on urgency basis. The committee invites the party or the individual involved for a hearing. The committee or the accused will have the right to invite witnesses to give evidence. The committee shall conduct a thorough investigation after which a recommendation shall be made to the president. The president may accept or overturn the decision of this committee at the recommendation of the College Council.

ECMIT reserves the right to seek assistance from the law enforcing authority of Dubai in case of a serious offence that requires such assistance.

Penalties:

Appropriate penalties will be determined by EDGC. Following is a guideline on misconduct and punishment:

Behavioral Misconduct Includes:	Suggested Punishment
Furnishing false admission documents and qualifications.	Immediate expulsion from college.
Filing or making proven false charges against college, and/or faculty, student or staff.	Expulsion from the college.
Physically assaulting another student or faculty/staff member with a weapon.	1st Offense: Immediate and permanent dismissal from ECMIT. Law enforcement authority informed.

Physically fighting or displaying physical aggressiveness and contact towards another student, staff or faculty.	1st Offense: Disciplinary probation. 2nd Offense: Immediate and permanent dismissal from ECMIT. law enforcement authority informed.
Verbally threatening/using abusive language towards another student or faculty/staff member with harmful intent.	1st Offense: Mandatory counseling and Disciplinary probation. 2nd Offense: Immediate and permanent dismissal from ECMIT. Law enforcement authority informed.
Being found in possession of any kind of weapon (for example a knife, firearm, or club).	1st Offense: Disciplinary probation 2nd Offense: Immediate and permanent expulsion from ECMIT. Law enforcement authority informed.
Threatening bodily harm to another person with a knife, firearm, club, or another object that could be construed as a weapon.	1st Offense: Immediate & Permanent Expulsion from ECMIT. Law Enforcement Authority informed.
Use, distribution, or possession of alcoholic beverages, dangerous drugs, or controlled substances while on college property, or at any authorized activity sponsored by the college whether off or on campus.	1st Offense: Disciplinary probation 2nd Offense: Automatic suspension or dismissal. Law enforcement authority informed.
Smoking anywhere within ECMIT buildings (this includes, classrooms, bathrooms, and hallways).	1st Offense: Oral warning. 2nd Offense: Written warning and academic suspension for one semester 3rd Offense: Dismissal from ECMIT.
Stealing, forgery, and alteration of documents.	Immediate suspension or dismissal from ECMIT.
Vandalism or deliberate damage to ECMIT property or the property of other individuals.	1st Offense: Disciplinary probation. 2nd Offense: Dismissal from ECMIT.
Any act considered offensive and/or unauthorized by UAE. l	1st offense: Written warning. 2nd offense: Suspension or dismissal from ECMIT.
Offensive/disorderly behavior in the classroom or corridors of the college. **(For example: spitting, shouting, offensive behavior towards classmates/faculty members along with ethnic, religious or racial slurs, etc.).**	1st Offense: Disciplinary probation. 2nd Offense: Automatic suspension or dismissal.

Sexual harassment of a student or an employee.	1st minor offence: A written warning.
	2nd minor offence: Disciplinary probation.
	A serious offence at any time: Immediate expulsion from college, Police informed.
Misuse of elected or appointed office in a student organization, or endangering its members, or the welfare of the college community	Misuse: Removal from the office.
	Endangering other members: Immediate suspension for one semester.
	Repeat offense: Expulsion from college.
The playing of cards and/or gambling on campus grounds.	1st Offense: Verbal warning and immediate confiscation of cards by official.
	2nd Offense: Disciplinary Probation.
	3rd Offense: Automatic Suspension or dismissal.

5.10.2 Personal and Professional misconduct, incompetence or neglect of duty

The following are types of misconduct which, if established, will result in appropriate disciplinary action:

- Furnishing false information to the college or filing or making known false charges against the college and/or a member of its faculty, student or staff.

- Destruction, damage, unauthorized possession, or misuse of college property, including library and laboratory materials and equipment, or of private property on the campus.

- Forgery, alteration, unauthorized possession, or misuse of college documents, records, or identification cards.

- Physical or verbal abuse of another person in the college community. Any verbal threat or abuse or physical action against any college employee and/or student is considered sufficient grounds for suspension from the college, subject to a disciplinary hearing.

- Any act considered offensive and /or unauthorized by UAE Law.

- Use, distribution, or possession of alcoholic beverages, dangerous drugs or controlled substances, while on college property or at any authorized activity sponsored by or for any college related organization, whether on or off campus.

- Disorderly conduct which inhibits or interferes with the educational responsibility of the college community or which disrupts the administrative or service functions of the college to include social educational activities.

- Actions which violate Federal Law and/or the Laws of the Emirate of Dubai.

- Malfeasance or misuse of elected or appointed office in a student organization, or endangering its members, or the welfare of the college community.

- Incorrigible or persistently irresponsible behavior.

- Gambling on campus or on college property.

- Possession of any weapon that can lead to an injury or cause death on campus or on college property or at any activity sponsored by the college or in any vehicle owned by the college.

- Personality problems which disrupt teaching with detrimental effects upon other

students.

- Any disruption of on-going educational activities of the college which warrants disciplinary action.

- Sexual harassment of an employee, student, or applicant for a position or program at the college, or retaliation against a person for complaining of sexual harassment or for cooperating in an investigation of alleged sexual harassment.

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

5.11 Property/Equipment Security Policy

This policy governs the use, security, and accountability for college owned property and equipment. The intent of this policy is that college owned and controlled property and equipment normally will be used only for the purposes for which they were procured.

5.11.1 Overall Responsibility

An external contracted agency is charged with the overall responsibility of providing security for the campus and establishing and maintaining effective control policies. A security officer patrols the campus seven days a week and covers weekends and holidays on a twenty-four hour basis.

5.11.2 Physical Security

- The physical facilities assistant is responsible for physical security of college buildings as well as securing and issuing of keys.
- Grand master keys will be issued only to the manager for administration and business services, the physical facilities assistant, and key supervisory personnel.
- Master keys will be issued only to department chairs.

5.11.3 After-Hours Building Use

Employees are not permitted to enter during closed hours unless they have a valid reason to be present during those hours and have secured written permission from the president. Violators will be considered to be trespassers and will be treated as such by security personnel, local police, and/or college officials. The president has the authority to develop and implement administrative policies and procedures governing after-hours building use.

5.11.4 Open Hours

The campus building is generally open, exclusive of holidays, from 7:00 a.m. until 10:30 p.m., Saturday through Thursday, but the hours are subject to change. Division chairs and supervisors should obtain opening and closing times from the applicable maintenance department and post them and/or notify employees via memo.

5.11.5 After Closing Time

Custodians will see that buildings are cleared after the evening classes; they will lock their respective buildings as soon as the building has been vacated by all students, staff, and visitors. Custodians are instructed and authorized to request persons in the building after closing time to leave; they are charged with remaining until the building is vacated and with reporting refusals to comply.

5.11.6 Use for Special Events

Prior approval for building use for special events must be obtained from the manager for administration and business services at least forty-eight hours in advance of the event, counting

normal working days.

5.11.7 Use on Weekends/Holidays

Access to offices on weekends and holidays is permitted to faculty and staff. Only one entrance will be used in order to preserve key control and building access.

5.12 Buildings, Grounds and Equipment Maintenance Policy

The administration shall establish a routine maintenance, preventive maintenance, and deferred maintenance program for the upkeep of buildings, grounds, and equipment. The physical facilities maintenance division shall develop, implement, and oversee detailed procedures to comply with this policy.

- **Routine Maintenance:** Routine maintenance shall consist of normal, regularly scheduled operating procedures.

- **Preventive Maintenance:** Preventive maintenance shall be a plan developed in advance for the upkeep of buildings and equipment.

- **Deferred Maintenance:** Deferred maintenance shall consist of procedures which are postponed due to their low priority or which are in conflict with other instructional schedules.

- **Provisions:** The program, which includes fire protection and security, provides for the operation, maintenance, repair, replacement, and preservation of college physical facilities.

- **Annual Review:** All programs referred to above shall be reviewed annually for necessary modifications.

5.13 Photocopying Policy

The duplicating office, open during the hours posted, will reproduce classroom and office materials for faculty and staff.

1. **Copyrighted Materials:** Duplication of copyrighted sections of magazines, manuals, books, and other publications will not be done without prior approval of the copyright owner.

2. **Test Materials:** All materials that are identified as test materials will be kept in a locked cabinet and will neither be accepted from nor released to students.

3. **Reproduction:** Faculty and staff who turn in a work request should allow a minimum of two (2) working days for completion.

4. Duplicating staff will not normally provide quick-copy service on a while you wait basis.

5. High speed quality reproduction is the primary means of duplication.

6. Electrostatic masters are made inexpensively and rapidly from any good black printed materials, such as typed, cut-and-pasted compositions, manuals, thin books, or photocopies; but the system will not copy blue inks well.

7. Materials can be enlarged, the maximum being eleven (11) by seventeen (17) inches; materials can be reduced from prints as large as seventeen (17) by twenty-four (24) inches.

8. This system will also accept black ink handwriting, but not pencil; a good clean copy of previously printed material will make a new master when needed.

9. This system will reduce properly screened halftones and photographs.

5.14 Mail Room Services Policy

- The college PO Box address may be used by all full time employees of the college to receive mail.

- All incoming mail is collected on a daily basis and distributed to appropriate staff by the office of administration and business services.

- The college is not responsible for any fee/fine incurred.

- The college will provide and pay for outgoing mail services only for official correspondence.

- All such mail requests should be accompanied by a written approval from the head of the division that the mail emanates from.

- College Post Box Number: 39292, Emirate: Dubai

5.15 College Sponsorship Policy

- If a department wishes to have the college cosponsor an event for which college facilities are used, the sponsoring department must submit a written request for sponsorship and must actively participate in the event. Actively participate means that the college will co-host the event and/or the department involved will directly participate in the event.

- The co-sponsor maybe required to pay the appropriate utility costs and an additional amount to provide any additional services such as security officers and custodial or other labor services required by the college.

- Emirates College for Management and Information Technology will not be a joint sponsor with any non-college organization for political and sectarian gatherings.

- The college will not enter into joint sponsorship of any program or activity in which the educational implications are not self-evident and which does not directly supplement the educational activities of the college.

- The college will not knowingly enter into joint sponsorship of any project or program that will, or may, result in profit or private gain for the other sponsor or sponsors.

- Under no circumstances will an employee use status or position to obligate the college.

5.16 Safe Work Place Policy

The college will endeavor to provide each employee a safe and healthy place to work, will determine the kinds of safety training needed for employees, will sensitize employees to the need to work safely and follow safety rules, to reduce workers' compensation claims, and to establish more efficient methods of investigating accidents.

5.16.1 Compliance

Employees are expected to comply with all safety rules and regulations as prescribed by the Civil Defense Department and to practice safety continually while performing their duties.

5.16.2 Reports

All accidents or injuries must be reported at once to the immediate Unit manager of the injured person.

5.16.3 Investigation

All accidents resulting in loss of work time must be investigated by the injured person's immediate unit manager. The investigator must submit a written report within two (2) days of

the injury to the office of administration and business services.

5.16.4 Use of Leave Time

Absences due to a work-related accident, including those required for physical therapy and doctor's visits, will be charged to accumulated sick leave, personal leave, vacation, and/or leave without pay.

5.16.5 Return to Work

An employee absent due to a work-related accident must submit a certified government physician's statement to the unit manager immediately upon receiving the physician's release to return to work. The unit manager will send a copy of the physician's statement to the office of administration and business services.

5.16.6 Medical Report

The physician's statement must indicate the condition of the injured employee and indicate whether the employee may resume full or partial work responsibilities.

5.17 Smoking Control Policy

5.17.1 Purpose

In order to protect and promote the health, safety, and welfare of employees, students, and the public, Emirates College for Management and Information Technology will provide an environment free from exposure to tobacco smoke. Neither smoking nor the use of tobacco products is permitted in college facilities

5.17.2 Provisions

Administrators and other unit manager level personnel shall take appropriate steps to provide adequate notice that smoking will not be permitted within college facilities.

The coordinator of physical facilities will ensure that signs are appropriately placed in all college facilities.

5.18 Copyright and Intellectual Property

Course and course management materials, and any other related materials prepared and/or produced as part of a faculty member's teaching duties at ECMIT are the property of the faculty member. However, copies of the course management material must be filed in the course file so as to ensure continuity in the continued offering of the course. The file has to be submitted at the end of every semester to be stored in the data center of the college.

Research, publications, books and other scholarly article/works/materials undertaken by a faculty member during his/her tenure at ECMIT, either in paper or electronic form, shall be the property of the faculty member.

Any intellectual work including patented inventions, IT software, consulting reports, etc., which is undertaken by a faculty member at the behest of ECMIT on an additional payment basis through a separate contract with ECMIT shall be the property of ECMIT.

5.19 External Exam policies

Registration Policies & Procedures for all English Proficiency Test Takers at ECMIT

- Students who wish to take any English proficiency exam at ECMIT whether they are registered ECMIT

students or external test takers should register at the ECMIT registration office.

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

Financial Policies for External Exam Test Takers at ECMIT

Fee Collection Policy:
- All students registering for the external examination should pay the exam fees 3 days before appearing for the English proficiency exam at ECMIT.
- The fee for each English proficiency exam is available on the ECMIT Catalog and the ECMIT Financial Department.
- Fee for City and Guilds English Proficiency Test :   AED 1,250

Refund Policies of external exam

The refund policies are as follow:
- Exam fee will be refunded only if student withdraws 3 days prior to the exam through a notification to the exam coordinator. .
- ECMIT will not refund if student fails to attend the exam.
- ECMIT is liable to refund or adjust the fee for next exam, if ECMIT fails to conduct the exam.
- Refund advice to be authorized by concerned officials of ECMIT .

Security Measures for External Exam Test-Takers at ECMIT

The physical security measures on the external examination day shall include:
- All students taking any English proficiency exam at ECMIT should submit their original Emirates ID to be verified by the ECMIT Registration Officer.
- The Emirates ID of the candidate is used by the ECMIT Emirates ID Card reader to verify all candidate information.
- The identity verification of the candidate shall be done by the ECMIT Registration officer using the Emirates ID Card information in the presence of the examination candidate.
- For further identity scrutiny, the candidate should abide by the external examination identity verification under the supervision of the external examiner.

The IT security measures on the external examination day shall include:
- The candidate should abide by the camera, sound, and photo verification mechanisms deemed necessary for the external examination as supervised by the external examiner.
- Only the external examiner can unlock and monitor the computer for candidates in case a candidate is appearing for a computerized English proficiency exam.
- The external exam provider can record and monitor the examination process as deemed necessary for the external examination as supervised by the external examiner.

Test Integrity and Student misconduct Policies for External Exams
The external exam should be conducted with the highest integrity. Any student behavior that is against ECMIT

regulations and policies is termed as misconduct. A student misconduct constitutes of:

- Disruption of the external exam due to violent, offensive, indecent or threatening behavior during the exam to any of the invigilators, student, employee, faculty member or proctors
- Dishonesty acts that includes deceit, falsification, fraud, or misuse of personal identity
- Damage or defacement of ECMIT property and facilities
- Unauthorized or misuse of ECMIT infrastructure that includes IT, facility or safety equipments.
- Harassment of any other test taker, student, employee or faculty member at ECMIT during the exam or after the external exam.
- Intentionally or unintentionally failing to do or doing anything that causes harm to the external exam or ECMIT

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

External Exam Result Communication Policy

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

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

SECTION 6
Roles and Responsibilities

6.1 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 U.A.E. 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 subordinates and their associates in administration, faculty, and staff. However, the president's role and the mission driven plan for evaluation require his direct contributions to the achievement of institutional goal/objectives. These particular goals and objectives involve policy approvals and fiscal oversight of the board of governors, external relations and marketing, liaison with the MOHESR 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 Higher Education (MOHESR). 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 MOHESR 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 1, 2, 3, and 4 which pertain largely to ECMIT's proposed educational services.

The president's central focus, however, 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.

As ECMIT progresses through the steps toward full licensure and accreditation, assessment and improvement plans will shift from a focus on preparation for institutional start up to startup implementation and then to full operation and full compliance with MOHESR requirements. At each stage, and subsequently for licensure renewal, extensive assessment activity required to document compliance with all MOHESR standards 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 operations and ensure proper alignment with national standards.

6.2 Office of Planning and Institutional Effectiveness (OPIE)

Mission

To 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 and Objectives Relative to the Institutional Goals and Objectives

As indicated in ECMIT's Mission-Driven Plan for Evaluation of Institutional Effectiveness, this office's primary goals and responsibilities will include coordinating, facilitating and supporting the attainment of institutional goals and objectives. In this regard, a principal responsibility of this unit is to monitor, analyze, evaluate institutional performances and ensure that the college has well developed institutional and program standards that satisfy the MOHESRSR requirements for institutional licensure and accreditation.

In specific as mentioned in the assessment plan, institutional goals and objectives for which 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 a n d evaluation activities.

- Satisfy the commission's and other stakeholders' needs for statistical reports and information.

Unit Head and Responsibilities

Managers 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 and:

- 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 College 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, and 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

6.3 Office of the Dean of Academic Affairs

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 dean of academic affairs reports to the president.

Unit Goals and Objectives Relative to the Institutional Goals and Objectives

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

The dean of academic affairs responsibilities focus on the central purpose of the institution; and the instruction and education of ECMIT's students. Consequently, the following departments' goals and objectives of are shared with the office of the dean of academic affairs 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 Marketing
- Office of administration and Business
- Office of Computing and Technology Services
- Library

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. Like the president, the dean of academic affairs is especially focused on institutional objectives, secure and maintains appropriate MOHESR licensures and accreditations.

In order to contribute to the college's achievement of that key goal/objective, the dean of academic affairs must oversee the achievement of numerous operational objectives pertaining to curriculum, instruction, and educational support as outlined in the MOHESR standards.

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 MOHESR standards.

6.4 Office of Admissions and Registration

Mission

Coordinate and provide orientation, academic advisement, 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 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 support for the attainment of institutional goal/objective:

- Offer an evening and day program to accommodate adults as well as traditional students.
- Offer remedial courses for academically under-prepared students.
- Keep the fee structure affordable and offer a flexible payment plan.
- Welcome and support part-time as well as full-time students.
- Offer a substantial set of courses in the summer to permit year-long study.
- Offer an A.S. degree that includes a sound sequence of required studies in general education consisting of at least 30 credit hours.
- Offer an A.S. degree that includes substantial elective coursework which provides students with the flexibility to customize their lower division studies according to their personal interests and needs, especially in the areas of business and information technology.
- Establish articulation agreements with four-year colleges in the U.A.E. and internationally.
- Create and maintain an effective advising system which assists students with their elective educational decisions and career choices and, secure and maintain appropriate MOHESR licensures and accreditations.

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 advisement 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 under institutional goal #1. 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, dean of academic affairs, 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.

Formation of an advising council to continuously oversee and evaluate advisement programs and practices supplemented by periodic results from How's It Going? surveys on advisement and registration will constitute another approach to assessing effectiveness.

Furthermore, extensive assessment activity required to document compliance with MOHESR 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

Registrar: The registrar, as part of the administrative staff of the college, is directly responsible to the dean of academic affairs. In fulfilling the duties of office, the manager 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 advising services.
- Guide and direct faculty, professional, and other personnel of the department as they work to provide an optimum learning environment through good student advisement.
- 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.
- Plan, direct, and integrate counseling and advising services so as to promote fulfillment of the college missions and goals.
- Develop goals and specific objectives for counseling, registration and advising 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 counseling, registration and advising services.
- Develop and implement policies regarding student records.
- Develop and implement the freshman orientation program.

Registrar's Office

The registrar reports directly to the dean of academic affairs. The registrar's offices coordinates all student records post the admissions phase, and related enrollment functions for the college. It is responsible for registration, graduation, scholastic records, reporting of enrollment data to the Ministry of Higher 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.

Scholastic Records

The registrar's office prepares and maintains permanent scholastic records on all students, past and present, and verifies enrollment information for various agencies.

Record Keeping Policy

A student who has fulfilled all of the academic requirements of the program and has settled all of his/her monetary and administrative obligations with ECMIT will receive a student copy of his/her academic transcript together with an official diploma of the college. This will occur only after all scores and relevant materials for graduation have been provided to this office.

Student's Permanent Record

Each student's permanent record at ECMIT includes: basic identification information of the student; a listing of all coursework accepted by ECMIT for transfer; a semester by semester listing of all ECMIT courses attempted and completed; all grades, credits, and grade point averages earned each semester; any necessary notations concerning academic probation, suspension, or dismissal; and a notation of degree completion for a graduate student. This student record is considered to be permanent in that it will be kept as an active record in perpetuity and will never be disposed of by the institution. It is the permanent and official record of all grades, credits, and diplomas earned by the student at ECMIT.

Academic Transcripts

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

Policy on Release of Student Records

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

Registration: The registrar's office prepares the class schedule; coordinates registration activities, organizes and processes schedule changes; coordinates data processing related to appropriate functions; distributes and collects class rolls and final grades, and determines scholastic standing of students.

- **Graduation:** The registrar's office's responsibilities include certification of graduates and oversight of graduation activities in conjunction with the student development office, including ordering and distributing graduation regalia and diplomas and planning programs, printing, and other related activities.

- **Agency Reports:** This office supervises the processing and obtaining of statistical and analytical reports for the OPIE (office of planning and institutional effectiveness) internally and for other external agencies as required.

- **Room Reservations:** The master room chart and reservations for classrooms are scheduled in this office.

Directory Information

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

1. Directory information consists of name, current and permanent address, telephone number, date of birth, major field of study, current class schedule and load, classification, attendance, degrees and certificates received, most recent previous educational agency or institution attended, or similar information. These will be released only upon written approval by the student for release

2. Education records are those records maintained by the institution directly related to the student.

   - Students who wish to review their records must present ID cards to personnel in the registrar's office.

   - Students who wish to challenge any portion of their records must pursue the procedure outlined in the student grievance policy.

   - Administrators, faculty, clerical, and other professional employees, within the limitations of their need to know, may have access to the student's record without prior written consent of the student, but they must have made their request for access through their division chair or the vice president for academic operations, who will determine the legitimate educational interest of the request.

   - The registrar's office will maintain a record of requests in each student's file on information released, including name and date, except those requests made by the student or school officials or for directory information.

6.5 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/objective:

- Provide quality facilities and educational support resources (computer technology and library resources).

- Secure and maintain appropriate MOHESR licensures and accreditations.

Although not explicitly apparent in the plan, 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 Dean of Academic Affairs' 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 support committee of 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 dean of academic affairs 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 MOHESR 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 dean of academic affairs 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:

- Further the interests of the college.

- 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.

- Serve as consultant in instructional services, instructional technologies, and informational delivery systems to college and community.

- 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 dean of academic affairs.

Adequacy of library resources

- ECMIT's two professional librarians and the Academic Affairs Council's academic support committee are formally responsible for regularly assessing the adequacy of the library's learning resources. They should recommend to the dean of academic affairs and the president any additional resource allocations needed to ensure that important educational support needs are met.

- The library and the office of computing and technology services are to work as partners to satisfy the technology training needs that students and the faculty have to secure the information and resources they need.

- The library should be equipped to provide adequate resources and services to support the needs of ECMIT's associate degree in interdisciplinary studies and any new programs that may be developed in the future.

- 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. The library collection is over 9000 documents all classified according to Dewey Decimal Classification System and catalogued according to Anglo American Cataloguing Rules.

The library collection includes books, journals, magazines, newspaper and journal archive, video and CD collections. Library services include reference services where the librarians provide research assistance to students, referral services are also provided to faculty and students. An orientation program is given to the students at the beginning of the course to ensure smooth usage of the library resources. The library has 10 computer workstations which are used for online research and other academic needs of students, faculty and staff. To keep the collection responsive and current, the library from time to time weeds out the outdated editions and issues of both the books and journals and acquires the latest. Apart from all these the librarians also provide one on one training and assistance to students as needed on how to access and locate information in all available formats.

6.6 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/objective:

- Welcome and support part-time as well as full-time students.

- Engage local area high schools and businesses to create awareness of post-secondary educational opportunities at ECMIT.

- Align admission and placement standards and beginning coursework with the academic preparation of prospective students.

- Secure and maintain all appropriate MOHESR licensure and accreditation.

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 (see 1d). 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. An annual qualitative assessment of ECMIT's admission standards will also be formally reported to the president, dean of academic affairs, 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 MOHESR 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 dean of academic affairs 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.

- Be responsible for any other activities as recommended by the president or by college policy.

6.7 Office of Student Development/Affairs

Mission

Provide student services, campus activities, and cocurricular 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 and Objectives Relative to the Institutional Goals and 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/objective:

- Create a campus culture that is student oriented and which promotes strong personal concern for the welfare, development, and success of all students.

- Create and maintain an effective advising system which assists students with their elective educational decisions and career choices.

- Secure and maintain MOHESR licensure and accreditation.

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.

Extensive assessment activity required to document compliance with the MOHESR 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 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 Development/Affairs: The manager of student development, 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 development 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 development 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 services.

- Direct the office for alumni affairs.

- Be responsible for all student publications.

- Perform other related duties as may be assigned by the president or dean of academic affairs, and those which are provided for by college policy.

6.8 Office of Administration and Business Services

Mission

Serve in the capacity of the chief business 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 business officer, the manager of this office assists the dean of academic affairs 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/objective:

- Employ a highly qualified teaching faculty.

- Provide quality facilities and educational support resources (computer technology and library resources).

- Maintain a state of the art technology infrastructure in support of instruction and operations.

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/objective:

- Keep the fee structure affordable and offer a flexible payment plan.

- Secure and maintain MOHESR licensure and accreditation.

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 public accountants.

- 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/objective 1c. 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 MOHESR 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 business services and physical facilities and to guide improvements in both.

Unit Head and Responsibilities

The Manager of Business and Administration: The manager of business and administration, 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 business and administration is responsible for the financial and business affairs 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 business and administration through these offices. The manager of business and administration 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 business affairs with clearly delegated commensurate authority.
- Formulate business policies, develop operating procedures, establish accounting and reporting methods, and coordinate day to day business operations.
- Be responsible for the preparation, consolidation, and collation of the final draft of the budget for submission through the president to the board of governors.
- Direct the budgetary controls for the institution through procedures approved elsewhere, when the board of governors has acted and an operating budget has been approved.
- Cooperate with all other academic and administrative units at Emirates College for Management and Information Technology to formulate policies and procedures governing financial relations with students and with the operation of auxiliary enterprises.
- Formulate policies and procedures and provide for the collection, custody, investment, disbursement, and accounting of all monies of the college and maintain a system of financial and related statistical reporting.
- Cooperate with the attorney, independent auditor, and other consultants selected by the president and/or the board of governors.
- Formulate and/or approve the formulation of policies and procedures for the management of the physical plant, including custodial care, sanitation, security, construction, and building renovations.
- Develop and/or approve policies and procedures and engage in a plan for the procurement of goods and non-personnel services.
- Develop a sound business administration capable of performing in an effective and satisfactory manner to discharge these and other appropriate responsibilities assigned by the president.
- Take action on the findings and recommendations presented by the external auditor;
- be responsible for developing and implementing all policies regarding payroll and

cashiering,

- Be responsible for employee contracts, ensuring that the college employment policies are in compliance with UAE Labor Laws, resolving staff grievances and the administration of salary schedules.
- Be responsible for the overall supervision of all administrative services to the college.
- Perform other related duties as may be assigned by the president or provided for by college policy.

6.9 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.

This unit goal is linked explicitly to institutional goal/objective, provide quality facilities and educational support, resources (computer technology and library resources), and 5c, maintain a state of the art technology infrastructure in support of instruction and operations.

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/objective, 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, administration and business services, advising and registration, admissions and 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.

The unit's goals also include contributing to institutional goal/objectives, secure and maintain all appropriate MOHESR licenses and accreditations.

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, especially in reference to the assessment of goal/objective 5b and 5c, 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 conducts an annual customer service survey of students and faculty. It also conducts a customer service survey of administrators and staff, since all of the organizational units of the college is 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 support committee of 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 dean of academic affairs 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 MOHESR 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 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 dean of academic affairs. In fulfilling the duties of office, the manager of computing and technology services shall act within the framework of college policy and is authorized and directed to:

- Further the interests of the college.
- Be responsible for the provision of academic and administrative computing services.
- Liaise with academic staff and the dean of academic affairs 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 of 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.

6.10 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 board of governors 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. This unit reports directly to the president.

Section 7
Appendix 1: Sample Employment Contract

This is an employment agreement between:

Employer:
Emirates College for Management and Information Technology, hereinafter called ECMIT and referred to as "Employer", represented by its president acting on the behalf of ECMIT, on one hand

AND

Employee (Staff

member): Name   **:**

Citizenship   **:**

Passport Number   **:**

Date of issue   **:**

Date of Expiration   **:**

Hereinafter referred to as "Employee", on the other hand

WHEREBY IT IS AGREED AS FOLLOWS

ARTICLE 1:   Subject

The employer agrees to hire the employee in the position of:

1.1   Position, Status and Period of Agreement

Position:

Department:

Status: Full-Time ☐   Part-time ☐

For the period beginning: and ending:

Probation period:

1.2 : Definitions

Staff Classifications:

1.2.1   A full-time Staff member is an individual who works on an annual basis with ECMIT in its different departments. A full-time staff member is not permitted to perform any kind of employment, paid or unpaid, with an external organization unless prior approval is received from his/her department manager and the president. All initial staff appointments at ECMIT are time specific and renewable by mutual agreement.

1.2.2   A part-time staff member is an individual who does not work on an annual basis, and who may or may not have his/her primary employment with an external organization. Such an appointment is for specified dates. These individuals, depending on their qualifications and experience, are entitled to hold similar positions to their full time counterparts. No amount of renewals of such an appointment creates a right to a regular appointment.

1.2.3   Probation period applies to all full-time employees. During the probation period, a full performance evaluation will be conducted. If evaluation is positive, this contract will be allowed to remain in force.

1.3   Duties and Responsibilities

Details are attached

ARTICLE 2: Obligations of the Employee

2.1   To conscientiously carry out the activities stipulated in Article 1 of the present contract

2.2   To produce original copies of his/her university diplomas and certificates upon joining; and to submit documentation attested by the required ministries to validate the diplomas and to obtain any necessary work permits.

2.3   To obey and enforce policies and regulations as are approved and published for and by ECMIT.

2.4   To comply with the employer's disciplinary rules and standards of professional ethics.

2.4.1 In the event of a breach of such rules, to submit to such disciplinary procedures and/or measures as required by ECMIT policy.

2.5   To follow the directives of ECMIT authorities as long as such instructions do not extend beyond the terms set forth in the present contract or the employer's published guidelines.

2.6 Not to conclude contracts or agreements with other persons or organizations which might interfere in any manner with the performance of his/her duties described in Article 1 of the present contract or otherwise jeopardize the interests of the institute, except as approved by the president.

2.7   To give advance notice of any travel outside UAE during working days if it affects work responsibilities. Such notification must be approved by the president before travel commences. Such permission is not needed during annual vacation.

2.8   To abide by all established internal security protocols and fire safety rules and procedures.

2.9   To inform management about any situations which might threaten the safety of the

employer's property and/or other employees.

2.10 Not to distribute information that is a commercial secret, or that may be defamatory towards the employer.

2.11 To correctly use and be responsible for equipment entrusted to the employee in the fulfillment of his/her duties.

2.11.1 To take such security precautions as outlined by the employer in the protection of any premises and equipment utilized by the employee on behalf of the employer.

2.12. Issues concerning intellectual property rights shall be regulated by the current regulations of the UAE.

ARTICLE 3: Obligations of the Employer

3.1 To create the necessary conditions for the efficient performance of the duties and responsibilities of the employee as outlined in Article 1 of the present contract, and to maintain an acceptable work environment in accordance with the standards of ECMIT and the Labor Laws of the UAE.

3.2 To make payment of salary once per month on a timely basis.

3.3 To pay compensation in accordance with the Labor Laws of the UAE, should the employee suffer injury or other health problems resulting from the performance of his/her duties and responsibilities as stated in Article 1 of the present contract.

3.4 To pay the UAE visa fee according to the labor laws of the UAE.

3.5 To provide the employee with medical insurance, this is offered with partial coverage of the insurance premium.

3.6 To provide transportation of remains to the country of citizenship in case of the employee's death during the term of the present contract.

Article 4: Annual Vacation

4.1 A full-time staff member is entitled to an annual paid vacation of 30 calendar days during the period of June to September, depending on the job responsibilities. All staff members are required to report to work two weeks before the start of fall semester, unless otherwise permitted by the president.

4.1.1 Vacations may be taken at other times upon approval of the departmental head and president. However, vacation scheduling should not conflict with and/or interrupt the normal course of work of the employee.

4.1.2 Part-time staff members who serve on term basis are not entitled for paid vacation.

ARTICLE 5: Compensation

5.1 During the probation period salary (including allowances) per month AED-

5.2 After the probation period salary to be decided based on performance.

5.3 Salaries are paid from the date the employee joins ECMIT physically within the dates specified in the contract.

5.4 The employer will make social payments to the employee during periods of temporary disability in connection with health problems or professional diseases resulting from the performance of his/her duties and responsibilities as stated in Article 1 of the present contract, in accordance with the legislation of the UAE.

5.5 The employee will receive end of service gratuity as per the Labor Law of UAE.

5.6 The employee will receive round trip air passages to home country by economy class.

5.7   Possibility of car and telephone allowances as marketing activities intensify.

5.8   Possibility of monthly/annual bonus based on the enrolment growth.

ARTICLE 6:   Termination of the Contract

5.9 It must be clear to both employee and employer that conditions of employment, resignation and termination must take into consideration student interests, instructional continuity and integrity first. ECMIT reserves the right to terminate this employment contract in accordance with the labor legislation of the UAE. The employee also has the right to terminate this contract under provisions specified in the labor legislation of the UAE. Premature termination or violations of the contractual agreements without proper notice period by a staff member may lead to certain disciplinary action.

5.10   The service of an employee may be terminated on any one or more of the following reasons:

5.11   On grounds of unsatisfactory performance.

5.12   In case of professional incompetence, dereliction of duty, any behavior involving moral depravity.

5.13   The position being made redundant.

5.14   Should the employee be denied employment visa/work permit due to legal issues.

5.15   Any other ground specified in the ECMIT Policy and Procedures Handbook.

5.16   Employee resigns from service. A minimum notice period of 1 month is required.

5.17   The employee shall shoulder all expenses incurred for processing of visa if he/she resigns during the first year of the contact

ARTICLE 7:   Renewal of Contract

In case a contract is not to be renewed, employees will be given notice at least one month prior to termination of a contract. If the employee does not wish to continue with service at ECMIT, they are required to provide at least a one month written notice stating so to the department head with a copy to the office of administration and business service

ARTICLE 8:   Other Conditions

8.1 The present contract shall be considered to be in force upon the collection of all required signatures, and shall remain in force until the completion of the term of appointment as stated in Article 1, or until such time as mutually agreed between the parties.

8.2 Following completion of the term of the present contract, this contract may be renewed or discontinued depending on:

(a) The performance of the employee, as recommended by the unit.
(b) The financial situation of the employer;
(c) Other circumstances as may be deemed appropriate by the employer.

ARTICLE 9:   Alteration of the Contract

9.1 Within the valid term of the present contract, the two parties may by mutual consent, or shall on a mandatory basis if necessitated by amendments to the legislation of the UAE, introduce into the contract necessary modifications and/or amendments to be drawn up as an additional agreement, which shall be an integral and equally valid part of the present contract.

ARTICLE 10: Settlement of Disputes Arising from the Contract

10.1 All issues not stipulated in the present contract, as well as possible disputes ensuing from it, shall be resolved through negotiations in accordance with ECMIT policies. In case a dispute cannot be resolved by means of negotiations, the parties may submit it to the exclusive jurisdiction of the courts of justice of the UAE.

ARTICLE 11: Copies of the Contract

11.1 The present contract is printed in two copies: one for the employer, to be maintained on the employer's premises, and one for the employee.

Legal Addresses of Both Parties Employer:

Emirates College for Management and Information Technology, Dubai, UAE

Employee:

Address: **E-mail:**

Telephone: **Mobile:**

I have read and understood the conditions of this Contract. I fully understand that by signing this contract I express my consent to all of the above mentioned conditions.

Approval Signatures:

On behalf of ECMIT   **Employee**

                                                                    Date:

                                                                    Date:

President and CEO

Appendix 2: Employee Performance Evaluation Form

EMPLOYEE PERFORMANCE EVALUATION

Employee Name: _____	**Date of Review:**	_____
Evaluator's Name(s): _____ **or**	**Employee Self Evaluation**	_____
Evaluation Period (Check one):	**Date since last Review:**	
6 month review Annual review Other		
Job Title: _____	**Years in Job:**	_____

This performance evaluation links ECMIT's expectations of professional staff to actual performance. The principal objective of the evaluation is to assist in professional development by identifying strengths and areas for improvement. Evaluations enable management to assess an individual's job performance and determine appropriate promotion opportunities and compensation.

Performance Evaluation Ratings

SER   Substantially Exceeded Requirements – Clearly and consistently exceeded many requirements

ER   Exceeded Requirements – Clearly exceeded some, and met all other requirements

MR   Met Requirements – Clearly met all requirements, or balance minor need for improvement in one area with exceptional performance in another

MSR   Met Some Requirements – Met some requirements, but clearly needs to improve in one or more areas to fully meet requirements

NMR   Did Not Meet Requirements – Clearly needs significant improvement in one or more areas to fully meet requirements

N/A   Not Applicable

My signature bellows indicates neither agreement nor disagreement with this performance evaluation, but it does indicate that I have read the performance evaluation and the evaluator or supervisor has discussed with me.

Employee's Signature: _____   **Date:** _____

I acknowledge that I have reviewed this appraisal with the employee.

Evaluator(s) Signature: _____   **Date:** _____

Employee Name: _____
Date: _____

Major Responsibilities (Essential Functions): List the major responsibilities (essential functions) of the position in the approximate order of importance or attach a copy of the most current job description.

1.
2.
3.
4.
5.
6.
7.
8.

Performance Factors Rating: Using the following definitions, rate the employee's performance for each of the performance factors as it relates to the employee's job duties/responsibilities.

PERFORMANCE FACTORS	RATING	COMMENTS/AREAS FOR IMPROVEMENT
Job Understanding: • Understands job duties and responsibilities. • Possesses sufficient skill and knowledge to perform all parts of the job effectively, efficiently and safely. • Understands and promotes department mission and values. • Makes an active effort to stay current with new developments.		
Organizational Skills: • Ability to prioritize workload. • Ability to manage information flow (including internal, volunteer, and external communication, and filing/documentation).		
Quality: • Attentive to detail and accuracy. • Demonstrates thoroughness, completeness, follow through on presentation and appearance of work.		

Dependability/Reliability:
 	
• Punctuality and regularity in attendance: Arrives on time and ready for the workday.
• Completes tasks satisfactorily:
   o Meets commitments o Works independently
   o Handles change
   o Stays focused under pressure		

Communications Skills • Listens effectively and responds clearly and directly. • Makes effective oral and written communication clear and easy to understand. • Interacts with others in a helpful and informative manner.		

Performance Factors Rating: Using the following definitions, rate the employee's performance for each of the performance factors as it relates to the employee's job duties/responsibilities.

PERFORMANCE FACTORS	RATING	COMMENTS/AREAS FOR IMPROVEMENT
Constituent Service Skills: • Builds relationships with members of the constituency. • Deals appropriately with confidential information and maintains discretion.		
Other Professional Skills: **Professionalism** • Promotes and treats peers with mutual respect. • Demonstrates integrity and deals well with ethical and confidential issues. • Demonstrates commitment to the Seminary's stated missions and goals.		
Initiative/Innovation • Self-directed, resourceful, creative toward meeting job objectives. • Introduces new concepts and processes using independent and original thought.		
Motivation • Displays drive energy and a positive attitude in completing assigned tasks. • Eagerly takes initiative. • Handles several responsibilities concurrently and comfortably.		
Interpersonal Skills and Teamwork • Works effectively with other employees/departments. • Develops positive working relationships. • Helps improve work processes. • Helps to accomplish specific tasks.		

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Performance Factors Rating: Using the following definitions, rate the employee's performance for each of the performance factors as it relates to the employee's job duties/responsibilities.

PERFORMANCE FACTORS	RATING	COMMENTS/AREAS FOR IMPROVEMENT
Computer Skills • Possesses computer skills and knowledge to perform job duties and responsibilities.		
Planning Skills: • Ability to establish short and long-term goals and objectives. • Ability to develop a well-defined plan according to established goals and objectives. • Ability to execute a plan in an organized fashion.		
Problem Solving: • Defines problems/central issues. • Collects and evaluates significant or relevant data. • Evaluates options, proposes and implements a sound solution.		
Leadership and Staff Development: • Influences others to achieve department and organizational goals. • Promotes ethical behavior. • Provides on the job training and development. • Provides timely and constructive feedback. • Encourages and enhances teamwork.		

Overall Rating: _____

Overall Comments:

_____

_____

_____

Performance Development: Use this section to identify development that sustains, improves and builds performance, and enables the employee to contribute to organizational effectiveness. This section should also be used to identify career development activities, and should be completed by the supervisor in collaboration with the employee.

Performance Development That Applies To Major Responsibilities (Essential Functions), Projects, and Goals	Development Activities/Resources	Time Frame	Expectations