



الجامعة الأهلية
AHLIA UNIVERSITY
BAHRAIN

Academic Faculty **Handbook**

CONTENTS

1.	About Ahlia University	6
2.	Organization & Governance	9
3.	Faculty Affairs	10
3.1	Faculty Roles And Responsibilities	10
3.2	Faculty Workload Allocation	12
3.2.1	Teaching And Supervision Load	12
3.2.2	Community Engagement	13
3.2.3	Research	14
3.2.4	Office Hours	15
3.3	Faculty Absence From Class	16
4.	Academic Affairs	17
4.1	Quality Of Teaching And Learning	17
4.1.1	Development Of Quality Assurance Documentation	17
4.1.2	Implementation Of Au Assessment Manual	18
4.1.3	Benchmarking Of Academic Content	19
4.1.4	Maintenance Of Supervision Records	20
4.2	General Information And Relevant Policies, Procedures, And Guidelines	20
4.2.1	Programme Study Plan	20
4.2.2	Core Curriculum	20
4.3	Contribution To The University Teaching, Learning And Excellence Plan	23
4.4	Academic Programs & Curriculum	24
4.4.1	New Program Development	24
4.4.2	Program Review Process	27
4.4.3	Course Development	29
4.4.4	Instructional Delivery	31
4.4.5	Changes To Course Schedule	32
4.5	Policy For Ethical And Safe Conduct Of Ahlia University Intellectual Property	28
4.6	Faculty Development	33
4.6.1	Faculty Development Policy And Procedure	34
4.6.2	Faculty Development Plan	34
5.	Student Affairs	35

5.1	Rules And Regulations For Student Class Attendance	35
5.2	Withdrawal Policy	36
	5.2.1 Official Temporary Withdrawal	36
	5.2.2 Unofficial Withdrawal	36
	5.2.3 Permanent Withdrawal From The University	36
5.3	Add/Drop Courses	37
5.4	Final Examinations	37
	5.4.1 Final Exams Schedule And Invigilation Duties	37
	5.4.2 Invigilation Duties	38
5.5	Student Policy On Academic Integrity	39
	5.5.1 Types Of Academic Misconduct	39
	5.5.2 Dealing With Similarity / Suspected Plagiarism	39
	5.5.3 Guidelines For Deterrence Of Academic Misconduct	40
	5.5.4 Reporting Misconduct	43
	5.5.5 Penalties	44
	5.5.6 Student Appeal Against A Misconduct Decision	44
	5.5.7 The University Disciplinary Committee Review	44
5.6	Grades & Student Records	45
	5.6.1 Reporting Grades	45
	5.6.2 Posting Grades	46
5.7	Challenge Of Grade	48
5.8	Student Grade Appeals	49
	5.8.1 Procedure For Appeal	49
	5.8.2 Procedure For Appeal Of Final Grade	49
	5.8.3 Procedure For Appeal Of A Major Assessment	50
5.9	Retaining Academic Records	51
	5.9.1 Custodial Standards	51
	5.9.2 Confidentiality Of Student Records	52
5.10	Internships For Undergraduate Students	56
5.11	Student Counselling	57
5.12	Academic Advising	58
	5.12.1 Students With Special Needs	59

5.13	Student Activities	60
5.13.1	Special Activity Grading Policy	60
6.	Faculty Promotion Policy And Procedures	62
6.1	Procedure	62
6.2	Criteria For Promotion	63
6.2.1	Professor Rank	63
6.2.2	Associate Professor Rank	63
6.2.3	Timing For Consideration Of A Promotion	64
6.2.4	Procedure For Promotion Review	64
6.3	Post-Promotion Review	64
6.3.1	Post-Promotion Responsibilities	64
6.3.2	Appellate Process And Timeline	64
6.4	Overall Faculty Evaluation, Appeal And Grievance	65
6.4.1	Course And Instructor Evaluation	65
6.4.2	Overall Faculty Evaluation	65
6.4.3	Overall Faculty Evaluation Appeal Procedure	65
7.	Human Resource Policies	67
7.1	Faculty Orientation	67
7.2	Policy And Procedure For Faculty Mentorship	67
7.3	Equity And Diversity Policy	70
7.3.1	Equity And Diversity Among The Student Body	70
7.4	Non-Retaliation Policy	71
7.5	Equal Opportunity	72
7.6	Grievance	73
7.7	Suspension Or Termination For Cause	73
7.8	Employment Contract And Renewal	74
7.8.1	Types Of Employment	74
7.9	Leave Policies	74
7.9.1	Annual Leave	74
7.9.2	Sick Leave	75
7.9.3	Marriage Leave	75
7.9.4	Paternity Leave	75
7.9.5	Maternity Leave	75

7.9.6	Al Hajj (Pilgrimage) Leave	76
7.9.7	Eddah Leave	76
7.9.8	Bereavement Leave	76
7.9.9	Unpaid Leave	76
7.9.10	Sabbaticals And Unpaid Leaves	76
7.10	Salaries	77
7.10.1	Full-Time Faculty Salaries & Benefits	77
7.10.2	Part-Time Faculty Compensation	77
7.10.3	Step Raises For Promotions And Reappointments	78
7.11	Faculty Resignation	78
7.11.1	Faculty Dismissal	78
7.12	Faculty Emeritus	79
7.12.1	Requirement For Conferring "Emeritus Professor"	79
7.12.2	On-Campus And Off-Campus Professor Emeritus	80
7.12.3	Entitlements To On- Campus Professor Emeritus	80
7.12.4	Remuneration	81
7.12.5	Duties And Obligations Of Professor Emeritus	81
7.12.6	Courses And Special Assignments	81
7.12.7	Reporting	81
7.12.8	Conferences, Research Remuneration, And Advising	81
7.12.9	Disciplinary Acts	82
7.12.10	Application For Professor Emeritus Status	82
7.12.11	Resignation And Change Of Status	82
7.13	Personal Use Of University Property	82
8.	Information Systems And Resources	83
8.1	Integrated Digital Environment Policy	83
8.2	Adreg	86
8.3	Moodle	88
8.4	Teams	88
8.5	Sharepoint	88
8.6	Library	88
8.6.1	Digital Library	89
8.6.2	Physical Resources	89
8.6.3	Policy On How To Order	90

1. ABOUT AHLIA UNIVERSITY

At Ahlia University, we take pride in our growing reputation as a provider of quality higher education in the Kingdom of Bahrain and the wider Gulf region. Excellence in education is at the core of everything we do, delivered by our dedicated academic faculty and esteemed researchers. The Quality Assurance Agency consistently recognizes the high standards of our teaching and learning.

Established in 2001, Ahlia University was the first private university to be licensed by the Government of Bahrain. From the outset, the founders envisioned a distinctive institution of higher education, ensuring that science, humanities, business, and education would play vital roles in the development and advancement of our society.

Ahlia University is an autonomous institution, independently chartered, funded, and managed by the private sector. All professional programs offered by AU are recognized by Bahrain's Higher Education Council, as well as by distinguished universities in the UK and USA.

From the beginning, Ahlia University has emphasized obtaining international accreditations from leading higher education bodies for its academic programs and building international collaborations with prominent academic institutions. Additionally, the University was among the first private universities in Bahrain to be recognized by the Ministry of Education in the Kingdom of Saudi Arabia.

Ahlia University currently consists of five colleges:

1. College of Arts and Science
2. College of Business and Finance
3. College of Engineering
4. College of Information Technology
5. College of Medical and Health Sciences

Ahlia University offers students from the Gulf region and around the world the opportunity to join a truly dynamic and challenging institution.

Here, they can receive a technologically advanced education and a highly distinctive arts education. All courses are taught by leading faculty members who possess outstanding academic credentials, as well as relevant practical and professional experience, ensuring our students receive a first-class education.

Our future looks very bright. With the construction of a state-of-the-art campus underway and the ongoing development of partnerships with international institutions, Ahlia University ensures that students have opportunities for global study and access to the highest quality of teaching and learning.

VISION

Ahlia University aspires to be an outstanding regional and international academic institution, and a driver for economic and social transformation, by promoting the highest level of integrity in the achievement of excellence in education and research.

MISSION

- To foster knowledge discovery and dissemination, for the benefit of the community, through constructive partnership and meaningful engagement in the intellectual, scientific, and cultural spheres of life in Bahrain, the region, and beyond.
- To offer high-quality education, and global learning opportunities that empower our learners to achieve their full potential.
- To develop a vibrant and proud community of learners who are distinguished by their professional competence, uncompromising ethics, and responsible global citizenship.

GOALS

Goal 1 - Effectiveness, Governance and Sustainability

1. Attract, develop and retain a talented diverse student body.
2. Maintain a people- focused culture to attract, develop and retain staff dedicated to the university's mission.
3. Maintain and develop campus infrastructure as appropriate for a 21st century modern university.
4. Sustain and institutionalise quality management, accreditation & ranking standards across all operations.

Goal 2 - Education Excellence and Learner Experience

1. Provide superior learning opportunities and an outstanding learner experience.
2. Promote life-long learning skills for personal and professional development.

Goal 3 - Research Impact and Intellectual Contribution

1. Promote Knowledge Transfer Partnerships in Research.
2. Sustain intellectual contribution and production of high-quality research.

Goal 4 - Social Responsibility and Community Engagement

1. Expand & nurture relationships with the local and regional community.
2. Promote citizenship & social responsibility towards positive societal impact.

CORE VALUES

1. Excellence

We value excellence in all its forms, including academic excellence, research excellence, service and operational excellence.

2. Inclusiveness

We champion inclusivity, diversity, and equity both within and outside the institution. We strive to mainstream the principle of equal opportunity in all our operations, and in relation to all stakeholders.

3. Integrity

We look towards integrity as being a multifaceted value that encompasses ethics, morals, respect, honesty, truthfulness, and transparency. We aspire to embody and personify these attributes in all our endeavours.

4. Collegiality

We uphold collegiality as an important core value that epitomises the aspirational organisational culture, manifest in collaboration, cooperation, trust, and partnership.

5. Ambition

We cherish ambition, as inspired by our founders and their pioneering spirit. We strive to create a vibrant and dynamic learning environment for both our learners and staff to fulfil their ambitions.

6. Engagement

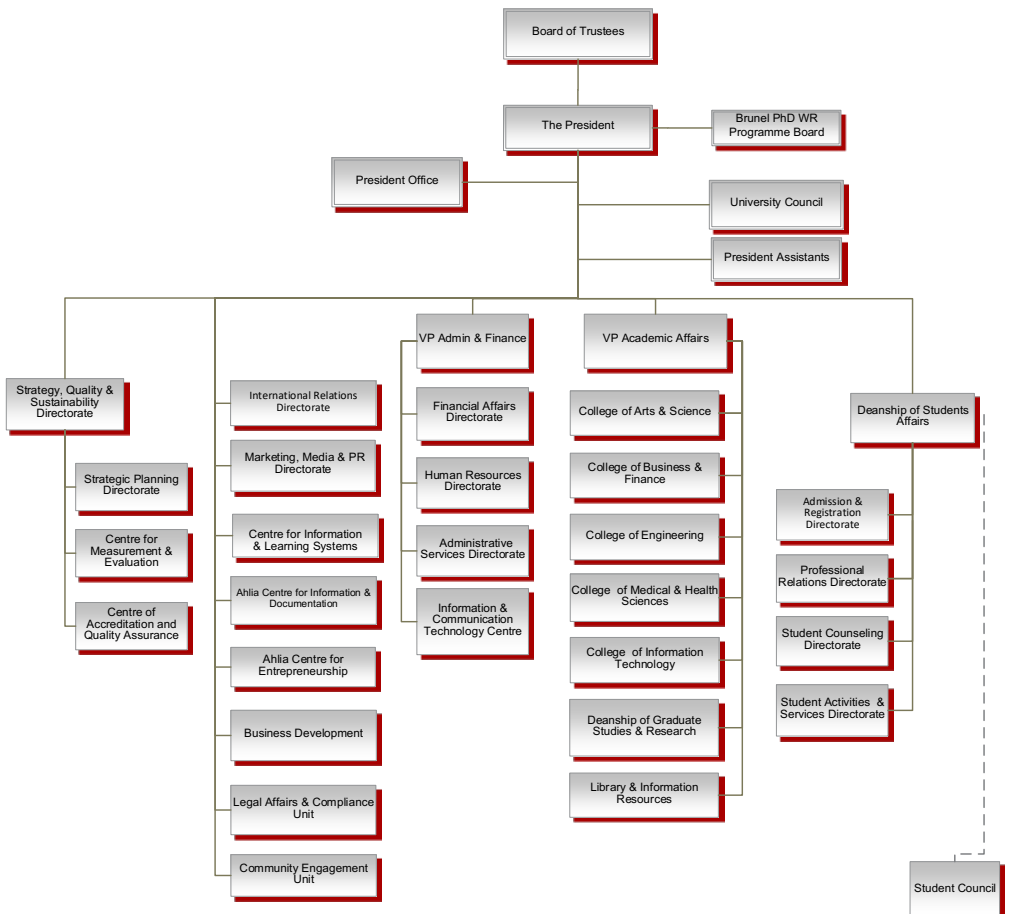
We believe in family, community, and society, and the bonds and ties that hold us together. We strive to engage, serve, and build constructive partnerships that create a positive societal impact.

2. ORGANIZATION & GOVERNANCE

Ahlia University functions as a distinct entity within the Arab Academy for Research and Studies (AARS), with its own Board of Trustees (BoT).

This separation enables focused governance, as the BoT oversees the university's activities and ensures effective management.

The university features a clearly defined organizational structure illustrated below that outlines lines of responsibility and accountability, supporting its mission and objectives.



3. FACULTY AFFAIRS

3.1 FACULTY ROLES AND RESPONSIBILITIES

Faculty members at Ahlia University are fundamental to the success of higher education institutions, playing a pivotal role in creating the academic environment essential for the university to achieve its mission.

Their responsibilities go beyond teaching; they include conducting academic research, handling administrative duties, and actively engaging in community service and mentorship, all aimed at ensuring that the university achieves the desired graduate attributes for its academic programs.

According to the academic staff bylaws (ref. UC/P 2018/315) at Ahlia University, faculty members are classified into categories such as Professors, Associate Professors, Assistant Professors, and Lecturers. Each role brings a unique blend of expertise and commitment to advancing knowledge, promoting academic excellence, and contributing to the holistic development of students.

Ahlia University faculty members undertake a wide array of responsibilities crucial to the institution's academic and developmental goals. These encompass:

- **Teaching**
Teaching a wide array of courses to students across disciplines.
- **Developing curricula**
and refining curricula to ensure academic rigor and relevance.
- **Performing research**
Conducting rigorous academic research, participating in studies, and contributing to seminars and scientific conferences.
- **Supervising student activities**
Supervising student research projects, guiding students academically and ethically, and supporting their academic and social activities.
- **Conducting examinations**
Administering examinations to evaluate student learning and progress.
- **Participating in university governance**
Participating actively in Department, College, and University councils and committees, and contributing to various university initiatives.
- **Providing academic counseling**
Offering guidance and support to students to facilitate their academic and personal development.

- **Committing to academic duties**
Dedication to advancing Ahlia University's academic mission, striving for excellence in research, teaching, mentoring, and community service to uphold the institution's esteemed reputation.
- **Fulfilling assigned duties**
Performing all responsibilities assigned to them to further the university's educational objectives and operational effectiveness.
- **Availability on Campus**
Ensuring their presence on campus and dedicating ample office hours to support and advise students.

Despite these responsibilities, Ahlia University upholds the academic freedom of its faculty members.

They are encouraged to explore diverse perspectives, express their ideas freely, publish research findings, and engage in scholarly discourse related to their fields and university activities.

This academic freedom is circumscribed only by applicable laws and adherence to the university's regulations, ensuring responsible and ethical academic conduct.

In essence, Ahlia University faculty members play an integral role in shaping the educational experience, fostering intellectual growth, and contributing significantly to the institution's academic excellence and community engagement.

Through their commitment and expertise, they uphold Ahlia University's commitment to leadership in higher education.

3.2 FACULTY WORKLOAD ALLOCATION

The workload for faculty members, including instructors, is carefully structured to ensure that their total weekly hours do not exceed 40 hours.

This total workload encompasses four core functions:

1. Teaching and Supervision
2. Research and Intellectual Contribution
3. Community Engagement
4. Other Activities

The detailed breakdown of these activities is outlined in the university's rules and regulations, which are designed to maximize the efficiency and effectiveness of the faculty's efforts.

The table below illustrates the distribution of hours per week and the corresponding percentage allocation for each activity:

No	Faculty Core Activities Per Week	Percentage of Working Weekly 40 Hours	Hrs per Week
1	Teaching	37.5%	15
2	Research and Intellectual Contribution	25.0%	10
3	Community Engagement	12.5%	5
4	Other Activities	25.0%	10
5	Maximum Faculty Weekly Load	100.0%	40

Important to highlight, Ahlia University's workload allocation policy for faculty members is designed to ensure a balanced distribution of responsibilities across teaching, research, and community engagement. Faculty responsibilities are explained in detail in the sections below:

3.2.1 Teaching and Supervision Load

At Ahlia University, the faculty teaching load encompasses the roles, positions, tasks, and responsibilities assigned to faculty members. The teaching and supervision load is determined by the specific position held by each faculty member. The table below details the teaching and supervision load at Ahlia University for each academic position group.

Adjustments to the assigned load may be made if written permission is granted by the university president. For instance, faculty members may be granted a reduction in their teaching load to focus more on research activities. This is particularly relevant for PhD candidates, whose teaching hours may be reduced by up to 50% to allow them to concentrate on their research and dissertation work.

This flexible approach acknowledges the diverse roles that faculty members play and aims to support their professional growth and development. By providing the option to adjust workloads, Ahlia University fosters an environment that promotes academic excellence, innovation, and meaningful community contributions.

No	Academic Position Group	Teaching Load during the First and Second Semester		Teaching Load during the Third Semester (Summer)	
		Number of courses	Number of equivalent credit hours	Number of courses	Number of equivalent credit hours
1	Vice Presidents and Deans	2	6	1	3
2	Chairmen and program directors/ coordinators	3	9	1	3
3	Faculty members who hold administrative duties	4	12	2	6
4	Faculty members who do not hold administrative duties	5	15	2	6

Faculty members at the university are responsible for supervising master's theses, projects, and doctoral dissertations. The supervisory load for each academic staff member is determined based on the specific needs and requirements of their department. This strategy ensures that faculty can effectively guide and support their students while keeping their workload manageable.

3.2.2 Community Engagement

Community engagement is one of Ahlia University's strategic pillars and a driving force in establishing our local, regional, and international brand. Ahlia University actively encourages and empowers its faculty, staff, and students to take the lead in community engagement activities. We firmly believe that community engagement is a collective effort, and our institution is committed to providing the necessary support and resources for both faculty and students to initiate and participate in meaningful projects that benefit the community.

Faculty members are encouraged to integrate community engagement into their teaching and research, fostering a sense of social responsibility among our students. Similarly, students are actively encouraged to participate in various community service projects, volunteer work, and outreach activities to develop a sense of social responsibility and positively contribute to society.

Ahlia University takes pride in creating an environment where community engagement is not only encouraged but celebrated as an essential aspect of our academic and ethical values.

Ahlia University's commitment to community engagement is a central part of its mission, as reflected in its operational Community Engagement Plan. The current plan, spanning from 2021 to 2025, is firmly aligned with both national and international strategies, ensuring that the university upholds the highest standards in community engagement and social responsibility.

This plan serves as a testament to Ahlia University's dedication to making a positive impact on society. The community engagement at Ahlia University comprises several key aims:

- To promote social responsibility and serve both the local and regional community.
- To encourage and enhance participatory community-based research that supports social and economic development.
- To strengthen the university's community relationships through cooperation and support for planned extension programs and services.
- To equip budding entrepreneurs with the necessary skills and knowledge, as well as provide mentoring support to successfully translate business ideas into viable ventures.

3.2.3 Research

Faculty research is a crucial element of Ahlia University, driving knowledge forward and expanding the boundaries of discovery. Ahlia University's faculty members have successfully published over 1,000 papers in internationally recognized journals indexed in Scopus, covering a broad range of disciplines.

The research conducted by faculty serves as a vital source of innovation, enriching the academic experience for both faculty and students alike. Faculty members enthusiastically participate in a wide range of research pursuits, encompassing fundamental investigations that deepen the theoretical foundations of their respective fields, as well as practical applied research that yields tangible real-world benefits.

The outcomes of faculty research significantly enhance the educational experience for Ahlia students, seamlessly integrating into the classroom and enriching the curriculum. This integration ensures that students are exposed to the latest advancements and discoveries, thereby fostering a dynamic and engaging learning environment.

Commercialisation of Research

Ahlia University seeks to commercialize research in the following ways:

- Any research undertaken that provides new and innovative solutions offering a business opportunity.
- Research conducted and published by an AU faculty member or registered student, where consultancy opportunities arise. This can include, but is not limited to, seeking collaboration with businesses/industries to provide solutions to their challenges or responding to a request by an organization or business to undertake research on their behalf.

For further information, please refer to the Policy on Commercialization of Research.

Research Funding

Ahlia University prioritizes the advancement of research within higher education, placing utmost importance on ensuring fair and effective allocation of research funding. The university's goal is to maximize the generation of outstanding research outcomes that contribute significantly to knowledge dissemination and societal betterment.

The research funding policy is meticulously crafted with the objective of leveraging the knowledge generated by AU to enhance economic prosperity and other advantages for the Kingdom of Bahrain, the Gulf Region, and the global community at large.

Key aspects of the research funding policy include:

- Facilitating equitable distribution of funds to support innovative research initiatives.
- Encouraging faculty and students to undertake research that addresses critical societal challenges and promotes economic development.
- Promoting interdisciplinary collaborations that amplify the impact and reach of research efforts.
- Providing financial support for disseminating research findings through publications, conferences, and other scholarly activities.
- Furthermore, Ahlia University offers a Funding Support Scheme specifically tailored to assist faculty and students in publishing their research as books or journal articles. This scheme aims to enhance the visibility and impact of AU's research outputs on a global scale.

For more detailed information, please refer to the Ahlia University Research Funding Policy and Procedure and the Funding Support Scheme for Publishing Books and Journal Articles.

3.2.4 Office Hours

At Ahlia University, academic staff are required to maintain regular on-campus availability to effectively support their students. This commitment is formalized through a university policy mandating each academic staff member to hold a minimum of 10 office hours per week. These office hours serve as dedicated time for students to consult with their instructors outside of scheduled classes, thereby fostering a supportive learning environment.

The purpose of these office hours extends beyond academic teaching and delivery. They also provide opportunities for academic staff to mentor students, offer guidance on coursework, discuss research interests, supervise research projects, provide academic advising, and offer career advice. By being accessible on campus and maintaining consistent office hours, faculty members significantly contribute to the overall educational experience at Ahlia University.

Moreover, establishing office hours ensures transparency and accountability within the academic community. Students are assured of regular opportunities to seek academic support and engage directly with their professors, thereby enhancing their learning outcomes and academic success.

This commitment to maintaining office hours underscores Ahlia University's dedication to academic excellence and student-centred learning. It reflects the university's commitment to fostering a supportive and conducive environment where students can thrive academically and personally.

3.3 FACULTY ABSENCE FROM CLASS

All faculty members are required to attend their classes punctually, as specified in their course timetable. This adherence to the schedule is crucial for maintaining a consistent learning environment for students.

In the event of an emergency that prevents an instructor from attending class, it is their responsibility to promptly inform the following parties:

Students

Faculty members should communicate directly with their students to ensure they are aware of the situation and any changes to the class schedule.

Department Chairperson

Notification to the department chairperson is essential to facilitate any necessary adjustments or support for the affected class.

College Administrator

Informing the college administrator helps ensure that the administrative side of the college is aware of the situation and can take appropriate action.

College Dean

The faculty member must also notify the College Dean, who may need to address broader implications or resource allocation.

Directorate of Admission and Registration

Finally, communication with the Directorate of Admission and Registration is important to manage any potential impact on course registration or student records.

By promptly notifying these individuals, the faculty member helps maintain the integrity of the academic schedule and ensures that students receive timely information regarding their education.

4. ACADEMIC AFFAIRS

4.1 QUALITY OF TEACHING AND LEARNING

Faculty members at Ahlia University are mandated to uphold the highest quality assurance standards in alignment with the university's Strategic Goals and Sustainability commitments, particularly towards UNSDG4. The following guidelines outline the expected engagement and deliverables that faculty members are required to adhere to under the Ahlia University Quality Management System.

4.1.1 Development of Quality Assurance Documentation

Course Files

Each semester faculty members are expected to complete the course files at the end of semester in line with CAQA approved format of and containing the minimum of information as outlined below, the course files is handed to the chairperson the department and secured in electronic format within the college one drive link with selected access authorities:

1. Multi Section Form (If Applicable)
2. Course Syllabus/ Specification - Internal Verification of Course Syllabus-Specification
3. Grade Sheet
4. Students Attendance
5. Final Exams and Key Solutions - Internal Verification of Final Examination
6. Tests/ Quizzes - Internal Verification of the Major individual group Piece of course work (If applicable)
7. Case Studies/ Exercises
8. Student Assignments/ Projects - Internal Verification of the Major individual group Piece of course work (If applicable)
9. Presentation Slides
10. Sample Copies of students Assessed works (Final Exams, Tests, Quizzes, Assignments & Projects) - Internal Moderation of the Major Piece of Course Work (If applicable)- Internal Moderation of Final Examination and Overall

Instructor File

Each semester faculty members are expected to complete and update their file in line with CAQA approved format and containing the minimum of information as outlined below, a copy of the instructor file is handed to the chairperson of the department and secured in electronic format within the college one drive link with selected access authorities:

1. Up to date CV
2. Copy of the Publications
3. Timetable

NQF Course Mapping

All academic programmes at Ahlia University are subjected to National Qualification Framework Placement Faculty members are required to conduct NQF mapping process for the courses delivered courses and ensure course syllabus/ specification are mapped to NQF level descriptors and appropriate NQF level and credit.

The NQF mapping process is confirmed by a confirmation panel formed from Teaching, Learning and Assessment Committee as well as Centre for Accreditation and Quality Assurance.

Regular faculty development sessions are conducted in relation to NQF mapping and confirmation process as part of the annual professional development plan. The workshop provides clear guidance on mapping learning outcomes, assessment, and identification of notional hours.

4.1.2 Implementation of AU Assessment Manual

Ahlia University's Assessment Manual provides a set of clear guidelines for the Assessment Policies and Procedures to ensure reliability of assessment, fairness and fitness of purpose.

According to the manual, faculty members play a crucial role in ensuring that student assessments are valid, fair, and aligned with the intended learning outcomes for each course within their area of specialization.

This is accomplished through a process of internal verification and moderation.

Internal Verification and Moderation Process

Faculty members will be assigned as internal verifiers and moderators within the subject area and specialization. In line with AU assessment manual, faculty will be assigned at department level as verifiers/moderators for specific courses.

The verification process covers verification of course syllabus/specification, assessment methods and related rubrics covering assessments that are above 20% and final examination. The process is conducted to ensure verification of course level, currency, and relevancy as well as complexity level in line with NQF requirements.

Utilization of external assessor comments (internal and external verification and moderation)

Faculty members in coordination with department council must ensure utilization of external assessor comments (internal and external verification and moderation) and maintain continuous quality assurance standards are met.

4.1.3 Benchmarking of Academic Content

As part of its obligation to achieve excellence in its core functions of teaching and learning, research, and community engagement as well as in its administrative functions, Ahlia University (AU) continues to ensure the high quality of its education provision through its commitment to continuous improvement. AU undertakes benchmarking as one of its tools for raising the performance of the University.

Through its benchmarking exercises, AU gains empirical evidence which it uses to monitor its performance, identify areas of improvement, set goals, and establish priorities. It is an important component of AU's quality management system.

This document was developed in line with the United Nations Sustainable Development Goals (SDGs) and United Nations Education Scientific and Cultural Organizations (UNESCO) Principles. The main purpose of the guidelines outlined within this document is to provide a clear framework for:

- Comprehensive evidence-based framework for improvement
- Ensuring quality standards are measured against peer institutions performance as well as processes and outcomes.
- Promotes future planning and strategic aspirations for achieving the university strategic goals.
- Information and data which can be used for planning, goal setting and decision making.

Faculty members are required to conduct benchmarking at both programme and course level to ensure that the programmes are up to date and in line with national, regional and international standards.

4.1.4 Maintenance of Supervision Records

Faculty supervising undergraduate project, master or PhD Thesis are required to maintain a progression record in ADREG of the meetings conducted between the students and supervisors and ensure a regular meetings records are entered in ADREG system for the chairperson and dean monitoring and evaluation.

The record must cover all aspect of the thesis including academic writing, chapters status, methodology and ethical considerations, adherence of academic conduct guidelines etc.

4.2 GENERAL INFORMATION AND RELEVANT QA POLICIES, PROCEDURES, AND GUIDELINES

4.2.1 Programme Study Plan

The study plan provides the list of course requirements and outlines the subjects for completing a degree at Ahlia University. The plan serves as a guide for discussion between the student and faculty member/advisor.

The programme study plan is available at ADREG system and website. The requirements and study plans are revised every as per the periodic reviews to reflect current department and program standards.

The approved study plans are available in the Admission and Registration Directorate and published as part of the course directory.

4.2.2 Core Curriculum

All Ahlia University programmes are structured based on a credit system. Every academic Programme has sufficient number of courses covering the necessary body of knowledge in the respective discipline.

All Ahlia University curricula are designed in line with national qualification framework and meeting the international accreditation requirements.

The current QA policies that directly serve quality standards however, AU policies and procedure are not limited to the following mentioned:

Policy Procedure Guidelines	Summary
-----------------------------	---------

Strategic Planning, Monitoring and Evaluation Manual	The Manual guides the development, review and implementation of AU strategy and operational plans with clear processes for measurement and evaluation
--	---

Institutional Benchmarking Policy and Procedure	The Institutional Benchmarking Policy and Procedure guides the selection of peer institutions for benchmarking and includes criteria for benchmarking covering the core functions (teaching, Research and Community Engagement) with two types of benchmarking comparative and good practice
Programme Benchmarking Policy and Procedure	The Programme Benchmarking Policy and Procedure guides the selection of peer institutions for benchmarking, rationale for selecting programmes to be benchmarked and includes criteria for benchmarking covering the programme structure, aims, PILOs etc. with two types of benchmarking comparative and good practice
AU Assessment Manual	AU assessment manual includes all related policies to ensure effective, fair, and transparent assessments are conducted with a clear criterion for internal and external verification and moderation to serve directly NQF complexity levels
Academic Programmes Periodic Review Framework	The Academic Programmes Periodic Review Framework provides a clear structure towards conducting programme periodic reviews with a focus on benchmarking, market needs, stakeholder input and external expert utilization. The framework guides the implementation of periodic reviews.
Annual Programme Review	The annual programme review procedure provides clear criteria for assessing the programme annually to assess its operations, resource allocation and learning outcomes attainment
Guidelines for External Evaluation	The guidelines provide clear criteria for assigning external evaluator as an independent reviewer to review the overall programme structure. The guidelines include clear set of criteria for be assessed including structure, learning outcomes, teaching, and learning strategies
Centre for Measurement and Evaluation Manual	The CME manual set out the evaluation measures for specific KPIs that serves university strategic objectives and specific processes. The CME manual also includes the process of faculty annual evaluation
QA Programme end of semester report	The procedure includes a template to be utilized by departments to assess the programme against academic quality standards every semester that includes CILO attainment, teaching methods and learning etc.
Quality assurance policy for utilization of student and graduate data to enhance programme management	This policy provides a clear guideline on the utilization of ADREG generated data towards programme enhancement
Quality Periodic Programme Reviews and Utilization of Feedback	This document provides detailed guidelines in utilization of periodic review feedback towards the improvement of the programmes with clear template that could be used by academic departments

Procedure for Introducing a New Course, Replacing Existing Course or Making Major Revision of a Course

This procedure provides a guideline of the process of Introducing a New Course, Replacing Existing Course or Making Major Revision of a Course including channels involved for approval and activation

Procedure for Re-Mapping and Re-Validation of NQF Placed Qualifications

This procedure provides a clear guideline for re-mapping at course level and re-validation at qualification level if needed

Guidelines for integrating Lifelong Learning Skills

The main purpose of this guideline is to develop a clear framework at Ahlia University to inculcate lifelong learning skills as part of the curricular, course content and learning environment. Covering definition of formal, non-formal and informal learning

Guidelines for Recognition of Prior Learning (RPL)

This guideline is developed to facilitate Recognition of Prior Learning (RPL) to support widening access to learners through the identification of personalised and flexible learning progression pathways that promote equal opportunity for all.

CUSTOMIZED POLICIES AND PROCEDURES SERVING

Assurance of Learning (AOL) Manual

This procedure is developed to assess the learning from direct and in-direct assessment covering assessment rubrics to assess the college goals

Ahlia University Assessment Manual (Cross Border Qualifications)

Ahlia University Assessment Manual (Cross Border Qualifications) includes clear criteria for assessment verification and moderation with guidelines (roles and responsibilities) for the awarding body

Policy and Procedure for Management of International Collaborative Provision

The purpose of this document is to establish and formalise a working framework for the management of approved partnerships with international HEIs in a manner that would preserve the vision and mission of Ahlia University

4.3 CONTRIBUTION TO THE UNIVERSITY TEACHING, LEARNING AND EXCELLENCE PLAN

As per the university strategic objectives, faculty members are welcomed to propose any innovative teaching and learning methodologies and pedagogical practices in line with national and international professional educational standards such as UNESCO and UNSDGs.

Proposals should be made to the department council, college council and discussed at Teaching, learning and Assessment Committee and forwarded to university for final review and approval.

Professional Development Activities regularly conducted to support faculty development in Quality of Teaching and Learning

1. NQF Mapping and Confirmation
2. Assessment Verification and Moderation Processes
3. Development of NQF aligned Assessment Rubrics
4. Advance, HE (UK) Fellowship
5. Analysis of Programme End of Semester Report
6. Annual Programme Review Procedure
7. Assurance of Learning (AOL) Rubric and Analysis

4.4 ACADEMIC PROGRAMS & CURRICULUM

4.4.1 New Program Development

Ahlia University has a clear framework including relevant policies and procedures to design new academic programmes and ensure compliance with the Higher Education Council (HEC) and National Qualification Framework (NQF) Qualification Placement Process.

The process also ensures meeting quality education standards in terms of academic design, delivery, and graduate attributes. The framework includes responsible entities, review, and approval process as well as reporting lines and expected deliverables.

Process of Designing new academic programme:

1. At the department level, a new academic programme proposal may be developed based on a detailed analysis that covers internal/external stakeholders feedback, benchmarking and market needs analysis, external evaluator input, etc.

The new programme should provide a clear justification of the needs and ensure alignment with College Vision, Mission, and Goals. The academic programme design must focus on the following:

- a. Clear year-on-year progression
- b. NQF level and credit
- c. Career Progression pathways
- d. Alignment with local and international requirements

Accordingly, New Academic Programme Documents (NAPD) must be prepared and submitted for the Department Council review in line with the following:

- a. Benchmarking study in line with University Policies and Procedures
- b. Market Needs Analysis Report
- c. Stakeholders Feedback (Surveys or any other relevant documentation)
- d. Alignment Table with Professional Bodies
- e. Alignment Table with UNSDGs
- f. Additional Resources identified including (textbooks, software,

references, infrastructure, academic and nonacademic staff)

- g. New Programme Study Plan
 - h. New Course Descriptions and Syllabus
 - i. Programme Specific admission criteria
2. The new programme proposal along with the NAPD, as listed above, will be reviewed and approved at the Department Council. Upon the Department Council approval, the new programme proposal, NAPD along with the relevant Department Council approval decision must be submitted to the College Council.
 3. The College Council will review the programme proposal and NAPD considering the following:
 - a. Ensuring alignment with College Vision, Mission, and Goals
 - b. Approving the content and structure of the proposal in line with the framework
 4. Upon the College Council approval of the programme proposal and NAPD, it must be submitted, along with the relevant Department Council and College Council approval decisions, to the Curriculum Committee.

The College Council may return the proposal and NAPD to the Department for further clarifications, review and enhancements.

- a. The Curriculum Committee will review and approve the programme proposed study plan and courses considering the NAPD. The committee is to review the programme in terms of the following:
 - i. Design with progression year-on -year and clear pathways
 - ii. Appropriateness of use of prerequisite
 - iii. Fair balance of theoretical and practical
 - iv. Fair integration of practical components
 - v. Number of credits is in line with Higher Education Council
 - vi. Allocated resources
 - vii. Coordination of courses offered by other Colleges (if any)
 - viii. Review of NQF level descriptors and alignment

Once approved by the Curriculum Committee, the NAPD along with the relevant Curriculum Committee, College Council and Department Councils approval decisions must be submitted to the University President. The Curriculum Committee may return the proposal and NAPD to the College for further clarifications, review and enhancements.

5. The University President will forward the programme proposal and NAPD along with the Curriculum Committee, Department Council and College Council approval decisions to the Centre for Accreditation and Quality Assurance (CAQA).

CAQA will conduct a quality and compliance review of the proposal and associated documents in terms of:

- a. Compliance with university-wide policies
- b. Alignment to NQF

CAQA will submit its report on the compliance with the “Design of New Academic Programme Framework” to the University President.

6. The programme proposal, NAPD and associated documents will be reviewed and approved at the University Council with a consideration of clear activation strategy addressing:
 - a. Expected date of delivery
 - b. Expected date for NQF placement application
 - c. Development of marketing strategy and materials
 - d. Entering the new study plan in the University Information System (ADREG)

If further justifications/enhancements are required, the request for new programme proposal approval will be returned to the Curriculum Committee. Once approved by the University Council, the council approval decision will be included in the NAPD. Further, the following actions will be implemented:

- a. University Council approval of programme specification, study plan, course descriptions, course equivalency and course syllabi will be issued.
- b. The new programme NQF application will be submitted by CAQA to the Education and Training Quality Authority (BQA) for NQF validation.
- c. The new programme formal HEC application form will be completed by the College in coordination with the Coordinator for HEC and

Follow-up, President Office.

- d. The new programme proposal and HEC application form will be submitted to the Higher Education Council (HEC) through the Office of the University President (Coordinator for HEC and Follow-up) for approval.
- e. Archiving of the NAPD and associated documents in SharePoint and ADREG.
- f. The new academic programme will be implemented in (ADREG) upon HEC/NQF approval.

For more information review Design of New Academic Programmes Framework – Version 1.0 Ref: UC/P 692/2024.

4.4.2 Program Review Process

Academic Programmes Periodic Review is a comprehensive review conducted for the academic programmes in line with established policies and procedures covering the overall structure, progression pathways, learning outcomes and graduate attributes.

The periodic review also includes a detailed analysis of market requirement, benchmarking, alignment with professional certification, stakeholder feedback analysis, alignment with UNSDGs and resources allocation.

The periodic review is supported by an external independent external evaluator as a method of validation. The periodic review is conducted for each programme once every three years.

Each academic department will initiate the periodic review process of its existing academic programmes once every 3 years.

The review will cover the programme content, internal and external stakeholders feedback, benchmarking analysis, market needs analysis, external evaluator input, etc.

(refer to Academic Programmes Periodic Review Framework – Version 1.0 Ref: UC/P 681/2024).

Based on the review findings, the department will develop the following Periodic Programme Review Documentation (PPRD):

1. Benchmarking study in line with University Policies and Procedures
2. Market Needs Analysis Report covering cohort analysis and employability.

3. Stakeholders Feedback (Surveys or any other relevant documentation)
4. Alignment Table with Professional Bodies, if any.
5. Alignment Table with UNSDGs where relevant
6. Additional Resources identified including: textbooks, software's, references, infrastructure, academic and nonacademic staff
7. An action plan towards the utilisation of the periodic review findings
8. Revised study plan and course descriptions (including courses equivalency list) with clear justifications of the revisions made to the academic programme
9. Revised Programme Specification mapped to NQF
10. Revised/New Course Descriptions and Syllabus mapped to NQF

Upon the Department Council approval, the completed PPRD along with the relevant Department Council meeting minutes and approval decision must be submitted to the College Council. Upon the College Council approval of the revised academic programme and PPRD, the PPRD along with the relevant Department Council and College Council meeting minutes extracts and approval decisions must be submitted to the Curriculum Committee.

The College Council may return the PPRD to the Department for further clarifications, review and enhancements. The University President will forward the PPRD along with the Curriculum Committee, Department Council and College Council meeting minutes extracts and approval decisions to the Centre for Accreditation and Quality Assurance (CAQA). CAQA will conduct a quality and compliance review of the PPRD and associated documents.

The PPRD and associated documents will be reviewed and approved at the University Council with a consideration of clear activation strategy addressing:

1. Expected Date of delivery
2. Clear planning of transferring current students to the new study plan
3. Communicating to stakeholder revisions made to the academic programme
4. Entering the new study plan in the University Information System (ADREG)
5. Re-mapping and Re-validation Procedures (if applicable)

If further justifications/enhancements are required, the request for programme review approval will be returned to the Curriculum Committee. Once approved by the University Council, the council's approval details (decisions and minutes of meetings extracts) will be included in the PPRD.

The PPRD, as listed above, will be reviewed and approved by the Department Council. After approval, the completed PPRD and relevant meeting minutes and decisions will be submitted to the College Council.

Upon the College Council's approval, the documents will then be sent to the Curriculum Committee. The College Council may request further clarifications from the Department.

The University President will forward the PPRD and all associated documentation to the Centre for Accreditation and Quality Assurance (CAQA) for a quality and compliance review. The University Council will then review and approve the PPRD, ensuring it includes a clear activation strategy addressing:

1. Expected delivery date
2. Planning for current student transitions
3. Communication of revisions to stakeholders
4. Entry of the new study plan into the University Information System (ADREG)
5. Re-mapping and re-validation procedures, if necessary

If further justifications/enhancements are required, the request for programme review approval will be returned to the Curriculum Committee.

Finally, once approved by the University Council, the council's approval details (decisions and minutes of meetings extracts) will be included in the PPRD.

For further information please refer to Academic Programmes Periodic Review Framework - Version 1.0 Ref: UC/ P 681/2024

4.4.3 Course Development

Ahlia University has clear policy and procedures for course development Ref: UC/P 459/2020. This procedure is developed to provide a guideline while introducing a new course as part of any study plan (either Core or Elective Course).

The main aim of the procedure is to ensure that the new course reflects current international standards and norms of similar curricula, market needs, trends in discipline and current research.

The following is required for development of a new course:

1. The Department Council/ Department Programme Review Committee (DPRC) must initiate the process of programme review/course review.
2. The Department Council/ Department Programme Review Committee (DPRC) where necessary must develop the following documents:
 - o Course benchmarking with at least 3 reputable Institutions.
 - o Conduct a thorough market need analysis that identifies employability skills and current market trends.

Where applicable, support the benchmarking and market needs analysis with various stakeholders: students/alumni/employers/other faculty members / external experts from its college external advisory board.

3. Upon completing the above-mentioned items, the Department Council/ Department Programme Review Committee (DPRC) must develop a one-page summary document justifying the need for introducing a new course, replacing existing course or making major revision of a course.
4. Once the above is complete a clear comparison of the proposed revised study plan and old study plan should be presented indicating where the course will be introduced (core or electives).
5. Along with the proposed/revised study plan, Department Council/ Department Programme Review Committee (DPRC) to submit a proposed course syllabus/specification highlighting the following items:
 - Detailed course description
 - Clearly indicate pre-requisite (where applicable)
 - Set Intended Learning Outcomes (ILOs) that are designed in compliance with National Qualification Framework (NQF) level and descriptors
 - Equip with the necessary resources for course delivery
6. The Department Council/ Department Programme Review Committee (DPRC) must forward the following documents to College Council for review and approval:
 - One Page Summary document justifying the change
 - Document highlighting benchmarking conducted

- Document highlighting market needs conducted
 - Programme Specification highlighting PILOs and CILOs mapping
 - Proposed New/Revised Course Syllabus Specifications
 - Revised/Proposed Study Plan
 - Department Council Minutes/Decision number approving the proposed changes
- 7.** College Council must conduct a detailed review on the proposal submitted and assure the following academic management aspects:
- The course is designed with no duplication or high percentage of similarity with other existing course that is offered by the College or other Colleges.
 - In case the course is to be offered by other department, clear coordination is set in line with the University bylaws.
 - Resources are available to offer the course including specialized faculty, infrastructure and physical resources.
- 8.** Once the proposed changes are approved at the College Council the Dean must submit the proposal by filling in form (A) and submit the necessary evidence(s) to Curriculum Committee for further review and approval.
- 9.** The University Curriculum Committee will review the changes and if approved without amendment it must be sent to the University Council for final approval. If the course requires substantial amendment the proposal must be referred to the Dean for further work which may be carried out by the Department Council or DPRC.
- 10.** In case of any concerns raised by the curriculum committee members, the chairperson of the curriculum committee will take the final decision based on the evaluation of the submitted proposal and evidence(s) in consultation with subject experts in the field.

4.4.4 Instructional Delivery

Ahlia University adopts various instructional delivery modes in teaching and learning which are outlined in the teaching and learning plan.

Faculty members must be aware of the teaching and learning strategy options outlined in the AU Assessment Manual V.6, reference number: UC/ P 715/2024

The techniques and approaches teachers employ to present and distribute educational material to students are referred to as instructional delivery. It includes all of the different methods, tools, and exercises used to make teaching and learning easier. Effective instruction delivery is essential to guaranteeing that students acquire the required knowledge, skills, and information.

Several popular approaches to delivering teaching are employed in the field of education, such as:

1. **Lectures:** Using spoken communication and frequently supplemented by visual aids like slideshows or multimedia presentations, the instructor provides information to the students.
2. **Class Discussions:** Students participate in lively discussions, exchanging ideas, clarifying misconceptions, and posing questions of both the teacher and their classmates.
3. **Demonstrations:** faculty member shows students how to solve a problem.
4. **Independent Learning:** All the resources required for independent learning are given to the student, allowing them to research and explore new information with less assistance from a teacher or institution. Instead of depending only on the materials that their teacher or instructor offers them, students who engage in independent learning conduct their own study and pose questions. By establishing their own objectives and keeping track of their progress, they also assume responsibility for their educational journey.
5. **E-Learning:** the delivery of learning through digital resources such as Moodle.

Refer to the Online Delivered Courses Assessment Manual

4.4.5 Changes to Course Schedule

All faculty members must review their schedule with their department chairperson taking into consideration the initial schedule proposed by the Directorate of Admission and Registration.

The department is responsible for assigning instructors to courses. Should the course instructor require any changes in the timing of the course, this must be done before the add and drop period and a change of course timing form should be filled in and signed by the appropriate parties before it is sent to the Directorate of Admission and Registration and the change is reflected in ADREG system.

4.5 POLICY FOR ETHICAL AND SAFE CONDUCT OF AHLIA UNIVERSITY INTELLECTUAL PROPERTY

In line with the United Nations Sustainable Development Goals (SDGs) and United Nations Education Scientific and Cultural Organizations (UNESCO) Principles

Ahlia University has a Policy for Ethical and Safe conduct of Ahlia University Intellectual Property.

The policy provides clear instruction to maintain ethical and legal consideration of all academic and non-academic practices, which include the ethical and safe conduct of AU intellectual property.

Additionally, the policy provides clear framework for developing/verification of teaching materials, compliance with copy rights, data protection, privacy and data collection, software licensing, utilization of academic tools etc. The main purpose of the policy is to provide a clear framework for:

- Promoting Ethical and Safe conduct of all Ahlia University Intellectual Property.
- Fostering high ethical and moral standards at both academic and non-academic levels.
- Ensuring fair and transparent mechanisms to preserve authorship intellectual property.

Ahlia University Intellectual Property includes any resources developed that cover academic or non-academic materials to serve Ahlia University mission/operations. Ahlia University document title and indexing will be considered based on authoritative channels approval such as University Council. The data of students or any other relevant data is solely Ahlia University Intellectual Property.

For more information, please refer to: Policy for Ethical and Safe Conduct of Ahlia University Intellectual Property – Version 1.0 Reference: UC/ P 705/2024

4.6 FACULTY DEVELOPMENT

Ahlia University (AU) recognizes the importance of investing in all academic members growth and development. This investment is complemented by offering professional development opportunities through training in three key areas:

Teaching and Learning: Includes all the professional development activities regarding innovation of teaching and learning, classroom management, teaching styles, student's behaviours ... etc.

Research: Includes all the professional development activities regarding research methods, citation, ranking, research policies, procedures, and research journals.

IT & Technical Skills: Includes all the professional development activities regarding IT skills, Moodle, ADREG, Smart Board, Microsoft, and any other Learning Management System (LMS). The professional development activities are categorized based on the training methods and training style among these are the following:

Internal training sessions and workshops: the internal attendance activities which is focused on a specific skills or knowledge.

External training sessions and workshops: the external attendance activities which is focused on a specific skills or knowledge.

Professional Certificates: Professional certificate which is awarded by international awarding body and mostly provided by external provider.

Internal Course: An in-house training course which is designed to meet an internal and specific needs which is related to AU and mostly designed in line with international certificate (training outcomes & assessment). Additionally, a professional development plan is developed on an annual basis and approved by the Faculty Development Committee with established framework based on training needs analysis. The plan details the training requirements as per the University Policy and Procedure for Professional Development:

Professional Development Policy and Procedure Ref: UC/P 283/2018. Once the plan is approved by the FDC it is also approved by the university council.

4.6.1 Faculty Development Policy and Procedure

The purpose of this policy for professional development is to adopt a systematic approach to ensure that all staff at Ahlia University is adequately equipped with knowledge, skills and competencies required to perform at high standard in their current as well as future roles and ultimately contribute effectively to the achievement of the university strategic goals, objectives and vision. For the purpose of this policy, Professional Development is defined in terms of:

- Academic staff development, which encompass any educational or learning opportunities that contribute to professional growth and enhancement of academic practice.
- Administrative staff development, which covers training opportunities of various forms that contribute to performance development and improvement.

4.6.2 Faculty Development Plan

Ahlia University believes that the professional competence and intellect of its faculty are the most important measures of the university's quality.

As such, a faculty development plan on an annual basis to meet the training needs of each faculty member. The Faculty Development committee is involved in monitoring the professional development plan which is prepared by professional development unit based on the training needs analysis which is prepared in annual basis.

5. STUDENT AFFAIRS

5.1 RULES AND REGULATIONS FOR STUDENT CLASS ATTENDANCE

Attendance and punctuality are vital for academic success at Ahlia University. The University has established policies that promotes students consistent and punctual attendance to classes. Regular attendance enhances learning, fosters community, and helps students stay on track with coursework. By prioritizing attendance and punctuality, the university supports students in achieving their academic goals and personal growth.

To ensure consistent and accountable student attendance Ahlia University implements a robust Student Class Attendance Policy. This policy reflects our commitment to maintaining high academic standards and fostering a disciplined learning environment. Here are the key aspects of our policy:

Attendance Monitoring: Students are required to attend all lectures, discussions, laboratories, and classes as per their schedule. Excessive absenteeism, defined as missing more than 15% of the total assigned sessions, results in an official warning.

Recording and Accountability: Faculty members meticulously record student attendance using the ADREG system. This system categorizes students as absent or late, promoting punctuality and accountability throughout their courses.

Enforced Withdrawal: If a student's absences exceed 25% of the total assigned sessions, they are subject to enforced withdrawal from the course. This measure applies regardless of the reasons for their absences, and a grade of "W" is assigned.

Absence Reporting: Students must promptly provide written explanations for any absences to their instructors within three days of their return to class. This requirement ensures transparency and enables instructors to provide appropriate support.

Attendance Recording: Attendance for each student must be accurately recorded in the ADREG system, indicating whether they are absent or late for class. This practice is essential to maintain punctuality and accountability among students during their classes.

Our Student Class Attendance Policy underscores Ahlia University's dedication to academic excellence and student success. By adhering to these regulations, we cultivate a culture of responsibility and engagement, preparing our students for future challenges and opportunities.

Student punctuality: Ahlia University emphasizes the importance of attending classes on time and is dedicated to fostering punctuality among students by mini-

mizing tardiness. The university utilizes the ADREG system to effectively monitor students' attendance and punctuality. A student is considered late if they arrive 15 minutes or more after the class has started. In such cases, the course instructor can mark the student as late in the ADREG attendance module.

If the student is late for more than 5 classes, the student and the academic advisor will be alerted by an automated email on the total number of times the student attended the class late

5.2 WITHDRAWAL POLICY

Ahlia University encourages continuous enrollment of students according to their study plan until all their programme requirements are fulfilled.

The University recognizes however the need for some students to withdraw temporarily from any specific semester due to special extenuating circumstances.

5.2.1 Official Temporary Withdrawal

Any student request for official temporary withdrawal must be made during the scheduled Add/Drop period to prevent the accumulation of tuition fees and other charges.

If a student applies for official temporary withdrawal during the Add/Drop Period, the student will be dropped from all the courses in which s/he was registered in that specific semester without any charges or consequences; otherwise, actions will be taken as follows depending on the time of withdrawal.

After the withdrawal period the student must complete the re-registration process in order to register in courses by the end of their approved official temporary withdrawal period.

Students who fail to register in any course upon the end of their official temporary withdrawal period will be considered unofficially withdrawn and their statuses will be changed to "Unofficial Withdrawal".

5.2.2 Unofficial Withdrawal

Students who fail to register for any course in a specific semester without an approved official withdrawal request will be considered as unofficially withdrawn from that specific semester.

5.2.3 Permanent Withdrawal from the University

Ahlia university students may apply for permanent withdrawal from Ahlia University. Students can apply for Official Permanent Withdrawal during the Add/Drop period, but after the end of Add/Drop period students who apply for Official Permanent Withdrawal will get (W) grade for all the registered courses in that semester.

Fees Related to Withdrawal

In the event that a student withdraws for justifiable reasons after registration, the following refund schedule will be applied for the first and second semesters only:

REFUND SCHEDULE FIRST AND SECOND SEMESTERS ONLY	
During the Add/Drop period	%100 of tuition
During the two weeks after the Add/Drop period	%50 of tuition
After the end of the two weeks following the Add/Drop period	no refund
REFUND SCHEDULE SUMMER SESSION	
During the Add/Drop period	%100 of tuition
During the first week after the Add/Drop period	%50 of tuition
After the end of the first week following the Add/Drop period	no refund

In all cases, all other fees, including the application fees and Registration fees, are not refundable under any circumstances.

5.3 ADD/DROP COURSES

Students are allowed to add and drop courses during the Add and Drop period as specified in the Academic Calendar, which normally falls during the first week of the semester. Following the Add and Drop period, students may withdraw from their courses, but the letter “W” will be inscribed on their records.

5.4 FINAL EXAMINATIONS

5.4.1 Final Exams Schedule and Invigilation Duties

The dates of the final examination period are specified in the Academic Calendar for each semester, which normally falls after the last day of classes. The final examination schedule is issued by the Directorate of Admission and Registration directly after the add and drop period of a specific semester. The student personalized final examination schedule will be reflected in their course schedule in ADREG system and the full examination schedule is posted on Ahlia University Website. The final examination schedule and the faculty invigilation duties are assigned in coordination with the department chairperson and college dean. It is the responsibility of the chairperson to discuss and agree with all the faculty members regarding their assigned invigilation duties during the final examination period.

5.4.2 Invigilation Duties

The following are important responsibilities for all the invigilators:

1. The exam timetable is final, and no changes will be made without a written permission from the President of the University.
2. The principle which has been applied in assigning invigilation duties is for those duties to be covered, as much as possible, by faculty members.
3. It is important to attend all your invigilation duties as specified.
4. Faculty can view and print their own invigilation timetable from ADREG.
5. Invigilators are urged to be present in the exam hall 15 minutes before the beginning of the exam.
6. In case of emergency which may result in inability to attend to an invigilation duty, it is the responsibility of the instructor to find a substitute either individually or through the college secretary. You must inform the chairperson or the dean of your college and the Admission & Registration Directorate.
7. Invigilators must make sure that all mobiles are switched off and put away before the beginning of the exam.
8. Invigilators should check that all students have their exam card with them. Those who do not have their card should be referred to the Account Department immediately. In any case the exam class list will show if a student is not allowed to take the exam. If in the exam class list the student status indicates "allowed" then there is no need for the student to have his / her exam card for that exam.
9. All books, notebooks and worksheets must not be kept with the student.
10. Students should be well-spread out in the room and no cheating attempts should be tolerated.
11. No marking, chatting, preparation, reading of books or newspapers or similar activities are allowed during the invigilation duties.
12. No student should be allowed to leave the exam hall before 30 minutes after the distribution of the papers.
13. No student should be allowed to enter the examination hall after 15 minutes of the start of the exam.

5.5 STUDENT POLICY ON ACADEMIC INTEGRITY AND GUIDE FOR DEALING WITH ACADEMIC MISCONDUCT

Ahlia University counts integrity as one of its six (6) core values. Accordingly, learners are expected to demonstrate high ethical and moral standards with respect to all aspects of their academic journey and learning experience.

Ahlia University introduces, emphasises, and inculcates academic integrity and ethics in all learners through various means and mechanisms, from induction programmes to final graduation projects, dissertations, and theses.

Ahlia University emphasises academic integrity and ethics in research through integration in course syllabi and programme learning outcomes across all academic programmatic offerings as contained in the (D) category of intended learning outcomes.

The University implements formal and transparent procedures for reporting and managing cases of plagiarism and academic misconduct.

5.5.1 Types of Academic Misconduct

Ahlia University defines academic misconduct as any action which undermines, or attempts to interfere with, the university's ability to fairly evaluate a student within the context of a formal academic exercise, towards gaining an unfair academic advantage, for oneself or others.

Accordingly, there are at least seven (7) types of academic misconduct, which the University acknowledges and wishes to prevent:

- Plagiarism
- Data falsification
- Use of third parties (tacit personation) or cheat-ware sites
- Free riding collusion
- Recycling collusion
- Active personation
- Cheating in Assessments

5.5.2 Dealing with Similarity / Suspected Plagiarism

All content flagged by "turnitin™" must be reviewed by the faculty members/supervisor to ensure that verbatim text is quoted and that for such, and paraphrased text, that appropriate citations are provided by the student. It is possible even if the "turnitin™" result is zero similarity that plagiarism has occurred in as much as paraphrased text is not provided with the source through a valid citation.

The tolerance limit for similarity is set by the type of assessment, whereby similarity is considered based on matching text in phrases of 6 words or more (excluding the reference list).

In case of limited similarity that is the result of poor academic practice, the student is to be advised by the faculty member/supervisor and may be allowed to rewrite the concerned portion of the manuscript for resubmission.

In cases of misconduct, the faculty/supervisor will record a misconduct case on the ADREG system and upload the materials for chairperson review and decision making towards the application of penalties as per university procedures.

Types of Assessments *	Similarity Tolerance percentage
Coursework Assessment	Maximum of %15 and not more than %2 from one source
Undergraduate Final Project	Maximum of %15 and not more than %2 from one source
Postgraduate Dissertation	Maximum of %20 and not more than %2 from one source
Any other types of assessments that may require special consideration of the similarity tolerance percentage that may involve usage of specific tools which could impact the similarity percentage, may be considered as part of the internal verification process in line with AU Assessment Manual.	

5.5.3 Guidelines for Deterrence of Academic Misconduct and Reporting

a. With regard to assignments and written project/dissertations

All assignments and written projects should be submitted electronically through Moodle, a plagiarism detection software Turnitin™ is linked to Moodle and provides the percentage of similarity to the faculty members by generating a detailed report highlighting phrases and references.

Course instructors and supervisors are required to check the students' submitted work, as per the report generated from Turnitin™, to judge the percentage of similarity and ensure it is within university allowed norms. In case of misconduct, the faculty/supervisor will record a misconduct case on the ADREG system and upload the materials for chairperson/dean review and decision making towards application of approved penalties as per university procedures.

b. With respect to non-test/exam-based assessments

Latest versions of all textbooks should be used. Answers to questions can be downloaded using "cheatware" on a fee basis. Cheating offences in-class, in case the student is caught cheating during the test, the paper will be withdrawn and awarded zero for that specific test. The case will be documented by the faculty member on the ADREG system, approved by the Chairperson/Dean and overseen by Deanship of Student Affairs.

c. With respect to in-class tests

Best practice mandates that instructors use multiple test versions to deter copying with minor changes in the content of questions to render difficult ability of students to identify the test version they have.

Alternately, tests can be broken down into separate test components with different components being distributed in phases. Cheating offences in-class, in case the student is student are caught cheating during the test, the paper will be withdrawn and awarded zero for that specific test.

The case will be documented by the faculty member in ADREG system, approved by the Chairperson/Dean and overseen by Deanship of Student Affairs.

d. With respect to final examinations

In terms of increasing the risk of being caught cheating borne by students prone to academic misconduct, deterrence can be maximized by following the rules and regulations appertaining to invigilation, and by denying such students access to technologies that can misemployed in the service of cheating. (See Invigilation and Final Examination Administration Regulations.)

In case the students are caught cheating during the final exam, the invigilator must call the second invigilator to witness the cheating behavior and the student will be informed and asked to leave the examination hall. The student paper will be withdrawn.

The invigilator will record the case on the ADREG system. Exam offences and the corresponding penalties are dealt with according to the Invigilation and Final Examination Administration Regulations under the aegis of the Deanship of Student Affairs and in conjunction with an appointed disciplinary committee.

In this respect, the Deanship of Student Affairs maintains a centralised record of all misconduct cases as documented in ADREG including exam violations in order to determine areas for enhancement in the examination and disciplinary procedures.

The same penalties applicable to infraction of rules and regulations apply equally to in-class tests. Where feasible, exam applicable to multi-section courses should be conducted in single chamber according to the same rules and regulations applicable to those appertaining to final examination.

e. Process for detection misconduct in visual and design studios

All interior design projects and portfolios should be checked for possible academic misconduct through the application of the "Visual Plagiarism Policy and Procedure" which outlines guidelines surrounding detection of visual plagiarism, and various levels of verification.

The policy is applicable for all in-lab work, sketchbook, portfolios, and any other student work which involves visual application. Faculty members must check the student work for visual plagiarism and verify content by using “level of verification checklist”.

Visual plagiarism can be detected, although not with the accuracy of software such as Turn-it-in with respect to textual plagiarism. This can be done through digitalizing artwork and scanning using reverse image search engines: Google/Yandex/Bing/TinEye.

Photos can be assessed with even greater rigor both through the same and through an analysis of meta-data generated by the camera.

Student- snapped photos without meta-data should be removed portfolio as should any copyrighted photos, collected not snapped by the student, absent permission from the copyright holder.

For more information on best practices with respect to digital plagiarism:

<https://pdfs.semanticscholar.org/7d48/5012fda313b1b4a9132d8055096e0b6ffeee.pdf>

(accessed on 19/05/2024)

as well as the application of “Visual Plagiarism Policy and Procedure.”

f. Design studio rules and visual plagiarism

- Attendance in class is mandatory and will be reflected on the final grade. Only excused absence may be taken into consideration.
- Attending the class without the necessary tools and equipment will be considered as one (1) day of absence.
- Students are responsible to take notes from their colleagues to cover any missed classes.
- Students must always carry a sketchbook for sketching design ideas/ concepts. The sketchbook should be present in every studio class and submitted before the final jury as part of your design project.
- Students must use class time to work on developing their designs/research as well as discuss the design solutions with colleagues and instructor.
- Students must read magazines and books, not just look at pictures.
- Students must learn how to search; random internet surfing will not be allowed.

g. Visual plagiarism

Visual plagiarism is as serious as text plagiarism. The following steps provide a simple to help in detecting visual plagiarism:

- **Specific Problem:** Design problem is going to be given to students which will restrict the flexibility of copying such as: specific topic, plan, location, style.
- **Instructor View:** Working and developing your work in class is a major aspect to find if student work is original.
- **Sketchbooks:** Documenting the process in students' sketchbook is the ultimate proof for the originality of work.
- **Visual Plagiarism Check:** TinEye and google images are services that will be used to spot matched images online.
- **Original files:** Students are going to be asked to show original files (AutoCAD, 3D max, etc.) and will be asked about the details and technicality of it.

In this regard it is important to note that the University has a zero-tolerance policy against plagiarism.

Suspected cases of plagiarism will be recorded as a misconduct case on the ADREG system, with materials uploaded for chairperson/dean review and decision making towards application of penalties as per university procedures.

5.5.4 Reporting Misconduct

The faculty member/supervisor/invigilator must record the case in ADREG system with the evidence required. The case will be automatically forwarded to the chairperson/dean of the college for decision making as per the approved penalties.

A copy of the decision on the penalty applied will be forwarded to the academic advisor for reference.

The process will be overseen by the Deanship of Student Affairs to maintain a register on a university-wide basis for all cases of academic misconduct.

The typical penalty for collusion is the award of zero grade for all in misconduct in the instance of a first- time offence. All instances of misconduct must be documented in ADREG and overseen by the Dean of Student Affairs. Repeat offenders will be subject to a hearing before the University Disciplinary Committee.

In cases of misconduct at a final examination, the exam violation procedure applies, whereby invigilators must fill out an exam violation form, to be submitted to the Deanship of Student Affairs (refer to section 5 subsection d).

5.5.5 Penalties

Types of Assessments *	Immediate Penalties approved by the Chairperson/Dean
Coursework Assessment	Zero for the assessed coursework
Undergraduate Final Project	Fail and repeat of 499 Project
Postgraduate Dissertation/ Applied Project	Fail and repeat of 599 Dissertation
In-class test or written assessment	Zero for the coursework
Final Exam	Zero, fail, and repeat of the course

5.5.6 Student Appeal against a Misconduct Decision

Students have the right to appeal the decision by documenting a complaint on the ADREG system.

5.5.7 Roles and Responsibilities of the University
Disciplinary Committee Review

Students who receive more than three penalties for academic misconduct will be flagged as major attention cases. Such cases will be forwarded to the University Disciplinary Committee for further deliberation which may result in more severe penalties being applied.

The final judgement of the University Disciplinary Committee will be made based on the degree of offense (mild, moderate, or severe). The University Disciplinary Committee will also review the student profile and record, including non-academic misconduct, and based on which a decision will be made by the committee. The decision of the University Disciplinary Committee Review will be communicated to students through ADREG system.

Key examples of Academic Misconduct based on degree of offense:

Type of Offense	Mild Offense	Moderate Offense	Severe Offense
Key Examples (Note: list of examples is not exhaustive)	Coursework related misconduct with no prior record of non-academic related misconduct (i.e. behavioural conduct)	Final Exam misconduct repeat offender with some non- academic misconduct prior record	Undergraduate Final Project misconduct or
Sanction/ Penalty	• Verbal reprimand/warning • Provision of written apology • Written reprimand/ warning	• Provision of written apology • Community service	• Disciplinary probation (restricted privileges) • Suspension (fixed period) • Expulsion (permanent)

5.6 GRADES & STUDENT RECORDS

5.6.1 Reporting Grades

The university adopts a letter grading system that includes plus (+) and minus (-) indicators. The following table, which should be used as a guideline, shows each letter grade with its equivalence in terms of grade points and percentage:

LETTER GRADE	GRADE POINTS	PERCENTAGE
A	4.00	100-90
A-	3.67	89-87
B+	3.33	86-84
B	3.00	83-80
B-	2.67	79-77
C+	2.33	76-74
C	2.00	73-70
C-	1.67	69-67
D+	1.33	66-64
D	1.00	63-60
F	0.00	Below 60

In addition to the above grading scheme instructors may award students the following letter symbols on student transcripts:

W	Withdraw	ACR	Credits Attended
W/P	Withdraw/Pass	PCR	Credits Passed
WF	Withdraw/Fail	GRD	Grade
I	Incomplete	CR	Credit
T	Transfer Grade	STS	Status
E	Exempted	REP	Repeat
S	Satisfactory	NR	No Grade Received
U	Unsatisfactory	RL	Repeated Later
GPA	Grade Point Average		

Below is an explanation for the table above:

- **W - Withdrawal**
A Student is assigned a grade of (W) if his/her excused and unexcused absences exceed (25%) of the total number of lectures of a given course in a semester.
- **I - Incomplete work**
assigned by the instructor for valid reasons. Must be completed by the end of the following semester. If not completed, can convert to:
 - **IF - Incomplete Fail**
if final exam is not taken.
- **IG - In Progress**
for students working on their dissertation. Similar rules to «I». Converts to:
 - **IW - In Progress Withdrawn,**
if requirements are not completed.
 - **IP - In Progress,**
awarded for passing the dissertation or internship.

5.6.2 Posting Grades

1. The grade entry module in ADREG system allows grade entry only according to the set date specified in the approved university calendar.
2. In line with the university approved calendar and the examination schedule, the course instructor can only enter the grades in ADREG after the final examination is conducted.
3. ADREG allows only the course instructor to enter the grades for the course/section he/she is teaching. The same applies for multi-sections; only the course instructor can enter the grade for his/her section.
4. The course instructor must enter the course grades within 72 hours after the scheduled final examination. If grades are not submitted by the due date, ADREG will send notification as a pending task to the course instructor, department chair, college dean and the registration office.
5. Once the course instructor enters all the grades for his/her sections, ADREG system allows two options:
 - a. **Temporary Save:** This allows the instructor to review the grades and make changes as necessary. At this stage the department chairperson will not be able to view the grades.

- f. The signed grade sheet will be kept in the course file and a copy will be sent to the Directorate of Admission and Registration for filing.

5.7 CHALLENGE OF GRADE

Ahlia University is committed to providing students with a fair mechanism to address concerns regarding their course performance efficiently. Students have the right to challenge the results of any major assessment, defined as an assessment worth 20% or more of the final course grade, as well as the final course grade itself.

1. Challenge Deadline:

- For major assessments, challenges must be submitted within one month of receiving the assessment script.
- If the final course grade has already been recorded, challenges regarding major assessments will not be accepted; the only alternative at that point is to challenge the final grade.

2. Final Grade Challenge Deadline: Challenges must be made by the end of the semester following the grade award, excluding summer sessions.

3. Investigation Process: All grade challenges will be investigated by an ad-hoc committee appointed by the Dean of the relevant College. This committee will consist of three faculty members and may include the course instructor.

4. Appeal Process: Students have the right to appeal the committee's decision by following the University Appeal Procedure.

5. Mitigating Circumstances: Students may challenge a grade not on its merits but based on mitigating circumstances that affected their performance. This applies to both major assessments and final grades. For major assessments, the assessment must have a weight of at least 20%. For assignments, instructors may grant deadline extensions proportional to the student's circumstances.

6. Refund of Fees: If the committee's decision results in a grade change, the challenge fee will be refunded. Grades cannot be lowered due to a challenge, except in cases of a material error in grade entry.

This policy ensures that student concerns are addressed fairly and promptly while upholding integrity.

5.8 STUDENT GRADE APPEALS

5.8.1 Procedure for Appeal against the Result of a Major Assessment not based on a Mitigating Circumstance

1. The student must submit a completed Challenge of Result of a Major Assessment Form to the Directorate of Admission and Registration and pay any stipulated fees – this date is the start of the process.
2. Directorate of Admission and Registration must forward the Challenge of Result of a Major Assessment Form to the Dean of the relevant college.
3. The College Dean, in coordination with the relevant department, must appoint an ad hoc Challenge of Grade Committee consisting of three faculty members who may include the instructor of the course to review the challenged grade.
4. The Challenge of Grade Committee must review the student's answers and the marking of the assessment based on the key solution or the marking rubrics provided by the instructor.
5. The committee must make a decision regarding the appeal of the grade based on the evidence and information obtained during the review.
6. The committee must submit a summary report including its final decision to the Dean of the college within one month of the date that the student submitted the Challenge of Result of a Major Assessment Form.
7. The result of the Challenge of Result of a Major Assessment Grade must be entered in ADREG system and the student's record must be updated by the Dean in collaboration with the relevant chairperson.
8. The Dean must inform the student about the committee's final decision.

5.8.2 Procedure for Appeal of Final Grade Award not based on a Mitigating Circumstance

1. The student must submit a completed Challenge of Final Grade Award Form to the Directorate of Admission and Registration and pay any stipulated fees – this date is the start of the process.
2. Directorate of Admission and Registration must forward the Challenge of Final Grade Award Form to the Dean of the relevant college.

3. The College Dean, in coordination with the relevant department, must appoint an ad hoc Challenge of Final Grade Award Committee consisting of three faculty members who may include the instructor of the course to review the challenged grade.
4. The Challenge of Final Grade Award Committee must review the student's answers, and the marking of the final exam based on the key solution, or the marking rubrics provided by the instructor.
5. The committee must make a decision regarding the appeal of the grade based on the evidence and information obtained during the review.
6. The committee must submit a summary report including its final decision to the Dean of the college within one month of the date that the student submitted the Challenge of Final Grade Award Form.
7. The result of the Challenge of Final Grade Award must be entered in ADREG system and the student's record must be updated by the Dean in collaboration with the relevant chairperson.
8. The Dean must inform the student about the committee's final decision.

5.8.3 Procedure for Appeal of a Major Assessment or Final Grade based on a Mitigating Circumstance

1. The student must submit a completed Challenge of Grade based on Mitigating Circumstance Form to the Directorate of Admission and Registration and pay any stipulated fees – this date is the start of the process.
2. Directorate of Admission and Registration must forward the Challenge of Grade based on Mitigating Circumstance Form to the Dean of the relevant college.
3. The College Dean, in coordination with the relevant department, must appoint an ad hoc Challenge of Grade based on Mitigating Circumstance Committee consisting of three faculty members, including the Dean himself or herself (or a delegate thereof from the Deanship of Student Affairs appointed by himself/herself) plus the Student Counsellor and the student's Academic Advisor.
4. The Challenge of Grade based on Mitigating Circumstance Committee must review the student's answers and the marking of the relevant assessment based on the key solution or the marking rubrics provided by the instructor in light of the gravity of the mitigating circumstance(s) asking themselves to what extent would

the performance of an average person on the assessment have been adversely impacted by the circumstance(s) described by the student after the veracity of the alleged circumstances has been ascertained through investigation by the Committee.

5. The committee must make a decision regarding the appeal of the grade based on the evidence and information obtained during the review. The Committee may also recommend that the student be afforded the opportunity to sit a make- up assessment in lieu of the previous assessment. A decision to keep the grade the same or lower the grade may be made with or without prejudice: without prejudice means that the veracity of the student's account is not denied but that the Committee finds no basis for mitigation but with prejudice means that the Committee finds the student's account to be spurious or mendacious, in which case the Committee must refer the matter to the Discipline Committee for action to be taken against the student.
6. The committee must submit a summary report including its final decision to the Dean of the college within one month of the date that the student submitted the Challenge of Grade based on Mitigating Circumstance Form.
7. The result of the Challenge of Grade based on Mitigating Circumstance must be entered in ADREG system and the student's record must be updated by the Dean in collaboration with the relevant chairperson.
8. The Dean must inform the student about the committee's final decision.

5.9 RETAINING ACADEMIC RECORDS

5.9.1 Custodial Standards and Security of Assessment Records

1. Electronic records of all learner assessments (irrespective of whether the assessment is qualified as major or minor) are maintained and secured within the University's Admissions & Registrations System (ADREG). The regulations for data entry, extraction and security of records in ADREG are described in the ADREG system user guidebook.
2. Each Instructor is responsible to ensure that the results of all the assessments are documented within ILOs Achievement Matrix – Excel Sheet which generates the % of ILOs achievement, the excel sheet is required to be uploaded in ADREG system while entering the overall grade.
3. Final grades are entered by the course instructor after verification of final grades subsequent to examination administration. Grades

of other assessments are entered within one month after the administration of the test or the receipt of the project or assignment from the student or on the prescribed date for entry of the final grade, whichever deadline comes sooner).

4. Chairpersons serve as the custodians of paper-based final examinations and major assessments. Final exam scripts are stored securely in the department (or other designated university storage facility under the “lock and key” of the relevant chairperson) for two years. Course file which includes sample of assessment scripts are stored securely in the department (or other designated university storage facility under the “lock and key” of the relevant chairperson) for two years.

5.9.2 Confidentiality of Student Records

The University recognises that the security and confidentiality of its paper-based assessments (whether they are course work or final exams) are of the utmost importance.

For this reason, the question papers for all paper-based assessments should be dealt with, processed and stored in an environment that is both restricted and secure.

Under this policy, it is the responsibility of the course instructor(s) or coordinator (for single- section and multi-section courses respectively) to:

1. Ensure security and confidentiality of all paper-based assessments during preparation, verification (where appropriate), storage, photocopying and distribution to students.
2. Ensure security and confidentiality of student answer scripts during class tests and during the conduct of final exams, and in the marking and moderation processes
3. Ensuring that the sampling processes for moderation and for course files are carried out securely and according to the requirements of the university's quality assurance system.

In addition, it is mandatory to conduct verification and moderation within a secure area, typically the departmental office.

Finally, it is the University requirement that following completion of the moderation and marking processes, the answer scripts and course files should be stored securely for two years in the University's designated storage facility after which they must be disposed of appropriately.

Arrangements are in place to collect and store the exam scripts in the custodial facility designated by the Chairperson and University. However, hard copies of Undergraduate projects and Master's dissertations must be securely stored in the department for as long as the degree programme is offered.

Procedure

The following two procedures (for single-section and multi-section courses) set out the important steps and activities that should be implemented by instructors and coordinators to ensure complete security and confidentiality for paper-based assessments.

Single-section Courses

The preparation, photocopying, storage and administration of all paper-based assessments are the sole responsibility of the course instructor. In addition, the instructor is charged with making copies of scripts of all student assessments

1. The instructor must prepare paper-based assessments with strict adherence to security and confidentiality. According to HEC guidelines, for each course, the instructor is required to prepare two final examinations. The second exam serves as a backup in case there are concerns regarding the security and confidentiality of the first exam.
2. For final examinations, the instructor must personally give the final examination and its key solution to the internal verifier to be verified according to the Internal Verification Procedure. The verification must be done in a closed meeting with the instructor and in complete security and confidentiality. Subsequently, the instructor must make any necessary modifications to the final exam and/or its key solution, according to the suggestions of the verifier.
3. The instructor must make the required number of copies of the paper-based assessment, taking every care that no trace of the assessment is left behind. The copies of the assessment must be stored in the instructor's safe custody and a copy of the final verified final exam along with key solution is secured with the chairperson in case of any emergency until the time of release to students.
4. The instructor must distribute the assessment question papers to students at the due time either directly or in collaboration with other invigilators.
5. On completion of the paper-based assessment, the instructor and/or other invigilator(s) must collect the answer scripts from students.
6. The students' scripts must be marked by the instructor in conditions of full and complete security and confidentiality.

7. After the marking process for continuous and final assessment, the instructor must keep sample copies of the answer scripts in the Course Files according to the requirements of the university's quality assurance system.
8. For paper-based assessments during continuous evaluation (e.g., tests/exams, quizzes, etc.), course instructors must return marked answer scripts to students after evaluation and marking.
9. For final examinations, three sample answer scripts must be selected for the Internal and External Moderation Procedures, and these must also be handled in a way that preserves strict confidentiality and security.
10. After the moderation and marking processes are completed, the instructors must assure that all marked student scripts of final examinations (original copies) and/or of marked student scripts of major assessments (verified copies as the original, as per university guidelines, having been returned to students) are submitted to the chairperson of the concerned department.

Multi-section Courses

In any multi-section course, the coordinator must make sure that all major paper-based assessments such as tests and exams are common for all sections.

The preparation, photocopying, storage and administration of all common paper-based assessments in multi-section courses are the sole responsibility of the coordinator in coordination and collaboration with all instructors teaching the course. The course coordinator is charged with making copies of scripts of all major assessments (those contributing 20% or more to final course grade) of students.

1. The coordinator must prepare the paper-based assessment in coordination and collaboration with all instructors teaching the course and in strict security and confidentiality. For each course, as per HEC guidelines, the course coordinator, in collaboration with all the aforementioned instructors, must prepare two final examinations (the second being used as a fallback to the first should the coordinator have reason to doubt the security and confidentiality of the first)
2. For final examinations, the coordinator must personally give the final examinations and its key solution to the internal verifier to be verified according to the Internal Verification Procedure. The verification must be done in a closed meeting with the coordinator and in complete security and confidentiality. Subsequently, the coordinator in consultation with other instructors must make any necessary modifications to the final exam and/or its key solution, according to the suggestions of the verifier.

3. The coordinator must make the required number of copies of the paper-based assessment, taking every care that no trace of the assessment is left behind. The copies of the assessment must be stored in the coordinator's safe custody and a copy of the final verified final exam along with key solution is secured with the chairperson in case of any emergency until the time of release to the students.
4. The coordinator must distribute the assessment question papers to students at the due time in coordination and collaboration with other instructors of the course and with invigilators.
5. On completion of the paper-based assessment, the coordinator must collect the answer scripts from students in coordination and collaboration with other instructors of the course and any invigilators, whenever applicable.
6. The students' scripts from all sections must be marked by course instructors according to the University guidelines using team-based marking; specifically, the questions must be distributed among the instructors, each instructor marks few questions only but across all sections. This must be done in full and complete security and confidentiality.
7. After the marking process for continuous and final examination, the coordinator must collaborate with other instructors to ensure that sample copies of the answer scripts are kept in the Course Files according to the requirements of the university's quality assurance system.
8. For paper-based assessments during continuous evaluation (e.g., tests/exams, quizzes, etc.), the coordinator must collaborate with other instructors to ensure that marked answer scripts are returned to students after evaluation and marking.
9. For final exams, the coordinator must collaborate with other instructors to ensure that three sample answer student scripts are selected from each section to be used for the Internal and External Moderation Procedures and that these are also handled in a way that preserves strict confidentiality and security.
10. After the moderation and marking processes are completed, the instructors must return all of the marked student scripts of final examinations (original copies) and/or of marked student scripts of major assessments (verified copies as the original, as per university guidelines, have been returned to students) through the course coordinator to the chairperson of the concerned department.

5.10 INTERNSHIPS FOR UNDERGRADUATE STUDENTS

Academic Supervisor

1. The academic supervisor will act as a mentor to the student during the internship experience.
2. The academic supervisor should be in constant contact with the student throughout the internship period to ensure progress and give advice when needed.
3. The academic supervisor should maintain contact with the site supervisor during the internship and should arrange for at least two site visits. It is vital to monitor the progress of the internship from multiple viewpoints and to maintain contact with all participants.
4. The internship academic supervisor is responsible for reviewing and evaluating all reports submitted by the intern in a timely manner and accordingly enters the grade.

Site Supervisor

1. The site supervisor must assist with and agree to the terms established in the internship plan.
2. The site supervisor should provide an acceptance letter with a programme plan for the student before the student starts his/her internship.
3. The site supervisor should take an active role in mentoring and guiding the student to help them achieve the goals of the internship and should make time for meeting with both the student and the academic supervisor.
4. The evaluation forms should be completed on time and returned to the student or internship coordinator.

Dean of the College

1. The Dean should assign an academic supervisor for the student.
2. The Dean should make sure that the academic supervisor is completing the evaluation forms on time and is arranging for site visits.

Internship Officer

1. Actively search for internship positions in the public and private sectors.
2. Arrange for the visits of the academic supervisor to the internship workplace and to ensure with them all site visits are conducted on time.

3. Make sure that all paperwork is completed by the student, academic supervisor and site supervisor prior to submission of the grade.

Refer to Undergraduate Internship Programme Guidelines.

5.11 STUDENT COUNSELLING

Ahlia University provides a variety of student guidance services through a specialized directorate in the Deanship of Student Affairs.

The Deanship of Student Affairs is responsible for providing services that help students overcome any academic, personal, social and psychological concerns that they may face throughout their study at Ahlia University.

Our student-centred counselling services are driven by our mission to provide services that are preventative and remedial in nature while addressing the psychological, educational, social, and developmental needs of AU students.

We aim to empower students, while educating them on developing lifelong skills that can assist them in the pursuit of their life and future goals. We are data-driven, which means data is used in assessing student counselling needs and effectiveness, while driving future programme development and evaluation.

Counselling may be of:

1. Academic Support services: including concerns about being at risk, on academic probation; struggling with low/under performance, study skills, language proficiency; in need of mediation with faculty/staff...etc.
2. Personal concerns that could be from within or outside university life that are hindering the student's academic success and overall well-being.
3. Psychological concerns: coping with concerns of such nature and managing academics.
4. Adjusting to University life: University is a great milestone in the student life. This transition can be challenging for some, causing undue stress.
5. Questioning the student's choice of major: For many students, university provides them with an opportunity to seek and identify careers better suited to their interests and abilities. This might require guidance and support.
6. Any other thing that the student might want to discuss in a confidential manner please consider meeting with a counsellor if you are experiencing any of the above concerns, or even otherwise.

Counsellors at AU have an open-door policy, where the counsellor-student relationship is viewed as unconditional in nature, not restricting frequency or purpose of contact.

For concerns we cannot resolve, we will refer you to the appropriate body. Our core belief is that all students' have dignity and worth and have the right to a safe, mutually respectful and orderly learning environment.

Diversity is to be respected and appreciated as we foster unity amongst our students, faculty, staff and community.

5.12 ACADEMIC ADVISING

Academic advising is an integral part of university education. It helps students make responsible decisions as they develop educational plans compatible with their potential and with their career and life goals.

Academic advising includes sharing of information about academic courses and programmes, encouraging students to formulate important questions about the nature and direction of their education and working with them to find answers to those questions.

The Academic Advising Policy and Procedure identifies Ahlia University (AU) system of academic advising to address the students' ongoing and multifaceted concerns.

Student's academic advisor is the students' primary resource regarding academic issues, opportunities, study plan and academic history.

- All new students will have their academic advisors initially assigned by the chairperson of their department.
- The department chairperson may reassign academic advisors whenever he/she deems necessary, based on the students' professional interests and advisors' availability.
- The relationship between student and advisor is one of shared responsibility. Academic advisors assist students in clarifying their interests, values, and goals and help students relate these to academic programmes and educational opportunities. However, students themselves are responsible for selecting the courses within their academic programmes and making progress toward their chosen academic degrees. All students' decisions should be in line with the University and Higher Education Council (HEC) rules and regulations with regards to course
- The academic advisor may review his/her advisee's academic records and any deficiencies in order to better understand student case.

- The academic advisor works in close collaboration with the advisees' instructors.
- Academic advisors will be available during designated office hours, and scheduled meeting times with student.
- All students are requested to meet their academic advisors at least once every academic year. Advisors should record their meeting in the advising module of the ADREG system.
- Students "At-Risk" and on probation should meet their academic advisors before pre-registering into course. Advisors should record their meeting in the advising module of the ADREG system.

An academic advisor is responsible for providing accurate and complete information about a student's degree requirements and assisting with students' overall academic progress throughout their study duration.

A student can approach an academic advisor for the following concerns:

1. Outlining a plan of studies for the upcoming semesters, reviewing and satisfying all degree requirements.
2. Resolving academic difficulties; information on how to prepare for final exams, course related concerns etc.
3. Clarifying university policies, regulations, programmes, and procedures.
4. Reviewing academic records, and any deficiencies.
5. Assessing goals and interests and developing a strategy to achieve academic and future career goals.
6. Assessing progress and performance.
7. Any other thing related to student's programme that they might want to discuss in a confidential manner

Note: For concerns advisors cannot resolve, they may refer students to the appropriate body.

5.12.1 Students with Special Needs

Ahlia University welcomes students with special needs to any of the programmes offered. Admission of students with special needs is considered by a special needs admission committee which assesses the potential of the candidates to succeed in their chosen academic programme.

Students with special needs are given all necessary support and guidance by Ahlia University faculty and staff.

Further, a special needs unit exists to specifically look after the welfare of those students with special needs.

5.13 STUDENT ACTIVITIES

Ahlia University provides and supports a variety of student social, cultural and sports activities through a specialized directorate within the Deanship of Student Affairs.

The Directorate of Student Services and Activities also provides other student services such as advice on student accommodation; and facilitating the election of the students' representatives in the Student Council.

Student activities are an important aspect of the student's university life. Activities provide the students with a lot of benefits and enjoyment. These activities strengthen the students' association with their university and fellow students.

Further, these activities provide opportunities for students to develop their hobbies and interests, which will polish their personalities and help them utilize their free time wisely.

All students have the right to participate in such activities. The Student Council plays a major role in deciding the types of activities and helps in their coordination.

5.13.1 Special Activity Grading Policy

1. The A activity credit is awarded to students in reference to a wide variety of extracurricular activities that include but not limited to:
 - a. Demonstrating an active role in university student clubs, scientific student associations and Student Council.
 - b. Participation in university sport activities and competitions.
 - c. Organizing/participating in university events.
 - d. Attending workshops, seminars and conferences approved by the college or Deanship of Student Affairs.
 - e. Volunteer work and Community Engagement
 - f. Involvement in cultural activities.
 - g. Peer tutoring sessions.

2. Students can be awarded a maximum of three A activity credits.
3. Only one 'A' Credit may be granted in a given semester.
4. One 'A' activity credit is equivalent to 30 hours of participation/ involvement in co-curricular activity.
5. The Directorate of Student Services and Activities is responsible for approving and allocating the number of hours for every co-curricular activity.
6. ADREG will generate an Activity Logbook for each student which is to be forwarded to the Dean of Student Affairs for approval.
7. Students receiving academic misconduct in a specific semester will not be granted 'A' activity credit during that semester.
8. Students registered in orientation courses are not eligible to receive an 'A' activity credit.
9. The grade of the 'A' activity credit is counted towards the semester GPA of the semester it has been granted.

For further information, please refer to Special Activity Grading Policy.

6. FACULTY PROMOTION POLICY AND PROCEDURES

The promotion of faculty members is a vital aspect of academic excellence and institutional growth. Ahlia University's faculty promotion policy and procedures are designed to recognize and reward the contributions of dedicated educators and scholars.

Through providing a clear policy for faculty promotion, Ahlia University aims to support faculty members in their career progression, encouraging them to excel in teaching, research, and community service. The faculty promotion policy and procedures section outline the procedure, criteria for promotion, the evaluation process, and grievance procedure.

6.1 PROCEDURE

The following procedure shall be applied within the context of Academic Promotion:

- In the event where an Ahlia University's faculty member receives an academic promotion from university/academic institution with which he/she is currently or has been previously affiliated, and provided that such an institution is well established and enjoys a fine international reputation, an application is to be put forward by the promoted member to the relevant authorities within Ahlia University responsible for awarding academic promotion.
- The application is to be processed through the various promotion committees (Department, College and Appointment and Promotion Committees) to verify that the application meets Ahlia's criteria for academic promotion in terms of number of years in the current academic rank, number & type of publications, students' evaluation, as stipulated in Ahlia University's own Academic Promotion Bylaws.
- Upon acceptance of the application by the University Appointment and Promotion Committee, the application shall be forwarded to the University Council for final approval.
- Promotion shall be effective from the date of the promotion by the original University, whilst financial remuneration against the promotion shall be effective from the date of Ahlia University Council's decision.
- The Promoted faculty member shall receive an increment of two (2) steps (in the salary scale of the rank to which he/she is promoted) in his/her basic salary, as opposed to three (3) steps in case of direct promotion by Ahlia University. The promoted staff salary shall then be adjusted to the next closest step.

6.2 CRITERIA FOR PROMOTION

The promoted faculty member must meet the conditions and qualifications set forth in these by-laws, in addition to the following:

- a. He/she has spent the required period at the rank is being promoted from. If a previous academic period was counted, he/she must have spent at least half the period required for the promotion in the University.
- b. He/she must demonstrate competency in teaching and his/her own work relations.
- c. He/she must demonstrate competency in academic research and University and community services.

6.2.1 Professor Rank

For the promotion to the rank of "Professor", the candidate must meet the following conditions:

- a. Has earned a doctoral degree or equivalent from a recognized university.
- b. Has spent five years as an associate professor.
- c. Has demonstrated high competency in teaching.
- d. Has published academic papers in referred journals or periodicals or has written books, provided that at least half of his/her academic work-product was completed during his/her employment with the University.
- e. Has significantly contributed to assigned academic and administrative tasks.
- f. Has spent a minimum of two years working for the University.

6.2.2 Associate Professor Rank

For the promotion to the rank of "Associate Professor", the candidate must meet the following conditions:

- a. Has earned a doctoral degree or equivalent from a recognized university.
- b. Has spent five years as an assistant professor.
- c. Has demonstrated high competency in teaching.
- d. Has published academic papers in refereed journals or periodicals or has written books, provided that at least half of his/her academic work-product was completed during his/her employment with the University.

- e. Has significantly contributed to assigned academic and administrative tasks.
- f. Has spent a minimum of two years working for the University.

6.2.3 Timing for Consideration of a Promotion

- a. Assistant professors and associate professors may apply for the promotion to the next higher rank no earlier than six months from the date he/she completes the stipulated period for application for promotion.
- b. Should a candidate's application for promotion be approved antecedent to the elapsing of the stipulated period, the promotion only becomes effective at the end of that stipulated period.
- c. In all cases, the University Council shall release its decision concerning the promotion no later than six months from the date on which the appointments and promotions committee has been formed.

6.2.4 Procedure for Promotion Review

If 50% of the reports received from the referees contain positive recommendation, while the other 50% contain disapproval, the Appointment and Promotion Committee may opt to seek the opinion of a fifth referee.

The applicant becomes eligible for promotion if at least three clear recommendations were received.

6.3 POST-PROMOTION REVIEW

6.3.1 Post-Promotion Responsibilities

Teaching Expectations: Detail any changes in teaching load, new course development expectations, or other instructional responsibilities.

Research Expectations: Outline goals for scholarly output, grant applications, and interdisciplinary collaboration.

Service Commitments: Specify any expectations for departmental, college-level, or university-wide service and governance.

6.3.2 Appellate Process and Timeline

The Grievance Procedures are subject to the following rules:

- The applicant has the right to submit a grievance to the Department Chairperson against the Departmental Council report that claims that the promotion requirement is not fulfilled. The Chairperson, in turn forwards the promotion file and the grievance to the same committee to

reconsider its report. If the committee insists on its stand, the issue will be referred to the Dean who forwards it in turn to the College Promotion Committee for final decision.

- The applicant has the right to submit to the Chairperson of the Department a grievance against the decision of the College Promotion Committee regarding his/her failure to meet the promotion requirements. The Chairperson in turn refers the promotion file and the grievance to the Dean to return it to the same committee for reconsideration. If the committee insists on its stand, the Dean shall refer the matter to the Central Committee for a final decision.
- The applicant has no right to raise a grievance against the referees appointed by the Central Committee to evaluate his/ her scientific research work.
- The applicant who has been officially notified by any of the three promotion committees that he/she has failed to meet the promotion requirements is not allowed to re-apply for promotion until the lapse of six months from the date of issuance of the decision of his/her failure to fulfill the requirements (in the case of grievance or six months after a reply to his/her grievance confirming failure to meet the requirements).

For further information, refer to the bylaws for academic promotion for faculty members at Ahlia University

6.4 COURSE & INSTRUCTOR, OVERALL FACULTY EVALUATION, APPEAL AND GRIEVANCE

6.4.1 Course and Instructor Evaluation

At the end of semester, students have the right to evaluate the faculty in terms of the overall experience with the course and the instructor, the course and instructor evaluation is conducted anonymously, and the results of the evaluation are made available to faculty in ADREG system. Faculty should use the evaluation results and comments for quality enhancement.

6.4.2 Overall Faculty Evaluation

The overall faculty evaluation is based on multiple components including the online student evaluation (30%), research (20%), vice president's evaluation (5%), dean's evaluation (15%), chairperson's evaluation (20%), and Centre of Accreditation and Quality Assurance evaluation (10%).

6.4.3 Overall Faculty Evaluation Appeal Procedure

A faculty member may appeal their Annual Overall Faculty Evaluation where it is believed that the overall rating does not represent a true evaluation of the faculty's

work performance during the evaluation period. To initiate an appeal, the faculty must give a formal appeal to the President of the University.

The President shall call for and chair the university appeal's committee to review the case. The committee focuses on investigating and verifying complaints, reviewing evaluation forms and appeals made by the concerned faculty member.

The primary mandate of the committee is to look into the appeals and take the necessary actions needed to issue a way forward. The committee will issue its decision in a recommendation template that will be sent to the concerned faculty member.

The formal appeal should state the faculty's intent to appeal and listing the specific parts of the evaluation summary report with which the faculty disagrees and explaining the nature and extent of the disagreement. Relevant supporting documentation and evidence should be submitted to the appeal committee upon request.

7. HUMAN RESOURCE POLICIES

7.1 FACULTY ORIENTATION

The Human Resource Directorate conducts staff induction for every new faculty and staff joining AU at the beginning of the first and second semester every year. At Ahlia Staff and faculty induction activities involves enlightening the staff about the vision, mission, values, and strategy of the University by the President.

Other items on the agenda include, for example, the academic issues, university rules and regulations, job descriptions, library resources, quality assurance and other aspects required for the staff to settle into the culture and operations related to their role in the University.

Additionally, in the orientation, faculty members will gain comprehensive information and knowledge of AU policy and procedure.

7.2 POLICY AND PROCEDURE FOR FACULTY MENTORSHIP

Ahlia University holds its human resources to be its most valuable asset. The university places great importance on the cultivation and preservation of a healthy and productive workplace environment and organisational culture that revolve around the core values of excellence, inclusiveness, integrity, collegiality, ambition, and engagement.

Mentoring can contribute to personal well-being through facilitating a supportive and collaborative work environment that promotes professional development and academic progression. Effective mentoring constitutes an expression of the university's core values in action.

The purpose of the Policy and Procedure for Faculty Mentorship is to lay out the policy and procedure which constitute the working framework for the implementation of the university's faculty mentorship scheme. Adherence to the policy and procedure is critical towards ensuring a formalised and systematic approach to the mentoring of new junior faculty members.

This policy and procedure contribute to the following United Nations Sustainable Development Goals:

- SDG 3: Good Health and Well-being
- SDG 4: Quality Education
- SDG 5: Gender Equality
- SDG 8: Decent Work and Economic Growth
- SDG 10: Reduced Inequalities

Scope and Application

“Mentoring is commonly understood to imply a supportive relationship designed to guide the successful integration of new members into an organization and to enhance the subsequent ability of those members to add value to the organization.”

Guide to Best Practices in Faculty Mentoring of Columbia University (USA)

Ahlia University aims to provide support and guidance to new junior faculty members. This occurs through formal mentoring of faculty members in two broad areas:

- Administrative Responsibilities
- Teaching and Research

The length of the mentoring period is determined by the faculty member’s academic rank and teaching experience, as follows:

ACADEMIC RANK	TEACHING EXPERIENCE	MENTORING PERIOD
Assistant Professor	At least 1 year	One Semesters
Assistant Professor	None	Two Semesters
Lecturer	Any	Two Semesters

Mentorship Procedure

Mentorship is a collaborative learning process that should involve self-reflection and input from both mentor and mentee on the goals to be achieved through the mentoring programme. Mentorship is not a performance review exercise; however, it should include performance feedback coupled with advice and guidance.

Mentor Assignment

The Dean of the College will formally assign a mentor within one month of the mentee’s first day of employment. The mentor should be a senior faculty member with the necessary qualities to be an effective mentor.

Schedule and Agenda of Meetings

The mentor and mentee are required to meet a minimum of three (3) times per semester. The first meeting should identify the mentoring programme’s goals and address the needs of the mentee.

Responsibilities of the Mentee

- Schedule and attend meetings with the mentor
- Discuss resources, development activities, challenges and progress with the mentor
- Take the initiative to meet the goals, and follow through on development activities
- Submit an annual report documenting evidence of development
- Ensure preparation and completion of all deliverables

Responsibilities of the Mentor

- Agree on a mentoring development plan with the mentee (refer to Appendix A for the template)
- Complete the progress report with the mentee (refer to Appendix B for the template)
- Provide guidance on developing scholarship, research, and teaching effectiveness
- Advise on resources, developmental activities, professional networks, and organisational socialisation
- Provide guidance and advice on course development, Moodle utilization, and college-specific expectations and requirements
- Submit the development plan, progress reports, and related evidence to the Dean of the College

Oversight and Reporting of the Policy and Procedure

- The Faculty Development Committee oversees this policy and procedure
- The Human Resources Directorate maintain records of the mentor-mentee assignments and reports
- The Dean of the College submits all documentation to the Faculty Development Committee

For further information, refer to Policy and Procedure for Faculty Mentorship.

7.3 EQUITY AND DIVERSITY POLICY

Ahlia University, as a higher educational institution, is dedicated to upholding equity within its diverse community of students, faculty, and staff, in accordance with the United Nations International Children's Emergency Fund (UNICEF) Sustainable Development Goals.

This commitment aligns with Goal 4, which focuses on quality education, Goal 5, which promotes gender equality, and Goal 10, which aims to reduce inequalities. The university ensures that all individuals within its community are treated fairly and respectfully, following the principles outlined below.

- I. **Diversity:** Appreciation and acknowledgement of differences amongst the members of the university community that promote acceptance and belonging, regardless of factors that span age, color, disability, employment status, ethnic or national origins, language, family status, marital status, race, religious or spiritual belief, gender, socio-economic circumstances and taste.
- II. **Equity:** A standard of treatment of people that involves reasonable efforts to ensure fairness in decisions impacting all members of the university community. However, equitable treatment does not necessarily mean equal treatment as a range of interests impacting all parties need be balanced.

7.3.1 Equity and diversity among the student body

Ahlia University believes that all students, regardless of color, race, gender, nationality, religion, and physical or learning disability, have the right to the best education. Admission to Ahlia University is selective based on prior academic achievement.

The most qualified candidates -- regardless of race, color, gender, religion, nationality, sect or disability -- will be selected to fill the available places. In the course of student participation in the educational life at the university, academic and non-academic, Ahlia University is committed to a discrimination-free learning environment for all students.

This is repeated many times in the text. based on principles of fairness and equity.

Equity and diversity among staff : Ahlia University strives to treat its staff fairly by maintaining a healthy, safe and productive work environment which is free from discrimination based on any other factor that is unrelated to Ahlia legitimate interests.

Ahlia University shall not tolerate any offensive, intimidating or inappropriate statements or behaviour undermining equity in the work environment. Harassment in all its manifestations is prohibited.

Committed to applying an effective recruitment policy that is based on the principles of equity and fairness, and equal employment opportunity, Ahlia University shall ensure to identify, efficiently and effectively, the right candidates for vacancies in Ahlia and recruitment shall be based on qualifications, experience, and merit.

Supervisors and managers are expected to ensure that work-related decisions regarding task allocation, compensation, performance evaluations, the administration of Ahlia benefits et. al. reflects principles of fairness and equity.

The University mandates that members of the University community pay heed to applicable codes of conduct as well as to the University's Anti-Harassment Policy.

7.4 NON-RETALIATION POLICY

Ahlia strictly prohibits any form of retaliation against any employee or student who in good faith makes a complaint, raises a concern, provides information or otherwise assists in an investigation or proceeding regarding any conduct that her or she reasonably believes to be in violation of Ahlia's Code of Conduct or policies, or applicable laws, rules or regulations.

No employee or student should be discharged, demoted, suspended, threatened, harassed, intimidated, coerced, or retaliated against in any other manner as a result of him or her making a good faith complaint or assisting in the handling or investigation of a good faith complaint. Ahlia prohibits employees or students from being retaliated against even if their

complaints are proven unfounded by an investigation, unless the employee or student knowingly made a false allegation, provided false or misleading information in the course of an investigation, or otherwise acted in bad faith. Employees and students have an obligation to participate in good faith in any internal investigation of retaliation.

Ahlia takes all complaints of retaliation very seriously. All such complaints will be reviewed promptly and, where appropriate, investigated.

If you believe you have been retaliated against or that any other violation of this policy has occurred, or if you have questions concerning this policy, you must immediately notify Human Resources, or your immediate supervisor/advisor. You may also contact the Unit of Legal Affairs and Compliance.

Any employee or student who violates this policy is subject to disciplinary actions.

7.5 EQUAL OPPORTUNITY

Ahlia University mainstream the culture and practice of equal opportunity, diversity, and inclusivity across the University in line with the Bahrain Vision 2030, the directives of the Supreme Council for Women and the Sustainable Development Goal 5. The University support equal opportunity through:

- Overseeing the progress on the development and implementation of equal opportunity policies and practices (all stakeholders of the University)
- Overseeing the progress on the development and implementation of appropriate expenditure relating to equal opportunities
- Recommending strategies based on the equal opportunities annual report
- Reviewing diversity and inclusivity in the operations and activities of AU with respect to equal opportunities
- Reviewing the effectiveness and impact of the equal opportunity's programmes and initiatives
- Promoting a culture of equal opportunities to all stakeholders through exchange of good practice and communication of relevant information

7.6 GRIEVANCE

- Every employee has the right to complain and lodge their grievance/ complaint in writing within ten (10) working days of an occurrence and/ or within ten (10) working days of the employee having reasonable knowledge of the occurrence.
- All grievances shall be submitted to the employee's Dean/Director and a copy to the HR Director.
- Upon receipt of complaint/grievance the Dean/Director shall promptly undertake to handle the complaint along the following lines:
 - **Step 1:** The employee shall speak to the Dean/Director and explain in detail their complaint. The Dean/Director shall try and resolve the complaint as promptly as possible.
 - **Step 2:** Shall the employee not be satisfied by the Dean/Director response, or the complaint does not get resolved, the employee must submit to the Vice President in writing their grievance.

The Vice President shall respond to the employee's complaint in

writing within one (1) week of receiving the complaint. Shall the employee not be satisfied with the response, or the grievance persists, the employee must submit a complaint in writing to the President, who must respond after properly investigating and verifying within one (1) week of receiving the complaint.

- **Step 3:** The President shall personally meet with the employee concerned and settle the grievance within one (1) week of the complaint being referred. The decision by President shall be deemed as final.

7.7 SUSPENSION OR TERMINATION FOR CAUSE

- The member's service with the University shall be terminated with effect from the date determined by the decision issued in this regard, or, in the cases listed below, from the date of the occurrence of event that causes termination:
 - a. Resignation
 - b. Position becoming redundant
 - c. Employee's service becoming redundant of contract termination
 - d. When any of the appointment conditions stipulated in the by-laws become null and void.
 - e. Employee's demise
- The contract between the University and the member shall be considered as expired by the end of the period set forth therein, unless a written agreement has been established between the two parties to renew it for a similar or other duration. Such an agreement shall be made at least two months before the contract expiry date.
- An employee shall be deemed dismissed from service if he/she was absent from duty without an excuse acceptable to the University Council for more than twenty non-consecutive days or for more than ten consecutive days in one year, in which case, the dismissed employee shall not be re-employed except by a decision of the University Council.
- The financial consequences resulting from resignation, end of contract or termination of service are determined by both the terms of financial schemes applied by the University and of the contract concluded with the member.

7.8 EMPLOYMENT CONTRACT AND RENEWAL

7.8.1 Types of Employment

Full Time Academic Employees

The total minimum number of working hours for faculty members is 40 (forty) as per Labour Law of Bahrain. Due to nature of academic work, academic staff have flexible work schedule as their responsibility in addition to teaching cover variety of academic activities such as research, review of curriculum, syllabus and course materials, supervision of students, participation in various committees and working groups and community services.

Part Time Academic Employees

Working schedule of part time academic staff will be based on agreement with the Dean of the respective college based on a number of courses in any given semester.

7.9 Reappointment of Faculty

To be eligible for re-appointment as an “Assistant Professor” at the University, faculty members must possess a Doctoral (Ph.D.) degree or an equivalent qualification in their specific field of expertise from a recognized university. Alternatively, they may have obtained a specialized certificate that is considered equivalent to a Doctoral degree from a recognized academic or professional institution.

7.9 LEAVE POLICIES

7.9.1 Annual Leave

The duration of the annual leave for faculty members is (10) weeks against each full academic year.

- a. The annual leave shall be distributed among semesters as per the instructions issued by the President unless the nature of work requires an alternative arrangement. In all cases, the leave shall be taken annually and may not be accumulated.
- b. Faculty members receive their full salaries together with the allowances during their leaves.
- c. The President may assign faculty members to work during their leaves in exchange for additional remuneration.

7.9.2 Sick leave

- a. Faculty members may be granted a one-day sickness leave by the chairperson of the Department without need for a medical certificate.
- b. Sickness leaves lasting more than one working day, and less than six days will not be approved without an acceptable medical certificate from the University.
- c. Absences due to sickness exceeding six working days must be supported by medical certificates endorsed by the approved medical commissions.
- d. Sickness leave is granted in accordance with Bahraini Labour Law.
- e. If an absence due to sickness exceeds the faculty member's entitlement, the additional days will be deducted from their annual leave, provided there is a remaining balance. If the faculty member continues to be absent after using all annual leave, they may request an additional unpaid leave, not exceeding 60 days, after consulting the official medical commission. Once this unpaid leave period elapses, the University will refer the case to the approved medical commissions for further evaluation.

7.9.3 Marriage Leave

Members are granted 3- day paid matrimonial leave, provided that a marriage document is presented.

7.9.4 Paternity Leave

Members are entitled to leave for three days on full pay upon the birth of his child. This is to provide more time for parents with their newborns.

7.9.5 Maternity leave

- Ahlia shall provide a female employee maternity leave as per labour law.
- A female worker shall be entitled to maternity leave on full pay for sixty (60) days which shall include the period before and after her confinement, provided she produces a medical certificate attested by a government health centre or one of the clinics approved by the employer stating the expected date of her confinement.
- A female worker may obtain an additional leave without pay because of her confinement for a period of fifteen (15) days in addition to the aforesaid leave period.
- The female worker shall be entitled after the end of her maternity leave and until her child reaches one year of age to two breastfeeding periods

of not less than one hour each. The female worker shall be entitled to join these two periods, and these two additional periods shall be deemed part of the working hours and shall not entail any wage deduction.

- The female employee shall submit her request for maternity leave to their respective Dean/Director.

7.9.6 Al Hajj (Pilgrimage) leave

Muslim members may be granted a leave to perform pilgrimage (Hajj). Such a leave shall be fully paid and shall not exceed two weeks. It will also be awarded once-off during the member's employment, provided that he/she has been in the University employment for five or more consecutive years.

7.9.7 Eddah Leave

The Muslim female worker shall be entitled to a one month paid leave in the event of death of her spouse, moreover she is entitled to complete the Idda period of three months and ten days from her annual leave.

7.9.8 Bereavement Leave

An employee shall be granted a three-day paid leave in the following cases:

- Death of his/her spouse or any of his/her relatives to the fourth degree of kin.
- Death of his/her spouse's relatives to the second degree of kin.

7.9.9 Unpaid Leave

- Subject to the approval of the Department and College councils concerned, the University Council may grant members a one-year unpaid leave or part thereof. Such a leave may be renewed for a maximum period of three (3) years, provided that the member has been in the service of the University for not less than two (2) years. Such a leave may not be granted once again before a period equals to twice the duration of his/her earned leave has elapsed.
- Unpaid Leaves granted to members are not considered as part of his/her service with the University in relation with promotion, remuneration and seniority.

7.9.10 Sabbaticals and Unpaid Leaves

- Sabbatical leave is a period of one semester, two semesters or one whole year, during which a faculty member interrupts his academic duties at the University and moves to another University or research centre, dedicating most of his time to conducting research and any other

academic activity approved by the University Council. However, a faculty member must circumvent any commitment to have a full teaching load in the host university.

- A faculty member can apply for a sabbatical leave if he fulfils the following conditions:
- Has the rank of at least associate professor
- Has spent seven years in Ahlia University
- Active in research
- Sabbatical leave is given to no more than 5% of faculty members in any department during one academic year.
- If the period of first sabbatical leave spent by the faculty member is one whole year, then he can apply for a second academic leave only seven years after completion of the first sabbatical year period. On the other hand, if the period of his first sabbatical leave is less than one year, then he can complete the one-year period at any time approved by the University Council.
- If a faculty member applies for a sabbatical leave during the period of renewal of his/ her contract, then the approval of his/her application is subject to the renewal of the contract.

For further information, refer to Rules for Sabbatical Leave at Ahlia University.

7.10 SALARIES

7.10.1 Full-Time Faculty Salaries & Benefits

Ahlia University offers compensation and benefit packages that are in line with the market of similar industry.

Compensation and benefits include, but are not limited to:

- Competitive salary
- Health insurance
- Life insurance
- 30 days of leave & all other leaves as stipulated by the Bahrain Labor Law
- Housing and other allowances

7.10.2 Part-Time Faculty Compensation

The University shall pay the Part-Time Academic Staff, after the contract finished, and upon submission of all final grades to the academic department concerned, there is certain amount for each course section taught.

7.10.3 Step Raises for Promotions and Reappointments

- Promotion shall be effective from the date of the promotion by the original University, whilst financial remuneration against the promotion shall be effective from the date of Ahlia University Council's decision.
- The Promoted faculty member shall receive an increment of two (2) steps (in the salary scale of the rank to which he/she is promoted) in his/her basic salary, as opposed to three (3) steps in case of direct promotion by Ahlia University. The promoted staff salary shall then be adjusted to the next closest step.

7.11 FACULTY RESIGNATION

- The member's resignation shall be submitted in writing to the chairperson of the Department concerned, one semester before the end of the academic year or his/her contract. The Chairperson shall raise the resignation to the Dean.
- The Dean should submit the resignation to the President in order to render a decision concerning acceptance of the tendering of resignation. The President, at his discretion, may waive the notice period stipulated above should he views this as justifiable. In all cases, the President shall notify the member of the decision taken by the University no later than two months subsequent to the date of tendering of the resignation. In the absence of such a notification, the resignation shall be deemed implicitly accepted by the University.
- The member who tenders his/her resignation shall continue reporting to duty until a decision of acceptance has been rendered. Failing to do so shall subject the member to termination for cause.

7.11.1 Faculty Dismissal

The contract ends before its term is completed in the following cases:

1. Accepting the resignation formally and in writing
2. The worker's insistence on resigning despite the university's non-acceptance of it during the validity of the contract.
3. Abstaining from work without a legitimate excuse accepted by the university administration for a period exceeding ten consecutive days or twenty intermittent days during the year when the university decides to terminate the contract for this reason, and the worker is considered insistent on rescinding the contract.
4. Job cancellation.

5. Permanent inability to work.
6. Inefficiency of the worker according to periodic reports.
7. Disciplinary dismissal issued by a decision of the university administration as a result of breaching the essential obligations arising from the work contract.
8. The requirements of the special interest of the university.
9. Judgment against the worker for a crime against honour and honesty.
10. Death.
11. If the sick leave period exceeds the period stipulated in this contract.
12. Loss of one of the appointment conditions mentioned in the Academic Staff Regulations.

7.12 FACULTY EMERITUS

A retired/resigned Ahlia University faculty member, meeting the requirements outlined in the following articles, may be awarded the title of Professor Emeritus.

7.12.1 Requirement for Conferring the Title “Emeritus Professor”

Full time Professors can apply for the status of Professor Emeritus / Emerita if they satisfy the following requirements:

- a. They have served in the capacity of fulltime faculty member in a higher education institution for fifteen years prior to their retirement from the university; five of those fifteen years should have been spent at the University with at least 3 years as full Professor.
- b. They have contributed honourably and actively to the academic development of the University through development of academic programs, published research work and the improvement of university performance through their administrative position.
- c. An honorary title of ‘Professor Emeritus/ Emerita’ may be conferred upon to distinguished scholars who have not necessarily served at Ahlia University if they have the potential to contribute substantially to the academic and research programs at Ahlia University.
- d. Approval of the University Council.

7.12.2 On-campus and Off-campus Professor Emeritus

- On-campus Professor Emeritus/Emerita should spend at least 12 hours per week on campus.
- An on-campus Professor Emeritus/ Emerita is eligible for three months' vacation to be arranged with the President.
- The title of Professor Emeritus/ Emerita may be conferred upon off-campus
- Ahlia faculty members who do not fulfil above, whether they are residing in Bahrain or abroad if they fulfil 31/08/2023part (c) of Article 3. In this case, they will not receive any benefits from Ahlia University but may be entitled to remunerations.

7.12.3 Entitlements Conferred to on- Campus Professor Emeritus

Professor Emeritus/ Emerita will be entitled to the benefits listed below. These benefits do not apply to faculty members awarded the title Professor Emeritus/ Emerita who are residing abroad or working off-campus.

- An office at the University equipped with a computer, an internet, a telephone, and an email address. The office is to be used for academic duties only.
- A full use of the University library resources, as applicable.
- A parking space as decided by the University administration.
- Membership of Ahlia facilities identical to those offered to normal faculty members.
- Access to research facilities in coordination with the Chairperson of the department concerned.
- Being listed in the University publications, including the University catalogue, annual publications (such as a book of research abstracts), and the web site.
- Having the right to Participate, normally, in the University academic and social events such as the Research Forum, all academic, cultural, social, and sport activities, the graduation ceremony, receptions, and other relevant academic and/or social functions.
- Annual health insurance similar to that offered to normal full-time faculty members.
- A business card.
- A three months' annual vacation to be taken in consultation with the President.

7.12.4 Remuneration

On-campus Professor Emeritus shall receive 15% of his/her last basic salary at the university with an annual increment as appropriate.

7.12.5 Duties and Obligations of Professor Emeritus

Duties of Professor Emeritus/ Emerita normally comprise the duties listed below. However, some of these duties may not be applicable to off-campus Professor Emeriti.

Affiliating of all his/her research and intellectual work to the University.

- The following duties are applicable to on-campus Professor Emeriti only:
- Participating in the development of a healthy academic environment in the University by proposing new programs, and activities.
- Participating in various academic and other committees, as applicable.
- Providing consultation to the President as required.
- Helping graduate students to conduct research work in coordination with the Chairpersons and the Deans of the Colleges concerned.
- Serving as a liaison between various academic and administrative centers or units inside or outside the University – and in accordance with affiliations with other higher education institutions.
- Other duties as assigned by the President.

7.12.6 Courses and Special Assignments

Professor Emeritus/Emerita may be assigned to teach one or two courses. In this case he/she will be paid per course in accordance with the normal rate paid to regular faculty member. Remuneration for any other special assignments is to be decided by the President.

7.12.7 Reporting

For all academic and administrative matters, Professors Emeriti shall report directly to the President.

7.12.8 Conferences, Research Remuneration, and Advising

Ahlia University will provide Professor Emeritus/ Emerita with financial support to participate in conferences provided that the research work is of a high caliber. Approval of GSRC and the president is required. In addition, his/her research work,

books, and services as supervisor or internal examiner will be remunerated in the same manner as normal faculty members.

7.12.9 Disciplinary Acts

A Professor Emeritus/ Emerita is subject to disciplinary and ethical bylaws of University.

7.12.10 Application for Professor Emeritus Status

A faculty member may apply to obtain Professor Emeritus/ Emerita status to the Dean of the relevant College by filling in the Professor Emeritus form. The application of the request and the recommendation of the College Council is then submitted to the President who decides upon each case and submits it in turn to the University Council for approval.

7.12.11 Resignation and Change of Status

A Professor Emeritus/ Emerita may resign by submitting a written resignation to the President. The request to change status from on-campus to off-campus Professor Emeritus or vice versa should be submitted in writing to the President for further consideration.

The University President, in consultation with the University council, may terminate the status of Professor Emeritus/ Emerita of a faculty member if he/she violates one or more of the articles stipulated in these bylaws or in his contract.

7.13 PERSONAL USE OF UNIVERSITY PROPERTY

All employees are personally responsible for protecting Ahlia property (information and physical) entrusted to him/her, including Ahlia property that has been authorized to provide to other employees or contract personnel, and for helping to protect Ahlia assets in general.

Employees shall be alert to any situation or incidents that could lead to the loss, misuse or theft of Ahlia property. All shall report such situations to security or their supervisor as soon as they come to attention. Shall the employee fail to abide by the confidentiality code; any adverse action shall be dealt with serious legal implications against the employee.

Employees shall ensure that all electronic and physical data in their possession is fully secured at all times.

8. INFORMATION SYSTEMS AND RESOURCES

In today's dynamic educational landscape, effective information systems and resources are essential for faculty to enhance teaching, research, and administrative efficiency. Ahlia University provides a range of digital tools, platforms, and materials available to faculty members, aimed at enhancing teaching methodologies, facilitating research, and promoting collaborative learning environments. These tools include:

- Microsoft 365
- ADREG
- MOODLE
- Microsoft Teams
- SharePoint
- Learning resources provided by the Library Directorate

This section serves as a valuable resource for faculty to navigate the available information systems and learning materials, ultimately enriching the educational experience for both instructors and students alike.

8.1 INTEGRATED DIGITAL ENVIRONMENT POLICY

Ahlia University provides faculty, administrative staff, and students with a comprehensive suite of tools and services designed to enhance communication and collaboration.

Ahlia University's "Integrated Digital Environment" or IDE refers to a digital platform with comprehensive set of tools and resources that include Email, Teams, OneDrive, SharePoint, Word, Excel, PowerPoint, OneNote, other apps, and services for delivering, managing, and accessing instructional content, as well as communication and collaboration tools.

Hence, the following policy applies to all the communications and information transmitted over, received from, or stored in this IDE hereafter.

Outlook as the email service is a versatile tool that empowers users to manage their emails, contacts, and schedules seamlessly within a single platform. Outlook effortlessly connects with other Microsoft 365 apps, enabling users to schedule meetings in Teams, share files from OneDrive, and collaborate effectively across multiple platforms.

Microsoft Teams is a centralized hub for collaboration and empowers faculty to create interactive classrooms, connect with professional communities and communicate seamlessly through instant messaging and channels. OneDrive acts as a secure vault for faculty and students to store, manage, share course materials while group collaboration is facilitated, and assignment submission are simplified.

Every Ahlia University employee is entitled and responsible for using Ahlia University's electronic mail (E-mail) system.

Each student is assigned a unique university email address upon enrollment, which serves as the primary channel of communication between faculty and administrative staff and personal emails will not be recognized as an official means of communication.

Therefore, faculty and staff are expected to regularly check their university email accounts and use the same for important announcements and updates.

The E-mail system is the property of Ahlia University and has been provided only for use in conducting official business of the university. All communications and information transmitted over, received from, or stored in this system belong to Ahlia records and shall remain the property of Ahlia University.

Employees have no assurance of privacy in any matter stored in, created, received, or sent over Ahlia's IDE. Ahlia University, in its discretion as the owner of the IDE, reserves and may exercise the right to monitor, access, retrieve, and delete any matter stored in, created through, received on, or sent over the IDE, for any reason and without the permission of employee.

Use of passwords or other security measures does not diminish the University's rights to access materials on its IDE under any circumstances. Any password used by employees for any of the files must be revealed to Ahlia University as mails, files and information may need to be accessed in an employee's absence.

Employees shall be aware that deletion of any e-mail messages or files shall not truly eliminate the messages from the IDE and the data is stored on a central back-up system in the normal course of data management.

Even though Ahlia University has the right to access and retrieve any data in the IDE, that information shall still be treated as confidential by other employees and accessed only by the intended recipient. Employees are not authorized to retrieve or read any e-mail messages or information that are not sent to them.

Any exception to this policy mandates the prior approval of the President.

Ahlia University policies apply fully to the IDE, and any violation of those policies can result in disciplinary action including discharge from the service of Ahlia University. Therefore, employees of Ahlia University are advised not to create, send, or receive any information using the IDE if they contain intimidating, hostile, or offensive material concerning race, color, religion, sex, age, nationality, disability, or any other classification protected by bylaw.

The IDE shall not be used for addressing religious or political causes, commercial purposes, helping outside organizations, or other non-job-related activities.

The IDE shall not be used to send (upload) or receive (download) copyrighted materials, trade secrets, proprietary financial information, or similar materials without prior authorization from Ahlia management.

Employees, if uncertain of whether certain information is copyrighted, proprietary, or otherwise inappropriate for transfer, shall refrain from transmitting the information through the email and should consult the ICT Centre and HR Directorate for further clarification.

Management approval is required before anyone can post any information on commercial on-line systems or the Internet in the public domain. Any approved material that is posted needs to be brought under the University's copyright and trademark policies.

An employee not obtaining prior approval from Ahlia to act as an official representative of Ahlia University and wishing to post information must include a disclaimer in that information stating, "Views expressed by the author do not necessarily represent those of Ahlia University."

Employees are reminded to be courteous to other users of the IDE and always conduct themselves in a professional manner. Users of e-mail communication should take utmost care, and exercise judgement and responsibility as they would for letters or internal memoranda written on official letterheads of the university. Emails may be misdirected or mistakenly forwarded and may be viewed by persons other than the intended recipient(s).

Users shall routinely archive outdated or otherwise unnecessary e-mails and computer files in order to help keep the system running smoothly and effectively, as well as minimize maintenance costs.

E-mail records and computer files may be subject to disclosure in certain circumstances including litigation. Ahlia employees are expected to avoid making statements in e-mail or computer files that would not reflect favourably on the employee or Ahlia University if disclosed in litigation or otherwise. Any employee who discovers misuse of the IDE should immediately contact the Human Resources Directorate. Violations of the Ahlia IDE result in disciplinary action including discharge from the service of Ahlia University.

Ahlia has the right, but not the duty, to monitor any and all of the aspects of its computer system, including, but not limited to, monitoring sites visited by employees on the Internet, monitoring chat groups and news groups, reviewing material downloaded or uploaded by users to the Internet, and reviewing e-mails sent and received by users.

Ahlia reserves the right to modify this policy at any time, with or without prior notice. Any questions about this policy should be addressed to the ICT Centre.

For more information please contact: Director of ICT Centre +973 1729 8955.

8.2 ADREG

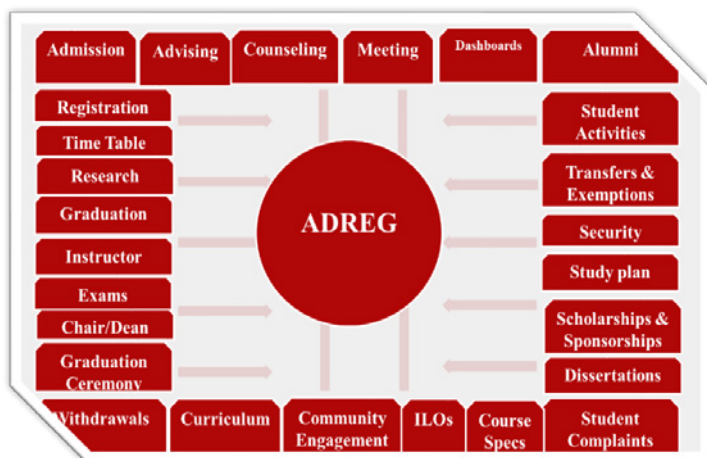
ADREG (Admission and Registration) system is an in house developed Management Information system of Ahlia University which automates all the processes of students from admitting students till their graduation.

ADREG automates a lot of processes for the academic and administrative staff. ADREG has many modules to store information starting from application process till alumni, the complete life cycle of the student in the university.

All personal details which include background of the students, their course enrollments, grades, semester, curriculum, course timetables are recorded in the system. Being an in-house product, it is efficiently and effectively used in implementing policies and procedures of the university. ADREG is continuously and consistently improved to provide better services to students, faculties and administrators.

ADREG helps in

- Empowerment of faculties, students and encouragement of their participation in governance.
- Transparency and absolute clarity in Administration and Governing.
- Increased efficiency of faculties and of administration processes
- Improved decision-making and better planning helps in achieving KPIs, Operational Plans and strategic objectives of the university.
- It saves resources and time of faculty, administrators and students.
- ADREG has different modules



E-Services of ADREG for Students

- Online payment of fees
- Checking their outstanding amount
- Raising a complaint or enquiry online
- Transcripts
- Request for withdrawal
- Issuing exam cards
- Requests for sections of a course
- Requests for offering courses
- Add/drop to sections
- Preregister to courses

E-Services of ADREG for faculty:

- Advising – entry of meetings and complete access to advisee profile
- Attendance Entry and Automated Absence reminders to students based on faculty entry of attendance
- Supervision of Projects and Dissertations with automated reminders on supervision and meeting minutes entered in the system are sent by email to students and faculty
- Curriculum plans
- Automatic identification of at risk and probation students
- Reports for decision making
- E-Services of ADREG for Administration:
- Reports for decision making
- Processes in the system helps in increasing efficiency and smooth operations.
- Effective service delivery

The FAQs and help manuals are present in
<https://www.ahlia.edu.bh/faq/>

8.3 MOODLE

Moodle is a Learning Management System (LMS) used to manage, deliver and measure training and learning online of Ahlia University courses. The app can be installed on PCs, Macs and mobile device.

All course materials like powerpoint slides, pdfs, soft copy of textbooks, handouts, assessments like assignments, projects, lab exercises are uploaded to Moodle by faculty for the students to study or upload completed assignments and projects.

There is synchronization between ADREG and Moodle because of which course registration by students are automatically created in Moodle. The Moodle assignments are linked with plagiarism tools to enable faculty to find the authenticity of students work.

The FAQs and help manuals are present in

<https://www.ahlia.edu.bh/faq/>

8.4 TEAMS

Microsoft Teams is a collaboration platform that helps teams stay connected across devices on Windows, Mac, iOS and Android.

The app can be installed on PCs, Macs and mobile device. MS-Teams is integrated with ADREG because of which students and faculty are automatically added to the course Teams enabling the faculty and students to communicate.

The FAQs and help manuals are present in

<https://www.ahlia.edu.bh/faq/>

8.5 SHAREPOINT

SharePoint in Microsoft 365 empowers teamwork with dynamic and productive team sites for every project team, department, and division.

Share files, data, news, and resources. All policies and procedures are uploaded in SharePoint where in faculty can search and read the respective policies pertaining to them.

8.6 LIBRARY

The library is a key department of Ahlia University that contributes significantly to the knowledge acquisition process of both students and faculty.

Library collection has a wide variety of educational and research materials of all levels of academic programmes. The library also plays a vital role in promoting educational research.

8.6.1 Digital Library

Contrary to traditional physical libraries, our University Library reaches out to all its patrons on their desktop in the University campus.

Ahlia University has implemented a Digital Library to cater for the needs of its students and faculties. In line with the University's strategy, we have always believed in providing the best available resources to our students and faculty members. Today the Library's online catalogue makes its holdings accessible to users anywhere in the world.

Ahlia University Library provides access to more than 2,500,000 Electronic Journals and reference materials to 125 databases covering the disciplines of Business, Management, Information Technology, Physiotherapy, Interior Design and Public Relations. In addition to periodical collection, the information centre also provides access to more than 11,000 Electronic Books across the disciplines being taught at the University.

In addition, postgraduate students enrolled in the Brunel PhD without Residence programme, administered by Ahlia University enjoy access to the entire electronic holdings of Brunel University's library encapsulated in a further 139 databases.

The virtual library's mission is to provide 24 hours/day 7 days/week access to patrons and strives to be the best virtual library in the Kingdom of Bahrain that uses this cutting-edge technology to drive its knowledge acquisition process. Access The Digital Library:

- The list of online databases contains 125 online databases covering all the disciplines taught at the university and its available at student e-model and Ahlia University Library Web page.
- The list can be accessed from the library or by sending a request to library@ahlia.edu.bh.
- Patrons can click on the related link available on the list, which some will require a username and password to search. This information is posted next to the computer workstations in the library.
- Access can be reached in and off campus.

8.6.2 Physical Resources

At present the library accommodates a collection of more than 13,000 conventional books including the adaptive learning platform MindTap from Cengage across the disciplines offered by Ahlia. These conventional books are coursebooks and general reference collection, dissertations, encyclopedias, and dictionaries.

Access Ahlia Catalog (General, Reference & Dissertation):

- To access the OPAC of Ahlia Library, go to <http://77.69.139.149:8080/>
- At the left-hand side of the page you can see the Quick Search & Browse areas.
- There you can search which are the titles of books and dissertations available in the library.

Faculty are eligible to borrow books and other materials from the library for 7 days. References and One Semester for General Circulations – Five books only, (Instructors may borrow the textbooks from the library and return them at the end of the semester).

However, if an instructor continues teaching the same course in the next semester, she/he may keep the textbook until the end of that semester.) – Special Collections such as (dissertation, dictionaries... etc. are allowed to be taken out of Library for the classroom purpose of use.

8.6.3 Policy On How to Order Textbook and Reference Materials

The selection of materials for Ahlia University library should be consistent with the mission of the university and support our curriculum and research needs in collaboration with our faculty, departmental chairpersons, deans from all colleges, Vice President of Academic Affairs, the Library Directorate and University President.

Faculty and Department Chairs should adhere to the following guidelines for textbook ordering. Following these guidelines will help ensure students have the materials they need before the semester begins.

The ordering deadlines and timely response by faculty and chairpersons to the ordering process allow the library to have sufficient time to address any concerns such as new editions, out of stock titles, out of print titles and vendor changes.

ROLE: Faculty

Faculty members retain full authority in selecting textbooks and other materials appropriate for their courses, and they have the right to adopt new textbooks or other materials determined to be more appropriate for their courses.

They are solely responsible for book selection as they have subject expertise, knowledge of top authors and cutting-edge work, awareness of the expectations of students, and firsthand experience with departmental curricula, goals, and priorities.

When the list of courses is received from the Library Directorate, it is the

responsibility of each faculty members to verify and confirm that the titles mentioned in the lists are correct in terms of course codes, title, year of publication, edition, authors, publishers, ISBN number and its relevancy to the course.

In addition, the faculty must follow the guidelines below to complete the ordering process:

1. Faculty members are encouraged to submit requests for ordering textbooks or reference materials to their department chairs for review and approval before the set deadline. If a faculty member wishes to change a textbook selection, they must obtain approval from both their department chair and dean. Additionally, faculty should consult closely with the librarian to ensure consideration of stock availability, edition, and year of publication.
2. The faculty must consider the subjects and contents of the textbook and other materials that should fit the objectives and goals of the syllabus.
3. The faculty must take cultural sensitivities and University bylaws into high consideration.
4. The coursebook's topics and contents should be relevant to the culture of the students. Sensitive issues that may inhibit or damage their self-confidence and morality must be avoided, and the text, illustrations, and pictures should be culturally appropriate.
5. The faculty must understand the purpose of the materials. The faculty should choose a book (or other materials) that supports their approach to the course and provides foundational information for the course, assignments, exercises, labs, or case studies for student practice or assessment, a different point of view that contributes to a broader understanding of the issues involved in the course, and good background, examples, and illustrations.
6. The faculty must review the course books or other materials before adopting them. When a faculty member has been assigned a course, he/she must select a course book from a reputable publisher. Most textbook companies and publishers are eager to have faculty adopt their materials. The publishers are willing to provide an examination copy for instructors' review. The faculty must complete an online form or talk with a publisher's representative to request a book. Reviewing the book enables the faculty to evaluate the writing style, the readability of the book, and the resource materials included, such as maps, diagrams, an index, and examples.
7. The faculty must decide if students must purchase textbook access codes or printed textbooks. Some textbooks come with a wide array of support materials, including workbooks, test banks, and online practice

assignments. Sometimes those materials, such as the workbook, may be a physical book and come “bundled” with the textbook. More often, those materials are behind a paywall and require an access code, which can entail an additional cost for the book.

8. The faculty must decide on the reference materials that are recommended for reading which are mentioned in the course syllabus. In all circumstances, faculty should check the costs of the book and take into consideration the time involved for students in doing the readings and completing outside-of-class assignments.
9. The faculty must select materials that reflect diversity. The instructor should select textbooks and readings that represent their field and support their approach to teaching the course. They must strive to present diversity based on culture, beliefs, and point of view, including the authors, the examples used in the readings, and photos.
10. The faculty must give high importance to the latest edition and year of publication of the book. Faculty are urged to order books that are available on the market in the latest edition and were published within the last five years. As per the policy of CAQA and HEC, textbooks to be acquired must be within the last 5 years since they were published. In those areas, preference is given to titles that report new and revised information in a timely fashion. To reduce costs for the institution, no new textbooks will be ordered if the existing textbooks are still covered by the 5-year copyright period unless with a written permission from the Vice President of Academic Affairs.
11. The faculty or department chair must contact the librarian about course materials and ensure the availability of the coursebooks in the library. The library must provide copies for instructor borrowing and students' use.
12. The faculty should announce the required course materials at the beginning of the semester. As students register for the course, they can see the syllabus and begin the process of purchasing their books.
13. In the syllabus and in class, the faculty must promote the importance of the textbook and completing the readings. Faculty should incorporate the textbook in class and in assignments, so students see the role of the textbook in their learning.
14. The faculty must encourage their students to effectively utilize the textbooks in their delivery of teaching and learning process.



الجامعة الأهلية
AHLIA UNIVERSITY
BAHRAIN