



جامعة الخليج الطبية

GULF MEDICAL UNIVERSITY

EDUCATION • HEALTHCARE • RESEARCH



FACULTY HANDBOOK 2017
GULF MEDICAL UNIVERSITY



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PREFACE

The Faculty Handbook is designed to provide information, be used as a reference and offer guidance to GMU faculty on various aspects of the university; hence, it is essential for the faculty members to read, understand, and comply with the policies, as well as all applicable laws and regulations. The handbook is also designed to offer guidance in matters of concern to faculty and to improve communication throughout the University.

Faculty as defined in this handbook is an individual who holds academic rank, either full-time or part-time, and performs a combination of teaching, research, and service functions.

The rules and procedures contained in the handbook supersede those issued by Gulf Medical University in all previous publications, rule and procedure memoranda or statements, and administrative directives. In the event that contradictions occur between the requirements or privileges provided in the handbook and those provided in an employee's letter of appointment, the provisions of the letter of appointment shall be followed.

This handbook is provided for the purpose of giving general information only and should not be considered as a statement of contractual obligation. Gulf Medical University reserves the right to change or discontinue, without notice, any policy or condition set forth herein. In such circumstances, the affected university faculty will be notified of such changes; and the new or revised policies and/or procedure shall supersede any previous policies or procedures.

The content of this Handbook is for the internal use of GMU faculty members and other academic-based personnel. External access of this document does not in any manner rescind GMU rights to its content. Consequently, this document may not be copied, reproduced, or distributed without the explicit consent of Gulf Medical University.





Message from Founder, President Board of Trustees

Gulf Medical University is a learning community, committed to meeting diverse educational needs in a stimulating environment, with partnerships that contribute to the education and economic growth of the country.

Faculty members are the stewards of the learning process. You are entrusted with the most diverse groups of learners, each looking to fulfill a dream. We truly believe that the mission of the University and the work done here create the most outstanding part of their education. We are dedicated and committed to our students and to each other. We take seriously the need to assist faculty and staff members to grow and develop in their professional roles.

While you will be concerned with developing personally, you should not lose sight of our shared responsibility to our students and this institution. You and I—and everyone at this campus—must keep first and foremost quality in teaching and offer a superior educational experience for our students.

This handbook shall serve as a guide and a ready resource for you. The contents have been developed by faculty and staff who understand their commitment to teaching and learning and who can guide you through some of the intricate policies, procedures and agreements. The information will assist you while working in this University.

Enjoy your work here. If there are ways in which we could assist you, please feel free to contact the Office of Human Resources.

Dr. Thumbay Moideen

Founder

President-Board of Trustees





Message from Chancellor, Gulf Medical University

After 20 years Gulf Medical University is now considered as a leading institute in the field of Health Profession Education in UAE, the Arab world and internationally.

Its programs, students, graduates and faculty reflects quality in higher education and healthcare. The faculty handbook is an important document which guide and provide all faculty with relevant information and rights about their academic and professional life at GMU.

The faculty handbook is under continuous revision and improvement in order to help the faculty to perform, excel, grow and be proud to be a member of the GMU family.

Prof. Hossam Hamdy

Chancellor

Gulf Medical University

Glossary of Terms and Abbreviations

A&E	Assessment and Evaluation
A&R	Admissions and Registers
BOT	Board of Trustees
CASH	Centre for Advanced Simulation in Healthcare
COD	College of Dentistry
COHS	College of Health Sciences
COM	College of Medicine
COO	Chief Operating Officer
COP	College of Pharmacy
GMU	Gulf Medical University
HCM	Human Capital Management
IRU	Institutional Research Unit
RR	Registers and Records
SA	Student Affairs
TIHWD	Thumbay Institute of Health Workforce Development
TIPH	Thumbay Institute of Population Health
TIPM	Thumbay Institute for Precision Medicine





1. History of Gulf Medical University

Gulf Medical University (GMU) is a private university that came into existence on 1st July 2008 with the issue of a Decree by His Excellency Sheikh Nahyan Bin Mubarak Al Nahyan, the Minister of Higher Education & Scientific Research. It is owned and run by Thumbay Group, a diversified international business conglomerate headquartered at DIFC – Dubai. Dr. Thumbay Moideen, Founder President of Thumbay Group had established the Gulf Medical College (GMC) in 1998, the first private medical college in the United Arab Emirates to accept students of both genders and all nationalities into its medical and physiotherapy programs.

The Gulf Medical University has evolved from the Gulf Medical College [now renamed College of Medicine, Gulf Medical University], which came into existence by Decree No. 1, dated 28 January 1998 issued by His Highness Sheikh Humaid Bin Rashid Al-Nuaimi, Ruler of Ajman and Member of the Supreme Council, U.A.E. Gulf Medical University is a Commission of Academic Accreditation [CAA]-licensed private entity located in the Northern Emirates of UAE. GMU is registered as a Limited Liability Company [LLC] with the Ajman Municipality, Ajman and the Chamber of Commerce of the Federal Government of UAE.

The vision and mission of Gulf Medical University to be a leading international Academic Healthcare Institution through the integration of quality health professions education, research, healthcare and social accountability for sustainable community development.

The Gulf Medical University has four major academic units: College of Medicine (COM), College of Dentistry (COD), College of Pharmacy (COP) and College of Health Sciences (COHS), and 3 newly established Institutes: Thumbay Institute for Precision Medicine, Thumbay Institute of Population Health and Thumbay Institute of Health Workforce Development.

GMU offers 15 degree programs run by these 4 constituent colleges; the College of Medicine offers the Bachelor of Medicine and Bachelor of Surgery (MBBS), Bachelor of Biomedical Sciences (BBMS), Associate Degree in Preclinical Sciences (ADPCS) programs, one diploma in Toxicology and 3 Master programs in Clinical Pathology, Toxicology and Public Health. The College of Dentistry offers the Doctor of Dental Medicine (DMD) program; the College of Pharmacy offers the Doctor of Pharmacy (PharmD)



program; the College of Health Sciences offers 5 bachelor programs - Bachelor of Physiotherapy [BPT], Bachelor in Medical Laboratory Technology, Bachelor in Nursing Sciences, Bachelor in Medical Imaging Sciences, and Bachelor in Anesthesia and Surgical Technology programs and a master program – Master in Physiotherapy; The Institute of Health Workforce Development offers non-degree courses.

Gulf Medical University has recently undergone major transformation of its academic programs, research facilities, hospitals and clinics. The Gulf Medical University and its Healthcare Division are both owned by the Thumbay Group. In alignment with international trends and as one of the main strategic initiatives of GMU, the Board of Governors and the Board of Trustees passed a resolution in April 2017 approving the establishment of the “Gulf Medical University Academic Health System” which will allow the integration, collaboration, effectiveness and efficiency of its component units. Thus, GMU colleges, Institutes, programs and the university clinical training sites will all be under a single governing body.

In support of the GMU Academic Health System, three new Institutes have been approved by GMU Board of Trustees. The Thumbay Institute for Precision Medicine, The Thumbay Institute of Population Health and the Thumbay Institute of Health Workforce Development. All units of GMU Healthcare i.e. Hospitals, Clinics, Pharmacies, Diagnostic Labs have integrated education and research in their mission.

Thumbay Hospital, Ajman serves as the main teaching hospital recognized by the Ministry of Health and Prevention for the GMU students and interns. The GMU Teaching Hospitals in Sharjah, Fujairah and Dubai are the other clinical training sites also available for the medical, physiotherapy, dental, pharmacy and health sciences students and interns. The vision of the Thumbay Hospitals is to be the leading network of academic hospitals in the Middle-East and the mission is to provide patient-centered care of the highest quality in an academic set-up. All GMU Hospitals have obtained JCI Accreditation.

The affiliated clinical training sites are Umm Al Quwain Hospital, UAQ under the Ministry of Health, Mafraq Hospital in Abu Dhabi under SEHA, Sheikh Khalifa Hospital, Ajman and Sheikh Khalifa Specialty Hospital, Ras Al Khaimah under Ministry of Presidential Affairs (MOPA).

GMU has established alliances with reputed national and international organizations as an important part of its strategic plan to develop academic and research collaboration with various universities of repute like Salford University-UK, Medical University of Lublin-Poland, Osaka City University-Japan, Medical College of Wisconsin-USA, Virginia Commonwealth University-USA, Houston Methodist Global Healthcare Services-USA, Heidelberg University Medical Center Mannheim-Germany, etc. The scope of the collaboration is mainly for student electives, twinning program, research and internship.



2. University Vision, Mission & Core Values

Vision

To be a leading international Academic Healthcare Institution through the integration of quality health professions education, research, healthcare and social accountability for sustainable community development.

Mission

To pursue excellence through integration of health profession, education, translational research, quality healthcare, innovation and social accountability enhanced by national, international partnerships and community engagement.

Core Values

- Commitment to High Standards
- Respect for individuals
- Advancing knowledge
- Personal development and leadership
- Commitment to health

3. University Organization Structure and Governance

3.1. Organization Structure

The organization structure of Gulf Medical University is a reflection of its mission, vision and strategic goals. It also reflects the nature of its program and implication of its educational strategies on operations and implementation. Through the Executive Board of the GMU Academic Health System, the university emphasizes the integration between the academia, healthcare and research. The revised organization structure of GMU has been approved by the Board of Trustees as on 24th July 2017.



ORGANIZATION CHART – GULF MEDICAL UNIVERSITY

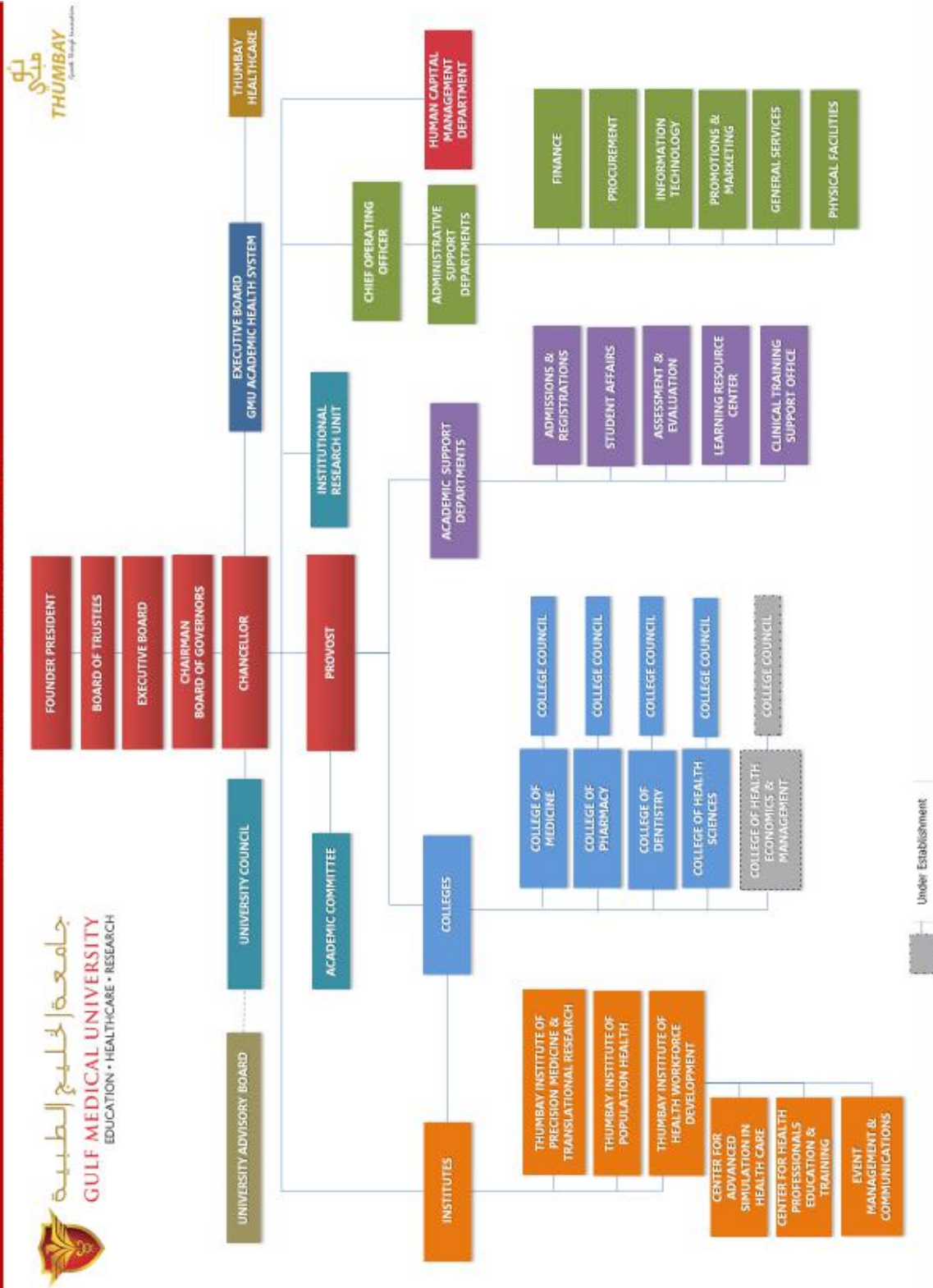


Figure:2



Figure:3

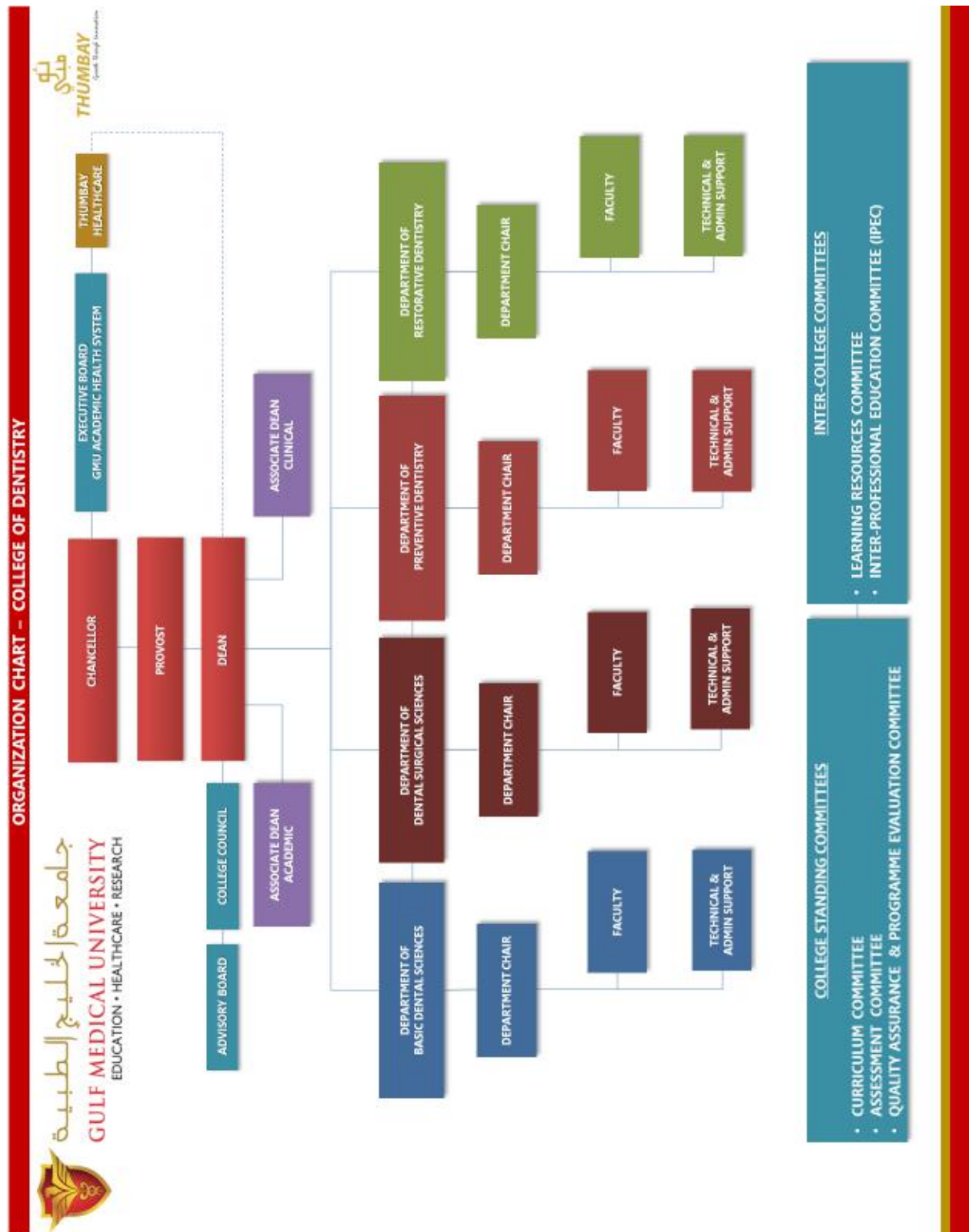


Figure:4



Figure:5



3.2. Board of Trustees

3.2.1. Chairman

- Dr. Thumbay Moideen – Founder, President - Board of Trustees

3.2.2. Members

- Vice President - Healthcare Division
- Chancellor, Gulf Medical University - Ex-Officio Member
- Invited Members (5 members)

3.2.3. Responsibilities:

The purpose of the Board of Trustees is to protect the interests of Gulf Medical University and to review and ratify the recommendation of the Board of Governors. Its responsibility shall be as follows: It shall

- Be responsible for setting the purpose, approving the Vision and Mission, overall core values and future direction of the Gulf Medical University
- Ratify the strategic plans of the Gulf Medical University reviewed and recommended by the Board of Governors
- Ratify annual budget of the Gulf Medical University and secure financial resources as requested by the University and approved by the Board of Governors
- Ratify GMU Policies
- Ratify the appointments of all senior positions in the University (Chancellor, Provost /Vice Provost)
- Confer the degrees approved by the University Council
- Ratify the appointment of external auditor and review its report.



3.3. Board of Governors

3.3.1. Chairman

Nominated Member

3.3.2. Deputy Chairman

Nominated Member

3.3.3. Members

Ex-Officio Members

Invited Members

3.3.4. Responsibilities:

The purpose of the Board of Governors is to provide strategic directions for welfare of the Gulf Medical University and to establish the policies that govern the University's organization and operations. Board of Governors shall be responsible for the governance and control of the University as follows:

It shall

- act as a policy-making body, establishes the broad institutional policies and approves all specific policies;
- review and recommend the strategic plans presented by the GMU Council to the Board of Trustees
- approve and periodically review the institution's mission and vision statements.
- propose to the Board of Trustees, the appointments of senior positions in the University (Chancellor and Vice Chancellor)
- review the annual budget of the GMU and recommend to the Board of Trustees for approval and secure financial resources
- recommend conferral of degrees, presented by the University Board and propose to the Board of Trustees for ratification.
- identify and prioritize initiatives and projects that will help in achieving the University goals in a timely manner
- determine optimal strategies to accomplish the integration of education, research and clinical practice as a goal oriented system
- be aware of their fiduciary responsibility for the institution and avoid any conflict of interest situations relating to investments.



3.4. University Council

3.4.1. Chairman

Chancellor

3.4.2. Members

Provost/Vice Provost - Member Secretary

Chief Operating Officer, GMU

Deans of Colleges, GMU

Head of Institutes

Medical Director of Thumbay Hospital, Ajman

General Secretary, Student Council

3.4.3. Responsibilities:

The University Council is a standing committee. It is responsible for all academic, research and management of the GMU in order to ensure that the University achieves its mission to the heights expected.

Responsibilities of the University Council:

- Advise and recommend the formulation and review of the University's Strategic Plan;
- Approve and oversee the implementation of the University Learning and Teaching and Research Plans;
- Foster discourse on issues related to higher education and the University's identity and mission in the sector;
- Promote excellence in teaching / learning and research in the University;
- Oversee all matters of quality on teaching / learning and research within the University;
- Oversee quality assurance and quality implementation in relation to the academic functions of the University;
- Formulate, promote and coordinate academic policy, programs and regulations throughout the University, including communication with the academic community;
- Recommend new programs for approval of Board of Governors
- Consider and approve, and where necessary, initiate, review and audit of existing courses;
- Develop and monitor the implementation and effectiveness of academic policies and undertake periodic review thereof;
- Refer matters to Colleges for consideration and report;
- Consider and take action on reports from Colleges.
- Provide advice on the relevant recommendations of internal and external reviews of the University's



organizational units;

- Undertake regular reviews of the Terms of Reference of its Standing Committees and to approve these Terms of Reference; and
- Exercise other functions delegated by Board of Governors and Board of Trustees.

3.5. University Advisory Board

3.5.1. Members:

Members will be drawn from the leaders in the fields of Health Professions Education, Research and Services in UAE and internationally.

3.5.2. Responsibilities:

The GMU Advisory Board is the key source of external advice and advocacy to assist the Chancellor, Provost/Vice Provost and the Deans to develop GMU into one of the top medical universities in UAE and beyond.

Responsibilities

- Consider and make recommendations on the University's role within the nation.
- Review and make recommendations in relation to university strategic and business plans
- Make recommendations with a view to contributing towards the development of the university as one of the top university in the region
- Contribute towards the development of initiatives that will lead towards the attainment of improved University ranking
- Consider the funding and investment strategies required to upgrade the University's infrastructure, research and teaching capacity
- Contribute towards the development of linkages with health industry and the wider health community, both locally and internationally
- Create a national and international network of strategic alliances in education, healthcare and research with leading academic organizations and institutes.

3.6. Executive Board of GMU Academic Health System

GMU Academic Health System links the healthcare, education and research functions driven by the interactions between itself and its academic partners. Academic Health System has proven to greatly improve patient care, medical education and research. The synergies between these central activities improve health and wellbeing, at the same time broadening the horizons of knowledge and ensuring a modern, flexible and sustainable workforce. They also ensure wider community engagement by developing a deeper social conscience and delivering significant economic and health benefits to the community.



3.6.1. Chairman

Chancellor – Chair

Vice President – Healthcare Division (Co-Chair)

3.6.2. Members

Provost/Vice Provost

CEO-Healthcare Division

COO-Hospitals and Pharmacies

COO-Administration & Finance, GMU

Head, Legal Department

Chief Human Resource Officer, HCM

Invited members

3.6.3. Responsibilities:

The Gulf Medical University Academic Health System Executive Board is established in order to bring the GMU, Thumbay Health Care Division (Hospitals, Clinics, Daycare, Pharmacy, Labs etc.) and Research to actively work together as an effective and efficient system, maximizing the value of each enterprise providing the unique vehicle of quality in patient care, education and discovery.

- Articulate the vision, mission, goals and values for the GMU Academic Health System.
- Establish and validate governance structures to support the initiative.
- Identify and prioritize initiatives and projects that will help the GMU to achieve its Academic Health System goals.
- Determine and advise upon optimal strategies to accomplish the integration of education, research and clinical practice.
- Monitor the progress towards achieving the initiative's goals and report on the project to senior management.
- Assist with resolving strategic level issues and risks.
- Provide advice and guidance on business issues facing the GMU Academic Health System including potential conflicts with the vision, mandate, goals and values of the Thumbay Group, University and Healthcare Division.

3.7. Academic Committee

3.7.1. Chairman

Provost/Vice Provost, Academics

3.7.2. Members

Deans of Colleges – Ex-officio

Invited members



3.7.3. Responsibilities: It shall:

1. Have the authority to approve and recommend the decisions for ratification to the University Council.
2. Approve all final examination results which contribute towards the award of degrees and recommend for ratification to the University Council
3. Make recommendations to the University Council for the award of degrees within the Gulf Medical University
4. Approve, with or without modifications, the recommendations of the College Council regarding the curriculum, schemes of assessments and examination regulations.
5. Deal with any other matters referred to it by College Council.

3.8. College Council

3.8.1. Chairman

Dean

3.8.2. Members

Associate Deans

Heads of Departments

Student Representative

3.8.3. Responsibilities:

The College Council shall be a communication link among the major departments in a College. The Council shall review all curriculum and program changes and approve college level changes. Matters that require university wide changes shall be recommended to the Academic Committee. The Dean of the college serves as the Chairman. The members include Associate Deans, all Heads of the Departments, Clerkship Coordinators and Student representatives. The council shall meet every month during the academic year and at other times as required.

The College Council shall have the following functions: It shall

- Serve as the policy formulating body in the respective college.
- Develop, review and amend the curricula leading to the degrees of the college and recommend to the Academic Committee for approval.
- Develop and review and amend schemes for the assessment of students of the college and recommend to the Academic Committee for approval
- Design, review and amend the syllabus and examination regulations and recommend to Academic Committee for approval
- Prepare the annual budget of the College and recommend to the Chancellor for approval.
- Recommend new developments within the College to the Chancellor for approval.



3.9. Department Council

3.9.1. Chairman

Head of Department

3.9.2. Members

Faculty members of the Department

3.9.3. Responsibilities:

The council shall meet every month during the academic year and at other times as required. The Department Council chaired by the Department Head reports to the Dean.

- Discuss all matters pertaining to theory classes, seminars, tutorials, practical classes, ongoing assessment and research activities of the department in Department Council meetings and report to the Dean for information
- Prepare the syllabus and teaching schedule for the courses taught by the faculty in the department based on the guidelines recommended by the College Council and transmit the information to the Dean
- Prepare the budget for the department and submit it to the Dean
- Accept any other matter for discussion or implementation that may be referred to it by the Dean or the College Council
- Meet at least twice in a month or more often as required
- Document the minutes of the meetings and send a copy to the Dean

3.10. Standing Committees

3.10.1. College Curriculum Committee

The Curriculum Committee is responsible for the overall development, implementation and evaluation of the College of Medicine in all its Phases. In terms of function, the Curriculum Committee is an executive committee with the authority to make decisions involving change except when such changes involve / imply major policy review and economically binding decisions or 'substantive change.' In such cases, the Committee shall make recommendations to the College Council. The Curriculum Committee shall consider changes proposed by the Assessment Committee and by the Program Evaluation and Quality Assurance Committee.

Chairperson: The Chairperson is responsible to:

- Ensure proper implementation and distribution of the curriculum committee responsibilities among its members
- Call for committee meetings
- Communicate with the different curriculum-units to ensure alignment and collaboration

Committee Member: Each member is responsible to:

- Translate the approved curriculum into study plan and policies and ensure its appropriate



implementation.

- Review the unit reports and feedback of the unit's chairs (Blocks, Units, Clerkship, etc.)
- Identify the needed resources for the successful implementation of the curriculum, faculty, supportive staff etc.
- Recommend curriculum changes, reforms and improvement based on the different feedback from students and faculty and ensure the implementation of these changes.
- Formulate proposals for educational policies which influence different aspects of the curriculum.
- Form subcommittees / taskforces, which will be responsible for the tasks to its terms of reference.

3.10.2. Assessment Committee

Purpose:

The Assessment Committee is responsible for the development, implementation and evaluation of the students' assessment and examinations of the MBBS program

Chairperson: The chair is responsible to:

- Supervise and ensure the optimum implementation of the assessment committee tasks.
- Ensure excellent coordination with the curriculum committee.

Committee Member: Each member is responsible to:

- Ensure the development of the students' assessment system on evidence-based best practices in the field of assessment.
- Align the students' assessment system and instruments with the curriculum outcome competencies.
- Develop in collaboration with the curriculum committee the test blue prints for each course / clerkship / phase and program.
- Supervise all aspects of the students' examinations which include examination dates, invigilation, format, venues, support staff, corrections and grading, test item analysis, standard setting and reporting.
- Review examination questions in terms of their structure and scientific validity.
- Develop and refine the college question bank.
- Supervise the conduct of the international benchmark examination, e.g. IFOM
- Present to the College Council a report on the results after each semester.

3.10.3. Program Evaluation & Quality Assurance Committee

Purpose

A Program Evaluation & Quality Assurance Committee is constituted to develop a comprehensive and systemic quality assurance and improvement process.



Chairperson: The Chairperson is responsible to:

- Supervise and ensure the optimum implementation of a culture of quality all through the college organization, structure, functions and operations.
- Ensure excellent coordination with the other academic committees.

Committee Member: Each member is responsible to:

- Develop an evaluation and improvement process that will recognize areas of strength and areas which needs improvement.
- Develop an effective communication strategy with different stakeholders to ensure national and international commitment of the medical program in terms of evaluation and quality assurance.
- Evaluate different educational activities, program performance, assess outcomes, identify new areas that need improvements and monitor the new cycle of implementation.
- Develop different instruments to collect valid and reliable information about different aspects related to the curriculum implementation.
- Analyze the data and prepare bi-annual reports on the curriculum performance in its different phases.
- Follow the international standards related to quality assurance of the educational program.
- Prepare the college for the interim and full accreditation by National (CAA) and international accreditation bodies, e.g. WFME.



4. Faculty Track, Categories, Responsibilities & Rights

4.1 Faculty. Track System

GMU is ushering into an era of transformation to become a comprehensive Academic Healthcare System. The traditional role of faculty being effective in education, research and clinical care is changing in order to respond to the context of the changing healthcare and practice.

The faculty in the system play different roles with variability in performance and responsibilities between teaching, research and clinical services. Thus, faculty will be designated into separate tracks which recognizes the strength of each one and help them to develop and direct their strength towards areas of expertise which collectively support the goals of GMU. Faculty will be able to choose either education, research, or clinical “professional” track they consider or wish to be a best fit for their main strength. This system is considered in recruitment, appointment and appraisal of faculties.

Faculty Track Categories:

At GMU, we have the following Faculty categories:

- A. Full Time Faculty
- B. Part Time Faculty
- C. Visiting Faculty
- D. Adjunct Faculty
- E. Emeritus Faculty

A. Full-Time Faculty

A full-time faculty member is one whose primary employment is with the institution concerned, and who receives a contract as a full-time employee with a primary assignment as per the Faculty Track System (teaching/research/ clinical).

B. Part-Time Faculty

Part-time faculty members teach courses that are beyond remedial or readiness levels. Their employment is subject to the same requirements of professional competence and experience as their full-time counterparts. Their number shall not exceed 25% of the total faculty members for any program offered by the University. In addition, the teaching load of part-time faculty members shall not exceed 6 credit hours per semester.

C. Visiting Faculty

When a vacancy occurs late in the normal recruiting/hiring time-frame, the Dean may petition the Provost/Vice Provost to conduct an emergency hire. After consulting with the department chair (who, in turn, shall consult with the department faculty when possible), the Dean shall recommend to the Provost/Vice Provost appointing a faculty member for a one-semester or one-year contract. Only in unusual circumstances shall an emergency appointment be made for more than one year. As soon as possible, the HCM shall inform the department chair when a person has been appointed to fill the vacancy. Visiting faculty shall rarely be appointed for more than one year.



D. Adjunct Faculty

Adjunct faculty is normally qualified health professionals of appropriate distinction whose primary employment is external to the academic institution. They are appointed to supplement the full-time teaching in other hospitals.

The faculty is appointed in compliance with the guidelines provided in the 2011 Standards for Licensure and Accreditation published by the Ministry of Education, Higher Education Affairs, and Commission for Academic Accreditation.

E. Emeritus Faculty

The University recognizes the distinguished service and distinction of the members of the University by conferring Emeritus titles effective upon retirement. The status of Emeritus may be conferred upon any retiring member of the General Faculty of GMU as a reward for meritorious service.

4.2. Faculty Responsibilities :

All faculties fit into one of the three tracks as mentioned below:

A. The Educator / Researcher Track

B. The Researcher / Educator Track

C. The Clinical / Educator Track

A. The Educator / Researcher Track: is for faculty members who spend greater than 60% of their time focused on educating health professions “Medicine, Dentistry, Pharmacy and Health Sciences” students, residents and postgraduate students. Faculty spend the rest of their time on some combination of research, patient care, if applicable. Faculty in this track often conduct medical education research and produce scholarly educational activities. The faculty “Educator / Researcher” scholarly activities will be considered and measured through a broad approach related to their educational activities across six domains of key activities:

- Teaching and Learning
- Student Assessment
- Curriculum design, development and implementation
- Faculty development
- Organizational and Curriculum management (Hamdy & Agamy, 2011) (Simpson D et al, 1994) and (Simpson D et al, 2007)
- Quality Assurance and Accreditation.

New faculty who have been designated to this career track will be expected to begin their careers working in usually one or two domains. As they progress to senior faculty, they will be expected to have activities in all five domains, although they may not necessarily be in equal proportions. Effort in any domain can demonstrate a scholarly activity that may extend to educational scholarship. Criteria of quantity, quality and engagement will be used to evaluate each domain (Hamdy H, Gibbs T, 2012).



Faculty in the Educator / Research track should be able to provide evidence not only of educational activities (scholarly activity), but be able to demonstrate evidence of impact of their activities (scholarship). Whereas scholarly activities will frequently reflect numerical data (number of lectures / presentations, hours spent in preparation of teaching and assessment activities, laboratory practical, PBL tutorials etc.), quality markers will be used to enhance their importance.

The Educator / Researcher's personal characteristics should demonstrate:

- A deep knowledge and understanding of the subject matter;
- A strong commitment to teaching;
- An ability to continually seek ways to improve, innovate and be up-to-date;
- An ability to become an inspirational role model to students and be eminently approachable.

The scholarship in education will be represented by evidence shown through an engagement model that demonstrates:

- A scholarly approach to personal learning (learning from literature and using best evidence);
- A scholarly approach to publication in medical education from which others can learn.

B. The Researcher / Educator Track: Faculty members spend more than 60% of their time conducting research with the remaining time split between education / professional services, “clinical” and administration based on institutional needs and the faculty member’s specialty, interest and responsibility. Most commonly, this faculty member is expected to obtain extramural funding for research projects, conduct and design valid, verifiable studies, publish results in respected peer-reviewed journals, and supervise and mentor trainees, undergraduate and postgraduate students.

Candidates should be engaged in or be prepared to embark on careers as independent scientific investigators. They must have sufficient education, training, practical experience and demonstrated competence to be posed to compete for extramural funding for their research.

Faculty in the research / educator track are mainly involved in basic, clinical or translational research. They must exhibit a record of sustained success in obtaining extramural grant support. It may also include, but is not limited to, contributions to drug development, the discovery or development of new technologies, patents and other innovative research approaches. Additional evidence of stature in the field may include participation in professional consultative bodies. Candidates should have demonstrated excellence in scientific investigations over a sustained period of time, resulting in highly significant, innovative contributions to the field of study.

C. The Clinical / Educator Track: This track is for health professionals who spend the vast majority of their time providing healthcare services (more than 70%) and participate in education, training of students and residents and clinical research. This track focuses on the scholarship of application by pursuing scholarly activities in clinical care teaching and education at large.

Candidates must show evidence of superior competence in their medical practice and as a source of



excellent care for patients as perceived by other physicians in the institution and community. Clinical / Educator faculty should be acknowledged leaders in clinical care at the local level, with established regional reputations as excellent clinicians and/or educators. Candidates should be active participants in institutional and departmental committees, making significant contributions at both levels.

4.3. Principles of Academic Freedom

Institutions of higher education exist for the common good. The common good depends upon an uninhibited search for truth and its open expression. Hence, it is essential that faculty members are free to pursue scholarly inquiry without undue restriction, and to voice and publish individual conclusions concerning the significance of evidence that they consider relevant.

Within the bounds of professional behavior, each faculty member shall be entitled to full freedom in the classroom in discussing the subject being taught. Within the bounds of professional behavior, faculty members also shall have full freedom to express disagreement with other members of the university community. Although a faculty member observes the regulations of the institution, he or she shall maintain the right to criticize and seek revision. Faculty members also are citizens or residents of a nation, emirate, and community; therefore, when speaking, writing, or acting outside the classroom, they should be free from University censorship. On such occasions, faculty members should make it clear that they are not speaking for the University. Faculty also must be aware of the practices and sensibilities of the nation's culture.

Academic freedom is vital in the establishment of a climate of academic integrity, and it applies to both teaching and research. Faculty are entitled to freedom of discussion of course subject and students the freedom to learn, in addition, faculty are entitled to freedom of advancement and dissemination of knowledge through their research work and the publication of results. GMU recognizes that successful discharge of these functions requires an atmosphere of intellectual freedom.

Since freedom entails responsibilities, faculty members are advised to accept the responsibilities associated with intellectual freedom. Those responsibilities are towards students, colleagues, University, and the larger community GMU serves. For this purpose, GMU has specified ethical guidelines for its faculty members to help them discharge their responsibilities in compliance with the University standards.

Non-Discrimination Policy

No officer or employee of the Gulf Medical University shall discriminate against any person because of race, color, religion, national origin, age (within the constraints of UAE labor laws), non-disqualifying handicapping condition, ethnic group, or gender, in any of its programs, activities, contracts, personnel administration practices or any other actions it undertakes. Furthermore, the University shall maintain and advance those practices, processes, and circumstances that afford equal opportunity to all individuals. Without limiting this non-discrimination policy, the Gulf Medical University is committed to comply with all laws that apply to a faculty member's employment at the University.

4.4. Faculty Professional Ethics

Gulf Medical University (GMU) requires its faculty members to be responsible for academic integrity and demonstrate high standards of professional ethics. They shall apply principles of justice, truthfulness,



fairness, and respect for others in all matters related to their work, especially when making decisions involving ethical dilemmas.

They are required to ensure that people are fairly treated and not discriminated against, abused or exploited. They shall honor the rights of others and shall cause no harm to any individual. They shall respect the diversity of cultures and recognize fundamental human rights. They must keep in confidence, all privileged information gained while employed at GMU. When acting as referees, they must strive to be fair and objective.

GMU recognizes and supports the principle that faculty members who speak or write as a private citizen should be free from institutional censorship or discipline. However, a faculty member's special position in the community imposes particular obligations and serious responsibilities regarding conduct and behavior and requires faculty to act in the best interests of the profession and the institution. These issues are addressed in policies on academic freedom, ethics and responsibility, and honesty and integrity in teaching and research.

Academic Ethics and Responsibility

All faculty members assume certain ethical obligations and responsibilities to students, to fellow faculty members, to the institution, to the profession, and to society at large as listed below:

Faculty members shall

- Foster scholarly values in students, including academic honesty, the free pursuit of learning, and the exercise of academic freedom.
- Act professionally in their academic relationships with students.
- Exercise critical self-discipline and judgment in using, extending and transmitting knowledge.
- Be entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce into teaching inappropriate matter or matters that have no relation to their subject.
- Maintain respect for students as individuals, within their role as intellectual guides and counselors.
- Assure that evaluations of students reflect true merit. Faculty members shall avoid taking any action that would compromise the honesty and equity of the evaluations.
- Be available at reasonable intervals to students for consultation on course work through posted office hours.
- Duly acknowledge the contribution of students to their scholarship and research.
- Not engage in any exploitation, harassment, or discriminatory treatment of students.
- Counsel students on nonacademic issues which shall be professional, confidential and within the capabilities of the faculty. Students who have serious and sensitive matters, especially if they are related to a specific culture, religion or custom, shall be referred to professional counselors available in student services.



Faculty members have ethical obligations and responsibilities to other members of the university community

- Faculty members shall not engage in any exploitation, harassment, or discriminatory treatment of any members of the university community.
- Faculty members shall acknowledge the academic contributions of others, and strive to be objective in their professional judgment of colleagues. Permission shall be obtained from the relevant persons or individuals when appropriate to the norms of the discipline, and digital and archival material shall be used in accordance with the rules of the source.
- Faculty members who are in a supervisory position shall abide by the rules and policies of the University as published in this and policies and procedure manuals.

Faculty members have ethical obligations and responsibilities to GMU as an institution

- Faculty members shall recognize that their primary responsibilities are to the institution. Faculty members may follow subsidiary interests, but these shall be revealed to the institution and shall never compromise their freedom and willingness to draw intellectually honest conclusions.
- When considering the interruption or termination of their service, faculty members shall take into account the effect of their decision upon the institution and give notice of their intentions as per their contract.
- Faculty members shall accept their share of faculty responsibilities for contributing to the governance of the institution.

Faculty members have ethical obligations and responsibilities to their profession

- The fundamental responsibilities of a faculty member as a teacher and scholar include: 1) maintenance of competence in one's field of specialization, including appearances in the public arena such as discussions, lectures, consulting, publications and/or participation in professional organizations and meetings, 2) exhibition of such professional competence in the classroom, library or laboratory, and 3) fostering honest academic conduct as specified in the university regulations.
- The demonstration of professional integrity by a faculty member includes recognition that society at large will judge the profession as well as the institution by his/her statements and behavior. Therefore, the faculty member should strive to be accurate, to exercise appropriate restraint, to be willing to listen to and show respect to members of the society at large expressing different opinions. Faculty should make every effort to indicate that they are not speaking or acting for the University when speaking or acting as a private person.
- Scholarly conduct must avoid fabrications, falsifications, plagiarism and other practices that deviate from accepted scholarly work.
- Faculty must apply scholarly rigor and integrity in obtaining, recording and analyzing data as well as in reporting and publishing results;
- Faculty undertaking research should do so in a manner consistent with professional honesty and within the public interest. Research should be designed to enhance knowledge in a particular field of scholarship and should demonstrate sound methodology, accuracy and maintain the factual



integrity of the data.

- Faculty shall use funds designated for research purposes in the prescribed manner.
- Faculty shall comply with relevant statutes or regulations for the protection and welfare of researchers, human subjects, the public, laboratory animals and the environment.
- It is the duty of faculty members doing research, teaching, laboratory or other activities to protect the privacy of others, to avoid causing mental or physical harm and to promote safe and healthy working practices and environment.

4.5. Academic Honesty

Academic honesty is the pursuit of scholarly activity in an open, honest and responsible manner. Academic honesty is a basic guiding principle for all academic activities at the University, and all members of the University community are expected to act in accordance with this principle.

Academic honesty includes a commitment not to engage in or tolerate acts of falsification, misrepresentation or deception. Such acts of dishonesty violate the fundamental ethical principles of the University community and compromise the worth of work completed by others. It is worth emphasizing here that the University expects all its faculty members to abide by the highest standards of professional ethics in all their activities conducted inside or outside the University campus.

4.6. Misconduct

GMU requires that its faculty members demonstrate high standards of ethical behavior and act as role models for their students. It expects and demands that they adhere to those standards of conduct that are deemed necessary and appropriate for an educational institution. While it is not possible to list all acts and/or omissions that violate the desired conduct and may result in disciplinary action, the following are some of the more obvious acts or omissions that are unacceptable:

- Refusal to carry out the duties required by his/her position or refrain from abiding by the instructions under the employment contract, which are issued by the superior or the person in charge.
- Use of physical violence against any person inside the University campus.
- Racial or sexual harassment or any other form of harassment to any student, affiliate of or visitor to the University.
- Proceeding work in a state of drunkenness (either drugs or alcoholics).
- Intentionally keeping the superior in the dark regarding conflicts of interests.
- Committing any act that might infringe an article of the contract or violate the regulations and policies issued by the University from time to time regarding safety and security.
- Mishandling the safety equipment or acting in a manner that threatens the rules of safety and public health in the workplace or hindering the employees from carrying out their duties properly.
- Use of indecent language or resorting to threats when dealing with another person in the workplace.
- Unauthorized use of equipment inside the University.
- Disturbing the course of work by adopting undesirable attitude.



- Absence without permission.
- Non-abiding by the University policy regarding smoking in the workplace or non-abidance by the safety rules.

Sometimes it is difficult to classify some cases of misconduct. Therefore, any decision regarding the seriousness of the case is subject to the consideration of the University based on findings and relevant facts as determined by the Disciplinary Committee. The concerned faculty member will be treated fairly and provided an opportunity to explain his/her position. If the Disciplinary Committee, after thorough investigation, concludes that a disciplinary action must be taken against the faculty member, it may recommend verbal counseling, written warning, suspension or even termination. In case the faculty member is not satisfied with the decision of the committee, he/she can file a written appeal to the Chancellor of the University requesting a review of the decision, as explained in Section related to Grievance in this Handbook.

5. Intellectual Property Guidelines

Matters considered include the nature of Intellectual Property, its ownership, exploitation and the specific procedures adopted within Gulf Medical University (GMU). GMU is committed to providing an environment where scholarship and innovation can flourish and those participating can be justly rewarded for their efforts. At the same time, GMU recognizes that certain Intellectual Property is developed as a result of the environment provided by GMU and that special relationships exist between the GMU and its faculty and students; therefore, the University wishes, where appropriate, to gain benefit from the activity, with the benefits flowing on to future generations of faculty and students. GMU reserves the right to modify or add to this policy at any time, provided that such change will only apply to works, inventions and other subject matter in which Intellectual Property Rights subsist that come into being after the effective date of the change.

5.1. Interpretation

- Course Material means all materials produced in the course of or for use in teaching in any form (including digital, print, video and visual material) and all Intellectual Property in such materials and will include lectures, lecture notes and material, syllabi, study guides, assessment materials, images, multi-media presentations, web content and course software.
- Exceptional GMU Resources means resources of the GMU which, for the avoidance of doubt, includes facilities, funds, services, equipment, paid leave, faculty time and support faculty in excess of those normally used or available to faculty for producing Course Materials.
- Intellectual Property means all statutory and other proprietary rights (including rights to require information be kept confidential) in respect of inventions, copyright, trademarks, designs, patents, plant breeder's rights, circuit layouts, procedures, trade secrets and all other rights as defined by the UAE laws.
- 'Specifically Commissioned' means where particular consideration (which includes, but is not limited to, financial consideration or relief from teaching or other duties) is provided or offered by the GMU by agreement.



5.2. Intellectual Property Ownership

Except as otherwise agreed in writing by an authorized GMU officer, or stated in this Policy, GMU asserts legal and beneficial ownership of Intellectual Property:

- Created by academic or general faculty in the course of their employment by the University.
- Created by students of the University
- Created by Visitors, Adjunct or Conjoint appointees

In the absence of any written agreement to the contrary, Visitors, Adjunct and Conjoint appointees who create Intellectual Property falling under this clause will be treated as academic faculty for the purposes of this Policy.

GMU does not assert its right to ownership of any Intellectual Property in scholarly books, articles, Course Materials, or other scholarly works or subject matter generated (whether in written or any other form) by faculty or students, other than where Specifically Commissioned by GMU and where produced with the assistance of Exceptional GMU Resources.

GMU asserts legal and beneficial ownership of all Course Materials which are Specifically Commissioned. The University may, at its discretion, give the creator(s) of Specifically Commissioned Course Materials a nonexclusive license to use the Course Materials for teaching purposes only if such a license will not extend to use of the Course Materials for a course in direct competition with a course of the University. In the absence of a written agreement, the University will own the Course Materials, but the faculty member(s) who provided content for the Course Materials will be entitled to compensation in case of commercialization.

GMU reserves its right to transfer the ownership of its Intellectual Property to third parties, where practicable, following consultations with the creator(s) of the Intellectual Property. Except where expressly permitted, no faculty member or student may apply for his/her own name, assign, license or otherwise deal with Intellectual Property, without written consent from GMU.

5.3. Students Intellectual Property

Where GMU students may be involved in research at institutions, which are affiliated, with the GMU or at institutions other than GMU, agreement should be reached with that institution regarding the rights of the student to Intellectual Property with a view to ensuring that the student's rights are maintained as far as practicable. Where reasonably practicable, supervisors electing to supervise a student in an area likely to lead to claimable Intellectual Property, should ensure a confidentiality and Intellectual Property assignment agreement is completed with the student before the work is commenced.

5.4. Exploitation of Intellectual Property Owned by GMU

In order for GMU to comply with laws of Intellectual Property, faculty members and students should be conscious of the need to avoid premature disclosure of research results to third parties. Prior to doing so, intellectual property protection should be acquired specifying the rights that will accrue to the faculty member or student and to GMU.



The faculty member or student, whose creative work is commercialized will be compensated on a pre-agreed amount and will waive his rights to the creative work to GMU. Student creators of Intellectual Property will be treated equivalently to faculty members in determining their share of benefits flowing from the commercialization of Intellectual Property.

The University will consult with the creator of the Intellectual Property before determining the appropriate commercialization pathway to be taken. This may include the filing of patent applications, the identification of possible licensees or the formation of a limited liability company to exploit the Intellectual Property.

5.5. Rights & Disputes

GMU recognizes the rights of the originators of Intellectual Property in accordance with the UAE copyright laws in force. These include the right of fair attribution of authorship or invention, the need for work not to be altered or used in such a way that it harms the reputation of the originator, and an opportunity for the originator to be involved in determining the final outcome of his/her labor. GMU will use its best endeavors to assist authors in asserting their moral rights in cases where clear breaches of accepted academic conventions occur. Where a faculty member or a student is unable to reach agreement with a Third Party with respect to the exploitation of Intellectual Property, they may refer their grievance to GMU legal Advisor to attempt to resolve the dispute by mediation. In the event of a continuing grievance, the matter will be determined by an independent expert. All matters associated with the resolution of Intellectual Property disputes will be held confidential.

5.6. Copyright Material

GMU faculty members and students are required to follow the law protecting copyright in the United Arab Emirates. Protection is granted to authors of literary, artistic and scientific; whose means of expression is writing, sound, drawing, image, motion pictures, creative titles or computer software. Translation of original works is also protected and the duration of the protection is for the lifetime. The law reserves the right to allow reproducing protectable works by means of photocopying without obtaining the author's permission by public libraries, non-commercial documentation centers and education, cultural and scientific institutions, provided that the number of 50 copies reproduced is limited to their needs and not detrimental to the interests of the author.



6. Faculty Appointments

6.1. Faculty Hiring Procedure

The Purpose is:

- to identify current and future manpower needs.
- to outline the criteria and process guidelines to enable Thumbay Group attract the best talent available for its manpower requirements as per the TAT (Turn-around Time) in a cost-effective manner.
- provide existing employees opportunity to grow within the company and enhance employer brand by treating all employees fairly, equitably and efficiently in accordance with the guidelines from the governing authorities in UAE.

Gulf Medical University is committed to recruiting the right employees for the right position to ensure optimum utilization of human resources to achieve business objectives, therefore it is the policy of the company to adhere to the manpower planning and recruitment policy statement and procedure.

There is a firm belief that successful faculty recruitment is essential for the success of any university, as such success depends to a large extent on the quality of human resources. In this context, only high caliber faculty and staff would be able to help the University fulfill its mission of being a center of excellence in teaching, research, and services to the community.

Recruitment and selection decisions are among the most important and challenging activities that academic and administrative leaders in any university are required to undertake. Recruiting for university positions worldwide is becoming increasingly challenging and complex. Therefore, it is critical for Gulf Medical University to select its new faculty members with care and diligence to ensure that the university employs the most qualified people to assist in the development of a national workforce, to advance the country's well-being and prosperity and to enhance UAE's role in the international community. The crucial need of selecting the best-qualified people is vital for supporting the University's mission and vision in becoming the Model University imparting for quality education and research.

Effective recruitment and selection procedures will require a flexible, time-efficient approach in presenting career opportunities at Gulf Medical University using a variety of options including technology. Hiring cycle time must be reduced to ensure that management may select among excellent candidates. In short, all University officers who make hiring decisions must place greater emphasis on the need to make recruiting and selection decisions more promptly and efficiently.

It outlines the responsibilities, procedures and practices for hiring the best-qualified faculty available. It clearly articulates Gulf Medical University's philosophy and delegation of recruitment/selection activities and support. Its purpose is to make the recruitment process simple, clear and easy-to-follow. Such procedures would help Department Heads and Recruitment Search Committees to select the most suitable candidates for the vacant positions in their programs and to ensure fairness and equity of opportunities for all applicants.



The implementation of this policy will require the full support and commitment of Chancellor, Provost/ Vice Provost, Deans, Department Heads, Directors and faculty in Gulf Medical University. It will also require close liaison and coordination between the Office of Human Resources and all Colleges and Departments.

All University officers who make hiring decisions should be aware of and comply with the University's guidelines as they relate to the recruitment and selection process and these officers are responsible for ensuring that hiring practices are applied consistently.

Recruitment Standards

The criteria for hiring of faculty must meet the highest possible standards of excellence. The following are the Guiding Principles of recruitment in Gulf Medical University:

1. Recruit and hire the most highly qualified candidates who have the potential to further the vision, mission, and goals of the University.
2. Recruit and hire faculty who will bring diversity to the University in terms of experience, qualifications, universities, and schools of thought.
3. Recruit and hire faculty with excellent teaching practices.
4. Seek, whenever possible, to recruit and hire Emirati faculty who will reinforce UAE's plans for Emiratization.
5. Recruit and hire faculty without regard to their gender, race, nationality, or belief.
6. Recruit and hire faculty who are proficient in the usage of Information Technology and English language skills.

Human Resources

Human Resources oversees the recruitment for all vacant faculty and staff positions at Gulf Medical University by providing support and guidance to those involved in the hiring process.

1. Ensuring consistency in the process and respect to time lines in the administration of recruiting and selecting faculty and staff;
2. Developing initial screening criteria
3. Monitoring recruitment and selection activities for adherence to policies and procedures
4. Maintaining recruitment and selection data to support employment trend analysis.

University Recruitment Committee

In order to ensure objective and fair hiring decisions and to establish broad institutional input, Recruitment Committees are required for all academic positions as well as for senior administrative positions that require leadership responsibilities (such as Department Heads and upwards). The Recruitment Committee is one of the most important agents in the recruitment process. It is central to the mission of this committee to serve as an advocate for the discipline as a whole in order to make sure that institutional search procedures are being followed. Nevertheless, the role of the committee



should not overtake the role and leadership of the Department Head in providing necessary guidance for the committee to take the appropriate steps necessary to locate and solicit application from the best possible pool of candidates for the department and discipline.

The composition of the committee and its charge will impact the outcomes of the search process. Issues of composition and charge should be discussed and decided early on.

Recruitment Committee for all academic positions will normally consist of two to four members plus a Committee Chair and a Human Resource Professional.

1. Provost/Vice Provost Academics shall hold the position of Recruitment Committee Chairman.
2. Recruitment Committee consist of the following members:
 - a) Provost/Vice Provost
 - b) Dean
 - c) Department Chair
 - d) Human Resource Professional

Gulf Medical University Recruitment Process:

1. Human Resource Department shares any CV's available in their data bank with respective colleges Deans for shortlisting.
2. Once CV is shortlisted from the respective colleges, College level interview is done under the leadership of the respective Deans.
3. Human Resource department initiates the university level interview for the shortlisted candidates from college level interview with the interview panel. Interview (face to face or by telephone or online media) the final shortlisted candidates who appear to be best qualified. As part of the oral interview process, the committee shall determine if the candidate's oral proficiency in the language in which courses will be taught is appropriate to the appointment.
4. Candidates shortlisted from University level interview is recommended to the Chancellor for appointment.
5. The Human Resource Department will conduct a reference check to validate credentials and also a good conduct in his/her previous employment.
6. Once Reference check is done and Chancellor approves the appointment, the Human Resource Department, sends a draft offer by e-mail.
7. Upon acceptance by the candidate, the Original Offer is sent to the candidates along with documents requirements for Employment Visa and Equivalency Certificate.

6.2. Terms of Contract

The employment contract is usually for a period of two years and is renewable as per University regulations.

The faculty member is bound to abide by the published policies, rules and procedures stipulated by



the University. He/she shall honestly, diligently, and to the best of his/her abilities carry out assigned duties under the contract. He/she shall abide by the confidentiality regulations of the University and strive for professional development on regular basis. [Appendix 1: Offer Letter]

6.3. Faculty workload

The assignment of faculty workload is intended to be used as a comprehensive guideline for academic departments when assigning workloads to individual faculty members and it is defined as the total of the instructional, scholarly, and professional service activities rendered to GMU by its faculty. It encompasses instruction, advising, committee work, thesis supervision, guidance of student organizations, research, service, and curriculum development.

The assignment of workloads is therefore organized on the following principles:

- For non-terminal degree holders teaching in undergraduate certificate, diploma, associate degree and baccalaureate programs, the maximum teaching load is 15 credit hours per semester or 30 credit hours or equivalent per academic year.
- The maximum teaching load for full-time faculty members is 12 credit hours per semester for undergraduate programs (or 24 credit hours or equivalent per academic year, over the period of the first and second semester combined), and 9 credit hours per semester for graduate programs, or 18 credit hours or equivalent per year.
- The teaching load of part-time faculty members is limited to a maximum of 6 credit hours per semester.
- The release time from teaching for the Deans of Colleges is 6 credit hours, while it is 3 credit hours for the Heads of Academic Departments and Program Coordinator.

6.4. Academic Ranks and Qualifications

Gulf Medical University (GMU) employs (5) primary faculty ranks, in addition to the rank of adjunct faculty that is employed in accordance to the ratio of adjunct to full-time faculty and the teaching load regulations specified by the Ministry of Education – Higher Education Affairs, UAE. Faculties are obliged to obtain the equivalency certificate from the Ministry of Education and submit to HCM within one month from the date of joining.

A. Professor

It is the highest academic rank that is obtained after successfully being promoted from the Associate Professor rank in a reputable institution. An appointee to this rank must have earned the Ph.D. degree (or equivalent as recognized by the Ministry of Education) from an internationally recognized institution and must have served as a full-time Associate Professor for at least five years with significant contribution in research and service to the academic institution and community. Applicants who have obtained good academic title offered by another institution will be reviewed on a case to case basis ensuring the quality of the process of granting the rank.

B. Associate Professor

This rank is obtained after successfully being promoted from the Assistant Professor rank in a reputable institution. An appointee to this rank must have earned the Ph.D. degree (or equivalent as recognized



by the Ministry of Education) from an internationally recognized institution and must have served as a full-time Assistant Professor for at least five years with noteworthy contributions in research and service to the academic institution and community. Applicants who have obtained good academic title offered by another institution will be reviewed on a case to case basis ensuring the quality of the process of granting the rank.

C. Assistant Professor

An appointee to this rank must have earned the Ph.D. degree (or equivalent as recognized by the Ministry of Education) from an internationally recognized institution and must have demonstrated potential as an effective teacher and a promising researcher with a strong commitment to serve the institution and community. Applicants who have obtained good academic title offered by another institution will be reviewed on a case to case basis ensuring the quality of the process of granting the rank.

D. Lecturer

An appointee to this rank must have earned a Master's Degree from an internationally recognized institution. He/she must have demonstrated strong potential as an effective teacher and have had prior teaching experience. The lecturer will, in general, teach readiness-level courses, regular course tutorials, and perform other teaching.

E. Teaching Assistants (Tutor/Preceptor/Instructor)

An appointment requiring a master's degree, or a bachelor's degree and equivalent professional qualifications.

6.5. Faculty Orientation

New faculty members will receive a proper induction and orientation about the University, policies and work ethics with regard to their specific job. They will be briefed about the program, its curriculum and the role of faculty members in its development, their rights and responsibilities. The Dean, Head of the concerned department, and senior faculty members will take part in the orientation process.

6.6. Probation Period

Newly appointed faculty members have a probation period of six months. Near the end of the probation, the HR Department shall collect the Performance Evaluation form from the College Dean. The Dean will get feedback from the Head of Department about the performance of the newly appointed faculty member. Based on the feedback from the Head of Department, the College Dean will make a decision whether to confirm the employment or terminate it. The termination option shall be exercised only if the faculty member has a serious problem in delivering the assigned duties and his/her performance is below the minimum acceptable performance for the concerned Department/College. The HR Department will accordingly inform the faculty member about the decision.



6.7. Leave Policy

6.7.1. Annual Leave

The faculty member shall (in addition to any statutory public holidays announced for the United Arab Emirates) be entitled to a paid leave in accordance with the provisions relating to vacation leaves as set out in the University's academic calendar, provided that such leave shall not exceed Thirty (30) calendar days in each academic year.

In the event the faculty member does not complete, for whatever reason, any full year of service, the regulations and articles of his/her contract's construing laws shall be applied to determine the number of annual leave days the faculty member is eligible for.

6.7.2. Sick Leave

The Faculty is entitled to paid sick leaves after completion of six months continuous service with GMU as per the UAE Labor Law. The Faculty should provide evidence of his illness warranting sick leave by an official medical certificate. If the illness is directly caused by the misconduct, he /she is not entitled to any wages during the sick leave. Sick leave is not an entitlement and cannot be encashed. It is to be used only in cases where the employee is suffering from a genuine non-occupational sickness or injury that makes it impossible to come to work. Faculty is eligible for the following wage payment during Sick Leave:

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

During the sick leave period, the faculty member's HOD / Dean must make alternative arrangements to cover the duties of the faculty member without additional funding.

Sick leave must be substantiated by the submission of the required medical documentation in accordance with the University's relevant policies and regulations.

Sick Leave cannot be carried forward and would get lapsed at the end of the leave calendar year when not availed.

Sick Leave would be calculated on a leave calendar year on a pro-rata basis from the employee's commencement date but can be availed only after the employee is confirmed on the rolls of the university.

6.7.3. Maternity Leave

Female Employees who have completed at least one (1) year of service at GMU can avail forty five (45) calendar days of Maternity Leave (including pre and post-delivery). If the employee has not completed one (1) year of service, she is eligible for a Maternity Leave benefit of forty five (45) calendar days, which shall be at half the regular pay rate.

Sufficient documentary evidence like medical certificate has to be submitted along with the Leave



Application Form. Faculty who has exhausted her maternity leave may be absent from work without pay for a maximum period of 100 consecutive or non-consecutive days if such absence is due to an illness preventing her from resuming her work. A medical certificate issued by a duly authorized health authority confirming that the illness is a result of pregnancy or delivery.

6.7.4. Haj (Pilgrimage) Leave

- Faculty can avail a 'Haj Leave' without pay for performing pilgrimage once during their tenure at GMU.
- The Haj Leave entitlement shall be Thirty (30) calendar days.

6.7.5. Public Holidays

The faculty can avail official holidays with full pay as per notification from the University.

6.7.6. Attending Professional Conferences

- The faculty shall be eligible for attending conferences only after completion of the probation period. As a matter of policy, faculty are not supposed to attend scientific programs conducted by Pharmaceutical companies in their official capacity.
- Faculty, after the probation period and with less than one year in service, on approval of the application from the Chair of the Department and Dean, shall be eligible for:
 - a) Paid leave for a maximum of seven days in a year
 - b) Reimbursement of Registration fee in full for one accredited conference, once a year
 - c) Travel and hotel expenses, once a year, subject to presenting an original paper in the conference relating to work conducted in GMU with due approval.
- Faculty on completion of more than one year in service, on approval of the application from the Chair of the Department and Dean, shall be eligible for:
 - Paid leave for a maximum of ten days in a year
 - Reimbursement of Registration fee in full for one accredited conference, once a year
 - Registration fee in full plus 50% of the cost of air tickets and hotel expenses subject to a maximum AED. 2500/- in a year in case the faculty is invited to participate as Chairman / Speaker / Resource person / Organizer / Moderator. A copy of the scientific program displaying his/her name must be submitted as evidence. Prior approval must be sought before accepting the invitation.
 - Registration fee in full plus 100% of the cost of air tickets and hotel expenses subject to a maximum of AED. 5000/- in a year, in case the faculty is to present an original paper in the conference relating to work conducted in GMU.



6.8. Regulations regarding consultancy or outside employment

The primary duty and responsibility of faculty members employed by GMU is to the University itself. They are required to render their most effective services for all assigned tasks. No outside service, as an expert or in any other capacity, should be undertaken that might interfere with proper discharge of duties towards the University or be in conflict with the interests of the University.

GMU regulation on outside professional activities for its faculty members are as follows:

- No faculty member shall undertake any form of outside employment or activity, whether paid or unpaid, whether regular or periodic, which affects proper discharge of duties as specified in the contract and expected of a full-time faculty of the University.
- Conflict of interest should be avoided. A faculty member shall have no interest of any kind, direct or indirect, or engage in any business transaction or professional activity, or incur any obligation of any nature, which is in substantial conflict with the proper discharge of the individual's duties as a faculty member.

7. Faculty Performance Review and Development System (FPRDS)

7.1. Faculty Performance Review and Development System

Gulf Medical University (GMU) is a teaching and research institution committed to academic excellence and to the development of an outstanding faculty community, whose caliber and competence are essential to the fulfillment of its mission. In this regard, the Faculty Performance Review and Development System (FPRDS) is essential for the development of the university.

The FPRDS is based on the faculty members' responsibilities and expectations as detailed in the Faculty Handbook. Faculty members will be evaluated on their performances in the following four components:

- Teaching and Learning
- Research, Scholarly and Creative Activities
- Service to the University, Profession, and Community
- Continuous Faculty Development.

This document defines GMU FPRDS guidelines that help faculty members understand their roles, assist them in preparing their annual evaluation records, and assist the Head of Departments (HoDs) and Deans in evaluating the performance of faculty members.

Other purposes of this FPRDS shall include the following:

- Helping faculty members to capitalize on their areas of strengths and recognize areas in need of development or improvement;
- Recognizing meritorious performance;
- Improving the quality of teaching, research, and service;
- Providing opportunities for discussion and feedback in order to identify problems, obstacles, or difficulties that hinder progress and institution development; and



- Identifying and strengthening the roles of faculty members within the program, college, and the University.

A proper training program needs to be implemented for all parties involved in using this system for evaluating faculty members' performance throughout the university.

General Guidelines

- The Chancellor assisted by the Provost/Vice Provost has the ultimate administrative responsibility for FPRDS policies, procedures and criteria, which will be reviewed at least once every two years by the office of the Chancellor;
- Colleges may supplement the FPRDS to meet its specific environment and requirements, provided that the Chancellor approves such customization. Faculty members must be made aware of such changes before the beginning of the evaluation cycle;
- The HoD may form a department committee to provide advice in assessing any activities or domains included in the evaluation process;
- The student course questionnaire, which is one of the FPRDS instruments, will be administered for all classes each semester. Results of all questionnaires that are conducted during the current evaluation period for courses taught by a faculty member will be included in the faculty evaluation;
- Courses offered over two semesters are to be evaluated differently than the courses offered for one semester: Student Course questionnaire will be completed by the end of the 2nd semester.
- It is the responsibility of the faculty member to submit relevant supporting documents to provide recorded evidence of an accomplishment, such as publications, grants and committee work;
- All individuals involved in faculty evaluation should respect the confidentiality of the process;
- Faculty members who wish to contest an evaluation by the HoD may submit a written appeal request to the college Dean, who will manage the re-evaluation process.

[Appendix 2: Faculty Performance Review and Development System]

7.2. Faculty Promotion

Gulf Medical University (GMU) encourages its faculty to be committed to production and dissemination of innovative and impactful knowledge. The ultimate purpose is to support the institution's mission, achieve its goals, and enhance performance and productivity through adoption and utilization of best practices in teaching, research, and service to the University and the community at large, following the principles of objectivity, transparency and fairness. GMU puts significant emphasis on professional development of its faculty. It also rewards those who demonstrate exemplary performance and contribute with outstanding achievements. It recognizes the right of deserving faculty members to be promoted to higher rank in accordance with its promotion policy and encourages them to seek promotion as soon as they have met the conditions to apply for promotion to a higher rank. [Appendix 3: Faculty Promotion Policy]



8. Faculty Compensation & Benefits

The faculty member is entitled to the remuneration package mentioned in his/her contract. The package includes Basic Salary and allowances (Housing allowance and Special allowance). The University also provides Medical Benefits. End of service Gratuity (according to the UAE labor law) shall be provided to all faculty members as per UAE regulations.

9. Faculty Grievance and Appeal

A grievance is a formal complaint by a member of the faculty that his or her terms or conditions of employment at the Gulf Medical University, (hereinafter “GMU”), or ability to act in his or her professional or academic capacity at the University has been significantly impaired due to serious violations as a result of one or more. A grievance is not an opportunity for a faculty member to express disagreement over the judgment rendered by an administrator or committee; rather, it provides the opportunity to redress one of the following:

- Violation of academic freedom
- Discrimination on the basis of age, disability, ethnic or national origin, gender, race or religion.
- Violation or misapplication of an applicable University contractual provision, practice, procedure, regulation or rule.
- Violation of accepted standards of behavior in the workplace of the University as stated in the Faculty Handbook.

The grieving faculty member must demonstrate the occurrence of procedural or factual errors in the case.

Appeals

A faculty member can file a written appeal to the Chancellor for Academic Affairs requesting a review of a decision made by an official of the University. The decision must have directly affected the academic or professional activities of the appellant as an individual. The purpose of the appeal process is to determine whether appropriate procedures were followed in making certain kinds of academic or administrative decisions, rather than to re-evaluate the merits of the decisions themselves. The appellant should file his or her appeal within 30 days of being notified of the decision. In addition, the concerned faculty member or professional staff is encouraged to resolve the dispute informally before beginning the appeal process. [Appendix 4: Faculty Grievance Procedure]

10. Faculty Separation Policy

These guidelines apply to any condition whereby a faculty member, whether on initial, term contract appointments, may be separated from employment with the University prior to the expiration of the faculty member’s contract. These conditions include resignation, dismissal and death.

Nothing in this chapter nullifies conditions of employment contained in the letter of appointment.

10.1. Resignation

If for any reason a member of the full-time faculty intends to terminate his or her relationship with the



University, due notice must be given in writing to the Chancellor through the Chair of the department and Dean of the College at least three months prior to the date of termination as per UAE labor law. The University reserves the right to prorate termination benefits if due notice is not given. Copies of the resignation letter must go to the Provost/Vice Provost and the Chancellor.

Unless an earlier date is specified, the effective date of a faculty member's resignation shall be three months from the date of submission of the resignation.

Faculty who resign from their positions at GMU must fulfill all obligations to their College prior to final departure, and the Dean of the respective College must confirm in writing that they have fulfilled their obligations prior to the delivery of final payment. Such obligations include handing over all papers, exams, grades, etc. related to their last semester of teaching at GMU.

10.2. Dismissal or Termination

Dismissal is the termination of employment of a faculty member of the Gulf Medical University, before the term of appointment has expired. Dismissal recommendations for reasons of academic performance or programmatic considerations initiated by the Provost/Vice Provost must be approved by the Chancellor.

10.3. Assurances

University policies and procedures for faculty dismissals shall ensure that:

1. The rights of the individual are protected under these policies and procedures;
2. Dismissal shall not violate the rights of an individual under applicable law;
3. The threat of dismissal shall not be used to restrain faculty members in their exercise of academic freedom;
4. Dismissal procedures shall provide for timely written notice of impending dismissal, which shall specify the grounds on which dismissal has been sought;
5. A faculty member notified of impending dismissal may avail himself/herself of the right of grievance, provided the necessary conditions have been met as specified in the chapter on the grievance code.

Justifications

Dismissal may be justified by one or more of the following:

a. Adequate Cause

Dismissal for adequate cause shall include grounds related to dishonesty, proven incompetence in teaching or research, serious neglect of professional or academic responsibilities, and/or personal misconduct affecting the community or the institution.

b. Discontinuance of Academic Programs

Termination of employment shall be based on the discontinuance of an academic program reflecting judgments concerning the educational mission of the University.



c. Financial Exigency

Termination of employment shall be justified by a demonstrated and bona fide financial crisis that threatens the continuation of one or more academic programs or units in their present form, and that cannot in the judgment of the Board of Trustees be appropriately addressed by less drastic means.

d. Procedure for Dismissal for Adequate Cause

Dismissal for adequate cause of any faculty member, whether on initial, term contract appointment shall require formal notification in writing to the affected faculty member by the Chancellor. This notice shall inform the faculty member of the decision to dismiss and the specific grounds for dismissal. If the affected faculty member wishes to challenge the dismissal, he/she must notify the Chancellor in writing of his/her intention to appeal the decision. Such notification must be received by the office of the Chancellor within ten working days of receiving notification from the Chancellor.

The Provost/Vice Provost may recommend to the Chancellor immediate suspension of the faculty member, if the Provost/Vice Provost believes such action is warranted based on the grounds for dismissal (see “Adequate Cause” above). The Chancellor shall make the suspension determination.

If the faculty member notifies the Chancellor of his/her intent to appeal the Provost/Vice Provost’s recommendations, the Chancellor, shall constitute an evidence committee to establish the facts in the case. The evidence committee shall offer the faculty member the opportunity to respond to the charges. This committee shall file a report within fifteen working days unless the Chancellor provides an extension for good reason.

If the facts support the original charge, the faculty member shall be dismissed. A dismissed faculty member shall normally receive salary and benefits until the effective date of dismissal unless otherwise determined by the Chancellor. The decision to dismiss is non-grievable.

10.4. Termination of Faculty due to Discontinuation of an Academic Unit or a Division

The recommendation to discontinue an academic unit (e.g. department) or a Division (e.g. school/college) shall be made by the Chancellor on the basis of educational considerations and only after consultation and review as set forth herein. When the Chancellor believes that discontinuance is necessary, he or she shall inform and seek the advice of the University Council. The request for advice shall be accompanied by written supporting documentation. The University Council shall promptly inform and seek the advice of the affected groups. The University Council shall, in turn, provide advice and consultation to the Chancellor.

The decision to discontinue an academic unit or a division may be made only by the Board of Trustees. A plan for the discontinuance of an academic unit or a division, approved through appropriate channels of consultation, shall be presented by the Chairman University Council, to the Board of Trustees before action is taken to discontinue. Termination of faculty appointments or major changes in academic programs must confirm with principles established in the approved plan, as well as the provisions of this document. The plan may provide for the termination of continuing-contract faculty in the discontinued program while probationary-contract faculty are retained in another program. Academic considerations shall be primary in making program and personnel decisions. The discontinuance requires the agreement



of the University Council.

After the decision to discontinue, major steps for dealing with the affected parties shall be reviewed jointly by the Chancellor/Provost/Vice Provost. Prior to issuing notices of dismissal to faculty in cancelled academic programs, the Chancellor, based on the recommendation of the Provost/Vice Provost, shall give careful consideration to all reasonable alternatives and ensure that decisions to terminate faculty under the plan shall conform to all applicable law.

Financial Exigency

Declaration

The declaration of an exigency requires that the dismissal of faculty is likely, even if such dismissals are not imminent. When the Chancellor of the university believes a bona fide financial exigency exists, he/she shall promptly inform the Board of Trustees and seek the advice of the Provost/Vice Provost, Chair Academic Committee. The Chancellor, will provide advice and consultation to the Board of Trustees. The decision to declare a financial exigency may be made only by the Board of Trustees.

Retrenchment

After the declaration of an exigency, major steps for dealing with the financial crisis shall proceed along the lines as described in the case of discontinuance of academic units, or divisions. Consultation between the University Council and the Academic Committee shall be central to this process.

A retrenchment plan shall be developed by the Chair, University Council and approved by the Board of Trustees before actions are taken pursuant to a declaration of financial exigency. Termination of faculty appointments or major changes in academic programs shall conform to the principles established in the retrenchment plan, as well as the provisions of this document. Academic considerations shall be primary in making program and personnel decisions.

The Board of Trustees may declare that a financial exigency no longer exists. However, nothing in this section shall imply that notice of dismissal issued to any individual during a period of declared exigency is automatically withdrawn or otherwise invalid.

10.5. Separation: The date of employment separation will be governed as follows:

- i. Last Working Day:** The normal date of separation for employees will be the last day actually worked.
- ii. Employee's Intent Not to Return to Work:** The date of separation for employees who give notice of intent not to return to work while on paid or unpaid authorized leave will be effective from the date such notification is received.
- iii. Death:** The date of separation for deceased employees shall be the date of death.
- iv. Failure to Return from Personal Leave:** The date of separation in the event an employee fails to return from personal leave of absence shall be the last day of the authorized leave granted.



APPENDICES



APPENDIX-1 FACULTY JOB OFFER LETTER

Ref: GMU/EST/2018/GMU-AP/001

Date:.....

Job Offer Letter

To :
From : Gulf Medical University, Ajman.

We have the pleasure to offer you a job as Designation.. at Gulf Medical University, Ajman, UAE. This offer will be subject to the following terms and conditions and will be effective from the date of joining:

1. Consolidated Monthly Salary Package

Basic Salary	: Dhs.
Special Allowance	: Dhs.
House Rent Allowance	: Dhs.
Total Salary	: Dhs.

2. Contract Period

The initial employment term will be for two years renewable upon consent of both parties. The Employee's appointment will be regularized after successful completion of six months' probation period.

3. Employment Visa

The Employee will be provided with employment visa, subject to approval and issuance of the work permit by the concerned authorities in UAE. For processing the employment permit, the Employee has to submit the required documents before commencement of employment.

4. Paid Vacation

The Employee will be entitled for one full month leave salary on completion of every one year of continuous service with the Employer.

5. Air Ticket Allowance

Air ticket will be provided to the employee on the completion of every one year of continuous service with the employer as per the UAE Labour Laws.

6. Working Hours

The basic work week is 5 days, and maximum of 48 hours. The Employee shall perform his/her employment duties at the Employer's place of business as indicated in the employment Contract.



7. Medical Benefits

The Employee can avail the medical facilities as per the Gulf Medical University policy. (Attachment)

8. Employee's Obligations

8.1 The Employee shall not engage in any other gainful occupation, or in any way perform any Services to any other person, business or organization during the term of this employment Agreement, further to management's approval.

8.2. The Employee shall not accept any presents, commissions or any kind of gratification in cash or kind from any person or entity having dealings with the Employer.

8.3. The details of your remuneration to be kept confidential and shall not be discussed with any other employees.

8.4. The Employee shall perform such service in good faith and comply with all rules, regulations and policies established or issued by the Gulf Medical University.

9. Confidentiality and Non-competition

9.1. During the course of the employment, the Employee will have access to certain proprietary or Confidential Information, copyrighted materials and/or trade secrets of Gulf Medical University, including without limitation to, business affairs, customer information, financial and accounting information, working methods, markets and marketing methods, applications, programs and any other information not generally known to the public which, if misused or disclosed, could reasonably be expected to adversely affect Gulf Medical University's business (hereinafter referred to as Confidential Information).

9.2. The Employee recognizes the proprietary and sensitive nature of the Confidential Information and shall abide by all Gulf Medical University rules, policy and procedures designed to protect its proprietary information and to preserve and maintain all such information in strict confidence during the term this employment Agreement. The Employee shall not, directly or indirectly, during the term of this Agreement use, disclose, or in any other way use or disseminate such information except as authorized in writing by duly authorized person of Gulf Medical University. Any breach of this clause shall entitle the Employer to terminate the employment contract and services of the Employee under the provisions of the U.A.E Labor Law and other applicable Laws in UAE.

9.3. The word Employer or Gulf Medical University used in this clause includes the Gulf Medical University and its affiliated academic healthcare units.

9.4. The Employee shall not during the term of this Contract for any reason, directly or indirectly carry on or be engaged, concerned or interested in carrying on within UAE of any business which may compete with the business of the Gulf Medical University and its affiliated academic healthcare units.

9.5. The Employee agrees that all ideas, designs, drawings, software, reports and plans invented or developed, acquired or received by Employee during the course of his employment period with the Employer, which relate to the business of Employer and any of its clients, shall remain the property of the Employer. The Employee shall surrender all such information or details to the Employer at the time of the termination of employment contract.



10. The terms of this Offer letter and the employment shall be governed by and construed in accordance with the U.A.E Labor Law No. 8 of 1980, as amended from time to time and applicable in the respective court of emirates, where employee is employed.

Kindly indicate your acceptance by signing this Job Offer Letter and returning a copy to us by email. This Job Offer letter remains valid for 10 (ten) calendar days from the date of receiving this offer.

EMPLOYER

Prof. Mohammed Hussam El Dein Hamdy
Chancellor
Gulf Medical University

EMPLOYEE

Name:.....



APPENDIX-2 FACULTY PERFORMANCE REVIEW AND DEVELOPMENT SYSTEM [FPRDS]

Responsibilities

Faculty performance review and development system is a joint effort among several participants. The present document sets out the minimum requirements for all types of faculty. This section outlines the roles and responsibilities of the faculty member, Head of Department, Dean, and the responsibilities at the University level.

Responsibilities of the Faculty Member

- Complete the relevant FPRDS forms and documents for evaluation by the HoD, including the Enhanced Course Portfolio, one full course for evaluation that is different each year, publications, conference papers, and action plan for improvement, as well as other supporting documents.
- Submit all required documents by the deadline set by the University, together with additional materials the faculty member deems highly relevant to his or her performance evaluation for the period under review.
- Meet with the HoD to discuss the faculty member's performance and finalize the evaluation;
- Submit an action plan for the next period which should include the weighting of evaluation criteria based on the expected allocation of faculty time and the needs of the department/college.
- All faculty members shall agree with the HoD on the weighting for each component of the FPRDS in their action plan; this agreement may be changed only in exceptional cases for unforeseen reasons.

Responsibilities of the Head of Department (HoD)

The Head of Department shall review all portfolios in the context of the requirements of this policy as well as the department's strategic plan and relevant program objectives and needs. In line with the above, the HoD will

- Ensure that all faculty members have received and understand the FPRDS materials and forms. Review all materials and reports submitted by the faculty member to ensure that they are consistent with the requirements and adequate for the purposes of performance evaluation.
- Secure any additional information from the individual faculty member required to undertake a fair and sound review of the faculty member's performance;
- Draft a preliminary evaluation report for discussion with the faculty member and communicated to the faculty so it can be reviewed before a personal meeting with the faculty member;
- Meet individually with each faculty member to
 - a) Discuss his/her performance according to the FPRDS criteria
 - b) Present feedback on strengths and prospects for development and/or improvement,
- Approve the faculty member action plan for the next evaluation period during the evaluation meeting;
- Complete the faculty member individual evaluation report justifying the scores for each of the four



categories by specific reference to the criteria;

- Provide faculty members time to review the evaluation report, and request a written response to the report when there is no agreement;
- Respond in writing to the faculty member; such response shall be included in the faculty member's file;
- Submit a final appraisal report with rationale and reference to specific evidence to the Dean for endorsement;
- Maintain the confidentiality of data submitted by the faculty for his/her appraisal and the evaluation results.

In case of disagreement between the HoD and faculty member on the content of the evaluation report, the faculty member may appeal to the Dean who will appoint a committee to make a recommendation on the case.

By mutual agreement between the HoD and the faculty member, the action plan (the academic work plan for next year including teaching, research and service) may be revised in response to extra-ordinary circumstances occurring during the new cycle of evaluation.

Responsibilities of the Dean

The Dean is the management authority at the College level. In this regard, the Dean shall

- Monitor and support the adequate execution of the FPRDS;
- Receive the reports from the HoDs;
- Receive faculty appeal requests for re-evaluation and, when appropriate, manage the faculty re-evaluation process;
- When there is no HoD, designate an Associate Dean to assume the role of the HoD in the performance appraisal process;
- Prepare the final reports and submit them to the Provost/Vice Provost office;

Responsibilities at the Provost /Vice Provost level

- Ensure that new faculty members joining in the university will receive these materials to familiarize themselves with the content prior the period of their evaluation;
- Cooperate with the various university departments/colleges to implement the FPRDS;
- Implement and manage the online FPRDS forms and data collection systems, including managing the student course questionnaire and employing strategies to enhance its response rate;
- Prepare and submit the final faculty review and development report to the university administration;
- Provide the appropriate training to Heads of Departments and faculty members on the best use of the guidelines to optimize the results;
- Maintain the confidentiality of all data submitted by the faculty member for his/her appraisal and



the evaluation results.

Confidentiality of data and results

All parties involved in the faculty appraisal process must maintain the confidentiality of all data and results made available to them at all times.

FPRDS Policy Guidelines

Who is evaluated?

The FPRDS applies to all full-time regular faculty members including lecturers in colleges.

The HoD shall evaluate all faculty members who are appointed as regular faculty/lecturers during the evaluation period. The evaluation is done on courses already taught; therefore, the evaluation period used for evaluating faculty members is defined to be the preceding two semesters.

Faculty members who have part-time special assignments (e.g. program coordinators) are typically accommodated by the FPRDS through flexible weightings that are assigned to different roles and performance metrics (e.g. program coordinators shall be assigned higher weighting for the “Service” role).

Student Course Questionnaire Policy & Procedures Policy

In its commitment to reflective practice and continuous improvement, the University seeks the opinions of students on the instruction they have received in all courses each semester. The results are used by the instructor for self-improvement purposes and by the university administration for decisions related to faculty retention, promotion and merit pay.

Procedures

1. All surveys shall be anonymous. No one, including the instructor, may know the name of the students who participate or any student’s individual responses;
2. The opinions are gathered online beginning three weeks prior to the end of classes for the semester;
3. The student opinion collection process should be closed before the final exams;
4. In case two or more faculty members are involved in the teaching of a course, a separate evaluation should be done for each faculty member who taught at least one-third of the course.
5. Developing the survey and administering it are the responsibility of the Office of the Provost/ Vice Provost with the Institutional Research Unit;
 - 5.1. The office will notify students by Moodle when the survey will begin and end, and remind students who have not yet completed the questionnaire a week before the end date;
 - 5.2. The office will coordinate the generation and distribution of the following reports:
 - A report to the individual faculty member summarizing the results of the survey, with a copy to the Head of Department;



- A summary report to the Head of Department on all surveys for instruction in his/her department;
 - An electronic file for the Deans and Provost/Vice Provost to access all results from all faculty members and departments.
6. Faculty members are expected to take the results of student surveys of their instruction into account in preparing for instruction and to comment on lessons learned in the “reflection” statement” in the performance review process;
 7. Heads of Department are expected to take the results into explicit account in their annual performance reviews of individual faculty member;
 8. Departments are expected to include the summary of results for discussion in a meeting, with a view to identifying any changes needed to ensure continuous improvement in the quality and delivery of their programs.

Procedure and Timeline

The evaluation period for all categories of faculty members is based on academic year; it begins with the Fall semester and ends with the Spring semester. All dates shall be given in reference to the GMU official academic calendar.

Appeal Process

- If a faculty member does not agree with the performance appraisal evaluation, he/she may appeal to the Dean for the re-evaluation of his/her file within five working days after the spring mid-semester break.
- The appeal shall be submitted in writing and must include the reasons and justifications for the appeal.
- The Dean shall notify the faculty member of his/her decision in writing within ten working days of receiving the appeal.

Evaluation Criteria

The four components of the FPRDS and weight ranges applicable to regular faculty members: Teaching & Learning (10-70%), Research, Scholarly and Creative Activities (10-70%); Service (10-20%), and Continuous Faculty Development (5-10%).

The ranges are allocated depending on the level of faculty effort attributed to each category; faculty members’ teaching weighting shall be proportionate to the number of courses taught over the evaluation cycle. The weight for the teaching and learning component should be allocated in increments of 10-15% for each course taught. The total percentage of teaching and research should not be below 75%.

Lecturers who are teaching and not performing administrative duties can be accommodated with the following rating for teaching (60-80%); and (0-25%) for Scholarly Activities. The weighting for Service and Continuous Faculty Development will remain as for regular faculty members.

The criteria for scoring the components are based on the rubrics provided. The overall evaluation score is a number between 0 and 4.



Translated into qualitative evaluation, the score will be as follows: Exceptional [3.8 - 4.0]; Exceed Expectations [3.4- 3.7]; Meet Expectations [2.5 - 3.3]; and Below Expectations [2.4 and below]

Teaching and Learning

Teaching and Learning is weighted between 10 and 70 percent of the total evaluation for professorial ranks; for lecturers who are teaching on a full-time basis, the weighting is between 60 and 80%. The number of courses taught over the academic year shall guide faculty members' teaching weighting. The rubric contains three sections:

The Enhanced Course Portfolio (mandatory):

Uploaded syllabi taught, assessment means, and teaching philosophy. Failure to submit this section will lead to have the rating scoring below 2.

Teaching, Creativity, and Assessment (80%):

This section is composed of key indicators that contain evidence of (1) integration of active learning strategies and effective student engagement in the course (50%), and (2) assessment methods to enhance student learning in the course (30%).

In case of integrated exams, the percentages will be changed as follows: (1) integration of active learning strategies and effective student engagement in the course (70%), and (2) assessment methods to enhance student learning in the course (30%).

In case a faculty member scores "1.9 points or below" during an evaluation period, the HoD shall require the faculty member to improve the course and to submit one additional course for evaluation.

Feedback on the student course questionnaire (20%):

This is the cumulative student feedback rating achieved by the faculty member on all courses taught during the evaluation period.

Research, Scholarly and Creative Activities

The weighting for this component shall be in the range of 10 to 80% of the overall faculty performance, depending on the faculty work plan and activity for the evaluation period. The following performance categories and rating guidelines are used to evaluate this component:

The evaluation rubric uses rating points to enable relative weights for 3 major categories of research productivity indicators (publications, research funding, and other research, scholarly and creative activities) based on the quality and quantity of the reported research activities. The total score for research and scholarship can be cumulated using a combination of any or all of the above 3 major categories to indicate the level of achievement of the faculty member under the overall "Research, Scholarly, and Creative Activities" component. The University reputation rests on the output of refereed publications and especially on those with a demonstrable high impact and/or international recognition as top tier publication in the field. In consequence, the highest weight of the evaluation shall be given to publications.



Publications:

Publications are used to evaluate the research achievements of faculty members and are considered an important metric for the academic standing of the faculty member and the University. Furthermore, publications are required for promotion to higher academic ranks. Eligible publications for evaluation are those published during the evaluation period (previous Spring and Fall semesters). More credit shall be given to publications within the discipline's top tier based on the prioritization of publication types as defined by the department/program. To encourage high quality scholarship, the top tier publications shall be granted full credit in two successive evaluation periods.

Research Funding:

Securing funding for one's research ideas is an indication of scholarly achievement and status among peers. The university encourages faculty members to write and submit competitive research proposals for funding sources. Guidelines on calculation of score for this category based on the type of grant, the role assumed by the faculty, and the number of funded projects.

Other research, scholarly and creative activities:

GMU recognizes that research productivity of faculty members can manifest in forms other than publications and grants such as research excellence awards received by faculty members, intellectual property, grant writing activities, co-supervision of student research, creative work, other types of scholarly work, and faculty mentorship.

Service

Faculty members are expected to employ their knowledge, expertise, and professional skills to benefit the University, the students, the discipline or profession, and the community at large in a manner consistent with the University mission. Preferably, service activities should be linked to the domain of expertise of the faculty member and fall in one of the following categories:

- Service to the University,
- Service to the profession and discipline
- Service to the community at large

The faculty member agrees with the Head of department on the type, scope and weight of the service activities that the faculty member should focus on during the period of evaluation. The weighting for this component shall be in the range of 10% to 20% of the overall faculty performance evaluation.

Performance Indicators and Rubric for Service

The faculty service is evaluated through documented service accomplishments and is based on the significance and impact of the activities as well as on the role played by the faculty in providing this service accomplishment.

It is the responsibility of the faculty member to provide all the necessary evidences that support his service activities. The HoD evaluates these activities based on a holistic appreciation of the faculty member overall effectiveness, ethics, collegiality, impact and proactivity. The score must be in the range of 0 to 4.



Continuous Faculty Development

This component counts for 5-10% of the full evaluation. It contains two sections:

(1) faculty member development in teaching, research, and/or community service, and (2) a final mandatory reflection paper on teaching, research, service and continuous development.

Faculty development in teaching, research, and/or community service (5-10%):

Gulf Medical University stresses continuous professional development for all faculty members. In this regard, faculty members shall be involved in different types of training programs each one according to his/her needs for a continuous improvement that can serve the college/university.

Faculty development is evaluated through documented training and is based on the significance of the activities and their impact. The faculty member should agree with the HoD on a set of professional development activities. It is the responsibility of the faculty member to provide all the necessary evidence that support his continuous development. The HoD evaluates these activities based on a holistic appreciation of the faculty member's overall effectiveness, collegiality, impact and pro-activity. The score should be in the range of 0 to 4.

Reflection Paper on teaching, research, service and faculty development:

The reflection paper is mandatory. It indicates how the faculty member sees his/her performance improving in teaching, research and service and how his /her students' performance improved during the evaluation period. The reflection paper includes also an "action plan" for enhancement, taking into consideration the types of professional development and training needed in the three areas mentioned above. It also anticipates the weighting of time to be devoted to each of the mentioned areas for the next evaluation period.

Failure to submit the Reflection Paper section will result in a nil score for the Continuous Faculty Development component.

Annual Faculty Evaluation – Timeline recap:

GMU shall introduce a practical timeline to complete the process of Annual Faculty Evaluation for each academic year.

Procedure and Timeline

The evaluation period for all categories of faculty members is based on academic year; it begins with the Fall semester and ends with the Spring semester. All dates shall be given in reference to the GMU official academic calendar.



APPENDIX 3. FACULTY PROMOTION POLICY

Introduction

The promotion process of Gulf Medical University is guided by the pursuit of academic excellence the University strives to reach. The principle requirement for rank advancement is excellence, and achieving promotion is its recognition.

The promotion to a higher academic rank is based upon a careful evaluation of the candidate's contributions to education, research, and service to the university and the community. Promotion is granted only to persons of significant achievement and with evidence of strong performance in these areas.

The applicant must have a record of effectiveness in education requiring a thorough knowledge of the subject, the ability to present it clearly, and the ability to work with students, motivate them, and serve as a positive role model for them. Evidence of educational effectiveness in addition to teaching also includes contributions to curriculum and program development, as well as development and use of innovative teaching methods. Judgment of teaching ability and effectiveness is based upon peer review and students' evaluations.

In the most critical requirement for promotion, the area of research, the applicant must make a substantive, original, and continuing contribution to the body of knowledge and understanding in his/her discipline. This is evident by scholarly activities leading to the development of an international reputation in his/her specialty as demonstrated by publications in internationally recognized journals, books as well as citation of his/her work. The applicant should demonstrate the ability to carry out independent, high quality research and should also have an area of specialization wherein a major portion of the research effort is concentrated.

The candidate for promotion must also contribute to quality services to both the University and external community. These include effective participation in Department, College, and University Committees, service to local community such as organization of short courses, workshops and seminars, establishment of technical cooperation with the industry and other institutions.

Promotion Criteria

Annual Faculty Evaluation and Appraisal system explains the Policies and Procedures which guides the application for promotion. Promotion criteria at Gulf Medical University include evaluating the performance of faculty members in the following three areas:

- Education
- Research
- Community Service

The distribution of relevant weight will depend on the faculty Track [Education Track, Research Track, Clinical Track].



Education

The applicant's performance in education shall be evaluated in accordance with the following criteria:

- A. Effectiveness of the applicant's education according to his students' evaluations in the courses s/he taught.
- B. Effectiveness of the applicant's teaching according to peer evaluations of a sample of the courses s/he taught.
- C. The applicant's contribution in developing programs including proposing new courses or modifying already existing ones.
- D. The applicant's contribution in improving the education and teaching process by being creative and innovative.

Research

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

- A. Published research articles (or accepted for publication) in multiple periodicals and journals (at least six for promotion to associate professor and ten for promotion to full professor). The periodicals and journals must be refereed, regularly published by universities, academic or scholarly societies/associations, scientific research centers, or international publishing houses, and specialized in the applicant's field of specialization in accordance with criteria approved by the University.
- B. Published chapters in books in the applicant's field of specialization. These books must have been refereed by at least two specialists in the field and should be published by a university, an academic association, or by an international publishing house. A maximum of one such work can be considered as a scholarly activity equal to one published paper and considered for promotion.

University and Community Services

The applicant's performance in University and Community services shall be evaluated in accordance with the following criteria and guided by the Faculty Performance Review and Development System guidelines:

- A. Serving on department, college and university committees.
- B. Participating in the activities of local, regional, or international academic and professional associations in the applicant's field of specialization.
- C. Participating in training and educational activities inside or outside the University.
- D. Providing academic or professional consultations in the applicant's field of specialization.

Academic Promotion

Promotion to the Rank of Associate Professor:

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



- A. Have spent five years as an Assistant Professor, of which at least 2 years is at Gulf Medical University.
- B. **(i) Education Track:** Submit a minimum of 4 original articles in her/his field of specialization, of which s/he is the main or sole author of at least 2 of them with evidence produced from journals or co-authors
(ii) Research Track: Submit a minimum of 8 original articles in her/his field of specialization, of which s/he is the main or sole author of at least 5 of them with evidence produced from journals or co-authors
(iii) Clinical Track: Submit a minimum of 5 original articles in his field of specialization, of which he is the main or sole author of at least 3 of them with evidence produced from journals or co-authors
- C. Have his articles accepted for publication after obtaining the rank of assistant professor, and these articles must not have been used earlier for earning an academic degree (master's or PhD. Degrees)
- D. Have taught at the University level for the period stated in item (A) above, and his overall evaluation in education is considered exceptionally good with a score of 85% and above.
- E. Have contributed effectively to university and community services.

Promotion to the Rank of Full Professor

As an Associate Professor applying for promotion to the rank of full Professor shall:

- A. Have spent five years as an Associate Professor, of which at least two years is at the Gulf Medical University.
- B. **(i) Education Track:** Submit a minimum of 5 original articles in her/his field of specialization, of which s/he is the main or sole author of at least 3 of them with evidence produced from journals or co-authors
(ii) Research Track: Submit a minimum of 10 original articles in his/her field of specialization, of which he is the main or sole author of at least 6 of them with evidence produced from journals or co-authors
(iii) Clinical Track: Submit a minimum of 8 original articles in his/her field of specialization, of which he is the main or sole author of at least 5 of them with evidence produced from journals or co-authors
- C. Have his articles accepted for publication after obtaining the rank of associate professor, and these articles must not have been used earlier for earning an academic degree (master's or PhD. degree).
- D. Have contributed effectively to university and community services.

Promotion Procedures at the Department Level

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

- A. Applications for promotion shall be submitted to the department chairman (using the university



promotion form) during the first week of January, April or October of each year. Applicants should attach with the application a dossier including a curriculum vitae (C.V), academic research output submitted for promotion, evidence for the applicant's contribution in teaching and academic advising, and university and community services. Names of five full professor referees in the specialization of the applicant shall be attached to the application. The applicant shall certify that s/he does not have any personal relationship with any of these referees that might affect their decision. The chairman shall refer the application to the Dean / Department Chair for review.

- B. The Department Promotion Committee includes all faculty members holding academic ranks equivalent to or higher than the academic rank to which the applicant is applying for. It should be noted that the members of this committee should not be members in higher level committees for the same purpose. The committee shall be chaired by the department chairman if he is a full professor, or by any other full professor in the department. In case the department does not have full professors, the chairman may head the committee when reviewing a promotion application to a rank equivalent to the rank of the chairman.
- C. The Department Promotion Committee shall review the promotion application to make sure that each application satisfies the promotion requirements. The Committee may ask the applicant for more information and evidence pertaining to the contents of the promotion dossier. The committee shall prepare a detailed report including the results of reviewing the application, and a recommendation of whether or not to proceed with the promotion process. The chairman of the department shall refer the report of the committee together with the application dossier to the Dean of the College in a maximum period of one month from the date of his receiving the application dossier.
- D. If the number of faculty members in the department holding a rank equivalent to or higher than the one sought for promotion is less than three, the Dean, in consultation with the chairman, shall select the needed external number of members from those in the field of the applicant's specialization provided that they are of the same academic rank or higher than the rank applied for.

Promotion Procedures at the College Level

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

- A. In September of each year, the College Council forms a committee for promotion called the College Academic Promotion Committee, chaired by the Dean of the College if he is a full Professor (or any Professor in the college). The committee shall include a full professor from each department in the College. In case a department does not have full Professors, an Associate Professor may represent the department in this committee. However, Associate Professors shall not participate in reviewing promotion applications to the rank of full Professor.
- B. The College Academic Promotion Committee shall review each application to make sure that it satisfies the requirements of promotion. The College Academic Promotion Committee may ask the applicant for more information and evidence pertaining to the contents of the promotion dossier. The College Academic Promotion Committee shall prepare a detailed report containing the results of reviewing the application and a recommendation of whether or not to proceed

with the promotion process. If the recommendations are to proceed with the promotion process, the Dean of the College shall submit the report of the committee and a list of potential referees (together with the promotion dossier and the report of the Department Promotion Committee) to the chairman of the University Central Committee for Academic Promotion in no more than a month from the date of receiving the report of the Department Promotion Committee.

- C. The Dean of the College in consultation with the chairman of the department and the full professor members of the College Academic Promotion Committee shall suggest a confidential list of five referees of the full professor rank from outside the UAE in the applicant's field of specialization. This list shall be added to the list provided by the applicant. None of these referees should have supervised the applicant in the master's and/or the PhD stages, or coauthored any of his studies or research articles. The Dean shall attach with the list of referees a CV of each potential referee indicating his/her current job, field of specialization, and his/her recent publications.
- D. In case the number of the College Academic Promotions Committee members who hold a rank equal to or higher than the one sought for promotion is less than three, the Dean shall follow the same procedure mentioned above at the level of the department.

Promotion Procedures at the University Level

Applications for promotion shall be processed at University level as follows

- A. In September of each year, the Dean's council shall form a committee called the University Central Committee for Academic Promotion chaired by the University Chancellor or his deputy. The Committee shall consist of representatives of each college from those who hold the rank full Professor.
- B. The University Central Committee for Academic Promotion shall review the promotion applications to make sure they satisfy the promotion requirements taking into consideration the reports of the Promotions Committees of the departments and colleges. The Committee may ask the applicant for more information and evidence pertaining to the contents of the promotion dossier.
- C. The University Chancellor or his deputy shall select four referees from the list nominated by the college for evaluating the applicant's academic or creative work. The Chancellor or his deputy may add additional specialized referees after consulting with the members of the Central Committee. The Chancellor or his deputy shall do all the correspondences with the referees.
- D. Each referee shall be sent a copy of the applicant's CV, the University promotion Bylaws, the research output that the Central Committee accepted for promotion, and the forms of evaluating research output. The Chancellor or his deputy may send the dossier to a new referee if any of the original referees did not respond in a period of three months.
- E. The University Central Committee for Academic Promotion shall review and discuss the evaluation results after receiving the responses of the least three referees provided that the average of each referee's evaluation is not less than good.
- F. The Chancellor shall refer the recommendations of the University Central Committee for Academic Promotion to the Deans' Council for consideration. In case of promotion to the rank of full Professor, the decision of the Dean's Council whether or not to promote the applicant



shall be made by a simple majority of the full Professors attending the meeting and by a simple majority of the full Professors and Associate Professors, if the case concerns promotion to the rank of Associate Professor.

- G. In case the University Council turns down a promotion application, the Chancellor shall notify the applicant of this decision in writing. The faculty member, in such a case, may reapply for promotion after at least one year from the date of notification provided that he/she submits new articles equal to ten points for promotion to the rank of Associate Professor and 20 points for Promotion to the rank of full Professor.

Preparing the Promotion Dossier

The applicant should submit four copies of the promotion dossier. Each copy should contain:

1. A completed printed application form.
2. The applicant's curriculum vitae indicating academic degrees and the dates of obtaining them, academic ranks the applicant earned before and after joining Gulf Medical University, all the research work submitted for promotion, experience in teaching and academic advising, and university and community services.
3. Copies of the research work submitted for promotion.
4. Information about the journals and periodicals in which the research work was published (or accepted for publication).
5. A list of the research output submitted for promotion and a list of the works which cited any of the applicant's works.
6. Evidence to prove the applicant's contribution in education including peer evaluation reports and student's evaluations.
7. Evidence to prove the applicant's contribution to university and community services.
8. The dossier should include an original copy of the applicant's research work.

General Conditions

- A. Promotion granted to faculty members by other universities while working at Gulf Medical University are not accepted.
- B. A faculty member who produces double the number of the required research output for promotion can apply for promotion after completing four years in the academic rank from which he wants to be promoted.
- C. All correspondences pertaining to the promotion process at the level of the department, college, and university shall be confidential.
- D. An applicant for promotion may request the Chancellor, in writing, to review the recommendations of the promotion committees at the level of the department, college, or university in case any of these committees refuses to process the application, provided that the applicant provides evidence of procedural irregularities.



APPENDIX- 4 FACULTY GRIEVANCE PROCEDURES

Rules and Procedures for the Faculty Grievance Committee

The purpose of the faculty grievance committee shall be to work towards the conciliation of intramural disputes, to guarantee due process for and just settlement of otherwise irreconcilable grievances, and to help ensure the institutional integrity of GMU, and to safeguard the academic freedom of its faculty.

The Faculty Grievance Committee of GMU shall be an elected standing committee of the University. The Faculty Grievance Committee shall implement the policies and procedures established by GMU for the resolution of faculty grievance, for appeal regarding discrimination and harassment complaints, and in matters of suspension and dismissal of faculty members.

Definitions

- A. **Grievance is defined** as a complaint arising from the work situation, which is judged as a deviation from or misinterpretation or misapplication of practice or policy. It shall also include complaints arising from dismissal and suspension procedures.
- B. **Discrimination and harassment:** It is an unlawful practice for any employer or institution of higher education to discriminate against an individual – employee, student or faculty – on the basis of the individual's race, sex, age, religion, or nationality. Discriminatory conduct includes: employee hiring, discharge, promotion, or discipline or any other decision related, directly or indirectly, to the employment based upon discriminatory factors.

Coverage:

1. Grievance

The procedures described below shall be available in any instance when a faculty member believes that he/she has a grievance as described above.

2. Discrimination or Harassment

The procedures described below shall be available in any instance where a faculty member is either a victim or instigator of harassment. In case where all of the involved parties are classified employees, the GMU Classified Employee Grievance Procedure shall be followed. For purposes of any allegation of harassment, residents and house staff shall be considered to be classified employees.

Timelines:

a. Procedural Guarantees

Each faculty member shall be free from any restraint, interference, coercion, or reprisal on the part of associates or supervisors in making any complaint or appeal, in accompanying a complaint, in appearing as a witness, or in seeking information in accordance with these procedures described herein.

Procedures for faculty grievance

- A. Faculty member having cause for complaint shall follow the established procedures within the complainant's own administrative unit before filing a grievance with the Chancellor. The objectives shall be to resolve the matter before initiating the formal grievance procedures herein described.



- B. A faculty member with a complaint shall first discuss the grievance with the immediate supervisor. If a resolution of the grievance is not achieved at this level, the resolution of a grievance shall be persuaded at each administrative level up to the level of the Dean.
- C. A complainant who is not satisfied with the outcome of this procedure may initiate a Formal Grievance Procedure by registering a written complaint with the Chancellor within sixty calendar days from the receipt of written notice of the decision of his/her administrative unit. Once this complaint has been received from the grievance committee, hearing policies will be followed:

General

- a. It shall be the responsibility of the Chancellor to appoint a Formal Grievance Hearing Committee.
- b. All proceedings should be held as expeditiously as possible. Total time from appointment of a Hearing Committee through a report to the Chancellor should generally take about 45 working days.

Composition

- a. The Chancellor shall appoint the membership of the Faculty Grievance Hearing Committee.
- b. The committee may include no more than one representative from the department or division from which the complaint is initiated.

The Committee shall:

- 1. Determine if the complainant has adequately pursued the established procedures within the complaints administrative unit for the resolution of the stated grievance.
- 2. Determine whether the complaint meets the criteria of a grievance.
- 3. As appropriate, seek to bring about a settlement of the issue, which is satisfactory to the parties.

Granting a hearing

- a. Once determined, the Faculty Grievance Hearing Committee will report its finding to the Provost/ Vice Provost.
- b. The Provost/Vice Provost shall serve notice to the necessary parties.
- c. The notice shall include a statement of the specific charges, the names of the members of the formal hearing committee panel, and a copy of the Grievance Policies and Procedures, and the date, time and place of hearing.



Formal hearing for faculty grievance including dismissals

Procedures:

1. The formal grievances hearing committee shall establish and pursue its own procedures for conducting its enquiries, as long as those procedures afford due process for all parties.
 - a. The parties shall be permitted to have an advisory counselling of their choice.
 - b. The formal grievance committee may grant adjournments as it deems appropriate to enable either party to investigate evidence as to which a valid claim is made;
 - c. Necessary parties shall be afforded the opportunity to question all witnesses testifying at the hearing. Where a witness cannot or will not appear but the committee determines that the interests of justice require the admission of his/her statement, the committee shall identify the witness, disclose the statement and, if possible, provide for interrogatories.
 - d. The formal Grievance Hearing Committee is not a legal trial and will not be bound by strict rules of legal evidence. The recommendations of the formal Grievance Hearing Committee will be based solely on the hearing record.
 - e. The Chancellor of GMU and all necessary parties will be notified in writing of the recommendations if any, of the formal Grievance Hearing Committee.
 - f. Suspension of Faculty Grievance Process: Once a grievance has been filed and a formal Faculty Grievance Committee has been designated, the process may be suspended, only if both parties agree to a temporary suspension of the grievance. The purpose of a temporary suspension of the grievance committee shall be to allow the parties to reconcile.
2. The Faculty Grievance Committee for the dismissal procedure shall be appointed.

The following shall apply in hearing a case involving dismissal of a faculty member:

- a. Service of notice of hearing with specific reason of charges against the faculty member of the formal Faculty Grievance Committee shall be made in writing at least ten days prior to the hearing. The faculty member may: (1) waive a hearing, or (2) respond to the charges in writing. If a faculty member waives a hearing but denies the charges or asserts that the charges do not support the finding of an adequate cause, the formal Faculty Grievance Committee shall evaluate all available evidence and rest its recommendations upon the evidence in the record.
- b. If the formal Faculty Grievance Committee concludes that the evidence in the record has not established adequate cause for dismissal, it shall so report to the Chancellor of GMU. If the Chancellor does not approve the report, the reasons shall be stated in writing to the formal Faculty Grievance Committee for response before rendering a final recommendation. If the formal Faculty Grievance Committee concludes an academic penalty less than dismissal, it may so recommend with supporting reasons. The Chancellor may or may not follow the recommendations of the formal Faculty Grievance Committee.
- c. After complying with the foregoing procedures, the Chancellor of GMU shall send an official letter to the faculty member giving notice of retention or removal. Such a letter shall



be delivered to the addressee only. The letter shall state clearly any charges, which the Chancellor has found sustained and shall notify as such the faculty member.

- d. Upon dismissal by the Chancellor of GMU, the faculty member shall be suspended from employment without pay from the date of the final decision of the Chancellor.
3. The formal Faculty Grievance Hearing Committee shall, within five days of the completion or termination of its hearing, file a written report of its findings of fact and of its recommendations for administrative action with the Chancellor of GMU. Copies of this report shall be sent to all necessary parties involved.
4. During the course of each hearing, the Formal Faculty Grievance Hearing Committee shall keep minutes of its meeting and such other records of its activities as it deems necessary and shall at its discretion include information derived there from its reports to the Chancellor.
5. The formal hearing procedure may be terminated at the discretion of the formal Faculty Grievance Hearing Committee at any time upon request of the complainant.
6. In the event that a necessary party feels that the formal Faculty Grievance Hearing Committee has not complied with the policies and guidelines for the formal Grievance Procedure set forth herein, the said party shall have the right of appeal to the Chancellor of GMU for review provided that the appeal is made within 30 days of notice of the ruling.

Procedures for discrimination and harassment appeals

Procedures within the College or Administrative Unit

GMU shall establish and administer its own rules and procedures for discrimination and harassment complaints. It shall be the purpose of such rules and procedures to resolve such matters, whenever possible, or to provide final written recommendation to the administrative unit which shall be communicated to all parties to any complaint.

1. The complaint shall be discussed first with the immediate supervisor. If a resolution of the complaint is not achieved at that level, a resolution shall be pursued at each administrative level up to the Dean.
2. Faculty and staff may also bring complaints directly to certain administrative officials. Faculty members and other parties may contact the Dean. A written statement concerning the specific nature of the complaint and the parties involved shall be forwarded to the Dean.
3. The Dean shall issue a written statement of his/her final decision to both the complainant and the accused party.

Functions of the Provost/Vice Provost with regard to Faculty Grievance

1. To review all appeals regarding discrimination and harassment complaints.
2. To determine if a hearing of such appeals shall be granted.
3. To appoint a formal Grievance Hearing Committee.
4. To make recommendations to the Chancellor regarding the appeal.



Application for Appeal

1. All requests for appeal must be made to the Chancellor within 10 days of receipt by the applicant of written notice of final action by the administrative supervisor.
2. All applications for appeal must be submitted in writing and shall include at least:
 - a. Statement of particulars sufficient to describe the original complaint made by or against the applicant.
 - b. A description of the treatment of that complaint to that date;
 - c. A written notice of the administrative recommendation and action on which the applicant wishes to appeal.
3. Application for appeal shall be approved by the Provost/Vice Provost, provided that:
 - a. Immediate notice of the said disposition shall be delivered to all concerned parties.

Appointment of discrimination and harassment appeals sub-committee

If an appeal hearing is granted, the Chancellor shall appoint a sub-committee for the hearing. Composition of the Hearing Sub-committee shall depend upon the parties involved in the original complaint and shall be constituted accordingly.

Final recommendations of the Faculty Grievance Committee

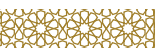
1. Within twenty (20) working days of its constitution, the hearing sub-committees shall submit its recommendations to the Chancellor.
2. The Chancellor shall immediately distribute the report to the Board of Trustees
3. Within seven (7) working days of receipt of the report, the Chancellor shall give written notice of his decision directly to the Applicant

Role of the Chancellor

The Chancellor of the GMU shall be the final decision maker under the terms of this Code and shall be responsible to the Board of Trustees for actions as Chief Executive Officer of the University. The Chancellor shall not be subject to the grievance provisions of this Code for decisions made or actions taken as Chancellor, whether based upon the advice of others or upon independent judgment of the needs and interests of the GMU.

In all matters, the Board of Trustees expects the Chancellor to adhere to the rules and regulations of the GMU and personally to maintain high professional and ethical standards.









جامعة الخليج الطبية

GULF MEDICAL UNIVERSITY

EDUCATION • HEALTHCARE • RESEARCH

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