HORIZON UNIVERSITY COLLEGE

HUC Policies and Procedures Manual

AY 2025-26

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HUC Vision, Mission, Goals and Objectives

A. Vision

Our vision is of an internationally renowned institution that nurtures creativity, innovation, and sustainability of learners as global citizens and leaders in their fields.

B. Mission

We will provide an ethical and inclusive ecosystem where academic and research excellence thrives, creativity & innovation flourish, and societal impact resonates through meaningful community engagement and collaborations. We commit to instilling a lifelong learning, and growth mindset within a framework of sustainability awareness.

C. Purpose

i. Leading with Innovation

We will embrace innovation to continually transform the learning environment, to drive academic excellence and enhance student outcomes and the well-being of stakeholders. We will achieve academic innovation through the dynamic design and updating of curricula, integrating forward-thinking learning pedagogies, assessments, and cutting-edge research tools. Horizon University College will build a collaborative culture by developing meaningful partnerships with academic bodies, industry, government, and community leaders where innovation will be used to spark disruptive ideas and launch groundbreaking startups all the while prioritizing solid sustainability foundations.

ii. Creating Impact

Our impact will be through community service initiatives empowered through objective-driven outreach, focusing on the underprivileged and people of determination with tailored services, training programs, and financial sponsorships. These efforts specifically target youth, women, , fostering growth and opportunity. In parallel, our commitment to research excellence strives to produce impactful, solutions-oriented research that addresses social challenges, generates patents and intellectual property, and sparks entrepreneurial ventures led by students and alumni, while prioritizing sustainable development.

iii. Learning for Life

Our institutional purpose is to cultivate a mindset of continuous learning, growth, and curiosity among students, alumni, faculty, and staff, ensuring they acquire relevant knowledge, explore new skills, and develop competencies throughout their engagement with Horizon University College. Our focus on personal fulfilment and professional development and the selection, creation, and delivery of academic programs will emphasize 21st-century skills through workshops, conferences, and courses which will nurture skills of self-reflection, curiosity, and goal setting. All faculty and staff will identify areas for personal improvement and establish personalized goals for their ongoing development. Every department will demonstrate a willingness to adapt and develop to meet the challenges of higher education.

D. Strategic Goals and Objectives

A. Strategic Goal 1: Excellence in Academics

To deliver transformative learning experiences that promote academic excellence, student engagement, lifelong learning, and a commitment to sustainable practices in all areas of study.

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i. **Objective 1.1**
Ensure our curriculum is regularly reviewed, updated and aligned with current industry trends, emerging fields, and academic developments.

ii. **Objective 1.2**
Recruit and retain high-quality faculty members, enhance teaching practices and innovative learning strategies through a comprehensive Faculty Development Framework

iii. **Objective 2.1**
Increase Student Engagement, Collaborative Research and Student Exchange activities

iv. **Objective 2.2**
Enhance student-centered Learning approaches

v. **Objective 2.3**
Offer Personalized Academic and Career Counseling for Student Success

B. Strategic Goal 2: Excel in Research & Innovation Impact

To establish the University as a leader in research and innovation, with a measurable impact on societal progress, industry development, and sustainable solutions to global challenges.

i. **Objective 3.1**
Enhance the quality and quantity of research publications by faculty& students.

ii. **Objective 3.2**
Foster interdisciplinary research initiatives.

iii. **Objective 4.1**
Promote Sustainable Research Initiatives:

iv. **Objective 4.2**
Promote a Culture of Innovation and Entrepreneurial Research

C. Strategic Goal 3: Expand Collaborations & Industry Partnerships to Enhance Graduate Employability

To strengthen industry collaborations to drive innovation, create sustainable employment opportunities and ensure graduates are workforce-ready and capable of leading in their fields of study.

i. **Objective 5.1**
Increase industry collaboration and partnership in program delivery and graduate employability

ii. **Objective 5.2**
Empower Students with Industry-Recognized Professional Certifications

iii. **Objective 6.1**
Conduct Professional Skills and Development Sessions for students

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iv. **Objective 6.2**
Increase Industry Engagement for Work Placement and Job Opportunities

D. Strategic Goal 4: Engage Communities for Meaningful Impact

To engage with communities through impactful service-learning, partnerships, and outreach programs that promote social responsibility, environmental sustainability, and community development.

i. **Objective 7.1**
Student Engagement in Academic and Scholarly Events

ii. **Objective 7.2**
Strengthen Community Engagement through Events and Initiatives

E. Strategic Goal 5: Enhance Reputation and Drive Institutional Excellence

To continuously improve the University's global presence, brand, and national/international standing through academic excellence, quality education, impactful research, sustainability initiatives, community engagement programs, global programs and institutional accreditations. Drive institutional excellence by focusing on retaining and empowering high quality professional staff and developing state-of-the-art infrastructure facilities.

i. **Objective 8.1**
Expand and Retain Accreditations

ii. **Objective 8.2**
Improve International Engagement

iii. **Objective 8.3**
Focus on administrative and infrastructural excellence

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School of Business Vision, Mission, Goals and Objectives

A. Vision

To be an innovative and leading provider of quality business management education to serve the society.

B. Mission

To impart knowledge, develop skills and inculcate values to develop responsible managers and leaders in the field of business management.

C. Goals

Goal 1: To review and update academic programs as per the emerging national, regional and global trends.
Goal 2: To provide knowledge, skills and competencies among students for managing various aspects of business management.
Goal 3: To ensure continuous improvement in the areas of teaching, research and community services
Goal 4: To strengthen stakeholders' involvement in achieving the mission of the school.
Goal 5: To develop ethically responsible business managers and leaders.

D. Objectives

1.1 Examine national QF Emirates, CAA and international accreditation requirements for academic programs
1.2 Ensure program effectiveness as per emerging trends
2.1 Stack course syllabi as per national and international standards
2.2 Maintain rigor in assessments
2.3 Enrich learning resources
3.1 Enhance teaching and learning
3.2 Improve research and consultancy Outcome
3.3 Engage community for societal impact
4.1 Enhance quality of student support
4.2 Encourage life-long learning
4.3 Enhance student engagement
4.4 Effective industry engagement
4.5 Effective strategy and governance
5.1 Embed ethics and values for societal impact

School of Computing Vision, Mission, Goal and Objectives

A. Vision

To be an internationally recognized school that nurtures academic excellence, innovation, research and emerging ICT skills.

B. Mission

To serve industry and society by offering futuristic academic programs in the fields of Computing Sciences and Information Technology that are carefully planned, executed, and continuously improved for stimulating excellence, creativity, innovation and leadership in related areas of research and education for faculty as well as students, and to prepare graduates who will be successful professionals, be engaged in lifelong learning, and who will be committed to serve their community.

C. Goal

To continue to serve with dedication in the fields of Computing Sciences and Information Technology education to meet the changing needs of society and to develop responsible professionals who are engaged in lifelong learning and community service.

D. Objectives

1) To develop and offer academic programs in Information Technology and Computing Sciences that adhere to national and international standards in line with emerging industries and global trends.
2) To use continuous improvement procedures in academic programs, research, learning resources and learning environment, and community service.
3) To develop graduates who are professionally ready to compete in local and global job markets, and who are capable of continuing their education and research activities.
4) Encourage students to use their effective communication skills, innovative thinking, and technical background to conduct themselves in a professional and ethical manner to provide services that support the community and the region
5) To strengthen stakeholder's involvement and extend the collaboration with top worldwide educational and research institutions, as well as industry leaders and government agencies, to arrive at an ecosystem that fosters innovation and research, academic excellence, and industrial expertise for both students and faculty.

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MOHESR CAA Standard 1. Mission, Organization and Governance

1a. HUC Vision, Mission Development, Approval and Review.

Policy number	IRQA_POLICY_22
Policy name	HUC Vision Mission development, approval and review
Policy version	Version 7
Standards applicable	MOHESR-CAA Standard 1: Governance and Management- Annex 3: 1a
Policy owner	IRQA
Date of policy development	14 July 2019
Review date	10th October 2025
Date of recent modification	10th October 2025
Next Review Date	22nd June 2026
Approved by	VP-IRQA

A. Introduction

The Institutional Governance and Management committee periodically reviews or revisits the vision, mission, goals and objectives of HUC based on significant changes in the internal, external conditions and force majeure conditions that impact the institution and if any amendments are necessary are initiated.

B. Formation of the Committee

The Institutional Governance and Management committee is chaired by the President by virtue of the position. Please refer 1c. Terms of Reference of Standing Committees for the structure and responsibilities of this committee.

C. Quorum

Minimum 50% of committee members must be present in the meeting to complete the quorum failing which the meeting shall not be conducted.

D. Responsibility of the Committee

The main responsibility of the committee is to review the vision, mission and goals statement periodically to be more current and relevant to the changes in the external conditions and recommend revisions.

The Institutional Governance and Management Committee deliberates the currency and relevancy of the mission and goals statement in the changing environmental conditions and seeks opinion from various stakeholders. Relevant inputs are taken into consideration and a report is submitted by the Chair of the committee to the BOT for their approval. After approval, the revised vision, mission, goals and objectives are circulated to all the departments, functionaries and approved for public disclosure through websites, brochures and catalogs.

E. Process Flow

Steps:

i. Review of achievement status of the annual operational plan

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ii. Review and analyze significant changes in internal & external conditions
iii. Review of proposed expansion, diversification and any organizational structural changes deemed necessary
iv. To review the Vision, mission and goals of the institution in relation to feedbacks from various stakeholders and internal & external changes
v. Review the achievement status of HUC goals
vi. Prepare a draft document and present to President for his suggestions and amend accordingly
vii. Submit the final draft to the President for presenting to the BOT for approval
viii. The IRQA Department disseminates the approved vision, mission, goals and objectives to all stakeholders

Frequency and authority of review

Components	Responsibility of preparation		Review frequency	Timeline	Responsible to implement	Basis of amendment	Approval Authority
HUC Vision, mission and purpose	IRQA		Annually	January	President	Inputs from all stakeholders, External Advisory Council and BOT	BOT
HUC Strategic goals and objectives	IRQA		Annually	January	President	Inputs from all stakeholders, External Advisory Council and BOT	BOT
SOB Vision mission goals and objectives	Dean-SOB		Annually	January	Dean-SOB	Inputs from faculty members and External Advisory Council members	BOT
SOC Vision mission goal and objectives	Dean-SOC		Annually	January	Dean-SOC		BOT
Values	Dean of respecti		Annually	January	President		BOT

	ve schools						
Graduate Attributes	Dean of respective schools		Annually	January	Deans of respective schools		BOT
Program goals and Learning Outcomes	Dean of respective schools		Annually	April	Deans of respective schools	Program review, course reports and inputs received from employers, industry experts and external supervisors	BOT
Goals and objectives of institutional units	Respective UC member / Chairs / Heads		Annually	July	Respective UC member/ Chairs / Heads	Structural / Operational changes	President
SWOT analysis	IRQA		Annually	July	President	Situational changes	BOT

1b. Organization policy

Policy number	HUMR_POLICY_01
Policy name	Organization policy
Policy version	Version 12
Standards applicable	MOHESR CAA Standard 1: Governance and Management
Policy owner	Talent Empowerment Department
Date of policy development	14 July 2019
Review date	14th October 2025
Date of recent modification	14th October 2025
Next review date	7th October 2026
Approved by	President

A. Introduction

This policy outlines the job descriptions and lines of authority/ reporting structure for the principal administrative and academic officers.

B. Alignment

i. Strategic Alignment:

Goal 5 – Institutional Excellence (Obj. 8.2: Improve governance & organizational structure);
Goal 1 – Excellence in Academics (Obj. 1.2: Faculty recruitment & retention).

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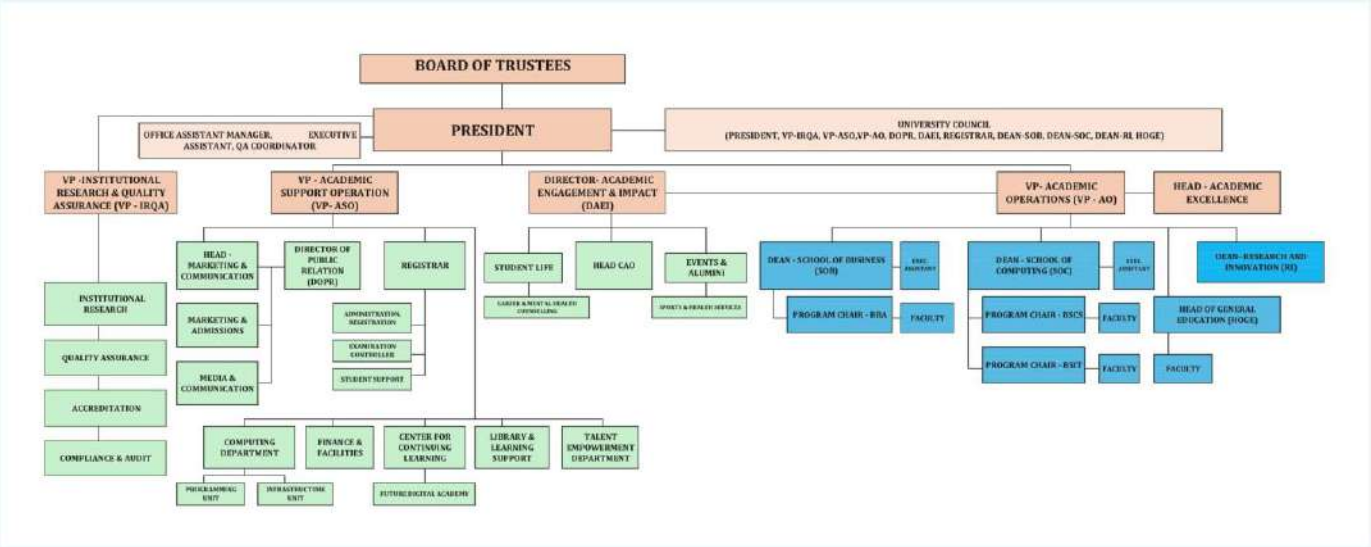
ii. **OBEF Alignment:**

Supports KPI 5.2 (International Accreditation Status) and
KPI 5.1 (Global University Rankings) through governance and compliance readiness.

C. Organization Structure

HUC Organizational Chart illustrates the hierarchy and reporting structure within the organization. It defines how activities such as task allocation, coordination, and supervision are managed to achieve the organizational vision. Additionally, it establishes the communication channels and decision-making processes that drive the attainment of HUC's goals.

HORIZON UNIVERISTY COLLEGE (HUC) ORGANIZATION CHART AY 25-26



D. Review of Organization Chart

The review of the Organizational Chart of the Institution is carried out by the Vision, Mission, and Goals Review Committee. The Organizational Chart reflects the powers, roles, responsibilities, and authorities of the academic and academic support service functionaries, as well as their reporting relationships, coordination, and supervision that direct the achievement of the organizational vision and mission statement. It also clearly defines the reporting structures within the organization. The Organizational Chart is mapped to the HUC Strategic Plan (2025–2028), ensuring that each structural change aligns with Strategic Goals 1 (Academics) and 5 (Excellence), and feeds into institutional dashboards for governance KPIs.

E. Review Committee

The review of organization chart is carried out by the Institutional Governance and Management committee.

F. Responsibility of the Committee

The committee reviews the organizational chart annually and recommends any structural changes that may be required based on BOT inputs, the HUC Strategic Plan 2025–2028 objectives (Goal 5: Governance;

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Goal 1: Academic Excellence), MOHESR OBEF requirements (KPIs 5.1, 5.2), international accreditation standards, and findings from departmental closing reports.

G. Process Flow

The review of the organizational chart is carried out by the Vision, Mission, and Goals Review Committee. The committee begins by examining MOHESR requirements, international accreditation standards, BOT inputs, the strategic plan, and the annual operational plan. The finalized revisions to the organizational chart are then presented to the Board for their feedback and approval.

Steps:

a. Review of MOHESR OBEF v10.2 KPI requirements (esp. 5.1, 5.2) and international accreditation requirements.
b. Review of inputs from the BOT.
c. Review of HUC Strategic Plan 2025–2028 (Goal 5: Institutional Excellence, Goal 1: Academics) and the annual operational plan.
d. Recommend changes to the organization chart.
e. Prepare a draft organization chart with suggested changes and present it to the UC.
f. Submit the final draft to President for presentation to the Board for feedback and approval.
g. TED ensures that the evidence file (committee review notes, BOT approval minutes, final chart) is archived in the Document Repository for at least five years to maintain audit readiness.

1c. Institutional Standing Committees Terms of Reference

Policy number	IRQA_POLICY_29
Policy name	Institutional Standing Committees Terms of Reference
Policy version	Version 8
Standards applicable	MOHESR CAA Standard 1: Governance and Management
Policy owner	IRQA
Date of policy development	14 July 2019
Review date	23rd October 2025
Date of recent modification	23rd October 2025
Next review date	22nd June 2026
Approved by	President

I. Institutional Standing Committees

There are eight institutional standing Committees at Horizon University College, which play a vital role in driving institutional effectiveness and supporting the college's commitment to excellence.

The committee names are as follows:

1. Quality Assurance Committee
2. Academic Excellence Committee
3. Research and Innovation Committee
4. Community Engagement and Societal Impact Committee
5. Administration, Registration and Examination Committee

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6. Student & Alumni Engagement Committee
7. Industry Relations and Outreach Committee
8. Ethics Committee

II. General Terms of Reference of the Institutional Standing (IS) Committees

A. Formation of Institutional Standing Committee

The President in coordination with the University Council, is responsible for deciding the structure and formation of the Institutional Standing Committees in HUC for every academic year.

B. Constitution

Each committee generally consists of a Chair and members representing School of Business, School of Computing, General Education department and related Academic Support services department, including a person responsible for data submission to perform the tasks related to the committee.

C. Functions

Each committee is entrusted with specific focus areas along with clearly defined roles and responsibilities, enabling the effective execution of its functions and ensuring the smooth operation of institutional processes.

D. Appointment & Term

The Chair and members of each committee are nominated by the University Council (UC) and approved by the President, typically for a term of two years. The continuation or removal of the Chair and members is determined by an evaluation of their contributions to the committee's activities.

E. Overall Responsibilities of Committees

i. Plan and execute the committee's activities related to the assigned focus areas.
ii. Organize and conduct regular meetings to ensure smooth functioning and timely decision-making.
iii. Submit the Minutes of the meeting of the committee and its decisions to IRQA
iv. Ensure proper maintenance of records related to each focus area.
v. Submit a detailed report of the committee to IRQA twice a year
vi. Identify the positives, gaps and recommendations and update them in the committee's report

F. Responsibilities of the IS Committee Chairs

i. Plan the committee's meeting and activities based on the focus areas
ii. Define and allocate specific roles and responsibilities for each committee member
iii. Coordinate with committee members to conduct meetings in line with the committee's responsibilities for each focus area
iv. Coordinate, prepare and submit the minutes of committee meetings in a timely manner
v. Coordinate and collect required information from the unit responsible for submitting data/report related to each focus area of the committee

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vi. Compile and update the committee's report, highlighting positives, gaps, and recommendations, in collaboration with committee members, and submit it to IRQA
vii. Disseminate the Committee's decisions to concerned units for implementation

G. Responsibilities of the IS Committee Members

i. Attend and actively engage in all committee meetings.
ii. Contribute consistently toward the achievement of the committee's objectives.
iii. Complete assigned tasks on time and provide progress updates during meetings.
iv. Share relevant information, insights, and recommendations to support effective decision-making.

H. Frequency of meetings

i. The Institutional Standing Committee shall convene meetings at least twice in the Fall and Spring semesters.
ii. Additional meetings may be called when deemed necessary to address matters requiring urgent attention

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III. Specific Terms of Reference of each Standing Committee

A. Quality Assurance Committee

i. Membership and Focus Area

Focus Area	Chair	Members	Alignment with MOHESR OBEF KPIs	Alignment with Strategic plan KPIs	Data / report submission responsibility to the committee
Institutional Effectiveness	**VP-IRQA**	**At least 2 faculty members each from SOB, SOC and GE, IRQA staff**		Continuous Feedback Integration rate (%)	IRQA
				Improvement Action Plan Completion Rate (%)	
Feedback Conduct and Review			2.6 Student Satisfaction with Learning Experience (score out of 5)	Student Satisfaction with Learning Experience (%)	
Policy Development, review and approval					
Quality Audit - Academic and Academic Support Services					Academic- SOB, SOC and General Education Academic Support Services -IRQA
Assurance of Learning					SOB, SOC, and General Education
Accreditation and Ranking Planning			5.1 Global University and Subject Rankings (#)	Global University and Subject Rankings (#)	IRQA
			5.2 International Accreditation Status (#)	Program Accreditation Status (#)	SOB, SOC and IRQA
				Course/Program Accreditation Compliance Rate (%)	

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				ERT/LRT Feedback Integration rate (%)	
				Reaccreditation/Review Cycle (#)	
				QAA Milestone Achievement Status	IRQA
				QAA standards mapping with MOHESR (#)	IRQA
				Alignment of Outcomes with QAA (%)	SOB, SOC and IRQA
Benchmarking and Best Practices				Program level Benchmarking Performance Against Peers & Aspirational (#)	SOB and SOC
Risk evaluation and monitoring			Confidence and Risk Status based on Outcome-based Evaluation Framework		IRQA

ii. Objectives for each focus area of the committee:

a. Institutional Effectiveness

1.1. Review and update the standing committees to ensure Institutional Effectiveness
1.2. Nominate chair and members for each committee based on the focus area
1.3. Plan, monitor and review the institutional effectiveness processes and established timetables used to evaluate all programs, courses, processes and services
1.4. Suggest and recommend necessary changes in the Institutional Effectiveness structure as well as processes
1.5. Provide professional development opportunities for IRQA staff to enhance institutional effectiveness

b. Feedback Conduct and Review

2.1. Review of feedback calendar including the list of predefined events and surveys with timeline of collecting the feedback collection
2.2. Review status of feedback collection as per the calendar
2.3. Review of feedback collection for all events and activities organized by HUC
2.4. Review and suggest changes in key survey questionnaire
2.5. Review of Feedback closing report every semester
2.6. Comprehensively evaluate the academic and academic support services through the feedback and surveys
2.7. Review of gaps and improvement action plan submitted by the units
2.8. Suggest measures to improve the academic and academic support services

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c. Policy Development, review and approval

3.1. Review of new and updated policies
3.2. Ensure approval of new and updated policies
3.3. Ensure all employees have access to the latest approved policies
3.4. Maintain a register of approved policies
3.5. Maintain the physical and soft copy of approved and signed policies
3.6. Update of website and publications with latest version of the approved policy
3.7. Archiving old versions of policies

d. Quality Audit - Academic and Academic Support Services

1.1. Review of course syllabus to ensure completion with regards to teaching pedagogy and assessments for achievement of the CLO
1.2. Review progress of the course delivery as per syllabus
1.3. Audit and evaluation of the course files submitted by faculty members
1.4. Perform Pre-Assessment quality review of assessment tools submitted by faculty members to ensure questions in the assessment instruments have sufficient rigor and depth to assess the students' knowledge skills and responsibilities
1.5. Review of plagiarism reports for assignments submitted by students to ensure academic integrity is maintained and appropriate penalty imposed in case of violations
1.6. Review of results before publication
1.7. Review of grade revisions and approval of grades
1.8. Review of student transcripts
1.9. Audit submission of evaluated copies of continuous and final assessments of students for each semester
1.10. Audit of internship file of students including internship offer letter, internship report submitted by student, evaluation by internal faculty supervisor, evaluation form by external company supervisor which must be duly signed and stamped, students feedback on internship every semester
1.11. Audit of graduate information collected after 9 months of graduation for each graduate to obtain their employment status and details including
1.12. Audit of alumni databases to ensure up-to-date records are maintained including submission of alumni details including their contact details, current employer details, current designation, licenses and certifications obtained post graduation, etc.
1.13. Audit of Research and scholarly details updated on ERP
1.14. Audit of intellectual property and patent details updated by faculty members along with the certificates and weblinks
1.15. Audit of academic and academic support service reports and documents to ensure compliance with HUC policies and requirements related to MOHESR, HEDB and OBEF data submission.

e. Assurance of Learning

5.1. Review assessments to ensure compliance, implement direct Measures, including the assessment of CLOs through the QF Emirate strands, which are mapped with the respective Program Learning Outcomes
5.2. Ensure implementation of indirect Measures, including Student Academic Faculty feedback, Alumni Survey (Graduating Students Survey), External Advisory Members feedback and Employer Survey
5.3. Review and ensure the program learning goals and learning outcomes in alignment with the school's vision, mission and goals
5.4. Monitoring and facilitating the development of program objectives, rubrics, instruments and methods for assessing student achievement for each learning goal
5.5. Making recommendations to faculty, chairs, administration, and/or appropriate committees regarding curriculum deficiencies.
5.6. Ensure the AOL analysis reports are utilized for continuous improvement.
5.7. Disseminating the AOL analysis reports to concerned academic members
5.8. Review course reports containing the learning outcome analysis report and faculty suggestions for improvement
5.9. Review the PLO and CLO mapping in line with the QF Emirates strands
5.10. Review the achievement status of Assurance of Learning Measurements
5.11. Follow up with concerned faculty members for submitting the action plan based on gaps/findings from the AOL cycle and review them.

f. Accreditation and Ranking Planning

6.1. Review requirements of MOHESR, international accreditation bodies and ranking agencies.
6.2. Accomplish accreditation submissions related to renewal of institutional licensure and renewal of Program accreditation as per the accreditation due dates and submissions related to application for new school / new program and international accreditations as per the Strategic Operational plan of HUC
6.3. Assign responsibilities to the concerned schools and departments and coordinate for the required submissions.
6.4. Review of documents submitted by schools and departments to ensure compliance with the requirements of the respective accreditation body
6.5. Identify international ranking requirements and ensure data submission to the ranking agencies within the stipulated timelines
6.6. Conduct awareness sessions for faculty and staff about accreditation and ranking processes and objectives.

g. Benchmarking and Best Practices

7.1. Identify institutions at the regional and international level for benchmarking purposes
7.2. Collect data related to benchmarking and best practices
7.3. Prepare a report on Benchmarking and best practices by comparing with peer institutions and identifying areas of improvement
7.4. Coordinate with concerned units for submission of action plan based on the areas of improvement
7.5. Continuously monitor the progress of action plan and its implementation status

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h. Risk evaluation and monitoring

8.1. Ensure that all potential risks (sources of risk) are identified, assessed and addressed timely.
8.2. Identify and treat inherent risk using appropriate risk mitigating strategies
8.3. Develop processes and formats for submission of OBEF related data
8.4. Ensure timely submission/update of OBEF data by concerned units
8.5. Conduct an internal audit of the updated OBEF data
8.6. Identify major risks related to compliance with the OBEF requirements and implement action plan to mitigate them quickly

B. Academic Excellence Committee

i. Membership and Focus Area

Focus Area	Chair	Members	Alignment with MOHESR OEF KPIs	Alignment with Strategic plan KPIs	Data/report submission responsibility to the committee
Academic Planning-SOB and SOC	**VP-AO**	**Program Chairs, Discipline Leaders, At least 2 faculty members each from SOB, SOC and GE, Deputy Director-Administration, Head-CAO, HOGE, 1 IRQA staff, At least 2 alumni**	2.1 Assessment Quality Review (External Validation Rate) (%)		SOB, SOC and General Education
			2.5 Success Rate in Licenses & Certifications (%)	Industry Certifications (%)	SOB, SOC and General Education
				Number of Micro-credentials/ Professional Certifications attained (%)	SOB, SOC and General Education
			2.6 Student Satisfaction with Learning Experience (score out of 5)	Faculty Outbound Exchange (#)	SOB, SOC and General Education
			3.3 Joint Industry Courses (%)	Faculty Inbound Exchange (#)	SOB, SOC and General Education
				Inbound & Outbound Student Exchange (#)	SOB, SOC and General Education

Teaching Effectiveness				1. Number of Innovative Teaching Pedagogies (#) 2. Number of Innovative Teaching Assessments (#)	SOB, SOC and General Education
				Technology Utilization Rate (%)	SOB, SOC and General Education
Program Revisit and Review				Number of curriculum reviews conducted (#)	SOB, SOC and General Education
				Number of PGs, PEOs and PLOs aligned with 1 or more accreditation and regulatory requirements(#)	SOB, SOC and General Education
				Courses Updated Based on Emerging Trends (%)	SOB, SOC and General Education
				Number of Professional accreditations per program (#)	SOB, SOC and General Education
				Courses incorporating Guest Lectures from Industry Experts (%)	SOB, SOC and General Education
				Number of Industry Visits per semester (#)	SOB, SOC and General Education
				Number of program review reports with AI input (#)	SOB and SOC
				Program Alignment with	SOB and SOC

				National Priorities (%)	
				Programs Offering Micro credential Pathways (%)	SOB and SOC
				Industry Engagement in Curriculum Design (%)	SOB, SOC and General Education
				Number of Innovative Teaching Assessments (#)	SOB, SOC and General Education
				Number of Innovative Teaching Pedagogies (#)	SOB, SOC and General Education
Student Skills Development Committee (Including PSDP And Toastmasters)			6.1 Academic events with Student Participation (#)	Number of JNF Events Organized (#)	SOB, SOC and General Education
				Student Participation Rate in JNF Events (%)	SOB, SOC and General Education
				Number of PSDP Soft Skills workshops conducted (#)	SOB, SOC and General Education
				Students' Participation rate Soft Skills Workshops (%)	SOB, SOC and General Education
				Average Improvement rate in Soft Skills (%)	SOB, SOC and General Education
				Participation in Educational Events (#)	SOB, SOC and General Education
				Participation Rate in Academic Events (%)	SOB, SOC and General Education

ii. **Objectives for each focus area of the committee:**

a. Academic Planning-SOB and SOC

1.1. Prepare an academic plan for the School of Business, the School of Computing and the General Education Department
1.2. Plan and recommend the faculty requirements before the start of each semester
1.3. Plan and conduct general education, core and concentration courses as per study plan
1.4. Allocate courses to faculty members as per their specialization in compliance with the MOHESR, CAA Standards
1.5. Provide a platform for the professional development of faculty
1.6. Assist in submission of documents to MOHESR and International Accreditation bodies
1.7. Adhere to the MOHESR curriculum requirement
1.8. Provide guidelines and suggestions for maintaining adequate learning resources-IT and Library
1.9. Regularly review and upgrade existing learning resources to meet the program requirements, including procurement of E-Resources and discarding the outdated editions of the current stock

b. Teaching Effectiveness

2.1. Review teaching evaluation processes, including student feedback, peer observations, and self-assessment reports
2.2. Identify training and development needs of faculty related to teaching methodologies, classroom engagement, and assessment of learning
2.3. Facilitate faculty training and development on selected Teaching effectiveness methods
2.4. Recommend and support professional development programs, workshops, and seminars focused on effective teaching strategies and technology integration
2.5. Coordinate and conduct Peer Reviews and provide feedback for improvement
2.6. Recognize and disseminate best practices in teaching within the institution
2.7. Ensure alignment of teaching practices with institutional policies, accreditation standards, and learning outcome
2.8. Collaborate with the IRQA department to integrate teaching effectiveness parameters into program review and faculty evaluation system
2.9. Contribute to institutional reports and data submissions related to teaching effectiveness practices
2.10. Promote recognition of innovative teaching practices in internal and external forums
2.11. Ensure that the Learning Management System (LMS) is effectively utilized for the timely dissemination of course materials and the submission, tracking, and management of student assignments
2.12. Submit the planning, Closing & Self-Assessment report and monthly report of the committee

c. Program Revisit and Review

3.1. Develop and maintain a structured framework and schedule for program reviews

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3.2. Ensure the conduct of the program revisit process annually and conduct of program review once every four years
3.3. Ensure that all academic programs are reviewed comprehensively at predetermined intervals in compliance with regulatory and accreditation requirements
3.4. Recommend and coordinate the involvement of external reviewers and subject-matter experts for objective evaluation of academic programs
3.5. Ensure that external review reports are properly documented and integrated into program specification documents, curriculum plans and course syllabi.
3.6. Review the curriculum and learning resources in line with the needs of the industry.
3.7. Add or delete or update the courses based on currency, relevancy and competency required by the industry.
3.8. Incorporate the latest teaching methodologies for program effectiveness.
3.9. Ensure the Program review/revisit file curriculum for each academic year is documented and recorded securely for future reference and submission to regulatory authorities
3.10. Ensure the Program meetings of the committee to are conducted as per calendar and minutes of the meetings are recorded and disseminated to concerned members
3.11. Align program review processes with national and international accreditation standards
3.12. Maintain records of all program reviews, recommendations, and follow-up actions

d. Student Skills Development Committee (Including PSDP and Toastmasters)

4.1. Develop and deliver the professional skills development program that ensures that students acquire a balanced set of competencies that prepare them for academic success and employability
4.2. Evaluate the PSDP activities based on feedback and make improvements
4.3. Coordinate, plan and conduct the Toastmaster Club activities
4.4. Review the improvement in student performance and their increased participation in external competitions as a result of their engagement with the Toastmasters club

C. Research and Innovation Committee

i. Membership and Focus Area

Focus Area	Chair	Members	Alignment with MOHESR OEF KPIs	Alignment with Strategic plan KPIs	Data / report submission responsibility to the committee
Research (Journals, Books Publication, library, Horizon Business Journal (SBJ), Conference Presentation, Symposium, Workshop, Webinar, Events and Colloquium,Industry Projects,grants, Patents)	**Dean-Research & Innovation**	**Dean-SOB, Dean-SOC, HOGE, Discipline Leaders, At least 2 faculty members each from SOB,SOC and GE, DRI staff**	4.1 Publication Ratio (# yearly)	Publication Ratio (%)	Schoolwise-Research and Innovation department
				Number of Publications in High-impact Journals (#)	Schoolwise-Research and Innovation department
				Percentage of mission aligned Intellectual Contributions per annum (%)	Schoolwise-Research and Innovation department
				Number of Research Awards and Recognitions (#)	Schoolwise-Research and Innovation department
				Research Output Growth Rate (%)	SOB and SOC
			4.2 Field-Weighted Citations Ratio (# yearly)	Field-Weighted Citation Impact	Schoolwise-Research and Innovation department
			4.4 Student Participation Rate in Research (%)	Student participation rate in research (%)	SOB and SOC
			4.5 Impact Of Research (%)	Impact of Academic Research (%)	SOB and SOC
				Industry Research Impact.	SOB and SOC
			3.4 Industry Contributions (AED)	Industry Contributions (AED)	SOB and SOC
			4.3 Joint Industry	Joint Industry Research (%)	SOB and SOC

			Research (%)		
				Impact of entrepreneurial research (%)	SOB and SOC
				Number of International Collaborations for SDG Research (#)	SOB and SOC
				Joint Research related to UN SDG's (%)	SOB and SOC
				Number of International Collaborations for SDG Research (#)	SOB and SOC
				Percentage of Research Projects Focused on Social Impact (#)	SOB and SOC
Case Study and Consultancy (Case Study, Knowledge and Industrial Update, Consultancy)				No. of Case studies published (#)	Schoolwise-Research and Innovation department
				Number of sponsored Research Projects (#)	Schoolwise-Research and Innovation department
Horizon Innovation and Entrepreneurship Center (HIEC) (Entrepreneurial Agencies, Incubation, Prototypes Projects & Patents)			4.6 Awarded Intellectual Property (IP) (#)	Awarded Intellectual Property (IP) (#)	Schoolwise-Research and Innovation department
				Number of Innovations (IP) (#)	Schoolwise-Research and Innovation department
				Revenue Generated from IP Licensing (AED)	SOB and SOC
				No. of Innovations commercialized in the market. (#)	Schoolwise-Research and Innovation department
				Number of IP Awareness	Research and Innovation department

				Workshops/Events (#)	
				Number of Industry Partnerships for IP (#)	CAO
				Interdisciplinary Research Projects (%)	SOB and SOC
Research Ethics (Research Ethics and Intellectual properties)					Research and Innovation department

ii. Objectives for each focus area of the committee:

a. Research (Research (Journals, Books Publication, library, Horizon Business Journal (SBJ), Conference Presentation, Symposium, Workshop, Webinar, Events and Colloquium, Industry Projects, grants, Intellectual property, Patents)

a. Review of faculty candidate profile (if required)
b. Mentoring new faculty members on research and scholarly activities
c. Promote Interdisciplinary research at HUC
d. To develop a culture of research collaboration
e. Present research updates to the office of the President and external regulatory authorities through the Dean's offices- Business/ IT
f. Motivate and enable faculty members to publish in quality and indexed journals.
g. Encourage students to actively participate in Research
h. To coordinate and ensure publication of the Research Journal of HUC
i. To improve the HUC Research Journal publication to qualify for Scopus indexing.
j. Identification of good conferences and sharing of information
k. To organize international conferences with recognized international bodies once a year, for the School of Business & School of Computing alternatively
l. Ensure submission of feedback on conference-attending proposals with paper presentation
m. Review of conference conducting, and other research program proposals
n. Ensure submission of feedback on Post Conference Presentation
o. Coordination with Faculty for Conference presentations
p. Coordinate Research workshops, webinars, symposiums and events
q. Provide support in maintaining the database of all research activities related to Horizon University College
r. Collaborate with the Research and Innovation department to update all reports and statistics required in research fields
s. Ensure the Research profile of the faculty member is updated on the website

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t. Review of Research, scholarly and intellectual property data submitted by faculty members in alignement with MOHESR CAA & OBEF requirements and international accreditation standards

b. Case Study and Consultancy (Case Study, Knowledge and Industrial Update, Consultancy)

2.1. Facilitating development Cases to get it published and used for Class Delivery
2.2. Managing Case Study Center
2.3. Look for collaboration with other research organizations worldwide
2.4. Providing support in improving the quality of students' research projects
2.5. Managing Knowledge and Industry Updates
2.6. Managing Newsletters
2.7. Conducting bi-annual research forums/ seminars
2.8. Coordinate with faculty members to contribute to Knowledge and Industry updates.
2.9. Consulting based on case studies

c. Horizon Innovation and Entrepreneurship Center (HIEC) (Entrepreneurial Agencies, Incubation, Prototypes Projects & Patents)

3.1. Develop and review related policies of SIEC
3.2. Building collaboration with the global and local network
3.3. Encourage students to participate in the Research/ Innovation contest
3.4. To promote all research and scholarly activities related to faculty members and students.
3.5. Community engagement activities
3.6. Suggest AI and IOT testbed
3.7. Review of Internal/External Research Projects, prototypes, Consulting, and Fund allocation
3.8. Track the application process for Intellectual property rights/ patents
3.9. Maintain all relevant records for awarded IP / Patents including certificates, renewal applications and renewal certificates as applicable
3.10. Prepare innovation events, workshops, Field trips, ideas, and competitions

d. Research Ethics

4.1. Performs review on research protocols and supporting documents (research projects proposals, innovation) will be approved or disapproved based on its compliance to ethical standards.
4.2. Ensure all researches are conducted in adherence to the ethical guidelines outlined in this and are in line with the UAE's Ethical Research requirements and international standards
4.3. Ensure all researches emanating from HUC seek prior permissions from the human subject to be a part of the sample and the same should be documented.
4.4. Ensure all the data collected from the research subject comply with the privacy laws and should be exclusively used for research purposes only
4.5. Ensure the information relating to the subject may be revealed only to Government officials subject to an order from the court.

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4.6. Ensure only trained investigators will be permitted to be part of the survey team.
4.7. Ensure compliance with the cultural sentiments of the region.
4.8. Regularly monitor the research process and submit progress to the Research Ethics Committee, which is a separate committee formed for review and approval of Research Ethics (Refer to Research and Scholarly Activities Policies and Procedures Manual for details).
4.9. Researchers should add research collaborators after approval of Research Ethics Committee
4.10. All authors whose names are stated on the publication should have a clear scientific contribution to the article/patent/copyright.
4.11. Any conflict in the authorship or order of authorship that cannot be amicably resolved shall be referred to DRI for resolution
4.12. Initiates an investigation and collects and record evidence or facts during investigation on arising ethical matters
4.13. Reports findings with suggested recommendations to the Chair of Research Ethics Committee for review and decision-making

D. Community Engagement and Societal Impact Committee

i. Membership and Focus Area

Focus Area	Chair	Members	Alignment with MOHESR OEF KPIs	Alignment with Strategic plan KPIs	Data / report submission responsibility to the committee
Community Services	**Head-GE**	**Registrar, at least 2 faculty members each from SOB, SOC and GE**	6.2 Events & initiatives for the Community (#)	Community Events and Initiatives Organized (#)	Community Engagement and Societal Impact Committee
				Number of upskilling events conducted (#)	Community Engagement and Societal Impact Committee
				Satisfaction Rate of Community Program (%)	Community Engagement and Societal Impact Committee
				Volunteer Hours Contributed (#)	SOB, SOC and General Education
Sustainability				1. Number of Student-Led Sustainability campaigns (#) 2. Number of waste reduction campaigns	Community Engagement and Societal Impact Committee

				implemented (#) 3. Number of sustainability workshops conducted (#)	

ii. Objectives for each focus area of the committee:

a. Community Services

1.1. Collaborate with Corporate, Government agencies and Social organizations for CSR activities.

1.2. Propose community service activities to Government Agencies, Social Service Organizations and Corporates and organize events in collaboration with them.

1.3. Determine the themes of Community service activities of HUC and roll out a schedule for the Academic year.

1.4. Plan and execute the events, CSR activities, school workshops & activities and facilitate teams.

1.5. Encourage Stakeholders, Faculty members, Staff and students to submit proposals for community service activities

1.6. Disseminate the information to stakeholders through various media sources.

1.7. Orient faculty, staff and students to participate in community services activities

1.8. Submit the planning, Closing & Self-Assessment report and monthly report of the committee's activities

b. Sustainability

2.1. Formulate and recommend sustainability-related policies, strategies, and action plans in line with UAE vision, accreditation standards, and international best practices.

2.2. Ensure alignment of HUC's sustainability goals with its vision, mission, and strategic plan.

2.3. Promote sustainable practices in energy consumption, water use, waste reduction, and recycling.

2.4. Identify and implement green initiatives such as eco-friendly infrastructure, renewable energy adoption, and sustainable procurement.

2.5. Encourage the incorporation of sustainability principles across academic programs and general education courses.

2.6. Promote interdisciplinary research, projects, and innovation focused on sustainability challenges

2.7. Organize workshops, seminars, campaigns, and student-led initiatives to raise awareness of sustainability issues.

2.8. Engage faculty, staff, students, and external stakeholders in collaborative sustainability projects

2.9. Establish measurable sustainability performance indicators (KPIs) and monitor progress

2.10. Foster partnerships with government agencies, industry, social organizations and international organizations to strengthen sustainability impact.

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E. Administration, Registration and Examination Committee

i. Membership and Focus Area

Focus Area	Chair	Members	Alignment with MOHESR OEF KPIs	Alignment with Strategic plan KPIs	Data / report submission responsibility to the committee
Registration	**Registrar**	**HOGE, Program Chairs, 1 Administration Staff, Examination-Supervisor, Student Services Department Staff, Subject Expert (for TOC Request)**			Administration Department
Examination Conduct, Result Analysis and Moderation		**Examination Supervisor**			
Academic Progression			2.2 Retention Rate (%)	Retention Rate (%)	
Student Request Processing		**SSD in charge**		Graduation Rate (%)	
Transfer of Credit		**IRO-in-charge**			

ii. Objectives for each focus area of the committee:

a. Registration

1.1. Implement and oversee standardized registration procedures for undergraduate programs, non-degree courses, and micro-credentials.
1.2. Ensure that all registration criteria are met in accordance with University policies for undergraduate and continuing education students
1.3. Ensure the physical safety of registration documents with a proper storage facility.
1.4. Ensure confidentiality of records and documents as per policy and procedure
1.5. Ensure accessibility of student records by authorized persons
1.6. Analyze the status of TOC admissions during each intake.
1.7. Plan, schedule and execute placement tests for each intake
1.8. Analyze the placement test and foundation course results
1.9. Analyze the student's progression, retention and graduation rate during the academic year.

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1.10. Process the student request as per the stipulated timeline
1.11. Ensure students' registrations are completed every semester
1.12. Ensure repeating course registrations are completed as per policy
1.13. Ensure the availability of a soft copy of the student transcript
1.14. Maintain continuous and regular electronic backup of student records

b. Examination Conduct, Result Analysis and Moderation

2.1. Plan, control and conduct final exams as per the published schedule.
2.2. Verify the student's eligibility to appear for the Final exam and exemptions based on
2.3. Ensure update of the continuous assessment marks by faculty members in the Academic Management system before the conduct of Final exam in every semester
2.4. Ensure submission of evaluated continuous assessments for each course by faculty members every semester in physical and electronic format (scanned copy)
2.5. Review requests for re-sit submitted by students in case of mitigating circumstances and decide on approval / rejection of the request
2.6. Compute, compile and finalize exam results for declaration.
2.7. Analyze semester-wise results and maintain records
2.8. Review of grade changes based on appeal or resit and approval of the grades by the concerned authorities

Assessment Moderation

6.1. Review and approve assessment instruments (examinations, assignments, projects, presentations, etc.) to ensure alignment with course learning outcomes and appropriate cognitive levels
6.2. Review each course assessment tool before administering to confirm fairness, relevance, and academic rigor
6.3. Verify that assessment and grading processes are applied consistently across all courses and programs as per the policy
6.4. Ensure transparency in the evaluation of assessments
6.5. Ensure that assessments are valid, reliable, and of appropriate difficulty level
6.6. Ensure that assessments measure the intended learning outcomes, assessment tools are appropriate for its intended purpose?
6.7. Ensure reuse and assessment recycling is avoided in major assessments within the past three years
6.8. Confirm that marks are awarded objectively and in line with the scheme provided
6.9. Identify discrepancies or biases in marking and recommend adjustments if necessary
6.10. Ensure the secure handling of assessment materials, student records, and results throughout the moderation process
6.11. Coordinate with IQRMC for review and moderation of student assessments (refer Assessment and grading policy of the university).
6.12. Review and finalize the grades of all courses of each cohort and submits for approval before the declaration of result
6.13. Ensure declaration of the result as per the schedule after comparing the grades of the all courses of a cohort for any significant deviations.

c. Academic Progression

3.1. Analyze the student's progression, retention and graduation rate during the academic year.

3.2. Ensure that the student meets the qualitative & quantitative requirements for the undergraduate programs.

3.3. Ensure students meet their graduation requirements

3.4. Observe the students' academic performance and intervene if they require improvement on a semester basis

d. Student Request Processing

4.1. Review the status of student requests received and ensure their processing as per the stipulated timeline

4.2. Review student appeals and present it to the concerned committee for deliberations and decisions

4.3. Ensure students receive a response related to their request

4.4. Ensure decisions on appeal are communicated to the students and implemented as per stipulated timeline

e. Transfer of Credit

5.1. Review the TOC Application with supporting documents

5.2. Review of courses mapped for awarding transfer of credits as per Transfer Admission policy and suggest changes if required

5.3. Review and approval of the final list of courses awarded transfer of credits

5.4. Ensure the final TOC approval letter is issued to the applicant for transfer admission

F. Student & Alumni Engagement committee

i. Membership and Focus Area

Focus Area	Chair	Members	Alignment with MOHESR OEF KPIs	Alignment with Strategic plan KPIs	Data / report submission responsibility to the committee
Student Engagement (Events, Student Council, Student Clubs and Committee)	**Director of Academic Engagement & Impact**	**Registrar, Student Engagement Staff, Head-CAO, At least 2 Faculty members each from SOB, SOC, GE at least 2 students from each school**	6.1 Academic events with Student Participation (#)	Engagement Rate in Extracurricular Activities via Councils, Clubs, and Committees (%)	Events Coordinator
				Participation Rate in Academic Events (%) Number of Student-Led Academic Events (#)	Events Coordinator, Office of Dean-SOB, Office of Dean-SOC and HOGE
				Student Participation Rate	

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				in CWC Events (%)	
				Number of Conference Workshops and Colloqiums per program (#)	
				Student Satisfaction with CWC Events (%)	
				Number of events organized by Clubs, Councils and Committees (%)	
				Number of Executive sessions per semester (#)	
Alumni Engagement				Alumni Engagement in Curriculum Design (%)	Alumni Office
				Number of lifelong Alumni Engagement Programs (#)	

ii. Objectives for each focus area of the committee:

a. Student Engagement (Events, Student Council, Student Clubs and Committee)

1.1. Plan & conduct year-round events for students
1.2. Encourage student participation in these events to display their talents
1.3. Establish student clubs and committees and ensure student registration
1.4. Ensure smooth functioning of clubs and committees
1.5. Coordinate Election of Student Council members and oversee the activities of the Council
1.6. Encourage student engagement in event organization through the student councils and clubs and committees

b. Alumni Engagement

2.1. Maintain an up-to-date alumni database and increase alumni registrations in the Alumni Association
2.2. Maintain continuous contact with alumni and collect their updated professional details on a regular basis
2.3. Engage alumni in conducting various seminars, workshops, guest lectures, lifelong learning sessions, TED talk

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2.4. Engage alumni in program review meetings and seek their inputs on the latest industry skills required by employers and the required changes in the curriculum to meet the industry needs

2.5. Conduct events and other activities for increasing alumni engagement

G. Industry Relations and Outreach Committee

i. Membership and Focus Area

Focus Area	Chair	Members	Alignment with MOHESR OEF KPIs	Alignment with Strategic plan KPIs	Data / report submission responsibility to the committee
Graduate Employment	**Director of Academic Engagement & Impact**	**Registrar, Program Chairs, Registrar, Student Counselor, At least 2 faculty members each from SOB, SOC and GE,Alumni Officer, 2 SSD staff**	1.1 Employment Rate (%)	1. Number of Career Readiness Workshops conducted (#) 2. Students Participation Rate in Career Readiness Workshops (%)	Corporate Affairs and Outreach department
			1.2 Employment Rate In Relevant Jobs (%)	Number of Jobs Offered (#)	Corporate Affairs and Outreach department
Corporate Relations				Number of Industry Partnerships for each Micro-credential (#)	Corporate Affairs and Outreach department
				Industry Satisfaction with Student Projects (%)	Corporate Affairs and Outreach department
			3.3 Joint Industry Courses (%)	Percentage of Academic Projects/Dissertations/Thesis Based on Industry Collaborations (%)	SOB and SOC
			3.4 Industry Contributions (AED)	Number of Industry Partnerships for Intellectual Property (#)	Corporate Affairs and Outreach department
			4.3 Joint Industry Research (%)	Number of Industry Visits per semester (#)	SOB and SOC

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International Relations			5.3 Student Participation Rate In International Dual Degrees (%)	Student Participation Rate in International Dual Degrees (%)	SOB and SOC
			5.4 International Research Collaboration (%)	Number of International Partnerships Established (#)	Corporate Affairs and Outreach department
Employer Survey			2.4 Employer Feedback in Employment (score out of 5)	Employer Satisfaction with Graduates (%)	IRQA and CAO
Management and Executive Development Program					SOB, SOC and CCL
Internship and Work Placements			**2.3 Employer Feedback in Work Placements (score out of 5)**	Employer Feedback in Work Placements (%)	Corporate Affairs and Outreach department
			3.1 Job offer post work-placement (%)	Job Offer Post Work-Placement (%)	Corporate Affairs and Outreach department
				Work-Integrated Learning Participation (%)	Corporate Affairs and Outreach department
				Number of Work-Placements offered. (#)	Corporate Affairs and

					Outreach department
			3.2 Student Participation Rate in Work Placements (%)		Corporate Affairs and Outreach department

ii. Objectives for each focus area of the committee:

a. Graduate Employment

1.1. Collaborate with corporates to provide placement opportunities to graduates
1.2. Measure the employability of the current HUC graduates.
1.3. Analyze the market value by specialization and levels of the HUC's graduates and prepare a report
1.4. Organize career readiness workshops to enhance the employability skills of graduates
1.5. Ensure increased participation of students in the career readiness workshops
1.6. Ensure collection of feedback from all graduates within nine months of their graduation

b. Corporate Relations

2.1. Identify and build strategic partnerships with organizations to strengthen HUC's brand image
2.2. Collaborate with organizations to source expert speakers for CEO lectures, guest lectures, field visits, internships, and placement opportunities.
2.3. Engage corporate leaders to review and provide feedback on HUC's academic programs.
2.4. Promote consultancy services and joint research initiatives with partner organizations.
2.5. Actively participate in conferences, seminars, and events organized by academic institutions, corporates, and professional bodies at local, regional, and international levels.
2.6. Partner with organizations involved in community services to create awareness and encourage students to engage in meaningful social responsibility activities during their studies and beyond.
2.7. Establish connections with industry leaders to provide students with internship and employment opportunities that support long-term career development.
2.8. Explore collaborations with corporates to provide scholarships for their employees seeking higher education but facing financial constraints.
2.9. Identify industry needs for specialized training, executive development programs (EDP), and professional courses, and offer tailored support.
2.10. Strengthen HUC's brand presence at national, regional, and international platforms

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c. International Relations

3.1. To be a member of globally recognized professional bodies and have agreements with certification agencies.
3.2. Participate in academic extension and outreach services.
3.3. Develop a partnership with reputed national/international universities for joint degree programs, collaborative research projects and benchmarking
3.4. Coordinating with the partner universities to collaborative activities and exchange best practices and benchmarking data
3.5. Coordinating inbound and outbound student exchange, study abroad, and internship programs
3.6. Encourage faculty and students to participate in academic and outreach activities
3.7. Representing the university at international fairs, conferences, and academic forums
3.8. Identifying opportunities for international grants, research funding, and development projects
3.9. Supporting accreditation, rankings, and benchmarking exercises with global institutions

d. Employer Survey

4.1. Collect feedback from employers to evaluate the employability skills of HUC graduates
4.2. Identify strengths and weaknesses of the graduates and develop strategies to enhance their competencies
4.3. Obtain employers' perspectives on the effectiveness of HUC in preparing graduates to meet industry needs, including validation of graduate attributes

e. Management and Executive Development Program

5.1. Identify organizations in the UAE that require training programs in business, information technology, and computer science
5.2. Design and deliver customized programs and courses tailored to the specific needs of corporate clients
5.3. Provide consultancy services to government, semi-government, and private sector organizations

f. Internship and Work Placements

6.1. Provide an opportunity for the students to apply the concepts in real-life situations.
6.2. Make them aware of the organizational culture and practices
6.3. Create an awareness among students about their strengths and weaknesses in the work environment.
6.4. Provide students with a platform to take up on-the-job training and develop a network that will be useful in enhancing their career prospects.
6.5. Equip the student with the knowledge of the actual functioning of the organization and problems faced by them for exploring feasible solutions and suggestions.
6.6. Provide an opportunity to get involved in research/projects conducted by the organization/company
6.7. Ensure timely submission and evaluation of student internship

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6.8. Ensure submission of internship feedback by students and submission of intern's feedback by employers

H. Ethics Committee

i. Membership and Focus Area

Focus Area	Chair	Members	Alignment with MOHESR OEF KPIs	Alignment with Strategic plan KPIs	Data / report submission responsibility to the committee
Student Disciplinary Action-Academics	**Registrar**	**VP-AO, VP-IRQA,VP-AO, Dean-SOB, Dean-SOC, DESE , Dean-SOB, Dean-SOC, DOPR, HOGE Program Chairs, DESE, At least 1 faculty member each from SOB, SOC and GE, SSD-In charge, President of Student Council, Deputy Director-Administration, Deputy-Director-Administration, Deputy-Director-Finance, Head-Library, Head-Computing, Marketing staff, MCD Staff, Sports staff, All class representatives, 1 IRQA Staff**			Administration Department
Student Disciplinary Action-Non-Academics					SSD
Student Grievances/complaints and suggestions					SSD
Student Appeals					SSD
Employee Disciplinary actions and Appeals					TED
Employee Grievance					TED

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Legal compliance					TED and Finance
Public Disclosure					MCD

ii. Objectives for each focus area of the committee:

a. Student Disciplinary Action-Academics

a. Maintain student discipline and ensure integrity of academic activities
b. To conduct meetings with the members to hear the appeal from both parties including the student involved in the academic violation and the faculty member who has reported the academic violation
c. To seek input from whomever it deems appropriate to authenticate the academic violation reported
d. To decide the course of action to prevent recurrence of such misconduct in the future
e. To make fair decisions on the academic violations committed by a student

b. Student Disciplinary Action-Non-Academics

2.1. Monitor student disciplinary issues related to behavioral code of conduct or non-academic violation
2.2. To conduct meetings with the members to hear the plea from both parties including the student involved in the non-academic violation and the faculty/staff member who has reported the non-academic violation
2.3. To seek input from whomever it deems appropriate to authenticate the non-academic violation reported
2.4. To decide the course of action to prevent recurrence of such misconduct in the future
2.5. To make fair decisions on the non-academic violations committed by a student

c. Student Grievances/complaints and suggestions

3.1. To review the student's feedback on academic and academic support services and address issues related to student dissatisfaction
3.2. to minimize errors and avoid repetitions of problems related to academic and non-academic services
3.3. To review the suggestion / feedback of student received from the Class representative meetings and take necessary corrective actions
3.4. To review any grievances reported by the student and address them timely
3.5. Ensure timely responses are given to all student grievance, complaints and suggestions

d. Student Appeals

4.1. To review students' appeal related to grade, low attendance and absenteeism during assessment in mitigating circumstances

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4.2. To review the student appeal form along with necessary documents upon receiving it from the respective department / school.
4.3. To take appropriate and fair decisions on the appeal
4.4. To communicate the committee's decision on appeal to the concerned department/ school
4.5. To ensure the concerned department /school communicates the committee's decisions to the student and implements them

e. Employee Disciplinary Actions and Appeals

5.1. Review of employee disciplinary issues reported by the TED
5.2. Recommend disciplinary actions based on the severity of the employee disciplinary issues
5.3. Maintain record of the committee's deliberations and decisions

f. Employee Grievance

6.1. Review the grievance/complaints filed by an employee
6.2. Understand the gaps and deficiencies that have a bearing on institutional effectiveness and address them with a focus on optimizing faculty and staff satisfaction
6.3. Recommend action to be taken and suggests a time frame for compliance
6.4. Record and maintain a report of deliberations and recommendations
6.5. meet in executive sessions to consider its conclusion and recommendations
6.6. Maintain confidentiality of the grievance redressal proceedings

g. Legal compliance

7.1. Ensure the university operates within the laws and regulations set by the Ministry of Higher Education and Scientific Research Education and other relevant regulatory bodies.
7.2. Monitor changes in higher education laws, labor laws, tax regulations, data protection laws, and safety standards.
7.3. Advise the University Council on legal obligations and implications for institutional policies.
7.4. Monitor compliance of units with the institutional policies
7.5. Identify legal risks related to contracts, employment, intellectual property, student affairs, and research activities.
7.6. Ensure agreements / contracts of the University comply with applicable laws and protect the university's interests.
7.7. Ensure a repository of contracts is maintained and track key deadlines and obligations specified in the contracts
7.8. Ensure timely addressing of internal and external legal disputes, including student grievances, faculty/staff issues, and regulatory inquiries
7.9. Coordinate with an external legal advisor on legal matters when deemed necessary
7.10. Provide guidance on dispute resolution, mediation, and settlement processes
7.11. Promote ethical conduct and adherence to anti-corruption and anti-bribery laws.
7.12. Investigate complaints related to misconduct, discrimination, or policy breaches

7.13. Create awareness to stakeholders on new laws, compliance obligations, regulatory body requirements and risk management strategies
7.14. Maintain records of accreditation, audit reports, data submitted to accreditation bodies, investigations, legal opinions, and regulatory filings
7.15. Ensure the Governing board functions in line with the MOHESR and UAE legal requirements
7.16. Ensure transparent decision-making, conflict-of-interest disclosures, and proper record-keeping
7.17. Ensure all curricula is aligned with the QF Emirates Qualification framework and offered in compliance with the requirements of MOHESR standards
7.18. Ensure recruitment of faculty and staff in compliance with the requirements of MOHESR standards
7.19. Ensure faculty and staff contracts comply with national labor laws
7.20. Maintain transparent financial records and undergo statutory audits
7.21. Ensure tuition fees, scholarships, and refunds follow approved policies
7.22. Implement occupational health and safety measures in line with regulations
7.23. Ensure research complies with ethical and legal standards
7.24. Obtain approvals for human subject or animal research where applicable
7.25. Enforce anti-bribery and anti-corruption laws.
7.26. Promote transparency in procurement, hiring, and grading
7.27. Submit annual reports, statistics, and compliance documentation to regulatory bodies.

h. Public Disclosure

8.1. Ensure HUC's website is updated as per the requirements of accreditation agencies
8.2. Enhance website, online marketing efforts and optimizing E-marketing sources for brand building
8.3. Ensure media contents are published on time with accuracy and comply with the UAE laws
8.4. Promote University college content in various media channels.
8.5. Review of contents and designs of all public disclosure documents
8.6. Compile, design and publish copy of the Students' Publication-Newsline and archive
8.7. Ensure all previous copies of public disclosure documents are archived and securely stored for future reference

1d. By-Laws of the Governing Body

Policy number	BOAR_POLICY_01
Policy name	By-Laws of the Governing Body
Policy version	Version 7
Standards applicable	MOHESR CAA Standard 1: Governance and Management
Policy owner	Board of Trustees
Date of policy development	14 July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	23 June 2026
Approved by	Board of Trustees

I. Board of Trustees

A. Introduction

The Board of Trustees (BOT) is responsible for overseeing the institutional overall performance and determining the Strategic goals, objectives & direction of the institution. The Board is responsible for approving and periodically reviewing the Vision, Mission statements and Strategic Plan. Herein all persons associated with the institution must faithfully subscribe to the Vision and Mission. The board should insists that alternative strategies and plans be considered and that considerations be given to regional and societal changes that impact the institution. The Board of Trustees' mandate is to govern the institution by establishing appropriate governance structures, which enables HUC achieve the educational effectiveness, academic excellence and appropriate financial stability of the institution.

B. Goals

1. To establish an effective governance, and organizational structures for the University
2. To ensure HUC achieves its vision, mission and financial stability
3. To appoint or remove members of the Board of Trustees
4. To review and approve the Strategic Plans of the institution
5. To review and approve budgets to ensure institutional effectiveness and academic excellence
6. To review the Risk Management Plan and audited financial statements

C. Roles, Responsibilities and Authority

The Board's powers are to set out the roles and responsibilities statute, the BOT is guided by HUC's policies and procedures. The primary responsibilities of the Board are set out below:

i. Vision Mission Review and Approval

The Institutional Governance and Management Committee reviews and updates the Vision, Mission Goals and Objectives of HUC once required. The revised Vision, Mission, goals and objectives are presented by the President to the BOT for their review and approval. Upon approval by the BOT, Vision, Mission, goals and objectives are disseminated to all employees and updated in relevant publications and website.

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ii. **Approval of Institutional Policies:**

Board is responsible for approval of HUC policies and procedures manual including all institutional policies developed by the departments as and when required in order to help the smooth functioning of the University and comply with all regulatory stakeholders directions or guidelines. The board also approves policies that are aimed at promoting the sound development of the University and welfare of the employees, and approves and monitors the fiscal, legal, and ethical integrity policies.

The board is also responsible for approving all the policies and procedures of the standing committees.

iii. **Organization Structure Review**

The BOT shall review and approve any changes in the organizational structure during an academic year.

iv. **Approval of By Laws:**

The BOT shall review and approve the by-laws defined for governing the Board's responsibilities, and other institutional Bylaws.

v. **Approval of Substantive Changes:**

Any change in the programs offered, addition / deletion of programs /concentrations majors, change of name of the institution, legal status, control of the institution, ownership or merger with any other institution shall be approved by the BOT.

vi. **Academic Programs:**

It is the responsibility of the board to approve the programs and ensure the educational programs are consistent with quality standards and are in line with the QF Emirates, HUC's vision and mission thereafter approves new programs or terminates existing programs.

vii. **Strategic Plan Approvals:**

The University Council along with the Strategic Plan Committee formulates the Strategic plans which is assessed and approved by the Board for dissemination to concerned units for implementation. The Board reviews the progress and makes sure the implementation of the Strategic Plan is effective as guided by the Vision, Mission, Goals and Objectives, including the launching of new processes and new programs as per the strategic plan. The Board shall also approve specific plans of HUC for Community Engagement, Research and Scholarly Activity and Sustainability. The Board shall monitor the progress in the achievement of the strategic plan.

viii. **Financial Information, Systems and Internal Controls:**

The Board has responsibility to approve the appointment of the internal and external auditors, approve the annual budgets and major capital expenditures including risk management on the recommendation of the President and Fiscal Resources, Financial Management and Budgeting Committee. The board, on the advice of President asserts that, Fiscal Resources, Financial Management and Budgeting Committee is established and is applying appropriate audit, accounting and financial reporting principles. It is also responsible to verify that internal financial, business control and information systems are in place and functioning satisfactorily, reviews and approves the annual audited financial

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statements and ensure financial results are reported fairly and in accordance with generally accepted auditing standards. The Board shall receive, and follow up on, the external auditor's report and accompanying management letter.

ix. Fund Raising Authority:

The Board **a**uthorizes the President to raise sustainable funding for the University by way of budget approval, gifts, bequests, donations, endowments and the like and apply the same in the interest of the University. The Board ensures regular and periodic financial support as a means of sustainable funding for the University.

x. Risk Management:

The BOT authorizes the President to form a Risk Management Committee, which shall be responsible for establishing, and approving processes, procedures and mechanisms by which risks related to health and hygiene along with business risks are identified and ensures that the strategies are developed to manage such risks. The board approves the Risk Management Plan of the institution. The Board has responsibility to understand the key risks in operations and ensures, through regular reviews and assessments that appropriate systems are in place to identify and manage these risks, receive regular reports on the management of material risks to HUC.

Board reviews risks based on the reports of the Risk Management Committee. An annual risk assessment review and ensures good management and sound fiscal practices.

xi. Monitoring and Reporting:

The BOT has responsibility to:

1. Direct the President to develop, implement and maintain a reporting system.
2. Follow systems that accurately measure HUCs performance against the performance expectations set out in its strategic plan.
3. Review annually HUCs' progress toward the objectives set out in the Institutional Accountability Plan, reports submitted to external agencies, revise and alter its direction, keeping in mind the changing environment.
4. Ensure publication and dissemination of annual report & Fact Book to various stakeholders.
5. Reviews and evaluates the Institutional Effectiveness and Feedback reports to ensure appropriate academic standards and quality of provision for students are being maintained

xii. Communications:

It is the responsibility of the Board to encourage communication between HUC and its stakeholders and among the members of UC, Committee, administration, faculty, staff and students. Board members representing the university at meetings shall give oral reports regarding their meetings at the next scheduled board meeting.

xiii. Resource Maintenance:

It is the responsibility of the board to approve unless otherwise delegated; the planning and management of physical and academic resources and its maintenance such as major facilities, contracts and campus plans. The board is obligated to protect the assets of HUC

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xiv. **Community Attitude:**
It is the responsibility of the board to reflect community attitude regarding controversial issues and subjects relating to HUC. It shall be the responsibility of the board as a group of individuals, to act as representatives of the HUC's needs and to interpret those needs to the public. As individuals they are expected to support the decisions of the board.

xv. **Public Relations:**
It is the responsibility of the board to assist with the public relations for the development of HUC in the field of higher education, research and employment.

xvi. **Preservation of Institutional Autonomy:**
The board must see that the greater public interest is served by the institution while simultaneously protecting the institution from outside interference or internal instabilities.

xvii. **Indemnification:**
HUC shall hold each Trustee free from loss as a result of actions taken by the Board of Trustees.

xviii. **Awarding Degree:**
The Board has the responsibility to confer or authorize the conferral, or qualifications including honorary degrees.

xix. **Last Resort of Addressing Grievance:**
In case of any issue remains unresolved at the UC level or the appellant is dissatisfied with the decision awarded, then the appellant may approach the BOT.

xx. **Assurance of Strong Financial Management (Budget):**
It is the responsibility of the BOT to secure the financial resources necessary to support the achievement of the institution's goals at all times. Review and approve the Annual Budgets, contracts, and campus plans and financial reports, which are timely prepared and submitted by the Fiscal Resources, Financial Management and Budgeting Committee. Employees of HUC are not authorized to commit for any Item of expense beyond the budget without prior approval of the President.

xxi. **Appointment of President**
The appointment of the President is based upon scrutiny of the applicants applied for the position by Search Committee and selecting an appropriate candidate for the position who has a competency to pursue the vision and develop the institution as envisaged by the Vision and Mission statements. The BOT reviews the recommendations of the Search Committee and finalizes an appropriate candidate who can lead the institution and fulfill the Vision and Mission of the institution. The President is appointed for a period of five years and depending on the performance evaluation, the appointment may be renewed for another term.
An appointee to this position must hold a Doctorate in the discipline of his specialization or have the minimum 10 years of administrative and professional experience of managing a higher education institution or a university. The appointee must have minimum fifteen years of full-time teaching experience in a University or worked in HUC at the rank of Professor Level for 5 years with a proven track records in academics & research work with a minimum

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of 15 publications in Scopus out of which at least 4 must be in Q1 or Q2 in the last 4 years. The appointee should demonstrate exceptional leadership and consensus building skills in development, implementation, maintenance & advancement of the university.

The President is the Chair of UC and is responsible for pursuing the vision and mission of HUC and provide leadership to the institution as a whole and provide directions to UC faculty members, staff, and students. President is responsible for operations of HUC to fulfill overall academic & academic support services and to provide conducive learning environment. The President along with the Deans of both Schools and Academic Planning Committee shall also oversee and co-ordinate the academic affairs of the HUC, so that stipulated academic and academic support services standards are maintained & monitored as per the institutional goals, policies and procedures. The President is responsible for the overall management of HUC operations, ensuring integrity within the guidelines of HUC. President is also responsible for accreditation at the national and international levels.

xxii. Conduct Performance Evaluation:

The Board is responsible for the evaluating the performance of the President on the predefined parameters, which show a significant contribution towards the growth and development of the University and progressing satisfactorily on the path of Vision and Mission. The evaluation of the President is done by the BOT as a body based on the progress report presented upon which the members evaluate on a scale of 100 with different weights on the given parameters.

xxiii. Employee And Student Welfare:

The Board has the responsibility to ensure the welfare of employees and students and provide facilities for their wellbeing.

xxiv. Governance of Single Campus / Multi Campus

The board is responsible for governing its single-campus governance responsibilities that is currently operating, whereas in case of multi-campuses are organized under the same governance then the board will be responsible to govern the same**.**

D. By Laws

i. Membership & Eligibility of Board of Trustees:

The affairs of HUC shall be managed by its BOT. Members shall include an appropriate balance of individuals with the range of expertise including academic expertise and professional expertise necessary to guide policies and strategic planning of the institution. The Board shall include representatives, well-known personalities from the U.A.E business community, experts from the field of education with long standing experience of minimum 15 years in teaching or administration of academic institutions / Universities and representatives with significant contribution in Community engagement.

ii. Appointment of Board of Trustees:

New Board of Trustees members shall be appointed if a vacancy occurs on the board for any reason. To ensure the smooth functioning of the BOT, the Board may also decide to expand and add more members. Vacancies or new additions shall be filled by individuals nominated by the Board nominations committee and approved by the BOT. The credentials of Board members

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with respect to their academic qualifications, professional experiences and contact addresses shall be collected and maintained in the records. In case any member of the Board of Trustees is appointed from outside UAE, HUC will provide the Visa, return Air ticket, accommodation to attend the meeting physically for at least once in a year, while the other meeting maybe attended virtually.

iii. **Term of The Board Member:** Appointments to the board shall be for a five-year term but may be renewed depending on their contribution.

iv. **Size and Constitution of Board:** The board shall consists of a minimum Five (5) members excluding Ex-Officio members, who are duly appointed as mentioned in the **"Appointment of Board of Trustees"** above. The board shall have no more than one-third of members having financial interest in HUC. Among the board members, at least one member shall be an independent Trustee whose term will be for a period of three years and upon expiry of the term shall be replaced with another independent Trustee who can contribute through his expertise to the progress of the institution.

v. **Appointment of the Chair and Vice Chair of the Board:**
The Chair of the Board shall be nominated by the majority of the members' approval. The Chair shall not be an owner, investor or shareholder and shall not have any financial interest in the institution. The appointment of Vice Chair is also based on the nominations by majority of the board members. The nomination of Chair and Vice Chair is then approved by the Board members during the board meeting. The term of the Chair and Vice Chair of BOT is generally for a period of five years and may be extended further based on their performance as a Chair and Vice Chair of the Board respectively.

vi. **Responsibilities of the Chair of Board of Trustees**

1. To preside over all meetings of the Board.
2. To witness, with the convener, documents authorized by the Board.
3. To appoint the President
4. To maintain regular liaison with the President.
5. To approve the annual budget
6. To be the spokesperson and representative of the Board for any matter dealt with by the Board.
7. To perform such other duties as determined by the Board.

vii. **Responsibilities of the Vice Chair of Board of Trustees**

1. To witness, with the convener, documents authorized by the Board.
2. To review and approve the agenda and presentation for the board meeting
3. To act as an additional key point of contact with the President in the absence of Chair
4. To perform responsibilities of the Chair when the Chair is unavailable
5. To perform such other duties as determined by the Board.

viii. **Compensation of Trustees:**
Trustees shall not be paid compensation or fees for their services as Trustees, except that HUC may pay expenses of attendance at any meeting of the board or any commitment thereof.

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Nothing contained in this paragraph shall impede any Trustee from serving HUC in any other capacity and receiving compensation for such other service.

ix. **Resignation & Removal**:
A member of the Board shall resign by a written notice to the chair of the board, which shall be effective upon receipt by the chair or at a subsequent time as set forth in the notice. The Board of Trustees can take a decision on removal of any Board member except the Ex-Officio members at any time with or without cause, by giving a letter of discontinuation.

x. **Quorum for Meeting:**
Fifty percent of the Board members shall be present in the meeting in person or through virtual platform provided by the University for conducting the meeting. In case it is less than 50%, then the meeting shall be rescheduled on an appropriate date.

Each member is expected to attend at least one of the two meetings. In the event of absenteeism, the Chair of the Board will report the circumstances, and the Board will consider whether there should be a replacement nomination. Board Members are prohibited & are limited to financial dealing with the institution.

xi. **Proxy Consent:**
Great value is placed upon participation of every board member in deliberations before the board in person or virtual participation. Therefore, the use of proxies on behalf of absent Trustees is expressly prohibited.

xii. **Time, Place of Meeting and Records:**
The board meets twice in a year, or whenever deemed necessary, either in person at a pre-designated location within UAE or through virtual meetings organized through an official channel by HUC. The Secretary shall maintain the minutes of the meetings in accordance with board direction. The approved records of the minutes of BOT meeting shall be maintained with the Office of President with due signatures / e-signatures of all the board members present in the meeting. The BOT minutes shall include date and time of the proceedings taken place. These documents shall be made available to all the regulatory authorities, legal bodies and to the board members as and when required.

xiii. **Other Mode of Meeting:** Members of the board, or of any committee thereof, may participate in a meeting of the board or committee by using a conference telephone or similar communications equipment by means of which all persons participating in the meeting can hear one another. Participation in such meetings shall constitute attendance at the meeting and shall be considered as fulfilling the quorum requirement.

xiv. **Special Meetings**: Special meetings of the board may be called by the chair of the Board on the written request of not fewer than fifty percent of the Trustees. At least two days written notice or twenty-four hours personal notice by telephone or fax be provided to each Trustee. The notice of meeting will specify the purpose of the special meeting.

xv. **Delivery of Agenda:** The Secretary shall mail or fax a copy of notice of meeting and the Agenda to each member of the board no later than ten working days prior to the date of the meeting.

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xvi. **Performance of the Board:** The board shall monitor the institutions assessment activity and progress towards meeting institutional goals. Finally, the board will assume the responsibility for assessing its own contribution to the institution and the performance of its duties.

xvii. **Amendments to By Laws:** All by-laws may be amended after notice is given at any meeting of the Board of Trustees. The proposed amendment may then be presented at the meeting following such notice of motion and a two thirds majority of the Trustees present shall be required to pass the amendment. Amendments so made shall be effective when approved by the Board..

E. Code of Conduct:

The BOT of HUC shall conduct its governance in accordance with the duties, obligations, and powers imposed and granted to it by HUC and in accordance with all other applicable laws of UAE. For the purpose of carrying out its duties and meeting the responsibilities of governance; the BOT and each of its members is bound by and shall adhere to this Code of Ethics, and shall maintain the standards of conduct derived there from in the carrying out of the duties of the Board and of its members, unless otherwise required by law.

The effective governance of HUC is contingent on Board members fulfilling their roles and responsibilities with the highest standards of conduct. The purpose of the Code of Conduct is to foster a climate of honesty, truthfulness and integrity.

The essential objective of this policy is to uphold ethical standards in all of the Board's activities.

a. In exercising their powers and discharging their duties, Board of Trustees shall:
    1. Establish, and update from time to time as required, a Code of Conduct for Board of Trustees.
    2. Act with honesty, truthfulness and integrity and all acts of decision making and dealings are performed in good faith with a view to enhance the interests of HUC.
    3. Exercise care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.
    4. Ensure that their personal interest and their duty to HUC are not brought into conflict.
    5. Ensure that they do not obtain or receive, directly or indirectly, a personal profit, gain or benefit as a result of their relationship with HUC.
    6. All board members shall be prohibited from having any dealings that has financial implications and directly accrue to the board members
b. The BOT is expected to consider and represent the interests of HUC and its community as a whole in preference to any other interests which a Trustee may also have or represent.
c. The BOT must declare a conflict of interest with respect to their fiduciary responsibility in accordance with Board by-laws and applicable laws, regulations and directives.
d. The BOT shall be familiar with the by-laws and policies of the Board so that any decision of the Board may be made in an efficient, knowledgeable and expeditious fashion.
e. Board members will be properly prepared for Board deliberations.
f. The BOT shall take part in development activities that will assist them in carrying out their responsibilities.
g. The BOT shall not be involved in management decisions or the day-to-day operation of the institution

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h. Member of The BOT may not attempt to exercise individual authority over HUC except as explicitly set forth in Board policies. Trustees' interaction with the President or with staff must recognize the lack of authority in an individual Board of Trustee or group of Board of Trustees, except as set forth in Board policies.
i. Member of The BOT will make no judgment of the President or staff performance except when assessing the President's performance in accordance with explicit Board policies.
j. Member of The BOT shall not disclose to others, or use to further his or her personal interests, confidential information acquired in the course of performing Board or Committee functions. "Confidential" will be defined as either any information marked "Confidential" or matters of a personal nature concerning an individual; confidential personnel matters.
k. Member of The BOT interaction with the public, press or other entities must support decisions taken by the Board as a whole. If a Trustee does not support the decision of the Board, he/she is expected, at a minimum, to remain neutral publicly.
l. Member of The BOT shall ensure that unethical activities not covered or specifically prohibited by this code or any other legislation are neither encouraged nor condoned.

F. Reviews

The BOT monitors the progress of the institution on a regular basis by reviewing the academic reports, financial reports, strategic plan progression & compliance to the policy framework. The Chair of BOT communicates the decisions / approvals taken by the Board to the President, bi-annually for necessary actions.

G. Evaluation of Board of Trustees

i. Introduction

The BOT is responsible for overseeing the overall institutional performance and determining the Strategic goals, objectives & direction of the institution. The chair of Board of Trustees evaluates each member of the Board for their contribution to the growth and development of the institution.

ii. Purpose

The purpose is to measure the contribution of each member towards achieving the Vision and Mission of the Institution.

iii. Evaluation Process

1. Self-Evaluation
   Self-evaluation is carried out using a structured questionnaire and data is compiled by the IRQA department and summary of the results are submitted to the chair of the board. The self-evaluation form is attached as Annexure A

2. Evaluation by the chair of the board
   The Chair of the Board shall evaluate the Members of the board based on the following parameters:
   3.8. Regularity in attending the meetings
   3.9. Significant suggestion and contributions for development of the institution
   3.10. Contribution in improving function of the board
   3.11. Active participation in developing linkages with industry, academia and community
   3.12. Assisting in raising funds for any development activities

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iv. **Frequency of Evaluation**
The Evaluation of the board member is undertaken on an annual basis.

v. **Outcome of the evaluation of the board**
This process of evaluation helps in identifying the gaps and overcoming the weak areas. It also helps in improving the performance of the board and the institution. The suggestion and recommendation of the board are forwarded to President of the institution for implementation. The members with active participation in the functions of the board offering constructive suggestions during their tenure will be encouraged to stay with the board while those showing less interest in the functioning of the board shall not be recommended for renewal of board membership.

1e. Board Appointments, Term of Office and Replacement

Policy number	BOAR_POLICY_02
Policy name	Board Appointments, Term of Office and Replacement
Policy version	Version 5
Standards applicable	MOHESR CAA Standard 1: Governance and Management
Policy owner	HUC
Date of policy development	14 July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	23 June 2026
Approved by	Board of Trustees

Please refer 1D. By-Laws of the Governing Body (B) By laws – (i) to (viii) for policies related to Board Appointments, Term of Office and Replacement.

1f. Policy Development, Review, Control and Dissemination

Policy number	IRQA_POLICY_12
Policy name	Policies Development, Review, Control and Dissemination policy
Policy version	Version 7
Standards applicable	MOHESR Standard 1: Governance and Management
Policy owner	IRQA Department
Date of policy development	18 July 2019
Review date	10th October 2025
Date of recent modification	10th October 2025
Next Review Date	22nd June 2026
Approved by	VP-IRQA

A. Introduction

The HUC policies are developed and reviewed in coordination with the IRQA department to ensure compliance with the MOHESR and International Accreditation requirements. Deans and Heads of Departments should refer to this policy and the MOHESR requirements for developing /amending any policy

This policy will normally follow a systematic approach through a continuous improvement cycle as detailed below.

B. Developing a New Policy

A new policy is developed when there is a need for standardizing practices related to specific institutional operations or there is a need for fulfilling the local or international accreditation requirements. The process, which needs to be followed for developing a new policy is detailed below:

i. Respective Deans and Heads of departments reviews the best practices adopted by similar units of reputed academic institutions, and develop policies in coordination with respective UC members
ii. The initial draft of the policy is submitted to IRQA department for review
iii. IRQA department reviews the policy and if required suggests changes
iv. The updated draft is resubmitted for IRQA department approval
v. The policy is then submitted to the President for his review and comments
vi. Upon addressing the President's comments, the Deans and Heads of department shall present the updated policy in UC meeting for their review and feedback
vii. Any changes suggested during the UC review meeting shall be incorporated by the concerned unit
viii. The updated policy is then endorsed by the President
ix. The President presents the new policies to the Board of Trustees during the scheduled BOT meeting to seek their feedback and approval.
x. The approved policies are then disseminated and updated in relevant publications
xi. The Quality Assurance Committee audits the implementation of the policies and identifies the gaps and gives a feedback to concerned units and President

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C. Amendment in Existing Policy

All policies are reviewed annually for identifying any gaps, which may come from the inputs received from various stakeholders or structural changes in the institution or legislative changes. IRQA Department reviews policies annually and amends as required.

In the event, that an intermediate amendment in policies is deemed necessary to take immediate action, amendments may be considered provided that it complies with the institutional and MOHESR requirements.

The process, which needs to be followed for amending an existing policy, is detailed below:

i. Concerned units shall review their policy manual annually and propose changes if required and submit to IRQA department for review
ii. Respective Deans and Heads of departments reviews the best practices adopted by similar units of reputed academic institutions, and update the policies in coordination with respective UC members
iii. The revised policy is submitted to IRQA department for review
iv. IRQA department reviews the policy amendments and provides suggestions if required
v. Concerned units shall update the policy based on IRQA review and resubmit for their approval
vi. The policy is then submitted to the President for his review and comments
vii. Upon addressing the President's comments, the Deans and Heads of department shall present the updated policy in UC meeting for their review and feedback
viii. Any changes suggested during the UC review meeting shall be incorporated by the concerned unit
ix. The revised policy is then endorsed by President
x. The President presents the revised policies to Board of Trustees during the scheduled BOT meeting to seek their feedback and approval.
xi. The approved policies are then disseminated to concerned employees and updated in relevant publications
xii. The Quality Assurance Committee audits the implementation of the policies and identifies the gaps and gives a feedback to concerned units and President

D. Policy Control

A log of all HUC policies is maintained with IRQA department which includes details such as policy names, policy numbers, policy version, policy owner, national and international standards if any applicable to this policy and date of recent modification This will enable the institution in proper monitoring of all institutional policies. All schools and departments must update the Policy Information Table given in the subsequent section and include the updated table at the beginning of each policy as it.

E. Policy Information Table Format

The policy information should be updated in below format and included at the beginning of all HUC policies.

Policy number	
Policy name	
Policy version	
Standards applicable	
Policy owner	
Date of policy development	
Review date	
Date of recent modification	
Next Review date	
Approved by	

F. Policy Number Format

Example of policy number: IRQA_POLICY_01

The first four letters in the policy number format is the abbreviation used for department which owns the specific policy. It should be followed by the word 'Policy'. The last two characters indicate the number assigned to specific policy of the department.

G. Dissemination

All new and amended policies are disseminated to concerned units after approval by President for including in their respective policy manual and ensuring its proper implementation.

H. Policy Compliance Audit

The Deans and Heads of department need to document all evidences related to policy implementation. The Quality Assurance Committee shall audit the implementation of policies by each department after the closing of every semester by verifying the documents maintained as evidences.

1g. Institutional Planning, and specific plans for Community Engagement, Research and Scholarly Activity and Sustainability

A. Institutional Planning and Roles of the Quality Assurance Unit in Strategic Planning, Operational Planning and Preparing Annual Reports

Policy number	**IRQA_POLICY_21**
Policy name	Roles of the Quality Assurance unit in strategic planning, operational planning and preparing annual reports;
Policy version	Version 5
Standards applicable	MOHESR-CAA Standard 2.a Standard 2: Quality Assurance- Annex 8: 2a
Policy owner	IRQA
Date of policy development	18 July 2019
Review date	10th October 2025
Date of recent modification	10th October 2025
Next Review Date	22nd June 2026
Approved by	DIQAOA

Institutional Planning

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The institutional Planning includes Strategic Plan development and review, development of an annual operational plan, annual & semester planning by each academic and academic support service units.

A. Strategic Plan Development and Review

The IRQA Department in coordination with the Strategic Plan Committee plays a major role in developing Institutional Strategic plan. This is in line with the strategic directives provided by the BOT. The strategic plan focuses largely on generating and allocating resources to achieve its strategic goals and objectives. The IRQA Department initiates the process of reviewing the strategic plan by evaluating the achievement status of the previous Strategic Plan and gather information from various stakeholders, peer institutions and study the labor market needs nationally and internationally to ensure the growth and sustainability of HUC.

a. Strategic Planning Process Flow

The Strategic Plan of HUC is divided into following five major components:

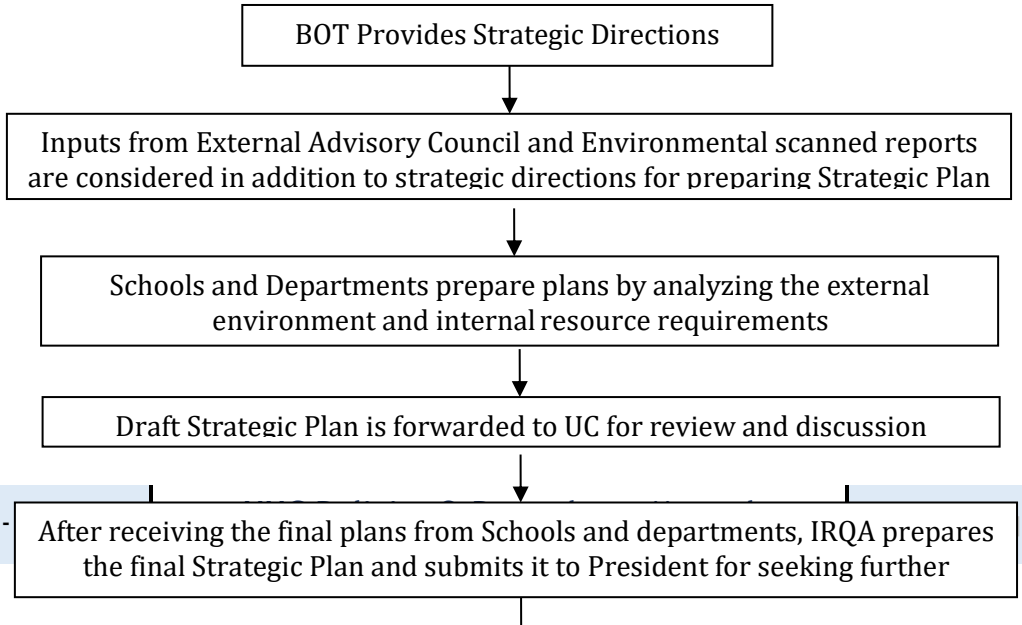
i. Strategic directions
ii. Strategic goals
iii. Strategic initiatives
iv. Annual Action plans
v. Review of strategic plans

The Strategic Plan Committee chaired by the President conducts a through auditing of its previous strategic plan status in relation to its strategic directions, inputs from IE tools and feedback.

The achievement status is evaluated and identified gaps are identified continuously using the Institutional Effectiveness (IE) system which are documented on a semester basis. Evaluation of the IE process identifies operational strengths & weaknesses and areas of improvement.

The external environment is evaluated with reference to the scope of diversification and potential of growth across the academic areas, peer institutions, changing Government policies and market trends. Based on these inputs, appropriate decisions are considered during the review of the Strategic Plan.

Process Flow for Planning and Review



Responsibility and Timeline for review of Strategic Plan

Plans	Preparation of Plans	Preparation frequency	Revisit/Review frequency	Timelines	Responsible to implement	Persons responsible to amend	Approval Authority
Strategic Plan	Institutional Governance and Management Committee	Once in 5 years	Annually	June	President	Institutional Governance and Management Committee	BOT

B. Operational Planning

Annual Operational plans are developed to monitor the achievement level of the strategic plan goals and objectives on a semester basis. To monitor the achievement level, the set KPIs and benchmarks of the Annual Operational plan are mapped with HUC Goals and objectives as well as to the MOHESR standards, CAA risk assessment parameters and CHEDS Classification indicators.

C. Annual Planning

Quality Assurance Unit coordinates with various departments and committees to plan for the upcoming academic year by providing them the necessary guidelines. The departmental planning activities include goal setting, review of goals and objectives, setting KPIs and Benchmarks, review of policy and procedures, review of forms, , the calendar of annual activities and annual Budget requirement, etc.

i. Procedure for IRQA Review of Annual Planning

a. IRQA department disseminates a calendar for submission and review of planning documents at the beginning of academic year
b. Departments submit the document for initial review by IRQA
c. Upon IRQA review, the updated planning documents are then forwarded to the President for review and approval

ii. Schedule for review of planning and closing documents

Unit	**Planning**				**Closing**			
	Initial review		**Final Review**		**Initial review**		**Final Review**	
	IRQA review	**President review**	**IRQA review**	**President review & approval**	**IRQA review**	**President review**	**IRQA review**	**President review & approval**
University Council	**3rd & 4th week of April**	**1st & 2nd week of May**	**3rd & 4th week of May**	**1st & 2nd week of June**	**3rd & 4th week of May**	**1st & 2nd week of June**	**3rd & 4th week of June**	**1st & 2nd week of July**
Committees								
Departments								

D. Semester Planning Process Flow

IRQA coordinates with the departments to prepare their semester operational planning before the commencement of every semester to carry out their semester operations. The semester planning begins after reviewing the previous semester closing reports. Each department head

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prepares a weekly operational calendar and pre-semester checklist of activities to facilitate the semester operations.

Responsibility and Timeline for review of Semester Plan

Plans	Preparation of Plans	Preparation frequency	Revisit/Review frequency	Timelines	Responsible to implement	Persons responsible to amend	Approval Authority
Semester Plan	Heads of Department	Semester	Monthly	December, April, July	Heads of Department	UC	President

E. Revisits and Review of Planning

The annual plans are revisited periodically by the Institutional Governance and Management Committee to monitor the progress of the annual achievement level of benchmarks set. . Based on the review reports, areas of improvements are identified and necessary actions are initiated to ensure the successful implementation of the operational plan so as to achieve the goals and objectives of the strategic plan

B. Specific Plans for Community Engagement, Research and Scholarly Activity and Sustainability

Policy number	INST_POLICY_03
Policy name	Specific plans for Community Engagement, Research and Scholarly Activity and Sustainability
Policy version	Version 4
Standards applicable	MOHESR CAA Standard 1: Governance and Management
Policy owner	HUC
Date of Policy Development	20 May 2020
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	President

i. Specific Plans for Community Engagement focused towards Sustainability

HUC is also envisions to serve the community to various activities that encourages faculty and students to be active participants in serving the community. To inculcate the habit of engaging in lifelong community services, HUC provides the opportunity to stakeholders through the activities of services committee:

Description	AY 2025-26
Theme	• UN sustainable development goals for UAE on Domestic and industrial waste management
New Initiatives	• Caring for people from lower strata of the society with counselling on financial management and

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	training (upskilling) them to improve their skills to join main stream.
Collaboration	• 1 government and 3 corporate
Sharjah Correction center	• Widen scope of Sharjah Correction center and similar programs

ii. Specific Plan for Research and Scholarly Activities

HUC encourages its faculty members to engage in quality research activities so as to enable the faculty members to incorporate research based teaching methodologies and inculcate research orientation among the students.

Research Objective	KPI	Benchmark	AY 2025–26
1.1 - To regularly update and enhance library and IT resources to support research activities.	1.1.1 - % of Faculty with peer-reviewed publications (SP: Goal 2 – Strategy 3.1.1)	≥70%	70%
1.2 - To strengthen postgraduate and postdoctoral research ecosystem by converting Masters/PhD theses into indexed publications.	1.2.1 - # of Publications in Scopus indexed journals per FT faculty (SP: Goal 2 – Strategy 3.1.1)	≥2	2
1.3 - To track and improve research citation impact (h-index, top 10% cited papers, and citation-to-publication ratio).	1.3.1 - Field-Weighted Citation Impact (FWCI) (SP: Goal 2 – Strategy 3.1.1)	≥1.0 Global Scival average	1
1.4 - To conduct regular research activities to promote professional growth and recognition of faculty members.	1.4.1 - Research Output Growth Rate (%) (SP: Goal 2 – Strategy 3.1.2)	≥10% YoY	10%
2.1 - To ensure compliance with research integrity, ethics, and plagiarism policies.	2.1.1 - # of Ethics Workshops annually (SP: Goal 2 – Strategy 3.2.2) (SP: Goal 2 – Strategy 3.2.2)	≥3	2
2.2 - To publish and present impactful research on sustainability within relevant and interdisciplinary domains.	2.2.1 - % of Projects aligned with UN SDGs (SP: Goal 2 – Strategy 4.1.1)	≥30%	30%
3.1 - To encourage research that contributes to policy development, accreditation processes, and industry practices.	3.1.1 - % of Projects with documented policy/industry impact (SP: Goal 2 – Strategy 4.2.1)	≥10%	10%
4.1 - To encourage collaborative publications with leading international universities and research institutions.	4.1.1 - % of Publications co-authored internationally (SP: Goal 1 – Strategy 2.1.2)	≥25%	25%

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4.2 - To expand externally funded projects through partnerships with government, industry, and academic stakeholders.	4.2.1 - % of Externally funded projects (SP: Goal 2 – Strategy 4.1.2)	≥20%	20%
4.3 - To establish and evaluate long-term research partnerships with universities, businesses, and organizations.	4.3.1 - Industry Contributions (AED) (SP: Goal 2 – Strategy 3.2.1)	≥1M per year	1.0M
4.4 - To strengthen collaborative research through faculty exchange programs and joint projects.	4.4.1 - % of Interdisciplinary projects (SP: Goal 2 – Strategy 4.1.1)	≥20%	20%
5.1 - To allocate and utilize funds to support student and faculty research initiatives.	5.1.1 - % of Publications with student co-authors (SP: Goal 1– Strategy 2.1.1)	≥20%	20%
5.2 - To organize research activities, workshops, and conferences that enhance professional growth and recognition of faculty.	5.2.1 - # of Research activities / workshops per year (SP: Goal 2 – Strategy 3.2.2)	≥5	5
6.1 - To provide faculty with opportunities for professional development in research skills and methodologies.	6.1.1 - % of Faculty engaged in training (SP: Goal 2 – Strategy 3.2.2)	≥75%	60%
7.1 - To create opportunities for student engagement in research projects and publications.	7.1.1 - Student Participation Rate (%)(SP: Goal 1 – Strategy 2.1.1)	30–50%	30%
7.2 - To conduct regular sessions on research ethics and methodologies for students.	7.2.1 - # of Academic Events with student participation (SP: Goal 2 – Strategy 3.1.1)	≥25	8
7.3 - To involve students in internal and external innovation competitions and research activities.	7.3.1 - # of Student presentations/posters (SP: Goal 2 – Strategy 3.2.2)	≥35	10
8.1 - To strengthen postgraduate and postdoctoral ecosystem by converting ≥40% theses into indexed publications.	8.1.1 - # of Publications in Scopus indexed journals per FT faculty (SP: Goal 2 – Strategy 3.1.1)	≥2.5	1.5
8.2 - To track and improve the visibility, quality, and impact of research outputs in line with institutional and national frameworks.	8.2.1 - # of Research Awards & Recognitions (SP: Goal 2 – Strategy 3.1.2)	≥5	5
9.1 - To increase innovation outputs by filing patents and commercialization.	9.1.1 - # of Patents filed/granted (SP: Goal 2 – Strategy 3.2.2)	≥20/15	≥20/15

9.2 - To support entrepreneurial projects and spin-offs incubated by HUC.	9.2.1 - # of Startups/Spin-offs incubated (SP: Goal 2 – Strategy 4.2.2)	≥2	2
10.1 - To disseminate knowledge through funded projects, consultancy work, and scholarly outputs.	# of Research Awards & Recognitions (SP: Goal 2 – Strategy 3.1.2)	≥5	5

iii. Sustainability Initiatives

HUC incorporates sustainable practices at the program level, University College operations, Community engagement and faculty members research

HUC incorporates sustainable practices at the program level, University College operations, Community engagement and faculty members' research

a. Program level – Undergraduate course in Innovation Entrepreneurship and Sustainability

HUC conducts Innovation Entrepreneurship and Sustainability course which enables undergraduate students to understand the elements of sustainability and its role in the development of the economy. Students understand the impact of sustainability and are capable of evaluating strategies used in managing natural resources and sustainable economic development.

b. Research in the areas of Sustainable development

HUC encourages faculty members to carry out research in the areas of Sustainable development and contribute to the body of knowledge in the field of Sustainability.

c. Community awareness program on sustainability

HUC organizes the event of World Water day annually in cooperation with government and non- government agencies to create awareness about conservation of water resources during the United Nation's World Water Day.

d. Sustainability in University college operations

HUC creates awareness among the users about the optimum use of resources such as water and electricity consumption by sending awareness emails at regular intervals. It also uses environmental friendly and low water consumption sprinklers to reduce wastage of water resources. All employees are encouraged to turn off lights and switching off all equipment, tools and electrical appliances, including the computers and printers, before leaving the premises after their work.

1h. Risk Management

Policy number	INST_POLICY_04
Policy name	Risk Management Policy
Policy version	Version 3
Standards applicable	MOHESR CAA Standard 1: Governance and Management
Policy owner	IRQA
Date of policy development	18 July 2019

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Review date	30th October 2025
Date of recent modification	30th October 2025
Next review date	23rd June 2026
Approved by	VP-IRQA

A. Introduction

As an educational institution HUC has a regular flow of various stakeholders which includes employees, students, visitors, service providers, parents and other guests at regular intervals. The risk associated with the MOHESR' Outcome Based Evaluation F framework (OBEF), non-achievement of the Strategic plan KPIs, infrastructure, facilities, processes, services provided and reputation of the institution are numerous and they arise from internal and external sources. All the risks have the potential to disrupt achievement of the University's strategic and operational objectives, impact the employees, students, visitors, resources and the infrastructure of the university. To minimize such risks HUC aims to manage risks on a continuous basis by identifying, analyzing, evaluating and responding to risks through informed decision process. The process is detailed in the policy below.

B. Risk defined in HUC

Risk is defined as any event that has a potential to disrupt the normal operations, processes, cause damage to property, assets, fixtures and furnishings, equipment that does not allow HUC to carry out its functioning to attain its goals and objectives over a period of time. It also includes the shortfall in enrollments and employees, financial and resource inadequacies that hampers the accomplishment of its mission and vision.

The risks arising from natural and physical environment can only be mitigated by creating awareness and providing necessary warning systems. Risks also arise from uncertainties in the socio – politico - economic environment impact businesses and will have an influence on the education sector too. In order to mitigate the risks from environment, socio-political conditions and from competitors; continuous process of evaluation of the hazards arising out of environment, equipment, furnishing and facilities, policies, processes and macro environment; it is essential to be prepared to face any eventuality and find alternative strategies to fulfill the university mission in a long run. It is required that all departments compile a risk report based on issues that needs to be addressed for effective risk mitigation within their purview so that a detailed risk report is regularly submitted for review and necessary improvements based on the recommendations by the review committee.

C. Risk Statement

HUC believes that risk management is fundamental to a progressive management practice and is a means to ensure good governance and smooth operations at all levels keeping the risks under control. This enables the University to achieve its strategic objectives. Risk management policy is useful in identifying the risks, its likelihood and impact and based on the evaluated risk, necessary preventive and corrective measures are initiated.

D. Purpose

Risk management policy of HUC is a formal commitment to manage risks. The aim of the policy is to minimize a risk to the people, process, premises, infrastructure and risks from the environment. In this direction efforts to minimize risks and safeguard the interests of stakeholder's is kept in mind.

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To meet the institutional requirement for its sustainable growth and development, and compliance of MOHESR's Outcome Based Evaluation Framework (OBEF), CAA and EHS Directorate and avoid duplication of work, HUC identify all risks, evaluates its likelihood and impact, and develop necessary preventive and corrective measures, in two policies.

1. HSE Policy
2. Risk Management Policy

i. HSE Policy

HSE policy of HUC, aims to best manage the anticipated risks, reduce and control risks in order to safeguard employees, students and other stakeholders (i.e. visitors, contractors and service providers) and to protect the environment and its sustainability during regular operations and emergency situations. The policy includes the mechanism of implementation, monitoring, assessment and auditing, the occurrence of emergency, disaster and crisis management, accidents reporting and investigation, periodical management review for its continual improvement.

The HSE policy also covers all aspects related to the safety and maintenance of institution's physical infrastructure such as buildings, grounds, parking areas, residence and prayer halls class rooms, auditoriums, common areas, and other physical resources. This policy also deals with technology infrastructure and maintenance and upgradation of technological equipment, data security. It also facilitates initiatives towards the ease of life for people of determination, identifies special needs of male and female students, employees and visitors, maintains hygiene in catering facilities, wash areas etc. Responsibilities are delegated to the HSE team towards the implementation of this policy.

ii. Risk Management Policy

The risk management policy of HUC has a detailed risk management plan for

a. Not meeting the requirement of OBEF 6 pillars and associated parameters
b. Not maintaining the academic quality and excellence as per the national and international accreditation requirement
c. Failure of information technology infrastructure
d. loss of key personnel
e. financial risks arising from insufficient enrolment,
f. Ensure that risk management plan is approved and monitored by the governing body on a regular basis.

E. Goals, Objectives and KPIs

Goals	Objectives	KPIs	Benchmark	Responsibility
To review and update the risk management plan	To identify risk factors impacting the functioning of the institution and update the control measures.	Submission of reviewed and updated Risk assessment for IT infrastructure, Financial and Learning resources	before start of every academic year	Chair of Risk Management Committee and HODS

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		Submission and review of OBEF and Strategic plan KPIs status	At the end of every semester	Chair of Risk Management Committee and HODS
	To evaluate effectiveness of control measures in mitigating these risk	Submission of evaluation of risk mitigating control measures	End of every semester	Chair of Risk Management Committee and HODS
To record all risk incidents for proper monitoring	To maintain a risk incident register for failure of information technology infrastructure, less enrollment and loss of learning resources.	Recording of risk incidents in a Risk Incident register	Immediately upon occurrence of the incident	HODS
To assess the need for additional resources required for controlling risk	To review all risk assessment for resource requirement	Review of resources required in the risk assessment	End of every semester	Chair of Risk Management Committee and HODS
To facilitate management for Risk management reports for appropriate decision making	To present risk analysis report to Management for decision making	Submission of risk analysis reports	End of every semester	Chair of Risk Management Committee
To assess the Health, Safety and Environment related risks to safeguard the stakeholders	To develop a HSE risk management plan	Submission of HSE risk analysis reports	End of every semester	Chair of HSE Committee

F. Key Terms Definition

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i. **Outcome Based Evaluation Framework (OBEF) :** The Outcome-Based Evaluation Framework (OEF) introduced by the UAE Ministry of Higher Education and Scientific Research (MOHESR) is a strategic model for evaluating the performance and quality of higher education institutions (HEIs) based on measurable outcomes, rather than inputs or processes. This framework. It includes six pillars namely : Employment Outcomes , Learning Outcomes, Research Outcomes, Industry Collaboration , Reputation and Community Engagement. The framework is applied in institutional licensure, program accreditation, and renewal processes, and aligns with national objectives such as competitiveness, innovation, and the knowledge economy

ii. **Hazard/ Aspect:** Anything with the potential to cause harm, loss or damage to human, the environment or HUC property and assets which hampers the functioning of the institution

iii. **Risk/ Impact:** Is the potential harm that causes loss or damage to the assets and stakeholders and may lead to inability of HUC to achieve its mission and objectives.

iv. **Risk/ Impact Assessment:** It is a process of measuring the likelihood and the extent of damage to determine the severity of harm. *(loss or damage **X Likelihood** of its occurrence)*

v. **Control Measures:** Necessary means to mitigate and reduce the impact of risks on the human health and safety and the environment for sustainability. The measures, precautions and procedures undertaken and implemented in order to control and handle all potential risks/ impacts is the policy frame for controlling risks. The purpose of the control measures are to identify and evaluate to reduce, eliminate or mitigate risks associated with preserving human health and safety.

G. Risk Management Committee

i. Formation

A risk Management Committee is formed for continuous assessment of risks and its timely control. The Risk Management committee is chaired by the VP - Institutional Research, Quality Assurance and comprises of one faculty and two staff members. The committee reports to the President and consults with the President direction and advice. Vacancies arising due to separation of employees for any position will be filled up at that position appropriately.

ii. Objectives of the Risk Management Committee

a. To ensure that all potential risks related to failure of MOHESR's OBEF, information technology infrastructure, loss of key personnel, financial risks arising from insufficient enrolment, loss of access to learning resources are identified, assessed and addressed timely.

b. To assign responsibility to concerned departments to record incidents and take proactive approach in reporting and managing all risks within their areas of control.

iii. Roles and responsibilities of chair and members

a. Chair of Risk Management Committee:

1. To ensure adherence to risk management policy by the concerned departments in HUC
2. To identify the external and internal risk factors that may impact the organization and report to the President
3. To ensure sufficient resources are allocated to create risk mitigating culture in the institution
4. To review the risk management reports periodically and suggest actions in order to respond effectively to mitigate the risks.
5. To submit reports periodically to the President regarding status of Risk Management

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6. To present Risk analysis reports to the President
7. To review the policies and recommend changes, as and when required.

b. Members Of Risk Management Committee

1. To orient the HOD/ nominated employee of the department on maintaining a risk incident register in their respective departments
2. Ensure taking precautions and communicating to all concerned in handling the equipment, furniture and fixtures
3. Ensure recording and reporting incidents on a regular basis
4. Ensure implementation of risk mitigating actions as recommended

H. Risk Management Process

i. Forming the risk criteria
ii. Identifying and recording the risks by concerned department
iii. Risk analysis and evaluation of the risk event, its likelihood and impact
iv. Reporting the events likely to cause risks to the Risk Management committee on a regular basis through Risk reporting format available at each department
v. Regular audits of risk register (Risk reporting format) is to be carried out by the committee
vi. The committee is empowered to respond to the reported risks on regular basis and ensure action is taken timely
vii. The status of the resolved risks is recorded and sent back to the respective departments
viii. The risk reports to be included in the annual reports and presented to the BOT for further action
ix. Suggest improvements in risk management process
x. Update Risk Management manual
xi. Update Risk Management calendar
xii. Update Risk register formats
xiii. Orientation to departments on registering Risks and its control measures
xiv. Receiving monthly risk incident updates from departments
xv. Review of incidents reported by department for appropriateness before recording them in Risk register
xvi. Audit of physical risk register
xvii. Presenting risk analysis to Risk Management Committee for important decisions
xviii. Dissemination of committee's decision to concerned department
xix. Implementation of decisions by concerned departments

I. Risk Assessment and Mitigation

As each department in HUC undertake an assessment of potential risks associated with each operational activity, manpower, infrastructure, etc. to evaluate the severity of the risk based on its impact on the organization as per Annexure A – L of OBEF and HSE policy, which includes potential risk identified for the Academic Year. These potential risks are reviewed by the department before start of every academic year and updated based on the operational / structural / policy changes of the concerned department. These risk assessments also include the required measures for mitigating the risk and required resources including budget, manpower, approval from concerned authority, etc. for implementation of the risk mitigating measures.

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Information Technology, Maintenance, Finance and TED department shall include requirements of risk management policy for failure of information technology infrastructure, loss of access to learning resources, financial risks arising from insufficient enrolment and loss of key personnel in assessing and mitigation. These departments, in addition to risk associated with HSE, will monitor and evaluate the impact of these risk post implementation of risk mitigating measures to assess the effectiveness of these measures in reducing the impact of risk and enabling the organization to manage its risk efficiently. The evaluation of control measures for risk mitigation shall be done by these departments every semester and submitted in the Risk Assessment format given in below Table 1 to the Risk Management Committee Chair. The Risk Management Committee Chair shall review individual assessment forms and submit a consolidated analysis of the evaluation of control measures to President. President shall recommend corrective actions in case the risk mitigating measures implemented by the department could not reduce the impact of risk significantly. The corrective actions are disseminated to the concerned department who shall revise the measures of risk mitigation and continue to monitor and evaluate the impact of risk post implementation of revised measures.

Table 1: Evaluation of Risk Mitigating control measures

			Before implementation of control measures			**Implementation of Control measures**					**Post implementation of control measures**		
Operations	**Risks**	**Brief description**	**Probability**	**Impact (Consequences)**	**Evaluation of Initial Risk**	**Procedures, means of control and additional tools**	**Resources required**	**Time frame**	**Responsibility**	**Status of implementation**	**Probability**	**Impact (Consequences)**	**Evaluation of Final Risk**

J. Risk and threat severity matrix of HUC – OBEF, strategic plan KPIs, operational and HSE

Based on the MOHESR's OBEF 6 pillars and 24 KPIs, the risk matrix is shown in Table2a. Here the risk is classified directly based on the MOHESR OBEF framework guideline as it uses numerical values to classify the risk scenarios

Table 2a – Risk Matrix based on MOHESR OBEF Guidelines

Pillars	KPI	Level	Very High Risk scenario	High Risk Scenario	Medium Risk Scenario	Low Risk Scenario	Remarks
1. Employment Outcomes	1.1 Employment Rate (%)	Both	0%-35%	36%-64%	65% - 89%	≥ 90%	

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	1.2 Employment Rate in Relevant Jobs (%)	Both	0%-30%	31%- 59%	60% - 89%	≥ 90%	
2. Learning Outcomes	2.1 Assessment Quality Review (%)	Both	0%-30%	31%- 59%	60% - 89%	≥ 90%	
	2.2 Retention Rate (FYR) (%)	Institution	0%-49%	50-74%	75% - 89%	≥ 90%	
	2.2 Retention Rate (FYR) (%)	Program	0%-39%	40%-59%	60% - 79%	≥ 80%	
	2.3 Employer Feedback in Work Placements (score out of 5)	Both	0-1.9	2-3.4	3.5 - 4.49	≥ 4.5	
	2.4 Employer Feedback in Employment (score out of 5)	Both	0-1.9	2-3.4	3.5 - 4.49	≥ 4.5	
	2.5 Rate of graduates obtaining licenses (%)	Both	0-29%	30%-59%	60%-89%	≥ 90%	
	2.5 Rate of graduates obtaining microcredentials (%)	Both	0-9%	10%-19%	20%-39%	40-50%	
	2.6 Student Satisfaction with Learning Experience (score out of 5)	Both	0-1.9	2-3.4	3.5 - 4.49	≥ 4.5	
3. Industry Collaboration	3.1 Job Offer Post Work-placement (%)	Both	0-9%	10%-29%	30%-49%	>=50%	
Pillars	KPI	Level	Very High Risk scenario	High Risk Scenario	Medium Risk Scenario	Low Risk Scenario	Remarks
	3.2 Student Participation Rate in Work	Both	0-49%	50%-69%	70%-89%	≥ 90%	

	Placements (%)						
	3.3 Joint Industry Courses (%)	Both	0-9%	10%-19%	20%-34%	>35%	
	3.4 Industry Contributions (AED)	Both	0-5000000 AED	5000001-15000000AED	15000001-35000000 AED	35000001-50000000 AED	Programmatic level: If the program's industry contribution exceeds AED 1 million, the KPI score is 100. If it does not, the KPI weight is redistributed among other KPIs within Pillar 3.
4. Research Outcomes	4.1 Publication Ratio (#)	Both	2	2-2.9	3-4.9	5-10	
	4.2 Field-Weighted Citations Impact (FWCI)	Both	0-0.79	0.8- 0.89	0.9-1.9	2.-4	
	4.3 Joint Industry Research (%)	Both	0-19%	20%-39%	40%-64%	65%-75%	
	4.4 Student Participation Rate in Research (%)	Both	0-9%	10%-19%	20%-39%	40%-50%	
	4.5 Impact of Research (#)	Institution	0-0.9	1- 3.9	4-7.9	8-10	
	4.6 Awarded Intellectual Property (IP) (#)	Institution	0-0.9	1- 3.9	4-7.9	8-10	
5. Reputation	5.1 Global University and Subject Rankings (#)	Both	2000-500	499-400	399-300	299-150	
	5.2 International Accreditation Status (%)	Both	0-29%	30%-59%	60%-89%	≥ 90%	**Programmatic level:** If an eligible program

							holds active international accreditation, the KPI score is 100. If not, or if the program is not eligible, the KPI weight is redistributed among other KPIs within Pillar 5.

Pillars	KPI	Level	Very High Risk scenario	High Risk Scenario	Medium Risk Scenario	Low Risk Scenario	Remarks
	5.3 Student Participation Rate in International Dual / JointDegrees(%)	Both	0-0.9%	1%-2.9%	3%-4.9%	5%-10%	**Programmatic level:** If the program offers an international dual/joint degree option with active student participation, the KPI score is 100. Otherwise, the KPI weight is redistributed among other KPIs within Pillar 5.
	5.4 International Research Collaboration (%)	Both	0%-9%	10%-19%	20% - 39%	40%-80%	
6. Community Engagement	6.1 Academic Events with Student Participation (#)	Institution	0-4	5- 9	10-19	20-25	
	6.1 Academic Events with	Program	1	2	3	4	

	Student Participation (#)						
	6.2 Events & Initiatives for the Community (#)	Both	0-4	5- 9	10-19	20-25	Programmatic level: If the program organises more than two community events annually, the KPI score is 100. If not, the KPI weight is reassigned to the other KPI within Pillar

Based on the Strategic plan KPIs, the risks are classified into high, medium and low risk categories which is given in the table 2b below

Table 2b – Risk Matrix based on Strategic plan KPI achievement status

Strategic Goal	Objective	KPI	High Risk Scenario	Medim Risk Scenario	Low Risk Scenario
			Low Threshold - Achievement of KPI Target	**Medium Threshold - Achievement of KPI Target**	**High Threshold - Achievement of KPI Target**
Excellence in Academics	1.1 Curriculum alignment & review	Course/Program Accreditation Compliance Rate (%)	**<50%**	50%-80%	>80%
		Number of curriculum reviews conducted (#)	**<50%**	50%-80%	>80%
		Courses Updated Based on Emerging Trends (%)	**<50%**	50%-80%	>80%
		Program review reports with AI input (#)	**<50%**	50%-80%	>80%
		PGs/PEOs/PLOs aligned with accreditation	**<50%**	50%-80%	>80%

		requirements (#)			
		Reviews held for PGs/PEOs/PLOs (#)	<50%	50%-80%	>80%

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Strategic Goal	Objective	KPI	High Risk Scenario	Medim Risk Scenario	Low Risk Scenario
			Low Threshold - Achievement of KPI Target	**Medium Threshold - Achievement of KPI Target**	**High Threshold - Achievement of KPI Target**
Excellence in Academics	1.2 Faculty recruitment & teaching quality	Faculty recruited from top 200 universities (#)	**<50%**	50%-80%	>80%
		Faculty retention rate (%)	**<50%**	50%-80%	>80%
		FDP Participation Rate (%)	**<50%**	50%-80%	>80%
		Faculty Success Rate in Licenses & Certifications (%)	**<50%**	50%-80%	>80%
		Faculty's professional membership (%)	**<50%**	50%-80%	>80%
		Faculty's academic memberships (%)	**<50%**	50%-80%	>80%
		Innovative Teaching Pedagogies (#)	**<50%**	50%-80%	>80%
		Innovative Teaching Assessments (#)	**<50%**	50%-80%	>80%
Excellence in Academics	2.1 Student engagement & exchange				>80%
		Inbound & Outbound Student Exchange (#)	**<50%**	50%-80%	>80%
Excellence in Academics	2.2 Student-centered learning	Graduation Rate (%)	**<50%**	50%-80%	>80%
		Technology Utilization Rate (%)	**<50%**	50%-80%	>80%
Excellence in Academics	2.3 Academic & career counseling	Academic Counselling Utilization Rate (%)	**<50%**	50%-80%	>80%

		Student Satisfaction with Academic Counseling (%)	<50%	50%-80%	>80%
		Career Counselling Utilization Rate (%)	<50%	50%-80%	>80%
		Student Satisfaction with Career Counseling (%)	<50%	50%-80%	>80%
Research & Innovation	3.1 Research publications				>80%
		Publications in High-impact Journals (#)	<50%	50%-80%	>80%
		Mission-aligned ICs per annum (%)	<50%	50%-80%	>80%
		Research Output Growth Rate (%)	<50%	50%-80%	>80%
		Research Awards and Recognitions (#)	<50%	50%-80%	>80%

Strategic Goal	Objective	KPI	High Risk Scenario **Low Threshold - Achievement of KPI Target**	Medim Risk Scenario **Medium Threshold - Achievement of KPI Target**	Low Risk Scenario **High Threshold - Achievement of KPI Target**
Research & Innovation	3.2 Interdisciplinary & industry research	IP Awareness Workshops/Events (#)	**<50%**	50%-80%	>80%
		Awarded Intellectual Property (IP) (#)	**<50%**	50%-80%	>80%
		Industry Partnerships for IP (#)	**<50%**	50%-80%	>80%
		Revenue from IP Licensing (AED)	**<50%**	50%-80%	>80%
Research & Innovation	4.1 Sustainable/ SDG research	Joint Research related to UN SDGs (%)	**<50%**	50%-80%	>80%
		Innovations (IP) (#)	**<50%**	50%-80%	>80%
		Sponsored Research Projects (#)	**<50%**	50%-80%	>80%
		International Collaborations for SDG Research (#)	**<50%**	50%-80%	>80%
		Research Projects Focused on Social Impact (%)	**<50%**	50%-80%	>80%
Research & Innovation	4.2 Entrepreneurial research & commercialization		**<50%**	50%-80%	>80%
		Innovations commercialized in the market (#)	**<50%**	50%-80%	>80%
		Industry Research Impact (index)	**<50%**	50%-80%	>80%

		Impact of entrepreneurial research (%)	**<50%**	50%-80%	>80%
		Case studies published (#)	**<50%**	50%-80%	>80%
Collaborations & Employability	5.1 Industry-aligned curriculum & projects	Alumni Engagement in Curriculum Design (%)	**<50%**	50%-80%	>80%
		Academic Projects Based on Industry Collaborations (%)	**<50%**	50%-80%	>80%
		Courses with Guest Lectures from Industry Experts (%)	**<50%**	50%-80%	>80%
		Industry Visits per semester (#)	**<50%**	50%-80%	>80%
		Executive sessions per semester (#)	**<50%**	50%-80%	>80%

Strategic Goal	Objective	KPI	High Risk Scenario **Low Threshold - Achievement of KPI Target**	Medim Risk Scenario **Medium Threshold - Achievement of KPI Target**	Low Risk Scenario **High Threshold - Achievement of KPI Target**
Collaborations & Employability	5.2 Professional certifications & microcredentials	Professional accreditations per program (#)	**<50%**	50%-80%	>80%
		Micro-credentials attained (%)	**<50%**	50%-80%	>80%
		Programs Offering Microcredential Pathways (%)	**<50%**	50%-80%	>80%
		Industry Partnerships for each Micro-credential (#)	**<50%**	50%-80%	>80%
Collaborations & Employability	6.1 Professional skills development	Students Participation Rate in Soft Skills Workshops (%)	**<50%**	50%-80%	>80%
		Soft Skills workshops conducted (#)	**<50%**	50%-80%	>80%
		Improvement rate in Soft Skills (%)	**<50%**	50%-80%	>80%
		Career Readiness Workshops conducted (#)	**<50%**	50%-80%	>80%
		Participation Rate in Career Readiness Workshops (%)	**<50%**	50%-80%	>80%
Collaborations & Employability	6.2 Work placements & job opportunities	JNF Events Organized (#)	**<50%**	50%-80%	>80%
		Jobs Offered (#)	**<50%**	50%-80%	>80%
Community	7.1 Student-led academic	CWC per program (#)	**<50%**	50%-80%	>80%

Engagement	& scholarly events				
		Student Satisfaction with CWC Events (%)	**<50%**	50%-80%	>80%
		Student-Led Academic Events (#)	**<50%**	50%-80%	>80%
		Events organized by Clubs and Committees (%)	**<50%**	50%-80%	>80%
Community Engagement	7.2 Community engagement & sustainability	Community Events and Initiatives Organized (#)	**<50%**	50%-80%	>80%
		Volunteer Hours Contributed (#)	**<50%**	50%-80%	>80%
		Participation in Educational Events (#)	**<50%**	50%-80%	>80%

Strategic Goal	Objective	KPI	High Risk Scenario Low Threshold - Achievement of KPI Target	Medim Risk Scenario Medium Threshold - Achievement of KPI Target	Low Risk Scenario High Threshold - Achievement of KPI Target
		Satisfaction Rate of Community Program (%)	<50%	50%-80%	>80%
		Upskilling events conducted (#)	<50%	50%-80%	>80%
		Financial scholarships provided (#)	<50%	50%-80%	>80%
		Student-Led Sustainability campaigns (#)	<50%	50%-80%	>80%
		Waste reduction campaigns implemented (#)	<50%	50%-80%	>80%
		Sustainability workshops conducted (#)	<50%	50%-80%	>80%
Reputation & Excellence	8.1 Accreditations & rankings	Program Accreditation Status (#)	<50%	50%-80%	>80%
		Improvement Action Plan Completion Rate (%)	<50%	50%-80%	>80%
		Program Benchmarking Performance Against Peers (#)	<50%	50%-80%	>80%
		Reaccreditation/ Review Cycle (#)	<50%	50%-80%	>80%
		Continuous Feedback Integration rate (%)	<50%	50%-80%	>80%
		International Accreditation Status (#)	<50%	50%-80%	>80%
		Program Alignment with National Priorities (%)	<50%	50%-80%	>80%

		ERT/LRT Feedback Integration rate (%)	<50%	50%-80%	>80%
		Confidence and Risk Status (Outcome-based Evaluation)	<50%	50%-80%	>80%
		QAA standards mapping with MOHESR (#)	<50%	50%-80%	>80%
		Alignment of Outcomes with QAA (%)	<50%	50%-80%	>80%
		QAA Milestone Achievement Status	<50%	50%-80%	>80%
		Global University and Subject Rankings (#)	<50%	50%-80%	>80%

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Strategic Goal	Objective	KPI	High Risk Scenario **Low Threshold - Achievement of KPI Target**	Medim Risk Scenario **Medium Threshold - Achievement of KPI Target**	Low Risk Scenario **High Threshold - Achievement of KPI Target**
Reputation & Excellence	8.2 International engagement & mobility	Students Outbound Exchange (#)	**<50%**	50%-80%	>80%
		Students Inbound Exchange (#)	**<50%**	50%-80%	>80%
		Faculty Inbound Exchange (#)	**<50%**	50%-80%	>80%
		Faculty Outbound Exchange (#)	**<50%**	50%-80%	>80%
Reputation & Excellence	8.3 Admin & infrastructure excellence	On-campus facilities equipped with modern technology (%)	**<50%**	50%-80%	>80%
		Campus facilities meeting accessibility standards (%)	**<50%**	50%-80%	>80%
		Average resolution time for maintenance issues (#)	**<50%**	50%-80%	>80%
		Professional staff recruited from top 200 universities (#)	**<50%**	50%-80%	>80%
		Staff retention rate (%)	**<50%**	50%-80%	>80%
		Staff development programs conducted (#)	**<50%**	50%-80%	>80%

Based on the severity of consequences, the risks and threats related to Operational and HSE at HUC are classified in to five categories from insignificant to catastrophic as shown in Table 2b.

Table 2b: Risk and Threat Severity Matrix of HUC

Likelihood (Probability)	Severity (Consequences)

	Insignificant (1)	Low(2)	Moderate (3)	High (4)	Catastrophic (5)
Very Unlikely (1)	1	2	3	4	5
Unlikely (2)	2	4	6	8	10
Probable (3)	3	6	9	12	15
High (4)	4	8	12	16	20
Frequent (5)	5	10	15	20	25

K. Risk Evaluation

The seriousness of the risk can be evaluated by computing the product of Likelihood and severity as shown in the above table 2.3.

L. Classisfication of risks related to OBEF, strategic plan, operational and HSE

Based on evaluation of risks, all OBEF, Strategic plan, operational and HSE risks and threats are assessed and classified at HUC into four types as shown in Table 3.

Table 3: Risk and Threat Rating Criteria

CATEGORY	RISK ASSESSMENT TOOL	RISK CATEGORY
MOHESR OBEF	Based on the KPI value	Very High, High, Medium and Low
Strategic plan	Based on the KPI vlaue	High, Medium and Low
Operational and HSE Related Risk	Risk rating - 1-3	Low
	Risk Rating - 4-6	Moderate
	Risk Rating - 8-12	High
	Risk Rating -15- 25	Catastrophic

M. Recording of Risk Incidents – Operational and HSE

As each department in HUC maintains a Risk Incident Register for HSE policy, Information Technology, Maintenance, Finance and TED department shall maintain a Register for loss of revenue/ personnel or failure of IT/learning resources. Recording of these incidents of risk register should be done based on format given in Table 4.

TABLE 4: RISK INCIDENT REGISTER FORMAT FOR RISK MANAGEMENT

< DEPARTMENT NAME>									
REGISTRATION OF OPERATIONAL / LEGAL / HEALTH & SAFETY RISK INCIDENTS									
S.No.	Risk Incident	*Risk Type (Operational / Legal/	Date	Time of occurrence of risk incident	Place	*Risk severity (To be updated	Impact of risk incident	Actions Taken to	Measures required for preventing

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		Health & Safety)				by IRQAOA)		control risk	recurrence of risk incident

N. Institutional Risk Management Plan

Risk management plan is aimed at taking a pro-active approach to avoid / minimize any form of risks associated with non-meeting OBEF and Strategic plan KPIs, failure of IT, loss of revenue, personnel and learning resources to the institution. It enables to ensure efficient and effective functioning of the institution. The Risk management plan enables the management to take appropriate decisions before any major incident affects its operations.

Based on the category of the risk incident, appropriate and timely measures are taken by concerned department heads for controlling the risks effectively and efficiently. The actions taken for various risk categories have been detailed below as per the Table 5.

Table 5: Risk Management timeframe for actions

Category	Risk Rating	Required Actions	Effect on operations	Responsibility	Timeframe
OBEF	**Low**	Will be tolerated by the organization but remedial measures are undertaken through orientations and training.	Operations, activities or tasks can be carried out by the current procedures.	Concerned Department head / Committee Chair	Monitoring academic year wise
	Medium	Remedial measures are taken within the beginning of next semester	Operations, activities or tasks can be maintained along with recommending the provision and implementation of other additional measures or procedures	UC member/ Dean of both schools/ President	Monitoring semester wise
	High	Remedial measures are taken immediately	Operations, activities or tasks can be maintained; however, they necessitate providing obligatory additional measures and procedures to control and handle within a specific period of time, while they are continuously monitored until	UC/ Dean of both schools/ President	Monitoring monthly

			additional measures and procedures are met, complete and re–evaluated. Operations, activities or tasks shall immediately cease function, if obligatory additional measures and procedures are not provided or achieved within the specified time agreed to.		
Category	**Risk Rating**	**Required Actions**	**Effect on operations**	**Responsibility**	**Timeframe**
Strategic plan	**Low**	Will be tolerated by the organization but remedial measures are undertaken through orientations and training.	Operations, activities or tasks can be carried out by the current procedures.	Concerned Department head / Committee Chair	Monitoring academic year wise
	Medium	Remedial measures are taken within the beginning of next semester	Operations, activities or tasks can be maintained along with recommending the provision and implementation of other additional measures or procedures	UC member/ Dean of both schools/ President	Monitoring semester wise
	High	Remedial measures are taken immediately	Operations, activities or tasks can be maintained; however, they necessitate providing obligatory additional measures and procedures to	UC/ Dean of both schools/ President	Monitoring monthly

			control and handle within a specific period of time, while they are continuously monitored until additional measures and procedures are met, complete and re–evaluated. Operations, activities or tasks shall immediately cease function, if obligatory additional measures and procedures are not provided or achieved within the specified time agreed to.		

Category	Risk Rating	Required Actions	Effect on operations	Responsibility	Timeframe
Operational and HSE	**Low (1-3)**	Will be tolerated by the organization but remedial measures are undertaken through orientations and training.	Operations, activities or tasks can be carried out by the current procedures.	Concerned Department head / Committee Chair	Within a semester
	Moderate (4-6)	Remedial measures are taken within the beginning of next semester	Operations, activities or tasks can be maintained along with recommending the provision and implementation of other additional measures or procedures	UC member/ Dean of both schools/ President	Within a month
	High (7-15)	Remedial measures are taken immediately	Operations, activities or tasks can be maintained; however, they necessitate providing obligatory additional measures and procedures to control and handle within a specific period of time, while they are continuously monitored until additional measures and procedures are met, complete and re–evaluated. **Operations, activities or tasks shall immediately cease function, if obligatory additional measures and procedures are not provided or achieved within the specified time agreed to.**	UC/ Dean of both schools/ President	Within a week
	Catastrophic (15-25)	Remedial measures are taken immediately. Immediate management decisions	**Operations, activities and tasks shall not be initiated in the current situation. It must cease immediately until they are reconsidered as well as taking**	President	Within a day

			necessary control measures and procedures and carrying on re–evaluation for impacts and risks		

O. Risk determination, implementation and control measures

All the departments will have to take measures in implementation of the control measures with an aim of eliminating the risk, minimize the risk or avoid the risk in future. All these risk management can be in short run and long run. Short run measure are to immediately control high risk situation and long term measures are proactive to avoid such risks in future so that gradually their impact is reduced to nearly zero or eliminate if possible. This can also include training manpower to be proactive to avoid future risks. All department will also generate reports on the status of implementation and its effect on controlling the risks.

Procedure for control measures

Procedure for control measures are based on the following steps:

i. Identification of the Risk level by the concerned department based on the review of semester or annual reporting systems or as and when a situation arises
ii. Classify the nature and level of risk into high medium or low categories and based on the severity of the risks the control measure are classified into short term and long term controls
iii. Based on the category of risk and its impact on the institutional reputation, financial implication, sustainability and effective conduct of operations, the control measures are designed after assessing the cost benefit analysis of control measures versus the impact.
iv. Allocating necessary and appropriate resources and budget as per the control measures in the short and long term solutions of the risks
v. Selecting and implementing the viable control measures as per the timelines defined in the risk management plan by concerned departments
vi. Taking a feedback and reporting status of risk resolution and corrective measures to increase its effectiveness
vii. Reporting the closure of risk resolution and avoiding repletion of the risk incident in future

Department Name-					**Academic Year**		
Responsible person:							
Risk level	**Risk impact**	**Risk control action**	**Time frame**	**Feedback after implementation**	**Measures required for preventing recurrence of risk incident**	**Resources required**	**Remark**

Note: The risk impact is calculated on the extent of severity and damages in terms of qualitative and quantitative aspects of the institutional activities and resources

P. Risk incident analysis and review

President reviews the risk incidents reported by the concerned departments every month and recommends appropriate course of action. The chair or risk assessment committee presents a summary risk analysis report to the President at the end of every semester. President reviews the report, recommends necessary course of action and approves resources required for mitigating such risks in future. The UC decisions are sent to concerned department for implementation. Departments shall update the status of implementation in their monthly report, which will be reviewed by President during a monthly review meeting with the department.

Q. Teach Out Policy

i. Introduction

HUC Risk Management policy includes systems of internal controls. These controls include a number of measures that facilitate an effective and efficient operation, enabling HUC to respond to a variety of operational, financial, and commercial risks. However, in unforeseeable events its risk management policy protects the interest of stakeholders, specially the students to ensure their continuation of studies. The Financial Plan of HUC makes provisions for such contingencies.

ii. Formation of committee

To deal with the unforeseeable or emergency situations, an ad-hoc 'Teach- Out' committee is formed comprising of UC members and Head of Finance (HOF).

iii. Functions of the committee

a. To prepare a general 'Teach-out' plan to rehabilitate the students on rolls at the time of emergency.
b. To ensure the last student is rehabilitated as per the proposed plan
c. To refund the fee as per the provisions made by finance department for such contingencies

iv. Process Flow

a. Gravity of the emergency situation is reviewed
b. A 'Teach-Out' plan is prepared to accommodate the students
c. Ensure the implementation of the 'Teach-Out' plan

v. 'Teach-Out' Plan

a. In case the need arises to discontinue a particular major/emphasis of a program over a period of time, students still enrolled at that point of time shall be given the following options:
    1. Students will be offered to transfer to the existing emphasis/major programs of their choice offered at HUC
    2. Students can opt to transfer their credits to any of the accredited institutions, which have articulation agreements with HUC or any other institutions of their choice.
    3. If the student decides to cancel his registration with HUC, applicable refunds will be offered.
    4. The applicable refund shall be paid over a period of one year.

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b. In case an unforeseen situation arises and HUC needs to wind up its operations completely or decides to discontinue a particular program, the students enrolled at that point of time shall be given the following options:
   1. Students can opt to transfer their credits to any of the accredited institutions, which have articulation agreements with HUC or any other institutions of their choice.
   2. If the student decides to cancel his registration with HUC, applicable refunds will be offered.
   3. The applicable refund shall be paid over a period of one year.

R. Outcomes and measurements

The President and UC reviews the status of risk control measures implemented and necessary steps are initiated to mitigate risks. The risk management activities are conducted on the basis of predetermined time frames the functioning of risk management framework is measured by the IRQAOA office to improve its operation as and when necessary. UC is authorized to evaluate the risk management activities and its impacts during their meetings.

S. Management responsibility

President along with the Risk Management Committee is responsible for establishing and approving processes, procedures and mechanisms by which key matters of risk are identified, and ensuring that strategies are developed to manage such risks.
The Board has responsibility to understand the key risks in operations and ensure, through regular reviews and assessments that appropriate systems are in place to identify and manage these risks, receive regular reports on the management of material risks to HUC.

Board reviews risks based on the reports of Risk Management Committee. An annual risk assessment review and ensures good management and sound fiscal practices.

T. Review of policy, plan and implementation

Description	Responsibility	Timeframe
Review of Risk Management policy	President	Annual
Approval of Risk Management Policy	Board of Trustees	Annual
Developing a Risk Management Plan	Head of Departments	Annual
Review of Risk Management Plan	VP-IRQA	Annual
Approval of Risk Management Plan	President & BOT	Annual
Implementation of Risk Management	Head of Departments	Monthly
Monitoring implementation of risk Management policy	Chair of Risk Management Committee	Monthly
Timely and accurately registering risk incidents	Head of Departments	As and when incident occurs
Review of Risk incidents registered by various units	President	Monthly
Review of Risk analysis	President	Semester

U. Annual review of effectiveness of Risk Management Plan

The Board of Governors shall review the effectiveness of internal control of HUC for each significant risk identified. The Board of Governors will:

i. Review the previous year and examine HUC's track record on risk management and internal control,
ii. Consider the internal and external risk profile of the coming year and consider if current internal control arrangements are likely to be effective.
iii. Make provision for overcoming unforeseen circumstances.

Please refer Risk Management manual for further details

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1i. Multiple Campus Coordination Policy.

Not applicable for HUC

1j. Campuses of UAE Institutions in Other Countries.

Not applicable for HUC

1k. Branch Campuses of Foreign Institutions.

Not applicable for HUC

1l. Terms of Reference of University Council (UC)

Policy number	INST_POLICY_02
Policy name	Terms of Reference of University Council
Policy version	Version 4
Standards applicable	-
Policy owner	HUC
Date of policy development	19 July 2020
Review date	14th October 2025
Date of recent modification	14th October 2025
Next review date	23 June 2026
Approved by	President

A. Formation of the University Council:

The University Council is formed to facilitate the smooth operations of the institution. This council is responsible for managing different academic and academic support operations of HUC. The council is a committee of operational heads of the university and comprises of the President, who is the Chair of the University council, the Vice President-Institutional Research & Quality Assurance, Vice President-Academic Operations, Vice President-Academic Support Operations, the Dean of School of Business, the Dean-School of School of Computing, Dean of Research & innovation, the Registrar, the Director -Academic Engagement and Impact, the Head of General Educations and, the Director of Government and Public Relations, who are responsible for the implementation of strategies and overseeing the daily operations of Horizon University College.

B. Appointment & Term

The UC members are appointed by virtue of their positions and therefore the duration of the membership in the council is decided by the duration of holding the position.

C. Delegation of Powers to University Council:

The University Council (UC) is formed in order to achieve smooth functioning of the institution. This council is responsible for managing the various academic and academic support operations of the University.

The UC is the operational body that executes all the Academic and Academic Support Service activities of the organization within the framework of policies and procedures laid down by the institution under the guidance of the (Chair) President. The UC members report the functioning of their respective units to the (Chair) President at regular interval. This process becomes an important source of feedback about the operations of the institution.

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D. Goals of the University Council

1. To oversee the operations of the departments to achieve the Vision and Mission of the institution
2. To identify the gaps in their operations and suggest changes for the satisfaction of the stakeholders
3. To resolve inter-departmental issues and facilitate better coordination in accomplishing departmental goals
4. To report the progress for the semester and the annual operations to the President

E. Overall Responsibilities of the University Council:

All operational decisions are taken at UC level by the President along with the members which will be implemented during the course of Academic Year. Any strategic issues brought about in this forum will be referred to the President for guidance and decisions.

President as the Chair of the University Council, handles all responsibilities pertaining to HUC operations and takes decisions with regards to overall academic and academic support service operations.

Responsibility of UC includes the following:

1. Planning, implementing and reviewing institutional strategic plan.
2. Planning and monitoring quality control in all aspects of the university's academic progress and related activities.
3. Revise vision, mission and institutional goals & objectives and recommend changes to President and BOT for approval.
4. Review and approve plans, progress of business plan implementation, Budgets, expenditure.
5. Planning and review of student progression, retention and graduation.
6. Performance evaluation report of academics and administrative units as per policies
7. Review of progress and achievement status of the operations of the reporting units as per plan.
8. Review of monthly/semester/Annual closing and self-assessment report of reporting units
9. To ensure policies and procedures are in line with the national and international accreditations and standards.
10. Ensure achievement of goals and objectives of HUC in all the spheres
11. Overall satisfaction levels of students, faculty and staff
12. Status of articulation /MOU agreement with various bodies.
13. Review Institutional Development Plans, and Institutional Standing committees
14. Review of proposals for development of Programs and markets
15. Fact book & Annual report of HUC
16. New initiatives in academics and services

F. Conduct UC Performance Evaluation:

The President is responsible for the evaluation of performance of the Members of the UC as per the Goal setting submitted in the beginning of the academic year.

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1m. Meetings Policy

Policy number	INST_POLICY_05
Policy name	Meetings Policy
Policy version	Version 6
Standards applicable	NA
Policy owner	President's Office
Date of policy development	1 November 2020
Review date	10th October 2025
Date of recent modification	10th October 2025
Next Review Date	22nd June 2026
Approved by	President

A. Introduction

This policy on meetings has been developed by the office of President to have smooth monitoring and control on the progress of all academic and academic support services and closing the loop on related matters. All meetings in HUC should have clear agenda, proper information to attendees, venue and duration of the meeting, including ADHOC and emergency meetings and will record Minutes of Meetings, which will serve as the official record for meetings' decisions and actions taken. This policy is intended to assist the President, UC members, and Heads of Departments in managing the records of HUC meetings. These Minutes of Meetings (MoM) will help to ensure that decisions and actions taken in the meeting are easily retrievable when needed and will help HUC for effective management and compliance.

The President's Office will keep records of all MOMs, which will also be stored in electronic form in the Calendar Management System of HUC for reference.

B. Purpose

The purpose of this policy is

i. To have planned schedules of all meetings, except meetings of urgent nature.
ii. To prepare and maintain records of all meetings and MOMs.
iii. To facilitate the identification and tracking of actions taken on issues and problems resolved and/or in progress.
iv. To ensure implementation of all decisions made.

C. Types and Frequency of Meetings

i. BOT Meeting- As per the Bylaws, there shall be at least two (2) regular meetings per annum and whenever deemed necessary.
ii. External Advisory Council Meeting- There shall be at least two (2) regular meetings per annum.
iii. UC Meeting-Is held once every month and whenever deemed necessary
iv. Academic Meeting- Is held at least once (1) regularly on monthly basis.
v. Academic and Academic Support Clubbed Meeting- Is held at least once (1) regularly on a semester basis..
vi. Institutional Standing Committee Meeting- At least two (2) regular meetings are held every semester.

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vii. Departmental Meeting- Is held once every month.

viii. There may be other departmental level, sub-committees level and taskforce level meetings, which support the operations of the University.
In case the concerned individual is unable to attend the above meetings physically, they may attend the scheduled meeting through a virtual channel provided by HUC.

D. Quorum and Voting

i. A minimum 50% of quorum must be ensured for a meeting to take place.

ii. In case of decisions warranting voting on matters discussed, the Chair has an additional casting vote in case a tie up is reached.

E. Principles and Regulatory Requirement of Meeting Agenda and MOMs

The primary principle of the MoMs is to record the agenda, review, discussion, decisions, and actions taken hence, the minutes will not include only listing of the detailed discussion which transpired.

The following principles will be used.

i. A proper agenda should be prepared and circulated 3 days prior to the meeting.

ii. Agenda items should be aligned with the terms of reference of the committee/council.

iii. Agenda should have the following standing items:
   a. Review of previous MoM dated …..
   b. Matters Arising
   c. Last item should be AOB (Any other Business)

iv. Authorized person or the assistant to the chair of the committee shall take minutes at all meetings including those that are held in-person and through a conference call or webinar.

v. The minutes should include the title of the meeting, academic year, date, time, venue and location; the names of those in attendance and absent. The minutes should follow the order of the agenda along with the name of the person who presented the agenda.

vi. Authorized person or the assistant to the chair of the committee is responsible for recording the minutes in the calendar management system of HUC and the minutes to be available within 2 days after the meeting for the purpose of informing the attendees of the proceedings.

vii. Minutes will begin with the review of the previous meeting minutes and apprising matters at a subsequent meeting in order to provide attendees with the opportunity to validate the status of the decisions taken. There should be a statement that the minutes of the previous meeting were reviewed and approved and had been distributed.

viii. All pending and in progress action points should be recorded in the subsequent meetings until concluded.

ix. Minutes shall record all actions taken during the meeting, including the full text of all motions or decisions or resolution.

x. The President's office will ensure that the approved Minutes of meetings have been recorded accurately in the calendar management system and maintained for no less than five years.

F. Review and Approval of MOMs

A draft version of the minutes shall be available for the attendees once the minutes are stored in the calendar management system. The draft version shall be clearly marked "DRAFT" and is

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subject to revision until adoption by the chair of the committee. MoMs will not be considered officially accepted until approved by a simple majority of the attendees and signed by the chair of the committee.

G. Access and Privacy

Depending on the nature of the meetings, minute records may be public or subject to the information confidentiality classification of confidential or restricted.

Minutes of meeting containing identifiable personal information must be protected from unauthorized access. Confidential and restricted records should be stored according to recommended security measures to protect them from inappropriate disclosure. Access should be provided only on a need to know basis.

Informal notes taken by the attendees to record minutes will not be part of the official record and to be destroyed once the minutes have been approved.

If the proceedings of a meeting are recorded, the recording should not substitute for a written summary of the meeting and should be securely destroyed once the official record has been approved.

H. Principles for Recording Online MOMs

Online meetings and MoMs will be handled in the same manner. Minutes and recordings are not available for inspection or copying by unauthorized person

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MOHESR CAA Standard 2. Quality Assurance

2a. Quality Assurance Policy

Policy number	**IRQA_POLICY_10**
Policy name	Quality Assurance Policy
Policy version	Version 7
Standards applicable	Standard 2.a Standard 2: Quality Assurance- Annex 3: 2a
Policy owner	IRQA
Date of policy development	18 July 2019
Review date	10th October 2025
Date of recent modification	10th October 2025
Next Review Date	22nd June 2026
Approved by	VP-IRQA

A. Introduction

Quality Assurance refers to the process of ensuring quality in all the institutional processes that includes academic processes such as Teaching & Learning effectiveness, Assessment tools, program contents and supporting material. In addition, academic supporting processes such as TED, Administration, Institutional Governance, Finance, Sports, Health & safety, Student Services, and Maintenance are also considered. It evaluates the extent to which all these processes are effective and in line with the vision and mission of the institution. .

B. Policy Statement

IRQA department envisions meeting the Vision and Mission of HUC by designing & developing quality standards in Academic & Academic Support Services and benchmarking with the best practices in higher education.

C. Objectives:

i. Keep all employees informed about the institution's approach to quality
ii. Ensure an appropriate quality assurance system including a set of policies, processes and performance indicators is in place to realize the vision and mission of the University
iii. Ensure appropriate structures are in place to monitor and review the effectiveness of such policies
iv. Ensure timely coordination and orientation on the system in order to attain maximum effectiveness.
v. Continuously monitor the quality of service delivered by academic and academic support units through evaluation of the quality assurance system
vi. Monitor the Risk Management framework to ensure that the Institutional Strategic Plan goals and objectives and the related operational plans achievements and risks are constantly identified and mitigated.

D. Quality Assurance Policies and Procedures

An overarching policy document, requires all policy proposals to conform to a standard framework. This ensures essential information is consistently provided and is available to all those concerned. Essential information includes when the policy was introduced, what it aims to achieve, and who has responsibility for its implementation and review, ownership and approving authority.

The IRQA department ensures the institution provides effective and efficient educational services to its students through various development and review processes as detailed below:

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i. Academic program effectiveness

Academic programs are the core of an educational institution where a student acquires the knowledge, skills and responsibilities to be used in solving the problems in the work place and the society. The effectiveness of academic programs is evaluated by the IRQA to identify the gaps and ensure quality programs are offered at par with International Quality standards.. The sections mentioned below details the evaluation system.

a. Measuring Effectiveness of Teaching and Learning

The quality of teaching and learning in the program will be evaluated based on the inputs received from direct and indirect measures on various components such as:

1. Planning the course delivery methodologies and assessment tools
2. Review of assessment tools in line with the OBEF KPI 2.1 requirements
3. Selection of appropriate teaching pedagogy
4. The provision of a CLO/ PLO mapping matrix aligned with the QF Emirates strands
5. The Assurance of Learning framework to measure the CLOs achievement level for each course. (Refer Assurance of Learning Policy)
6. External evaluation reports on internship
7. Evaluation reports on graduation projects
8. Course file evaluations which includes following:
    - 8.1. Ensure course syllabus meets the MOHESR requirement
    - 8.2. Ensuring formative and summative assessments are moderated and evaluated by more than one individual faculty members
    - 8.3. Evaluating the student performance on assessment components against the rubrics and marking scheme
    - 8.4. Evaluation of Lab-work assessments
    - 8.5. Evaluating course reports submitted by the faculty members
9. Ensuring teaching effectiveness through indirect measurements such as Student Academic Faculty feedback, Alumni Survey (Graduating Students Survey), External Advisory Members feedback and Employer Survey

The Program effectiveness is measured based on the reports received from Discipline Leaders of respective schools and the IQRMC. They regularly oversee the planning and execution of the course delivery at three different stages. Before commencement of the semester they ensure the completion of course syllabus including teaching pedagogy and assessments to meet the requirement of CLO achievement. They also evaluate the progress of the courses during the mid-review.

The IQRMC ensures that the questions in the assessment instruments are having sufficient rigor and depth to assess the students' knowledge skills and competencies.

b. Course planning delivery and assessment

The course planning and delivery is the starting point for ensuring the teaching and learning are effectively carried out during the semester. Based on the course planning, the discipline leaders and the IQRMC shall evaluate the effectiveness of the course using various IE tools that are managed by the Institutional Standing relevant to evaluating academic programs.

1. Academic Planning and Operations
2. Program Review and Revisit
3. General Education Department

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4. Internships
5. Program Learning Outcomes and Course Learning Outcomes Measurement
6. Benchmarking and Best Practices
7. Learning Resource Committee -Library
8. Learning Resource Committee -Information Technology
9. Teaching Effectiveness
10. Academic Progression
11. Feedback from Academic Advising
12. Feedback from Class Representatives in Decision Making
13. Suggestions and Complaints Process
14. Conducting Faculty and Staff Development Programs

c. Learning Outcomes and Examination Analysis

Performance of Course learning outcomes are measured based on the predefined Learning outcomes matrix which clearly indicates the distribution of total assessment weights according to specific learning outcomes. The distribution may vary based on the level of the course nature of assessment tools and the level of learning outcome. The criteria to measure the achievement of learning outcomes is mentioned below for Undergraduate level programs:

i. 70% of the students achieve at least 70% in each learning outcomes at UG level courses

d. Course File and Course Report Review

Faculty members prepare their course file and course report as per the Course File Checklist and Course Report Format respectively developed by IRQA in compliance with the MOHESR requirements. The course file contains the syllabus, teaching material, assessment tools with pre assessment moderation, marking guidelines and rubrics, sample of students answer scripts, students' attendance data, course report, quantitative analysis of student performance with post-assessment moderation, summary of student feedback, instructor's proposals for any course improvements, summary of actions taken to improve the course. Course files also provide evidence related to the delivery of the course in a particular semester. Course files need to be submitted in hard as well as soft copy format. Internal Quality Review and Moderation Committee (IQRMC) from each school verifies all the course files before submitting to IRQA. IRQA shall review the course files and course file evaluation forms for conformity with the MOHESR requirements otherwise, it is returned to the concerned faculty member to close the gaps identified by the evaluators.

IRQA department prepares the summary report and forwards it to the Program Review/Revisit Committee at the end of the year. Program Review Committee reviews the report and provides recommendations to be implemented in the curriculum during its review process.

ii. Academic Support Services Effectiveness

Academic Support Services are the services that are extended by various departments and committees to facilitate students in enhancing their learning experience. The effectiveness of these services is evaluated by the IRQA in order to identify the gaps and ensure quality services are offered. The evaluation of the academic support services is carried out as per below details:

i. Strategic Plan

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The IRQA Department has a major role in developing the Institutional Strategic Plan. This is in line with the strategic directives provided by the BOT. The strategic plan focuses largely on generating and allocating resources to achieve its strategic goals and objectives. The IRQA Department initiates the process of reviewing the strategic plan by evaluating the achievement status of the previous Strategic Plan and gather information from various stakeholders, peer institutions and study the labor market needs nationally and internationally to ensure the growth and sustainability of HUC.

ii. Operational Planning

Operational plans are drawn from the strategic plans and its focus remains on achieving the strategic plan on a semester basis, cumulating into annual plan achievements. The operational plan mainly comprises annual plans and semester plans, which are aimed at carrying out the operations to achieve strategic goals and objectives.

iii. Annual Planning

IRQA department coordinates with various departments and committees to plan for the upcoming academic year by providing them with the necessary guidelines. The departmental planning activities include goal setting, review of goals and objectives, setting KPIs and Benchmarks, review of policy and procedures, review of forms, calendar of annual activities, annual budget requirements, etc.

iv. Institutional Effectiveness System

The Institutional Effectiveness system facilitates HUC in assessing all its programs, courses, processes and services through various assessment tools. The Institutional Effectiveness manual includes details of each assessment tool used in the process of measuring the Institutional Effectiveness System. The manual provides information on the process and the instruments used for measuring the effectiveness of program and its services. It also provides the type of evidence which is required to be collected & analyzed. The manual also includes the steps detailing dissemination of the results of assessment, and the dissemination matrix.

v. Feedback

Feedback is an essential component of understanding the organizational performance on various parameters. The feedback helps in initiating corrective actions and preventing such issues arising in future. This process of gathering information and evaluating the feedback is carried out by IRQA Department.

iii. Dissemination of Suggestion & Recommendation of Feedback and IE Reports

It is the responsibility of the IRQA department to disseminate the actions to be taken as per President suggestions and recommendations to concerned IS Committee Chairs as per IE calendar. The suggestions or recommendations with time frame should be carefully reviewed by IS Committee Chair and their implementation plan should be prepared & submitted to the IRQA department along with the resource requirement including financial budgets. The President should duly approve budgets.

iv. Follow-Up on Implementation of Suggestion & Recommendation of Feedback and IE Reports

The IRQA department schedules meeting with the concerned IS Committees as per the implementation plan submitted by them so as to follow-up the status of implementation. The

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status report is then forwarded to the President who will then take decision of either acceptance or further extension of timeframe for completion of pending actions if any. It is the responsibility of the President's Office to ensure that all the recommendations and suggestions are implemented by the concerned IS Committees and report the implementation status to the President. President places the report in the UC for further suggestions on corrective actions.

v. Review of Institutional and Departmental Goals, Objectives, KPIs and Benchmark

a. Institutional

The institutional goals and objectives are annually reviewed and updated by the IRQA department based on the overall changes in the institution with respect to addition of academic programs, services provided by the institution and additional activities undertaken. President reviews the updated institutional goals / objectives and approves or suggests further amendment as may be required. Upon approval by the President, the revised Institutional Goals and objectives are presented to the Board of Trustees (BOT) for their approval. The goals and objectives approved by BOT are disseminated to departments along with the vision and mission of HUC.

b. Program Goals and Learning Outcomes

The IRQA department coordinates with the Academic Planning and Operations Committee for reviewing and updating the Program Goals & Learning Outcomes on an annual basis through direct & indirect measurements and submits the output to the President for his review and approval. Upon approval by President, the Academic Planning and Operations Committee takes necessary action for implementation of the revised Program Goals and Learning Outcomes.

c. University Council

The IRQA department coordinates with University Council for updating their goals and objectives. The President reviews the updated goals and objectives and suggests changes if required. The final document is then submitted to the President for his final approval.

d. Departmental

Each Head of department will update their department's goals ,objectives, KPIs and benchmarks after a thorough review of various activities undertaken by their department and forwards it the IRQA department for their review. Once reviewed, the document is submitted to the President for final review and approval.

E. Evaluation of Institutional Research & Quality Assurance Department

i. Introduction

The IRQA department is responsible for assisting in planning, monitoring and evaluating the academic and academic support services through its Institutional Effectiveness (IE) system. A committee appointed by the President evaluates the IRQA department annually and provides feedback for improvement.

ii. Evaluation

The evaluation of the department is undertaken in two forms

a. Self-evaluation

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VP-IRQA performs departmental self - evaluation annually to ensure that its goals, objectives, and associated KPI's are achieved., The self-evaluation identifies the gaps and suggests necessary corrective actions to improve the performance. The self - evaluation report is available for review by the internal and external stakeholders.

b. President Evaluation

A three-member committee comprising of an UC member, a faculty member and a staff member shall be formed by the President for the evaluation of IRQA Department annually. The evaluation shall be discussed with IRQA department for necessary improvements.

iii. Evaluation Criteria

a. IRQA performance with respect to the departmental objectives and KPIs
b. Appropriateness of assessment tools and surveys used by IRQA and its validity and reliability
c. Result of qualitative improvements with respect to the programs, courses and academic support services
d. Maintenance of HUC policy and procedures in line with the CAA standards
e. Accuracy of analysis, evaluation and reporting

Refer to **Annexure 3-IRQA Department Evaluation form**

iv. Policy Review:

The Institutional Governance Committee reviews the effectiveness of the Quality Assurance Policy annually and recommends any amendment if deemed necessary. The recommendations are submitted to the President during the Institutional Effectiveness Closing review meeting. If recommended amendments are approved, a copy of the revised policy is disseminated to concerned stakeholders and updated in relevant public disclosure documents.

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MOHESR CAA Standard 3. The Educational Program

3a. Program Planning and Development

Policy number	ACAD_POLICY_01
Policy name	Program Planning and Development Policy
Policy version	Version 4
Standards applicable	MOHESR CAA Standard 3: Educational Programs
Policy owner	Academics
Date of policy development	14 October 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	23 June 2026
Approved by	Dean-School of Business and Dean-School of Computing

The program planning and development policy outlines the process for assessing the need for new program through conducting a market analysis and preparing the feasibility study along with the Financial Analysis and Timed Action Plan for program development. This policy ensure that the proposed programs are consistent with the strategic plan of HUC, proposed enrolment projections of the new program. This includes identification of required facilities, human and non-human resource requirements along with short and long-term budgets. inputs are taken from prospective employers in framing the learning out comes, preparing program structure and details of benchmarking of the program.

A. Committee Responsible for Implementation of Policy

The Academic Planning and Operations Committee which is one of the standing committees formed under the Institutional Standing Committee is responsible for the implementation of this policy. The Committee is jointly chaired by the President, VP-AO and VP-IRQA and comprises of UC members and IRQA staff. If required, Dean of Schools may recommend faculty or staff members, subject experts, industry experts to the President for performing specific tasks related to Program planning and development.

B. Responsibility of the Committee

The main responsibility of the committee is to look into the need for new program in the school as per the future requirements of the industry and as per the emerging trends in the respective field across the globe and prepare the complete plan and submit the report.

C. Process Flow

The committee does a proper market analysis and looks at the competing programs in the region and the globe and then propose a new program for which a detailed feasibility study to be done which will include the need for the program. The committee has to prepare detailed financial analysis and come out with a timed action plan with proper timelines from the time of initial application through semester/years of the program completion.

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Steps:

i. Appointment of program planning and development committee by President
ii. Market analysis for the need and future of the program
iii. Benchmarking of the program with other similar program at national/international level
iv. Take inputs from Prospective employers
v. Preparation of the full curriculum
vi. Analysis of competing programs and projections of resource requirements
vii. Preparation of Feasibility study
viii. Preparation of detailed financial analysis
ix. Timed Action Plan
x. The committee will submit the report for IRQA department review to ensure compliance with MOHESR CAA standards and send for President review
xi. Present the same to UC
xii. Approval from BOT

3b. Program Specifications

Policy number	ACAD_POLICY_02
Policy name	Program Specifications Policy
Policy version	Version 4
Standards applicable	MOHESR CAA Standard 3: Educational Programs
Policy owner	Academics
Date of policy development	14 October 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	16 June 2026
Approved by	Dean-School of Business and Dean-School of Computing

The purpose of this policy is to ensure that program specification document is prepared which can be used as a source of information by employers, students and all stakeholders. The program specifications to be reviewed as and when there are changes in the MOHESR CAA guidelines and when the program review is carried out as per policy of HUC i.e. once in five years. The program specifications should include program title, program, code, authoring team, date of document prepared, dates of initial accreditation, subsequent renewal of accreditation, education aims of the program, learning outcomes, completion requirements, criteria for admission, assessment plan for program and indicators of quality and standards. For new programs, the committee will work on from the inputs and report prepared by Program Planning & Development Committee.

A. Committee Responsible for Implementation of Policy

The Academic Planning and Operations Committee which is one of the standing committees formed under the Institutional Standing Committee is responsible for the implementation of this policy. The Committee is chaired by the President and comprises of Deans from both schools and Head of General Education. If required, Dean of Schools may recommend faculty or staff members,

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subject experts, industry experts to the President for performing specific tasks related to Program specifications.

B. Responsibility of the Committee

The main responsibility of the committee is to prepare program specifications which will include Program title, program code, authoring team, date document prepared, dates of initial accreditation of the program and, where appropriate, subsequent renewal of accreditation of the program, dates of international accreditation and subsequent renewal of accreditation if applicable, academic unit delivering the program, in case of interdisciplinary or jointly offered programs the academic unit primary responsible for the program, delivery modes, educational aims of the program, program learning outcomes, completion requirements, support for students and their learning, criteria for admission, facilities including laboratories, studios or other specialist resources supporting the program, methods for evaluating and improving the quality and standards of teaching and learning, assessment plans for program leaning outcomes, indicator of quality and standards, program matrices or schematic showing: the schedule of delivery, program learning outcomes mapped to course learning outcomes; program leaning outcomes and HUC graduate attributes mapped to descriptors of the QF Emirates for the appropriate program level; teaching and learning met Heads of Departments; assessment met Heads of Departments, etc.

C. Process Flow

The committee will carry out the program review process by collecting inputs from all the stakeholders and then revise/update the program specifications as per MOHESR CAA guidelines

Steps:

i. The Dean of the respective school in consultation with the President will appoint a committee to carry out the program review.
ii. For new program, this committee will take all the details prepared by the program planning and development committee to prepare the program specifications
iii. The committee prepares the program specification and presents to the faculty members of the schools for their inputs
iv. The Dean presents the Program specification in UC for their inputs
v. The Dean then presents it to the President for his review
vi. President presents it to BOT for their approval
vii. After BOT approval, President's office in coordination with IRQA department will disseminate the same to all the stakeholders and ensure it is available for reference

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3c. Undergraduate Completion Requirements

Policy number	ADMN_POLICY_01
Policy name	Undergraduate Completion Requirements
Policy version	Version 5
Standards applicable	MOHESR CAA Standard 3: Educational Programs
Policy owner	Administration
Date of policy development	16 July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	16 June 2026
Approved by	Dean-School of Business and Dean-School of Computing

A. Completion Requirement

i. BBA / BBA in Accounting

Bachelor of Business Administration / Bachelor of Business Administration in Accounting degree is awarded to a student upon fulfilling the following requirements:

a. Students enrolled for a Full time Undergraduate Program must have completed the program within a maximum duration of 6 years and attempted not more than 180 credits. Those enrolled for a Part time Undergraduate program must have completed the program within a maximum duration of 7.5 years and attempted not more than 180 credits.
b. The successful completion of 120 credit hours
c. The number of credit hours as specified in the core, major and concentration
d. Achievement of CGPA not less than 2.00 in the following:
    1. Overall 120 credits earned
    2. In Major / Concentration Courses
e. Students must attain a minimum of "C" grade in every Capstone course
f. Students are required to fill the graduation application along with fee as applicable.
g. Recommended for graduation by Graduation Board

ii. BSIT Graduation Requirement

Bachelor of Science in Information Technology degree is awarded to a student upon fulfilling the following requirements:

a. Students enrolled for a Full time BSIT Program must have completed the program within a maximum duration of 6 years and attempted not more than 180 credits. Those enrolled for a Part time Undergraduate program must have completed the program within a maximum duration of 7.5 years and attempted not more than 180 credits
b. The Successful completion of 120 credit hours
c. The number of credit hours as specified in the as specified in the core and concentration
d. Achievement of CGPA not less than 2.00 in the following:
    1. Overall 120 credits earned
    2. In Concentration Courses
e. Students must attain a minimum of "C" grade in every Capstone course

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f. Students are required to fill the graduation application along with fee as applicable.
g. Recommended for graduation by Graduation Board

iii. BSCS Graduation Requirement

Bachelor of Science in Computer Science degree is awarded to a student upon fulfilling the following requirements:

a. Students enrolled for a Full time BSCS Program must have completed the program within a maximum duration of 6 years and attempted not more than 192 credits. Those enrolled for a Part time Undergraduate program must have completed the program within a maximum duration of 7.5 years and attempted not more than 192 credits
b. The Successful completion of 128 credit hours
c. The number of credit hours as specified in the as specified in the core and concentration
d. Achievement of CGPA not less than 2.00 in the following:
    1. Overall 128 credits earned
    2. In Concentration Courses
e. Students must attain a minimum of "C" grade in every Capstone course
f. Students are required to fill the graduation application along with fee as applicable.
g. Recommended for graduation by Graduation Board

B. Graduation Honors

Upon meeting the Undergraduate Program graduation requirements, students who have attained academic excellence will be awarded certificate of honors to recognize their academic excellence. To be eligible for these honors, a student must have a Cumulative Grade Point Average (CGPA) on credits earned at HUC program as per following:

Cum Laude	An average of 3.50 – 3.69
Magna Cum Laude	An average of 3.70 – 3.89
Summa Cum Laude	An average of 3.9 or higher

C. Graduation Board

The Graduation Board consists of President, VP-IRQA Dean of respective Schools, Registrar and concerned faculty. The Board confirms the graduation award to the students who have Successfully met the graduation requirements. Upon the approval of the Board, the students will be awarded certificate of graduation and are also placed in the list of graduation honors and the Dean's List. . The Graduation Board also confirms eligible students for final Toppers and Graduate Honors as per the Procedure for Toppers / Awards.

D. Procedure:

Step 1: Graduating students file to be prepared by Administration which includes the following:

1. Copy of attested high school / O level certificate
2. Copy of TOEFL / IELTS / PET Academic/ Cambridge
3. Copy of the transcripts
4. Copy of TOC confirmation
5. Final Statement of Account
6. Candidacy sheet containing clearance from all departments
7. Graduation Application form

Step 2: Graduation Board will verify the following components are met:

1. Entry requirements

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2. Academic requirements
3. Graduation Requirements
4. Financial Requirements
5. Departmental clearance
6. Signing on certificates

Step 3: Degree Certificate Preparation process

1. Verify list of graduating students by program
2. Place chips on the Degree and hologram on the transcript
3. Segregate the degrees major wise
4. Academic excellence letter is placed in the folder
5. Toppers list /scholarship letter if applicable is placed in the folder
6. Medals are placed in the graduation kit as per graduation honors list

3d. Course Substitution

Policy number	ACAD_POLICY_03
Policy name	Course Substitution Policy
Policy version	Version 4
Standards applicable	MOHESR CAA Standard 3: Educational Programs
Policy owner	Academics
Date of policy development	14 October 2019
Review date	17 June 2024
Date of recent modification	18 January 2023
Next review date	16 June 2025
Approved by	Dean-School of Business and Dean-School of Computing

Student have to select elective courses during their program by giving three options. Students are expected to select the electives as per their choice and the selected elective will be offered if the class size policy is met. In case the minimum class size policy is not met then the student will be offered as per his second choice and this will continue till the choices are exhausted. In extreme cases and based on the approval from the Dean of the respective school and the Registrar, only one course at undergraduate level may be given as independent study to a student where a faculty member will be assigned and there will be one-to-one interactions with the faculty to discuss the course and carry out the assessments. Courses under independent study, must have to be conducted in the same manner like regular semester course with a proper course syllabus; a minimum of three assessments administered during the independent study period and the conduct of the course must be closely monitoring by the assigned faculty throughout the duration of the independent course.

i. **Committee Responsible For Implementation of Policy**

The Academic Planning and Operations Committee which is one of the standing committees formed under the Institutional Standing Committee is responsible for the implementation of this policy. The Committee is chaired by the President and comprises of Deans from both schools and Head of General Education. If required, Dean of Schools may recommend faculty or staff members to the President for performing specific tasks related to Program specifications.

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ii. Process Flow

After students of a class select their elective, administration department will prepare its schedule accordingly.

Steps:

a. Dean or senior faculty member will give a presentation to students on the various electives available in the program
b. The students are given one-week time to finalize their electives
c. After students finalize the electives, it will be offered as per the class size policy
d. Students cannot change their electives once finalized
e. Class size policy will be followed and in case of not meeting the substitute electives can be offered if students are interested.
f. If the student decides to continue the same elective then he may have to wait till the next time it is conducted.
g. If the student wants to take the course in other MOHESR CAA approved university he will be allowed to pursue the course and the credits will be transferred according to the TOC policy.

3e. Joint Degree Programs (for Undergraduate Program)

Policy number	ADMN_POLICY_03
Policy name	Joint Degree Policy for Undergraduate Program
Policy version	Version 3
Standards applicable	MOHESR CAA Standard 3: Educational Programs
Policy owner	Administration
Date of policy development	31 May 2021
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	23 June 2026
Approved by	Dean-School of Business and Dean-School of Computing

In HUC joint degree program students study at two or more institutions, and upon completion of the program receive a single degree certificate issued by all the participating institutions. A joint degree program is a program that is designed and delivered in conjunction with one or more partner institutions. The partner(s) may or may not be based in the UAE. Typically, a joint degree program will be established to access the partner institution's specialized knowledge and experience.

The partner institutions for joint degree programs abide by the following requirements

a. Each institution in the partnership is recognized and/or accredited as a HEI in the higher education system in which they operate;
b. Institutions offering programs jointly with other institutions based outside the UAE assume primary responsibility for the programs' compliance with the Standards for Program Accreditation, while also meeting the requirements of the partner institutions;
c. Each partner HEI should be legally allowed to offer the joint program, even if the joint degree is to be awarded by a partner;

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d. The joint program is offered in accordance with the legal frameworks of the relevant (sub) national higher education systems involved in the partnership;
e. Faculty of partner institutions teaching in joint degree programs must have appropriate experience and qualifications;
f. Not more than fifty percent (50%) of the program curriculum shall be delivered by the partner institution;
g. If the courses offered by the partner institution are delivered through e-learning or distance teaching, an appropriate portion of each course is delivered face-to-face by a qualified faculty member;
h. A *Quality Assurance Manual*, or a section within a *Manual*, that clearly describes how all quality assurance activities are integrated into a single system to continually appraise and improve the institution as a whole, and specifically any joint programs
i. Faculty of the partner institution are involved in program development and evaluation, utilizing both formal and informal mechanisms to gain information to evaluate the program Students visiting a partner institution, as part of the joint degree program, must offered same learning experience and safeguards;
j. Students visiting a partner institution, as part of the joint degree program, are afforded the same learning experience and safeguards as detailed in the Standards for Program Accreditation
k. Visiting faculty from main campuses and partner institutions are available for an adequate period of time on campus to facilitate an appropriate level of interaction with students outside of the classroom;
l. The joint degree is awarded in accordance with the legal frameworks governing the awarding institutions, and is recognized as a joint degree in the higher education systems of the awarding institutions.

3f. E-Learning

Policy number	ACAD_POLICY_04
Policy name	Contingency Distance Learning (E-Learning) Policy
Policy version	Version 5
Standards applicable	MOHESR CAA Standard 3: Educational Programs
Policy owner	DSOB , DSOC & Registrar
Date of policy development	25 March 2020
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	23 June 2026
Approved by	VP-IRQA and VP-AO

A. Introduction

HUC is in the process of developing a campus in the prime location in Ajman with a state-of-the-art facility. To continue the student's learning journey as per the regular academic schedule, HUC shall implement an online mode of delivering its MOHESR approved undergraduate programs until September 30, 2025. The E-Learning policy of HUC is focused towards offering education through delivery of courses through Online Learning mode, and supports Synchronous Learning,

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taking essence from the Annex 15 of MOHESR CAA-2019 standards. This policy broadly covers the issues related to E-Learning for students, Academic Staff (faculty members) and academic support department/services. The policy is reviewed annually and is based on the guidelines of MOHESR for any updates or roll back to normal mode of operations. The policy provides guidelines to HUC faculty and staff for planning and conducting online classes, assessments and other co-curricular activities for students and faculty during the specified time.

B. Purpose

The purpose of this policy is the use of Information and Communication Technologies to impart education synchronously, provide collaboration between the students and faculty using hybrid-teaching methodologies, share educational resources, and provide a digital framework to provide support and administrative services.

C. Objectives

Objectives of the policy are:

1. To achieve the Learning Outcomes using synchronous digital communication, thus enabling classroom experience (Hybrid mode) at distance.
2. To enable a single unified digital collaboration interface that enhances educational experiences amongst students, faculties, and industry experts.
3. To provide a unified communication platform to enable digital support transactions between students and administrative support services.

D. Operational Structure

The policy is shaped by forming a fully functional Learning Resources Department and operating under strategic guidelines from the Dean(s) of both Schools. The department encapsulates the functioning of Library and Computing Resources holistically, and works closely for implementation through existing IS Committees of Learning Resource-Library Committee and Learning Resource-Information Technology Committee.

E. Budget

The Finance Department proposes the annual budget, including budget for E-learning requirements in coordination with the Academic Planning and Enhancement Committee. This budget for E-Learning generally covers expected expenses on ICT-related hardware and software, Scorm Creations, outsourcing, training and human resources, procurement of e-resources, etc. The Finance Department submits the proposed annual budget with E-learning component to VC. The VC reviews and takes a decision on approval of this budget based on the long-term and short-term requirements of HUC.

F. E-Library

Access to the library is the most crucial aspect in the Online learning process. The Academic Planning and Enhancement Committee has specified the means and methods through which the traditional library can be accessed online using the LMS Portal.

The e-Library has been re-engineered to provide an access to all research subscriptions, e-books, My Lab resources, using secured Learning Management System. In addition, a separate Library channel is created for students to interact face to face using MS-Teams, and reserve the resources as per the Book issuance and return policy.

The complete access to Library Resources and services can be availed through Active Directory Login ID and password provided to all students, faculty and staff by authenticating it from

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Learning Management System (LMS) Portal (https://lmsserver.hu.ac.ae/) Stepwise e-library access manual is prepared and can be referred in the **Annexure A-E-Library Guidelines**.

G. Online learning classes

HUC shall use the Microsoft Teams platform for online course delivery to its students.
As soon as a course batch is created, and students are enrolled, the Student Management System [Admin Module] automatically pushes the Course Details to Moodle based Learning Management System [LMS], and TEAMS are created by IT Department in **MS-TEAMS** through an automated PowerShell Script. As and when a student is added in the Course, or removed from the Course, the script synchronizes the student's Active Directory ID's with LMS (using API) and MS-TEAMS (using PowerShell Script).
In all the online classrooms, Smart Interactive boards, with Artificial Intelligent Voice Recognition Video Conferencing System, is made available. The Faculty logs in using their login credentials, enters their TEAMS's profile, and selects the appropriate class for delivering online Learning Session.
The framework governing the use of MS-Teams is defined in Synchronous Learning under IT management & security Policy of HUC, and detailed usage of MS-Teams for students and faculty can be referred in the E-Learning Manual. The usage of Learning Management System to access the e-Services is provided in e-Services manual can be referred in the E-Learning Manual. **Annexure B - IT management & security Policy**
Faculty will be allotted the courses for E-Learning as per the workload defined in faculty handbook and the same compensation will be applicable for all faculty members as was followed by regular classes on campus. Faculty members will be responsible for identifying relevant tools/methodologies /simulations etc. to ensure active engagement of students during e-learning classes. Any content prepared exclusively for the online classes will belong to HUC and the faculty member.

H. Student Attendance during online classes

The student attendance for each online class will be captured by the system based on their credential. The faculty member shall download the attendance report for each online class from the MS-Team, and mark the same in the Attendance Management System. The students' attendance in the Fall 2025 semester will be calculated by combining their attendance in the online classes as well as their physical presence during the onsite classes. The eligibility of students to appear for the Final examination conducted at the end of Fall 2025 semester will be based on this consolidated attendance in compliance with **Annexure C - Student attendance policy**.

I. Review of online conduct of classes

The Deans of the schools must conduct an online meeting with all the faculty members regularly to discuss the good practices followed in online teaching and discuss any problems encountered during the online sessions. Their feedbacks are discussed with the Academic Planning and Enhancement committee to take corrective measures to be more prepared and better experience while conducting the online classes. Faculty members should prepare their sessions in such a way that they are able to engage students.

J. Online Advising

Faculty members must be available online for the students for advising as well as discussing academic issues as per the advisory schedule and whenever needed an online meeting to be conducted with the students.

K. Updates in Course Syllabi based on online integration

In order to ensure that Synchronous and Asynchronous component of imparting education through Distance Learning mode is taken care, HUC recommends all the faculties to ensure:

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i. The Core Text Books, wherever possible, is replaced with e-Book from Pearson MyLab or Vital Source.
ii. Academic Teaching Strategies should include online Learning strategies such as E-Learning, SCORMS, Simulations, Activity based Learning, Pearson MyLab/Vital Source, Live Projects etc are included as a part of Course Syllabus.
iii. The Subjective Assessments, Case Studies, Project-Work should be integrated with Turnitin to avoid Plagiarism, with clear reference to Plagiarism Policy.
iv. While specifying the assessment, its type, its weightage, and CLO's measured should be clearly mentioned, with the presence of Assessment-CLO-PLO matrix.
v. In the Weekly plan, it is must to fill the Additional reference section, wherein the e-Resources specified should be available and mentioned in the Reference book and Resource section of Course Syllabi.
vi. The Exam Assessments in Online Exam Server must be created based on Course Learning Outcomes, wherein in case faculty wants to measure multiple CLO's, then a separate section must be created in the Online Assessment for the same.
vii. In order to ensure rigor is maintained, no course syllabi is accepted in MS-Word format, but needs to be submitted through Academic Management System. Once created, it is reviewed by the Dean, and on approval forwarded to the President for the final approval. After receiving the confirmation, the Course Syllabi is auto loaded in the LMS server, with a blank template of 16 weeks.

L. Course Development & Approval

Faculties of both the schools seeking to design an online course, or convert face-to-face course for blended or online delivery needs to coordinate with E-Learning department, wherein the complete script of the course needs to be created before it is transferred to Instructional design team, consisting of Designer, Animator and Developers. The faculties must take a formal approval through dean and submit their detailed plan so that E-Learning department can create a scope document with an estimated delivery timeline. Once the scripted and chapter/topic wise contents are received, and scope of work is approved, the designers and developers will create the SCORM's and once approved by Faculty, it will be forwarded to respective Dean to take necessary approval before it is transferred to Learning Management System.

M. Online Assessment and Examination

Regular trainings to faculty members on how to create online assessments using LMS and online examination server are conducted so that they can create & conduct the assessments as per the Course schedule and ensure that course-learning outcomes are met. Faculty members should conduct formative and summative assessments as per the Course syllabus to ensure that students are able to understand the concepts that are being taught by the faculty members. Academic Planning and Enhancement committee in consultation with Computing department took the following initiatives to maintain the sanctity of assessment and examination.

i. Online Exam server was upgraded with Moodle System and Safe Exam Browser in order to conduct for online examination.
ii. E-Proctoring system should be used to verify the integrity of the examination.
    1. For secure and monitor the environment to prevent cheating.
    2. locks the operating system and prevents unauthorized access to other pages, software or communication tools.[Safe Exam Browser]
    3. monitors all exam activity in real-time and will detect fraud attempts and report them to the administrator.[using MS-TEAMS]
iii. Faculty members are provided with regular training to conduct online examination

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iv. Monitoring & Exam schedule are prepared and communicated to all concerned by administration department well in advance.
v. Maximum number of students for examination at a time will be restricted to manage and utilize IT resources effectively.
vi. e-circular is sent to the students for online exams by administration department

Faculty members are advised to accept assignments, case studies, projects, exercises and other submissions by the students for continuous valuation through Turnitin plagiarism software, which is already integrated to the LMS. Faculty members are also advised to educate, inform and follow **Annexure D-Student Academic Integrity and Plagiarism Policy**.

N. Information Security

In order to provide secured access to critical data resources by authorized members only, HUC maintains a comprehensive IT Management and Security policy. This policy defines the protection against cyber-attacks, and intrusion prevention and aims at:

i. Protecting critical university data resources that can be accessed based only by authorized people and sensitive information is protected from the reach of unauthorized access, thus maintaining Confidentiality of Information Resources.
ii. Ensuring that data should not be changed, accessed and altered by unauthorized people, thus ensuring Integrity of Information Resources.
iii. Ensure the reliability of network infrastructure and its high availability.

The policy includes information security issues related to online classes, assessment, examinations, and online services. Please refer **Annexure B-IT management & security Policy**.

O. Copyright of study materials

Faculty members are expected to understand and follow the UAE copyright law and ensure that online resources are directly related to the course content and are available to only students enrolled in the course. The students should be notified that the materials used are subject to copyright protection while using study materials, case studies, simulations etc. from various sources.

P. Online Industry Interactions

In order to provide students with an exposure to listen to eminent speakers from various domains, the Corporate Affairs Office shall collaborate with industry experts for delivering online guest lectures. The one-hour interactive lectures shall focus on topics to enhance the achievement of course learning outcomes of the students as per the course syllabus.

Q. Internship/Projects

Internship / project is an integral part of the undergraduate program offered at HUC. The Corporate Affairs office shall arrange onsite internships for students. The orientation on internship must be provided online by the Student support department. Each student shall be allocated a faculty supervisor to provide them guidance throughout their internship period and evaluate the successful completion of the internship course by the student. Students during internship will be meeting their faculty supervisor and company supervisor virtually by using MS Teams platform. The faculty members will also contact the company supervisor virtually to discuss the progress of the student. After completion of internship/project students will submit the final report to the respective faculty supervisor. The viva voce for the projects will be conducted online using MS-Teams and the full session will be recorded for the records.

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R. Student E-Services

The purpose of e-Services at Horizon University College, is to provide alternate channels of communication, wherein students can reach to service providing department and mitigate their concerns, and resolve their queries without visiting the campus. All the services which were offered during the student's physical visits are made available over the portal, and the services which have financial value is linked to e-payment gateway.

Online Requests covers all types of known or process driven transactions the students wants to apply for; This includes Financial Transactions (Statement of Account, Withholding the Payment etc.), Academic Document Requests (Transcript, Certificates, Letters for the Employers etc.), Administrative & Registration Requests (Change of concentration/ major, Course Withdrawal, Semester Postponement, and Cancellation etc.), and Transport Requests (Location Change), Hostel Transactions etc.

Students not only can track the status of their services, but all documents are delivered on-line thus achieving the sustainable objectives by going paperless. The history of all services availed by students is available as logs along with necessary attachments that can be accessed whenever desired.

Students can authenticate themselves using their Single Sign on (SSO) Active Directory Student ID and password, and can select the services they want to avail from the landing page (https://lmsserver.hu.ac.ae). Please refer **Annexure E-E-Services guidelines** for details.

S. Training and Orientation Programs

However, HUC have already conducted several online training and orientation programs in for different stakeholders. E-learning committee in coordination with TED department and members of the committee will keep organizing online training and orientation programs separately for faculty, staff and students to best use of the online resources for effective learning experience.

i. Training Orientation Programs for Faculty Members

a. All online training and orientation programs for the faculty members will be coordinated by the Deans of the schools.
b. Deans of the respective schools will keep on conducting regular meeting with their faculty members to take their feedback, problems, issues, and suggestions to upgrade online experience.
c. Faculty member's online training and orientation sessions will broadly cover on newly added/integrated features and resources on LMS related to online classes, assessment, evaluations, examination, issues related to academic integrity and plagiarism (Turnitin Software) etc.
d. Faculty members will also be trained and encouraged to conduct online training sessions for corporates, government and society, conduct webinar, attend training and certificate programs, attend webinar, conferences etc.

ii. Training for Staff

a. All online training and orientation programs for staff will be coordinated by the TED department.
b. Head of departments and TED department will keep on conducting regular meeting with their staff members to take their feedback, problems, issues, and suggestions to resolve issues related to online operations/services provided by the staff.
c. Staff members online training and orientation sessions will broadly cover on newly added/integrated features and resources to their online operations/services.

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iii. Training for Students

a. All online training and orientation programs for the students will be coordinated by the Student support Department (SSD).
b. SSD will keep on conducting regular meeting with students to take their feedback, problems, issues, and suggestions to upgrade online experience for classes, evaluation, exam and other services.
c. Students online training and orientation sessions will broadly cover on newly added/integrated features and resources on LMS related to online classes, assessment, evaluations, examination, issues related to academic integrity and plagiarism (Turnitin Software) and other online services etc.

T. Review of the Policy

This policy shall be reviewed at the beginning or every academic year. The updated/amended policy will be placed for approval of President and the Dean(s) of both the Schools.

3g. Additional Degree from the Same Institution

Policy number	ADMN_POLICY_04
Policy name	Additional Degree
Policy version	Version 5
Standards applicable	MOHESR CAA Standard 3: Educational Programs
Policy owner	Administration
Date of policy development	21 July 2019
Review date	7 August 2025
Date of recent modification	7 August 2025
Next review date	13 June 2026
Approved by	Dean-School of Business and Dean-School of Computing

A. Additional Undergraduate degree

Students who have earned an undergraduate degree in HUC with a Cumulative Grade Point Average (CGPA) of 2.0 or above, are eligible to earn an additional undergraduate degree from HUC by completing additional 30 credits from other undergraduate program in the related field which is distinct from the first degree. For the additional undergraduate degree program the student must complete projects/ internship applicable for the additional undergraduate degree opted. Projects/ internship completed in the first degree will be not be considered as a substitute for the additional degree requirement.

B. Additional degree application requirements

Students who are interested in obtaining an additional degree should submit the following:

1. Fill an application for admission to additional degree
2. Submit the transcript / degree certificate
3. Pay the applicable fee for obtaining additional degree

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3h. Academic Progress.

Policy number	ADMN_POLICY_06
Policy name	Academic Progress / Academic Standing Policy
Policy version	Version 3
Standards applicable	MOHESR CAA Standard 3: Educational Programs
Policy owner	Administration
Date of policy development	16 July 2019
Review date	7 August 2025
Date of recent modification	7 August 2025
Next review date	13 June 2026
Approved by	Dean-School of Business and Dean-School of Computing

A. Academic Standing Undergraduate Program

All students enrolled at HUC shall be monitored very carefully for the qualitative and quantitative satisfactory academic work completed during their study. A student will be evaluated at the end of every spring semester by Student Administration and Examination Committee for the following:

i. Qualitative Requirements

Qualitative requirement is completion of minimum credits with CGPA as per the below table:

S. No.	Credit Hours Attempted	Minimum CGPA
1	1 – 30	1.50
2	31 – 45	1.70
3	46 – 60	1.85
4	61 and above	2.00

ii. Quantitative Requirements

Student must complete at least 67% of all credit hours attempted. An attempted credit hour is defined as, any course that the student has enrolled for, in the semester. Successfully completed credit hours refer to the hours in which the student has received a letter grade of A, B+, B, C+ or C. For Capstone courses, a student needs to receive a minimum of 'C 'grade or above.

For calculating the completion rate of academic work, D+, D and F grades are calculated as not completed; however, for the purpose of CGPA calculations, the 'F' grade will be taken into account. 'W' status will be treated as attempted but not completed, however, it is not counted for the purpose of CGPA calculations.

iii. Probation / Warning

Student is placed on probation at the end of Spring Semester if s/he does not meet the minimum requirements as per the information provided in sections (i) & (ii) above; the student is expected to improve his academic performance during summer and fall semesters. In case the student does not improve, he is served with a final warning for the next semester to be considered as final probationary semester.

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iv. Final Warning

Student is placed on final warning at the end of Spring Semester if s/he is unable to perform well and meet the requirements during probation period and the student is expected to improve his academic performance during summer and fall semesters. In case the student does not improve, he is served with a suspension for the next semester.

v. Suspension

In case the student is unable to improve the performance in spite of the final warning on probation, student will be placed on academic suspension [Suspension-1 & Suspension-2].

Suspension-1 means when student does not achieve the required CGPA during the suspension status will be automatically placed in suspension-1; even after being in suspension-1 if the student does not improve the CGPA then he will be placed in suspension-2 in the next semester.

Students on suspension status are required to file an appeal with the administration department for allowing them to continue their studies in the following semester. The Satisfactory Academic Progression (SAP) committee may allow the students to take the courses according to their academic profile with the following condition:

a. Suspension 1

Case 1

Student is allowed to take 1 to 3 courses [‘F‘grade or new course], if his/her CGPA greater than 1.5.

Case 2

Student is allowed to take 1 to 3 courses [‘F‘ grade or ‘D‘ Grade only], if his/her CGPA between 1 & 1.5.

Case 3

Student is allowed to take 1 to 2 courses [‘F‘ grade or ‘D‘ Grade only], if his/her CGPA less than 1.

b. Suspension 2

Student is allowed to take 1 to 2 courses [‘F‘grade or ‘D‘Grade only], students in suspension-2 must improve their performance to good standing otherwise, again, they will fall under suspension and will not be allowed to enroll in the courses for a period of one semester. Such a student needs to apply for provisional readmission after the semester. However, the SAP committee reserves all the rights to take the decision.

Example:

The committee gives the student a chance to improve his CGPA by taking up one or two repeating courses and also decides the grades to be scored by the student.

Case 1

The student scores the above grades decided by the committee at the end of this semester if the student achieves a good standing at the end of this semester, he has to appeal to the committee and the above process will continue till he achieves the good standing.

Case 2

The student does not score the above grades decided by the committee at the end of this semester the student will be suspended for one semester and may be provisionally readmitted to classes after one semester of suspension to improve their CGPA. The student may take the courses in which they have secured a ‘D‘ or an ‘F‘ grade.

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c. Dismissal

In case the student has not achieved 'Good Standing' as per section (i) & (ii) above at the end of Suspension-2 semester, the student shall be dismissed and dismissal will be reflected in his transcript. In this case No refund of fees is allowed.

3i. Assessment and Grading Policy

Policy number	ADMN_POLICY_07
Policy name	**Assessment and Grading Policy**
Policy version	Version 8
Standards applicable	MOHESR CAA Standard 3: Educational Programs
Policy owner	School of Business and School of Computing
Date of policy development	16 July 2019
Review date	3rd October 2025
Date of recent modification	3rd October 2025
Next review date	23rd June 2026
Approved by	VP-AO

A. Assessment

Assessments in higher education provide vital inputs to the university about the effectiveness of teaching-learning process, ability of students to comprehend and apply the concepts. Assessments also provide a direction and scope for improvement in quality and rigor of the course as well as the program.

School of Business (SOB) and School of Computing (SOC) assess students through a variety of assessment tools in each course in their programs. These assessments are aligned to the requirements of Ministry of Higher Education and Scientific Research (MOHESR) standards, UAE, and to meet the requirement of QF Emirates Framework Strands: Knowledge, Skill, and Responsibility.

Assessment tools are developed to be consistent with the course learning outcomes (CLOs) in all levels of programs offered. All assessment tools are expected to evaluate the students based on the rubrics for grading purposes. Assessments are done at two major levels, one at the course level direct measurements leading to the fulfilment of the graduation requirements, whereas the indirect measurements ensure effectiveness at the level of the program.

This policy is aligned with the MOHESR Outcome-Based Evaluation Framework (OBEF) – KPI 2.1: Assessment Quality Review and supports HUC Strategic Plan Goals 1 (Excellence in Academics) and 5 (Institutional Reputation & Excellence) by ensuring valid, reliable, and auditable assessment practices.

i. Assessment of a Course

Courses offered in all HUC programs are assessed out of 100 marks through two summative components with the following weightages:

1. Continuous Assessment – 60% weightage
2. Final Assessment – 40% weightage

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ii. Continuous Assessment

The continuous assessment must be of 60% of the total weightage of the course. Depending on the nature, level and course requirements, the faculty member determines and specifies a judicious mix of different types of continuous assessments in the course syllabus along with its weightage, nature, scope, and its completion schedule. All assessments need to be prepared as per the mapped Course Learning Outcomes (CLOs) with applicable QF Emirates level and sub-strands. The faculty members are advised to have between 2-3 continuous assessments in a course, with weightage of each assessment ranging between 10-30% (inclusive and preferably in multiples of 5), which may include following types of assessments:

1. Class Test
2. Individual / Group Assignment
3. Individual / Group Project
4. Case Study
5. Mid Term Assessment
6. Lab Assessment
7. Research based Assessment
8. Presentation
9. Internship Internal Assessment
10. Any other, prior approved, assessment tool as per MOHESR CAA standards
11. Assessment by Industrial Partner
12. AI-Assisted Assessments
13. Practical Assessment

Faculty member must ensure that no multiple choice, Yes/No, True/False, mapping type of questions are asked in any assessment component, and conduct all continuous assessments as per the schedule in Course Syllabus and during scheduled classes. Faculty should assign appropriate time/duration of the continuous assessment depending upon nature and scope of the assessment. Faculty member must inform all the enrolled students for any deviation or adjustment in the assessment schedule and mention in the course report.

Continuous assessment marks for each course must be finalized by the faculty member before conduct of the final exam. In case of appeals related to continuous assessment, students must refer to the **"Student Appeals Policy".**

iii. Final Assessment

All eligible students (having at least 75% attendance in class as per, student attendance policy) should be allowed to appear in any of the following final assessments, which will be of 40% weightage,

1. End Term Examination
2. Individual/Group Project including Presentation
3. Business Plan including Presentation
4. Term Paper including Presentation
5. Internship Final Report with Viva Voce (for undergraduate students)
6. Any other, prior approved, assessment tool as per MOHESR CAA standards

All End Term Examinations of the courses offered in the semester will be conducted by the Examination Department, in the last week of the semester as per the Academic Calendar for two-hour duration and 40% weightage for undergraduate programs. Any other type of final assessment planned and approved in the course syllabus must be completed in the last week of

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the semester with proper scheduling and information to all concerned in advance. Final assessments must demonstrate coverage of mapped CLOs and QF Emirates strands and will be included in institutional analytics for OBEF KPI 2.1.

In case of appeals related to Final exam, students must refer to the **"Student Appeals Policy".**

iv. Formative Assessment

In addition to above mentioned summative assessments for grading of the course, faculty member may include a variety of formative assessment in line with summative assessments, depending upon course requirement and level of the program.

v. Guidelines related to assessment for faculty members

The faculty members must adhere to the below given guidelines related to course assessments:

a. Must submit scanned and physical copies of all continuous and final assessments for each course to Administration
b. Each assessment must measure the intended learning outcomes of the course
c. The assessment must evaluate specific skills or competencies from the curriculum
d. The assessment of the undergraduate program must meet the QF Emirates Level 6 Descriptors
e. Assessment methods used, such as exam, project, presentation, etc. for each course must be appropriate for its intended purpose
f. Must ensure accuracy and consistency in each assessment
g. Grading criteria must be clearly defined, published, and aligned with the assessment tasks
h. Grade distribution must be fair, unbiased, and not inflated
i. After evaluating the assessment, faculty members must provide timely, actionable, and constructive feedback to the students to support their learning and evidence of feedback given must be maintained with the assessment copies

vi. Assessment of Internship

For Assessment of Internship, please refer Internship guidelines in the **Internship Manual** of respective schools**.**

vii. Quality Check, Moderation and Audit of Assessments

The quality and rigor of all the assessment tools in each course is monitored through a process of **pre-assessment quality review** and **post assessment moderation**.

a. **Pre-assessment quality review:**

The quality check of the assessment tool, is done by the Internal Quality Review and Moderation Committee (IQRMC) consisting of Discipline Leader, Program Chair, Dean, Head-General Education and an Internal Subject Expert (other than the faculty teaching the course).

Faculty members need to submit the following documents to the IQRMC at least one week before conducting the assessment for seeking the approval.

1. Course syllabus
2. Pre-Assessment Quality Review Form
3. Assessment instrument (2 sets for each assessment-continuous and final)
4. Rubrics and Marking Scheme

The faculty member must incorporate the suggestions given by the IQRMC committee and revise the assessment tool. Following which below actions must be undertaken by respective faculty member;

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1. In case of continuous assessment, the faculty member needs to administer his/her assessment as per schedule.
2. In case of final term assessment, submit the revised final assessment tool as per the Examination policy.

b. **Validator Sampling Readiness:**
For each course, the IQRMC and course instructor shall maintain validator-ready sample packs (assessment tool, two versions where applicable, rubric/marking scheme, three evaluated samples—high/average/low—for each assessment component, moderation forms, and feedback evidence) prepared in accordance with the OBEF "3R" Sampling Protocol (Representative, Random, Reliable).

c. **Post-assessment moderation and evidence archiving**
The Moderator's review (low/high/random samples), outcomes, and any required re-marking decisions shall be documented and uploaded to the SIS/ERP as part of the course file within five (5) working days of result publication. Sample packs will be retained for a minimum of five (5) years for MOHESR validation.

viii. **Institutional KPI Governance & Reporting**

a. Ownership: The Registrar (evidence stewardship) and IRQA (institutional effectiveness) jointly own assessment analytics and reporting for OBEF KPI 2.1.
b. Dashboards: Assessment results (CLO–QFEmirates mapping, moderation coverage, turnaround time for feedback, grade distributions) will be consolidated into program and institutional dashboards each term and included in annual reports.
c. Sampling Indexing: Course files must index validator packs by program, course code, semester, and cohort size to support Representative, Random, Reliable sampling during MOHESR audits.
d. Retention: Course assessment evidence and validator packs are retained for five (5) years (minimum), unless a longer period is mandated by accreditation cycles.

B. Evaluation of student Responses

Faculty members need to evaluate each student responses of all the assessment components according to the rubrics and marking scheme as per the CLOs and QF Emirates sub-strands. Faculty members should provide the comments for improvement and award the marks for each sub-strand, on each student response for all the assessments.

Faculty member must ensure completion of evaluation of all assessments and uploading marks on Academic Management System(AMS)/ HUC ERP as per the schedule/calendar and decide samples of three evaluated soft and hardcopies of students responses (best, average and low) for each assessment tool for preparation of course file.

Faculty member must submit the hard and/or soft copies of the entire cohort of evaluated student assessments with remarks to the Administration department for audit by the IQRMC or by any other accreditation body at any point of time after the conduct of assessments and their evaluation. The students assessments for all courses must be maintained in Administration for a period of at least four years.

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C. Marks Entry in Academic Management System (AMS)

The marks entry system in AMS enables the faculty member to enter the marks as per the CLOs and mapped QF Emirates sub-strands. Marks entry of each assessment component must be entered by the faculty member in AMS/ ERP as per the due dates specified in the course syllabus/ examination calendar. Continuous assessments marks for each course must be entered in AMS/ ERP by the faculty member and announced to the students by the Administration department before conducting the Final examination.

D. Academic Integrity and Plagiarism Policy

Faculty members must follow the applicable Academic Integrity and Plagiarism Policy in all assessments and academic matters. All cases of violation of academic integrity and plagiarism must be dealt with as per the policy and the action/faculty comments/decision to deal with plagiarism violations must be entered into AMS/ ERP.

E. Grading of Course

Each course, irrespective of program, level and credits will be assessed out of 100 marks inclusive of continuous and final assessments. The grades awarded for the undergraduate programs are detailed in following sections.

i. Undergraduate Grading System

The undergraduate grading levels of the university is mentioned in the Table-1 given below.

Table 1- BBA / BBA in Accounting /BSIT/BSCS Grading Levels

Letter Grade	Grade Range	Grade Points	Defining Points
A	90-100	4	**Outstanding**
B+	85-89	3.5	**Excellent**
B	80-84	3	**Very Good**
C+	75 -79	2.5	**Good**
C	70-74	2	**Very Satisfactory**
D+	65-69	1.5	**Satisfactory**
D	60-64	1	**Pass**
F	Below 60	0	**Fail**
I	**Incomplete**		
W	**Withdrawal**		

a. Pass grade for the Capstone course is C. Students must repeat all capstone courses with grades less than (C) to qualify for graduation.
b. Minimum grade of D for individual courses is considered as pass grade. However to meet the graduation requirement an overall CGPA of 2 is required.
c. "W" status indicates that a course has been withdrawn (Dropped) by the student. Any withdrawn course must be re-taken to fulfil graduation requirements. A "W" status does not affect the CGPA, but will remain in the student's records.
d. If a student is unable to take a scheduled first sit final examination due to sickness, accident, death in family, a mitigating circumstance form must be submitted by the student through the Learning Management system on the day of the examination. In this case, an Incomplete "I" is designated in the transcript.

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e. Incomplete ("I") is a temporary and exceptional status which may be assigned based on the decision of the Grade Appeals Committee as per Student Appeals policy. In such cases, a student may opt for a resit exam as per the Examination policy.
f. Status "I" must be updated by the Administration within stipulated timelines for each of the following cases, otherwise an "F" grade will be awarded.
    1. Absence from Final exam till the conduct of resit exam (Refer Student Appeals Policy and Examination policy)
    2. Incomplete Internship requirements until the end of next regular semester (Refer Internship policy and Examination policy)
    3. Incomplete Senior/Graduation Project until the end of next regular semester (Refer Student Appeals Policy and Examination policy)

Conditions for assigning 'Incomplete' grade:

The following conditions must be met at all times when assigning an Incomplete Grade:

a) Proper excuse (Medical or otherwise) must be submitted and approved before the commencement of the next semester.
b) Student attendance must be acceptable as per the attendance policy until the date of the execution of the 'I' status.
c) An "I" status is not to be assigned in place of a Failing grade "F".

ii. Grade Point Average (GPA) – Undergraduate Program

Grade Point Average is determined by dividing total grade points earned by total credits attempted. GPA is calculated for each semester (SGPA) and Cumulative Grade Point Average (CGPA) is calculated for all credits attempted at HUC as shown in Table-2 (Transfer of Credits from other Universities is not included in CGPA calculations).

Table -2 GPA/CGPA Calculation

Grade Points	Multiply	Credits	Equals to	Total
A – 4	X	3	=	12.0
B+ – 3.5	X	3	=	10.5
C+ – 2.5	X	3	=	07.5
D – 1	X	3	=	03.0
F – 0	X	3	=	00.0
		15		**33.0**

1. To be eligible for graduation, a student must achieve the following:
    a. an overall CGPA of 2.0 or greater
    b. a GPA of 2.0 or greater in concentration courses

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$$GPA = \frac{Grade\ Points\ Earned \times Course\ Credits}{Total\ Credits\ Attempted}$$

$$GPA\ (1\ Course) = \frac{2 \times 3}{3} = 2\ \ 'C'$$

$$CGPA = \frac{Semester\ Grade\ Points\ Earned \times Course\ Credits}{Total\ Credits\ Attempted}$$

$$CGPA = \frac{4 \times 3 + 3.5 \times 3 + 2.5 \times 3 + 1 \times 3 + 0 \times 3}{15} = \frac{33}{15} = 2.2$$

GPA - Grade Point Average

CGPA - Cumulative Grade Point Average

iii. Mitigation/ Grade Improvement Examination

After declaration of results by examination department as per the university calendar, students meeting following conditions can apply for Mitigation/grade improvement examination in specified time duration and with applicable fee.

a) Students have scored F grade or were absent in End-Term Examination or Presentation/viva voce.
b) Undergraduate student scored D+ or D grade only, for grade improvement.

Examination department will coordinate and schedule Mitigation/Grade Improvement examination/Presentation/Viva Voce with respective faculty member/Program Chair/Dean and update the marks/grades scored by the student.

Mitigation/Grade Improvement will not be based on any Continuous Assessment component. Grade scored by the student appearing in Mitigation/Grade improvement examination MUST replace previous grade (including lower grade) and is restricted maximum up to B+.

iv. Post Assessment Moderation Upon completion of every assessment and its evaluation in each semester, the Program Chair allocates a full-time faculty member (Moderator to review all assessments, including continuous and Final, for each course. The moderator selects a minimum of 2-low, 2-high and 5-randomly selected evaluated student samples from the entire cohort for review and moderation. In case of cohort size up to 10, all student assessments need to be reviewed by the Moderator. A Self-study course is not eligible for Moderation. This sample review of students' assessments done by the Moderator is to verify that the marks and feedback given by the instructor/faculty members (first evaluator) are appropriate for the level of study, awarded fairly and consistently, and in line with the relevant assessment criteria, rubrics and marking scheme. The Moderator shall submit his "Post Assessment Moderation Form" for assigned courses to the Program Chair. The "Post Assessment Moderation Form" submitted by the

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Moderator will be shared with the concerned faculty member for inclusion as a part of his course file. In case, a Moderator finds any major inconsistency, the Program Chair will ask the faculty member to reevaluate the assessment for the entire cohort, and will discuss the matter with the Dean for further consideration.
Post Assessment Moderation must be included in the Course File.

v. Consolidated Course Assessment Analysis

As the marks scored by the students on each sub-strand of QF Emirates for all assessments are entered in Academic Management System, the system will generate a Consolidated Course Assessment Analysis Matrix as part of the Course Report.

Table 5: Sample of Consolidated Course Assessment Analysis Matrix

Applicable Sub-strands of QF Emirates ->		K1	K2	…	S1	S2	S3	…	C1	C2	C3	…	Undergraduate	
Assessments	Applicable CLOs (at least 2)												≤70	>70
Assessment-1	CLO1													
	CLO2													
Assessment-2	CLO3													
	CLO4													
Assessment-3	CLO1													
	CLO2													
	CLO3													
End-Term Exam	CLO2													
	CLO3													
	CLO4													
Undergraduate	≤70													
	>70													

Faculty members are expected to review and reflect on this matrix and incorporate necessary learning in designing and conducting assessment tools in future.

vi. Qualitative Assessment and Feedback of course

At the end of the semester, each course is qualitatively assessed by both; the faculty member and the students. Faculty members provide feedback of each course in the course report, which is compiled and discussed in the discipline meeting for corrective measures. Course assessment by eligible students are done at the end of the semester before final assessment through a survey form having quantitative and qualitative feedback. Survey data is analyzed by the IRQA department and shared with the Dean/Program Chairs to review with Discipline Leaders and faculty members. These assessments and feedback provide valuable insight for course review and to take corrective measures.

F. Program Assessment

Program assessment is an important element in knowing the effectiveness of the program. All programs are assessed in two ways. The first one is aggregated through direct measurement of student performance in each course of the program and the second one is by obtaining feedback from other stakeholders.

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i. Assessment through Direct Measurement

The direct measurement of program effectiveness is assessed through aggregation of student's performance on each sub-strands of QF Emirates mapped with Program Learning Objectives/ Outcomes (PLOs). Criteria for each PLO achievement for Undergraduate programs; students achieving 70% or above on aggregate of mapped QF Emirates sub-strands and CLOs. This assessment will be similar to Table 5, mapped with aggregated score of achievements on each course with all strands of QF Emirates. A sample matrix is shown below.

Table 6: Program Assessment Analysis Matrix

Applicable Sub-strands of QF Emirates on PLOs->		K1	K2	…	S1	S2	S3	…	C1	C2	C3	…	Undergraduate	
Courses													≤70	>70
Course-1														
Course-2														
Course-3														
…..														
Undergraduate	≤70													
	>70													

Program Chair/Dean will review and discuss the achievement levels and program effectiveness with Discipline/Course Leader and faculty members for necessary action to improve effectiveness level of the program.

ii. Assessment through Indirect Measurements (Stakeholders)

The second approach to assess the effectiveness of the program is to obtain qualitative and quantitative feedback from Student Academic Faculty Feedback, Internship Feedback, Employers Feedback, Alumni Survey, Graduating Student Survey and feedback from external advisory council meetings. For indirect measures, the IQRMC engage other academic support departments such as Institutional Research and Quality Assurance, (IRQA), Corporate Affairs Office (CAO), and Student support Department (SSD) to regularly float indirect measurement tools/feedback forms and collect responses and be analyzed by IRQA department. Indirect measures in both the Schools are identified to gather semester-wise and annual feedback to measure for identified Program Learning Goals. The below mentioned assessment/feedback tools are used to seek inputs from internal and external Stakeholders;

Undergraduate Programs Indirect Measurement Tools

1- Student Course Feedback/ Student Academic Faculty Feedback
2- Internship Feedback
3- Undergraduate Employers Feedback
4- Alumni Survey
5- Graduating Student Survey
6- External Advisory Meeting/ Survey

The criteria for all quantitative assessment/feedback will be 70% or above for undergraduate programs. All qualitative and quantitative assessments/feedback from different stakeholders will be summarized by the IRQA department and provided to the Dean/Program Chairs for review and necessary action. Both direct and indirect measurement/feedbacks findings of each program

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will be reviewed and discussed by the respective Deans with Discipline/Course Leaders, Program Chairs and faculty members for corrective measure to improve the effectiveness of the program.

Each semester, Program Chairs and Deans will review direct and indirect assessment evidence, identify gaps (e.g., CLO coverage, rubric clarity, integrity incidents), and document corrective actions (assessment redesign, calibration sessions, student support). Closure of actions shall be tracked in the program review minutes and reported to IRQA in the institutional effectiveness report submitted by the Academic Excellence Committee every semester.

Form #: ADMN-ON|STF-005-A

PRE-ASSESSMENT QUALITY REVIEW FORM

(Attach Assessment tool, guideline, Rubric and Marking Scheme as per Assessment and Grading Policy)

Select Assessment Type from the below list: _____

List of Approved Assessment Type:				
Class Test	Individual / Group Assignment	Individual / Group Project	Case Study	Mid Term Assessment
Lab Assessment	Research Based Assessment	Presentation	Dissertation Proposal	Internship Assessment
Computing Project	Final Assessment		Any Other Assessment approved internally and at par with MOHESR CAA standards	

Program	☐ **BBA** ☐ **BBA in Accounting** ☐ **BSIT** ☐ **BSCS**	**Shift**	☐ **Morning** ☐ **Evening**
Course Title		**Course Code**	
Semester		**Academic Year**	
Duration of Assessment (if applicable)		**Assessment Weightage/ Marks allocated**	
Date of Assessment conducted		**Assessment Type**	☐ **Continuous** ☐ **Final**
Date submitted to IQRMC by Faculty Member/ Instructor			

To
The Internal Quality Review and Moderation Committee (IQRMC)
Horizon University College, Sharjah

The above-mentioned students' assessment tool has been prepared by me/us, and it conforms to the Assessment and Grading Policy of the institution. I/We take full responsibility of this assessment and declare that it is an authentic document in all respects. I/We declare that utmost confidentiality, is maintained in preparation of this assessment and it has not been exposed to any unauthorized person, in any form. I/We also take full responsibility of any errors in this assessment.

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Name(s) of Faculty Member(s)/ Instructor (s)	Signature (s) of Faculty Member(s)/ Instructor (s)
1. _____ 2. _____ 3. _____	_____ _____ _____
DATE:	

Criteria for Assessment	Evaluation of requirement	Evaluation (Refer Marking criteria at the end of the form)
Alignment with Learning Outcomes:	Does the assessment measure the intended learning outcomes	
	Are specific skills or competencies from the curriculum being evaluated	
	Does the assessment meet the relevant level of QF Emirates?	
	Question-wise Distribution of Marks as per CLOs and QF Emirates Strands	
Assessment Design:	Is the assessment method (e.g., exam, project) appropriate for its intended purpose?	
	Does the course use methods to evaluate assessment accuracy and consistency?	
	Was item reuse and assessment recycling avoided in major assessments within the past three years?	
	Clarity of Instructions, Total Weightage & Rubrics and its application	
	Coverage of course contents/ materials in the Assessment	
Grading Clarity & Distribution:	Are the grading criteria clearly defined, published, and aligned with the assessment tasks?	
	Is the grade distribution fair, unbiased, and not inflated?	

Status of Approval	Approved	Advised to revise as per the above remarks	Approved after revision

Names of IQRMC Members	Signature of IQRMC Members
Subject Expert:_____	_____

Discipline/Course Leader:_____ **HOGE/Program Chair/Dean:**_____	_____ _____
Date:	

Guidelines to assign scores for each criterion based on the pre-quality check review:

Criteria	Evaluation of assessment standards	Score to be assigned
Alignment with Learning Outcomes	Major misalignment with learning outcomes, competencies, and national standards	1
	Partial alignment; significant gaps or omissions in coverage of outcomes, competencies, or standards	2
	Acceptable alignment; adequately covers most outcomes and standards, but specific competencies require clearer mapping	3
	Strong alignment with minor refinements needed	4
	Full alignment with all outcomes, competencies, and standards	5
Assessment Design:	Method is inappropriate for assessment purpose. lacks standardization or reliability, with item reused and assessment recycled	1
	Method partially appropriate, application inconsistent, validation weak, standardization limited, and include substantial element of reuse and recycling	2
	Method generally appropriate with moderate validation and standardization; minor adjustments required; item reuse and assessment recycling generally avoided	3
	Method is well-suited for its purpose and applied consistently, with minor enhancements needed and no reuse/recycling	4
	Method is fully appropriate, reliably implemented, and supported by robust standardization and validation processes, with reuse or recycling completely avoided	5
Grading Clarity & Distribution	Grading criteria missing or unclear; distribution arbitrary or unfair	1
	Basic rubric exists but lacks clarity; distribution fails to effectively differentiate student performance	2
	Rubric generally clear with fair alignment; distribution mostly fair, though improvements are possible for clarity	3
	Grading is based on a clear and aligned rubric, and the distribution fairly reflects performance levels	4
	Detailed, transparent, and fully aligned rubric; grade distribution highly fair, clearly differentiating performance levels, and avoiding grade inflation	5

Form #: ADMN-ON|STF-005-B

POST ASSESSMENT MODERATION FORM

(Provide Assessment, Assessment Guideline, Rubric, Marking Scheme and Assessment and Grading Policy)

Select Assessment Type from the below list: _____

List of Approved Assessment Type:				
Class Test	Individual / Group Assignment	Individual / Group Project	Case Study	Mid Term Assessment
Lab Assessment	Research Based Assessment	Presentation	Dissertation Proposal	Internship Assessment
Computing Project	Final Assessment		Any Other Assessment approved internally and at par with MOHESR CAA standards	

Program	**☐ BBA ☐ BBA in Accounting ☐ BSIT ☐ BSCS**			**Shift**	**☐ Morning ☐ Evening**
Semester				**Academic Year**	
Course Code		**Course Title**			
Duration of Assessment (if applicable)		**Assessment Week as per Course Syllabus**		**Assessment Weightage/ Marks allocated**	
Date of Assessment Conducted		**Date received by the Moderator**			
Total No. of registered students					
Faculty Member's Name		**Faculty Member's Signature**			
Assigned Moderator's Name					

Assessments Reviewed

Total No. of students Assessments Reviewed	

Remarks based on the reviewed assessment cases: Minimum 2-High, 2-Low and 5-Random Samples		
Student ID	**Marks Achieved**	**Moderator Remarks**

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Review Criteria	Remarks of Moderator (use separate sheet, if required)
Moderator Comments on assessment	
Marks awarded as per assessment criteria, rubrics and marking scheme	
Fairness and consistency in awarding marks	
Distribution and totaling of Marks is consistent with CLOs and QF Emirates Strands	

Criteria for Assessment	Description of requirement	Evaluation (Refer grading criteria at the end of the form)
Feedback & Process Efficiency:	Do students receive timely, actionable, and constructive feedback to support their learning?	

Name of Moderator	Signature of Moderator
Date:	

Guidelines to assign a score for Feedback & Process Efficiency based on the post-assessment moderation

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Criteria	Evaluation of assessment standards	Score to be assigned
Feedback & Process Efficiency:	Feedback is absent, generic, or unhelpful, offering no support for improvement	1
	Feedback is delayed, vague, or lacks actionable value	2
	Feedback is timely and somewhat helpful, but lacks consistency or depth	3
	Feedback is clear, timely, and valuable for most learners	4
	Feedback prompt, detailed, personalized, and actionable, clearly fostering learner improvement and progress	5

3j. Examinations.

Policy number	ADMN_POLICY_08
Policy name	Examinations Policy
Policy version	Version 5
Standards applicable	MOHESR CAA Standard 3: Educational Programs
Policy owner	Administration
Date of policy development	16 July 2019
Review date	21st August 2025
Date of recent modification	21st August 2025
Next review date	13th June 2026
Approved by	Registrar

A. Policy Alignment.

This policy is aligned with the MOHESR Outcome-Based Evaluation Framework (OBEF) – KPI 2.1: Assessment Quality Review and supports HUC Strategic Plan Goals 1 (Excellence in Academics) and 5 (Institutional Reputation & Excellence). It ensures secure, fair, and auditable examinations (onsite and online), and establishes clear evidence-retention and reporting mechanisms for institutional and regulatory reviews.

B. The Committee responsible for the conduct of the examination:

The Administration, Registration and Examination Committee (EC) is a standing committee of HUC responsible for the planning and conduct of Final and Re-sit examinations/assessments and for the preparation and declaration of results each term/semester. The final assessment may be any of the following (refer HUC Assessment and Grading Policy):

1. End Term Examination
2. Individual/Group Project including Presentation
3. Business Plan including Presentation
4. Term Paper including Presentation
5. Internship Final Report with Viva Voce
6. Any other, prior approved, assessment tool as per MOHESR CAA standards

The members of the committee, responsible for the conduct of examination, result Analysis and publication, shall be comprised of Dean-SOB, Dean-SOC, DAEI, Head-General Education, one senior faculty member from each of the school, Registrar and Deputy Director – Administration. The term of the committee members is generally for a period of two years.

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C. Planning and Conduct of Final and Re-Sit Examination/Assessment:

The Administration, Registration and Examination Committee is responsible for all planning and conduct of Final and Re-sit Examination. Deputy Director – Administration prepares the calendar and schedules for Final and Re-sit Examination and make all the arrangements for the smooth conduct of the examination. These include Answer Booklets. Supplementary sheets, seating arrangements in the classrooms and labs, list of invigilators, printing and safe custody of the question papers etc. The Examination Committee reviews the planning and execution of examination related activities before, during and after the Final and Re-sit Examination. The courses which do not have End Term Examination and does not require question paper to be prepared, Deputy Director – Administration will coordinate with—concerned faculty members to conduct final assessment in assigned week/duration.

The Examination Committee in coordination with Registrar will communicate to the students about the process and procedure of the final examination and the required discipline to be maintained during the examination. It also highlights unfair means, cheating and compliance to the instructions of the invigilators during the examination. Refer Academic Integrity and Plagiarism Policy.

D. Quality of Question Paper:

Deputy Director – Administration in coordination with respective Deans and Head-General Education will ensure that the main and re-sit both question papers for all courses scheduled for End Term Examination are received as per schedule after quality check by IQRMC (refer Assessment and Grading Policy) to be prepared well in advance for the examination.

E. Duration of Final Term and Re-Sit Examination:

The duration for Final Term and Re-sit Examination for all courses of undergraduate programs is **Two Hours.**

F. Invigilation Guidelines:

Deputy Director–Administration, in coordination with respective Deans and Head-General Education, will prepare the Invigilation duty and viva/presentation schedule for End Term and Re-sit examination and present to the Committee for approval and then dissemination to all concerned. Deputy Director–Administration facilitates the faculty members in conducting Viva-Voce and project presentation as final assessment by allocating classrooms for presentation and inform the students for scheduling and conducting these assessments in designated examination week. The following guidelines must be followed for allocation of invigilation duty.

i. Prepare invigilation schedule based on the availability of Full time and Part time faculty members during the examination period.
ii. Invigilation schedule will be presented to the Committee for review and approval.
iii. Part time faculty members will be allocated invigilation duty on the days of their class schedule.
iv. Disseminate the role of invigilators to concerned faculty members
v. Orient the invigilators about examination responsibilities
vi. Invigilation schedule to be sent to all the invigilators at least 1 week before the exam.
vii. Any adjustments in the invigilation duty are considered if request is received by the committee at least 3 days in advance.
viii. In case the assigned invigilator is unable to invigilate due to unavoidable or emergency circumstances, the same should be notified to the Dean of the concerned School well in advance

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so that the Dean can request the Deputy Director–Administration to arrange for an alternate invigilator.

ix. Faculty members having presentation schedules will not be allocated the invigilation duties.

x. All invigilators shall receive pre-exam briefings/training on integrity procedures, seating plans, incident reporting, and emergency protocols.

xi. Invigilators shall complete an Invigilation Log (start/end times, incidents, materials issued/returned) and submit it to the Examination Office after each session.

G. Role of the Committee:

a. Examination Calendar

a. To cross check and verify the exam week/dates with the institutional calendar
b. To assess the courses that require exams, viva, presentation etc.
c. To plan Main and resit Exam schedules for all the Courses.
d. The exam schedule is sent for approval from the President
e. Upon approval, the schedule is disseminated to finance, computers, administration and faculty at least 2 weeks in advance

b. Invigilation Schedule

a. Any genuine requests from the faculty members for adjustments in the invigilation schedule to be assessed and take appropriate action
b. Preparation, approval and dissemination of the invigilation schedule of end term and resit exams
c. Invigilation schedule is prepared as per the teaching load assigned to full time and part time faculty members
d. Proper orientation for invigilators to be carried out

c. Schedule for Viva & Project Presentation

a. Courses that require viva, or presentation, are identified for the semester
b. Coordination with concerned faculty members for arranging the venue (classroom, lab) and preparing a schedule for Viva/presentations
c. Facilitation is carried out in coordination with the faculty member
d. Coordination with faculty and respective Deans for any orientation/logistical support.

d. Submission of Question Paper

a. Ensures the question paper for end term and re-sit examinations are submitted to the examination office as per the timelines and Assessment and Grading Policy of the University.
b. Ensure availability of relevant question paper in the examination hall.

e. Printing of Question Paper

a. Printing of proof read, approved question papers

f. Onsite Exams

a. The institutional calendar is the source of drawing exam schedule, examination office follows the exam schedule
b. Administration department announces semester-wise End Term Examination schedule by the first week of the start of each semester.
c. The schedules will be available on the Examination Notice Board as well as on the student portal.

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d. As per the exam schedule the faculty is informed about the submission of question papers, refer Assessment and Grading policy of the university.
e. Each faculty member is required to submit two sets of question papers one for the main exam and one for the Re-sit exam.
f. Registrar is responsible to keep the question papers under safe custody till the exam is conducted.
g. All the approved formatted question papers will have to be proof read by the concerned faculty member to check for final correction and sign for confirmation.
h. All the approved question papers are printed 48 hours before the exam; sets are packed in envelope and are handed over to the Registrar for security and safety.
i. All involved and concerned are required to keep strict confidentiality of the exam papers
j. On the day of the exams the sealed papers are handed over to the invigilators 15 minutes before the exam.
k. Two weeks before the exams eligible students' hall tickets are handed over to finance department to handover to the students who have completed all the formalities.

g. Online Assessment and Examination (If Applicable)

Regular trainings are provided to the faculty members to create online assessments using LMS and online examination server so that they can create & conduct the assessments as per the examination schedule, if applicable (Refer to **Online Exam Conduct and Assessment Guide**). If applicable, faculty members should conduct formative and summative assessments as per the Course Syllabus. E-learning committee in consultation with Examination Committee, and Head-IT and Administration department ensure the safety sanctity of online assessment and examination. Following initiatives have already been taken,

a. Online Exam server upgraded with Moodle System and Safe Exam Browser for conducting online examination.
b. Use of E-Proctoring system to verify the integrity of the examination.
    1. For secure and monitor the environment to prevent cheating.
    2. locks the operating system and prevents unauthorized access to other pages, software or communication tools.[Safe Exam Browser]
    3. monitors all exam activity in real-time and will detect fraud attempts and report them to the administrator.[using MS-TEAMS]
c. Faculty members are provided with regular training to conduct online examination
d. Monitoring & Exam schedule are prepared and communicated to all concerned by the administration department well in advance.
e. Maximum number of students for examination at a time will be restricted to manage and utilize IT resources effectively.
f. E-circular is sent to the students for online exams by the administration department

h. Notification of Exams

a. Final exam schedule is notified to the students at least 2 weeks before the exams.
b. The notification is displayed on the notice boards and the student portal.
c. The information is also displayed in the classroom noticeboards.
d. Information to collect the hall ticket, clearance of all the dues, including fee is clearly stated and communicated to students by the administration department.

i. Evaluation and submission of students continuous assessments

a. Faculty members must submit all the continuous assessments conducted for each course in a program to the Administration department every semester
b. These evaluated assessments must be scanned and uploaded on LMS in the respective section by the faculty members

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c. Faculty members must enter the Continuous assessments marks for each course in AMS/ ERP and students must be informed about the continuous assessment marks obtained by them before conducting the Final examination

j. Post Exam Activities

a. The examination committee is responsible to distribute the answer scripts to the concerned faculty members
b. Along with the answer scripts a list of students appeared in the exam will be handed over to the faculty membersExamination Committee will coordinate with faculty members to ensure timely evaluation and submission of marks and grades by the faculty members. All evaluated answer scripts, dissertations, internships and project works shall be submitted to the Administration/Examination Office; a validator sample set (high/average/low) must be flagged and uploaded to SIS/ERP with moderation forms.
c. The Administration/Examination Office shall scan and archive final assessments for a minimum of five (5) years and ensure validator packs are complete and retrievable for audits.

k. Evidence Archiving & OBEF Sampling:

a. The Examination Office shall maintain validator-ready evidence packs per course/section for OBEF KPI 2.1, including: approved question papers (main/re-sit), rubrics/marking schemes, seating plans, invigilation logs, incident reports (if any), attendance sheets, sample sets of evaluated scripts (high/average/low), and moderation forms.
b. All final assessments (question papers, answer scripts, rubrics, moderation forms, re-sit records) shall be archived for a minimum of five (5) years (digital; physical where required).
c. For online assessments, proctoring logs/incident reports and system metadata must be retained in the validator pack; raw recordings are retained per IT data-retention policy and referenced in the pack.
d. Evidence packs must be indexed by program, course code, semester, cohort size, and assessment type to support Representative, Random, Reliable sampling.

l. Re-Sit Examination

a. Re-Sit will be conducted only for courses of End Term Examinations based on comprehensive syllabus. All other final assessments will have no re-sit examination.
b. Re-Sit of end term examinations will be normally held after 1 week of declaration of first-sit results.
c. Students secured F (Fail) grade or D grade (in undergraduate course) will be eligible for appearing in re-sit of end term examination, based on their performance in the continuous modes of assessments. Otherwise students will be counseled to repeat the course.
d. Re-sit examinations will be conducted as per the pre-released schedule.
e. Eligible students for Re-sit examination must apply for re-sit by paying applicable fee within the given time.
f. Students failed in main examination and not applied for res-it or failed in re-sit need to repeat the course.
g. Faculty members must submit the evaluated answer scripts of all Re-sit exams to Administration.

m. Eligibility to appear for Final Exam:

a. Administration department shall finalize the list of students eligible to appear for the final exam, in accordance with the attendance policy, which requires a minimum 75% attendance for undergraduate students .

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b. Students whose attendance falls below 75% due to unavoidable circumstances may submit an appeal supported with necessary documents. The Administration, Registration and Examination Committee shall review the appeal and make a recommendation in line with the Student Attendance policy. Students granted exemptions through this process will be allowed to appear in the final exam , those not granted exemption need to repeat the course.
c. Students who do not meet the attendance requirement to appear for final exam will be notified through email.
d. Students who do not meet requirements related to continuous assessments to appear for the exam shall be notified at least two weeks prior to the scheduled exam and asked to complete these requirements to allow them to appear for the final exam
e. Students who have completed all the requirements specified above and obtained a clearance from the Finance department shall receive their hall ticket.
f. Only students with a valid hall ticket & ID card shall be permitted entry into the examination hall.

n. Repetition of Course

A student may be required to repeat a course based on its availability in a specific semester under any one of the below given circumstances by paying applicable fee.

a. Student has failed in Final Assessment and did not appear in Re-sit or Re-sit is not applicable.
b. Student has failed in both Final Assessment as well as Re-sit examination
c. Student has not appeared in Final Assessment due to not meeting the prescribed requirements .
d. Student has missed the Final Assessment and did not submit an appeal within a week for re-sit/reconsideration .
e. Student has missed the Final Assessment and his/her appeal for re-sit/reconsideration is denied by the Administration, Registration and Examination Committee upon review.

It must be noted that repeating a course may result in a delay in student's graduation.

o. Hall Ticket

Hall ticket is the exam admission slip issued to the students to appear in the End Term or Re-sit exam. The hall ticket contains instructions, rules and regulations that a student must follow during the examination.

Student must carry the hall ticket and produce it on demand in the examination hall. It contains the student name, program, Date of Birth, gender, photo, course ID, student ID, Exam date, course code and course name.

p. Invigilation

The Administration Registration and Examination Committee reviews the requirements of exam invigilation including VIVA & scheduling of project presentations.

i. Procedure for Invigilation Schedule

Step 1: Check the examination schedule to assess the invigilators' requirement for the smooth conduct of exam
Step 2: Verify the availability of Full time & Part time faculty.
Step 3: Assign the invigilation duty as per the teaching load assigned for the week. For the Part time faculty members, the assignment of the invigilation duty is on the days of their class schedule.
Step 4: Disseminating the role of the invigilator's duty
Step 5: Orientation of the examination to be carried out

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Step 6: The Invigilation schedule to be sent to all the invigilators 1 week before the exam.
Step 7: Any adjustments in the invigilation duty should be informed to the examination committee before the schedule is published
Step 8: In case of an emergency the faculty member should inform the Administration, Registration and Examination committee or arrange for an alternative invigilator

H. General Instructions for Students during Examination

a. Students must ensure they are aware of the dates and timings of all their examinations. Students must collect the Examination Hall Tickets from the Finance Department, after having cleared any outstanding amount due to them.
b. No student shall be permitted into the Examination Hall/room without the Examination Hall Ticket and Student Identity Card.
c. Students must note carefully his/her seat/examination hall/room number before the beginning of each examination session from details which are available in student's examination hall tickets.
d. Students must sit for their examination at the desk bearing their number only.
e. Students must bring their own Pen, Pencils, Erasers, pencil-sharpeners, and Calculators. Borrowing these things from others will not be allowed.
f. Students should deposit their mobile phones, all electronic gadgets, and handbags at the designated room before entering the Examination Hall/room.
g. Language dictionaries [book] may be allowed but will be checked by invigilators for notes. Electronic language dictionaries/translators will not be allowed.
h. Students will be permitted to enter the Examination Hall and occupy their seats 15 [Fifteen] minutes before the start of the examination.
i. All students should be seated and ready to begin three to four minutes before the commencement of the examination so that any instructions from the invigilator can be noted. An attempt will be made by invigilators to complete examination verification process before the start of an examination.
j. Students can leave the examination hall only after 60 minutes from the starting time if they complete their exam.
k. Students must maintain silence during the examination. If they need to draw the attention of the invigilator, they shall do so by raising their hand.
l. Students must ensure that they are attempting the correct examination paper. For this, they need to check the subject & version number of question in the paper carefully.
m. The student shall enter her/his name, Enrollment ID number, and Course ID number on the examination answer scripts as reflected on her/his identity card/ examination hall ticket.
n. Students must comply with all the instructions on both the title page of the answer book and the rubric of the examination question paper(s). A candidate should ensure that he/she:
    1. Writes his/her name on the title page of the answer book(s).
    2. Write using pen for all examinations, on both the sides of the answer booklets.
    3. Enters distinctly in the margin the number of the question being answered if required.
    4. Does not scribble or write on the desk or on any form of scrap paper whatsoever.
    5. Does not remove pages from the question booklet / answer book.
    6. Does not take question / answer booklet outside the Examination hall / room.
    7. Clearly indicates any rough work in the answer book and strikeout by a single diagonal line to avoid any confusion.

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8. Any candidate caught in the act or believed to be using unfair or dishonest means shall be informed by the invigilator. The invigilator shall endorse and withdraw the answer book and the candidate will be issued a new answer book to continue the examination. If the candidate refuses and rebels, the Administration and Security shall be informed.

Note: *The previous [first] answer script(s) will be treated void. The decision to whether to evaluate the subsequent [second] answer script or not will be made by the Examination Committee and will be communicated to the students in writing. Such decision of the Examination Committee cannot be challenged or overturned.*

o. **Students are strictly restricted from the following to avoid Punishments:**

a. To communicate or enter any conversation with other students. whilst in the examination hall before, during or after the examination, under any circumstances whatsoever.
b. To answer, under any circumstances whatsoever, communications from other students.
c. To copy from one another under any circumstances.
d. To be involved in misconduct of any kind.
e. To leave their seats without the permission of an invigilator.
f. To carry any written material, slips, paper, etc. whether relevant or not into the examination hall.
g. Any student requiring special arrangements or seating should put in an application to the Student support Department at least 48 hours before the examination.

I. Security of Examination Centre and Process:

CCTV surveillance is activated to monitor security guards, locks, access control, fire protection, automatic fire equipment, alarm systems and other systems assigned to protect persons, property and examination processes.

a. **Access Control**
Only authorized personnel, including invigilators, examination staff, and students with valid hall tickets and ID cards, shall be permitted entry into the examination centre.

b. **Examination Materials Security**
All examination papers, answer scripts, and related materials shall be securely stored before, during, and after the examination. Access to these materials shall be strictly limited to authorized staff. Examination papers shall be distributed immediately before the start of the exam and collected promptly at the end of the session.

c. **Student Verification**
Before entering the examination hall, students shall present their hall ticket and University ID card. Invigilators shall verify student identity and ensure compliance with seating arrangements.

d. **Prohibited Items and Conduct**
Students shall not be allowed to carry unauthorized items such as mobile phones, electronic devices, notes, or any other material that may compromise exam integrity. Any suspicious behavior shall be reported to the Chief Invigilator immediately.

e. **Monitoring During the Exam**
Invigilators shall continuously monitor students during the examination to ensure adherence to rules and prevent malpractice. CCTV surveillance, where available, shall be used to support monitoring.

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f. **Handling Malpractice**
Any attempt at cheating, impersonation, or violation of examination rules shall be documented and reported to the Examination Committee. Appropriate disciplinary action shall be taken as per University regulations.

g. **Post-Examination Security**
Collected answer scripts shall be securely transported to the designated storage or evaluation area. Examination materials shall be stored in a secure location until grading and result processing are complete.

J. Moderation and Publication of Results

a. At the end of each semester/term examination

1. The examination committee is responsible for declaration of the result as per the schedule after comparing the grades of the all courses of a cohort for any significant deviations. In Such cases examination committee will coordinate with IQRMC to resolve the issue or recommend an appropriate decision for approval from the President.
2. The examination committee also coordinate with IQRMC for review and moderation of student assessments (refer Assessment and grading policy of the university).
3. Examination Committee reviews and finalizes the grades of all courses of each cohort and submits to the President for approval before declaration of result.
4. The Examination Committee reviews the grade appeals by the students and genuine cases will be sent for the necessary action

b. Preparation of grade report at the end of an academic year

Examination Committee reviews the grade reports prepared by Administration department and submits to the President for disseminating to departments for records and display in Fact book and annual report.

K. Institutional KPI Integration & Reporting

i. Ownership: The Registrar (evidence stewardship) and IRQA (institutional effectiveness) jointly own examination analytics and reporting for OBEF KPI 2.1.

ii. Dashboards: Examination data (timely paper submission, moderation coverage, invigilation incidents, integrity outcomes, re-sit utilization, result publication timelines) will be consolidated into program/institutional dashboards each term and included in annual reports.

iii. Service Levels: Results shall be declared within ten (10) working days of the last exam sitting, and post-assessment moderation artifacts uploaded within five (5) working days of result publication.

iv. Sampling Indexing: Validator packs must be indexed as per the Evidence Archiving & OBEF Sampling section.

L. Plea for Consideration of Mitigating Circumstances for Final Examination (First Sit)

If a student is unable to take a scheduled first sit final examination due to sickness, accident, death in family, a mitigating circumstance form must be submitted by the student through the Learning Management system on the day of the examination prior to its commencement. A medical certificate attested by ministry of health, documentary evidence of the circumstances affecting the student must be submitted within 2 working days of conduct of the examination. Appeals after the expiry of 2 working days' deadline will be considered as time barred.

Plea for consideration of mitigating circumstances will be forwarded to Registrar along with necessary documentary evidence.

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The Registrar, based on their best judgement, will decide whether to accept or reject such an appeal. The decision of the Registrar in this case is not subject to review.

Students must understand that Successful consideration of appeal will result in their taking the re-sit examination for a course on first-sit basis. Such students will forfeit the rights of a re-sit examination. No mitigating circumstances will be considered for re-sit examination and students failing to undertake re-sit examination will have to repeat the course.

3k. Curriculum Approval and Revision

Policy number	ADMN_POLICY_09
Policy name	Curriculum Approval and Revision Policy
Policy version	Version 3
Standards applicable	MOHESR CAA Standard 3: Educational Programs
Policy owner	Administration
Date of policy development	16 July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	23 June 2026
Approved by	Dean-School of Business and Dean-School of Computing

This covers the procedure for the approval and revision of curricula, including individual courses (see also Stipulation 2: Substantive Change).

A. Introduction

Development, Modification and Revision of the Curriculum at HUC are undertaken by the Program Review Committee (PRC). Program Review Committee revisits the Curriculum every year and reviews it on a cycle of four years. If these annual revisits indicate imminent need of a major change within the cycle of four-year period, approval from the BOT shall be required.

The purpose of the program review is to review the currency, relevancy and competency of the courses offered in the curriculum to achieve the program learning outcomes.

B. Formulation of Committee

The PRC is formed by the approval of the President and the members of PRC are appointed by the President. The committee is chaired by VP-AO and includes subject experts from each discipline, core courses, General Education, Industry Professionals, Alumni and Current student representatives. The tenure of the committee members is two academic years, which can be extended to a maximum period of four years. The responsibility to conduct the program review is with the IRQA Department of HUC.

C. Functions of the Committee

i. To review the curriculum and learning resources in line with program objectives
ii. To add or delete courses based on currency, relevancy and competency required by the industry in line with program objectives.
iii. To incorporate latest teaching methodologies for program effectiveness.
iv. To disseminate the outcomes of the program review to academics and the academic support services department

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D. Process Flow

i. The requirements of the industry and trends in academia are reviewed periodically.
ii. Committee reviews the internal and external reports such as the Faculty Course Reports, Internship, Dissertation, Employer Survey and Alumni Survey Analysis reports.
iii. Committee revises the Course Contents, Prerequisites, Structures, Sequences, Learning Outcomes, Academic Strategies, Assessment Modes and Core Texts based on the reviews from internal and external sources.
iv. Committee includes or discards courses from the curriculum
v. Committee forwards its recommendations to President for review and for recommendation to the BOT for approval
vi. Implementation of the revised curriculum from the subsequent academic year.

E. Frequency of Review/Revisit and Authority

Table 3.3.1				
Responsible to Review and amend the curriculum	**Approval Authority**	**Responsible to implement**	**Frequency of Revisit**	**Frequency of Review**
Program Review Committee and IRQA Department	BOT	President	Every Academic year	Once in four years

3l. Internship Policy

Policy number	**ADMN_POLICY_10**
Policy name	Internship Policy
Policy version	Version 8
Standards applicable	MOHESR CAA Standard 3: Educational Programs
Policy owner	Administration
Date of policy development	21 July 2019
Review date	8th October 2025
Date of recent modification	8th October 2025
Next review date	8th June 2026
Approved by	Dean-School of Business and Dean-School of Computing
Aligned	OBEF Pillar 3 – Industry Collaboration KPI 2.3 Employer Feedback, KPI 3.1 Job Offer Post Placement, KPI 3.2 Student Participation Rate
Strategic Plan Links	Goal 1 Excellence in Academics Goal 3 Collaborations & Graduate Employability Goal 5 Institutional Reputation & Excellence

I. Introduction

This policy is issued under Ministerial Decision No. (173) of 2025. It defines the structure, governance, and evaluation of undergraduate internships at HUC. Short-term courses or external certificates are not accepted as internship equivalents, and no exemptions are granted. The internship is a mandatory six-credit experiential learning component that enables students to integrate academic theory with professional practice and supports employability outcomes in line

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with national and institutional frameworks.

II. Objectives of Internship

i. **Apply Academic Knowledge:** Translate theoretical and analytical learning into real organizational contexts.
ii. **Develop Professional Competence:** Enhance technical, communication, teamwork, and problem-solving skills.
iii. **Build Career Readiness:** Gain exposure to workplace culture, ethics, and performance expectations.
iv. **Strengthen Industry Collaboration:** Establish and maintain active partnerships with organizations to expand internship opportunities and employer engagement.

III. Internship Learning Outcomes

i. BBA and BBA in Accounting Internship Learning outcomes

1. Gain meaningful work experience, which supplements knowledge acquired through academics
2. Demonstrate technical, analytical and communication skills
3. Demonstrate the ability to work in a team and learn work ethics
4. Apply concepts, tools and techniques independently in an organizational environment

ii. BSIT Internship Course Learning Outcomes

1. Apply computing knowledge and skills to identify IT problems and produce effective solutions in a real-world environment.
2. Demonstrate effective written and oral communication skills in the context of IT projects.
3. Exhibit the ability to work effectively within diverse teams of professionals in IT projects.
4. Demonstrate ethical and social responsibility in making informed decisions within IT practices.

iii. BSCS Internship Course Learning Outcomes

1. Apply computing knowledge and skills to identify computing problems and produce effective solutions in a real-world environment.
2. Demonstrate effective written and oral communication skills in the context of computing projects.
3. Exhibit the ability to work effectively within diverse teams of professionals in computing projects.
4. Demonstrate ethical and social responsibility in making informed decisions within computing practices.

IV. Internship Eligibility, Structure and Duration

1. **Eligibility** : Completion of 90 Credit Hours
2. **Course Credits** : 6 credit hours, and no additional load is permitted during the semester.
3. **Academic Supervisor Workload Credits:** 0.25 Credit per student
4. **Standard Duration** : 16 weeks.

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Working Students : May complete in not less than 8 weeks if they hold at least two years of relevant experience, verified by the Unit of Academic Engagement and Impact and approved by the Dean.

5. **Program Chairs** track participation and completion each semester; data are visualized in the Power BI Internship Dashboard and reported to IRQA for OBEF KPI 3.2.

V. The Internship Process

1. The Administration Department circulates the list of eligible students **eight (8) weeks** before the end of each semester to prepare work placements for the upcoming term.
2. Eligible students complete the online **Internship Application Form**, providing details on academic specialization, industry preferences, and visa status.
3. The Unit of Academic Engagement and Impact, in coordination with the Program Chair, facilitates internship placements and assigns an Academic Supervisor based on the student's study area.
4. Students must participate in internship interviews and confirm acceptance in writing upon selection.
5. The Internship Manual provides complete details on timelines, reporting formats, and evaluation criteria.
6. The Academic Supervisor verifies that all internship documents, reports, and evaluations are complete before final grade submission to the Examination Department.

VI. Roles & Responsibilities

i. Academic Supervisor Responsibilities

1. Guide the student in selecting an appropriate internship topic or project.
2. Conduct orientation and issue the **Internship Kit** (manual, templates, and assessment rubric).
3. Verify the work experience logbook updated and submitted by the student.
4. Maintain regular communication with both the student and the Training Supervisor.
5. **Academic Supervisor Visits to Training Entities:**

   The academic supervisor is required to conduct three official visits to the student's training entity during the internship period. All visits should be physical visits conducted at the intern's workplace to observe student performance, verify attendance, and interact directly with both the intern and the training supervisor. During each visit, the academic supervisor must complete the Internship **Visit Feedback Form**, documenting the observations, progress, and feedback provided. The form must be signed by both the academic supervisor and the training supervisor at the time of the visit to validate the information and ensure accountability. The three visits are as follows:

   a. **Initial Visit:** During the **first two weeks** of the internship, to confirm placement and orientation.
   b. **Mid Visit:** Around the **midpoint (Week 8-9)** to review progress, logbook entries, and feedback from the Training Supervisor.
   c. **Final Visit:** During the **final weeks (Week 15–16)** to verify completion of assigned tasks, review the final report, and gather employer feedback.

   For working students who are approved to complete the internship within 8 weeks, the number of visits will be **two** only (**First Visit** conducted during the first two weeks of the internship, and the **Second Visit** conducted during the final two week).

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In exceptional circumstances where a physical visit is not feasible, such as restricted site access by the training entity, students take his/her internship outside the UAE, or other valid reasons that hinder physical attendance, the visit may be conducted virtually through an approved online platform. Such virtual visits must be pre-approved by the Dean and should include participation from both the intern and the training supervisor to ensure the integrity and quality of the evaluation process.

Academic supervisors who conduct internship visits shall be compensated in accordance with the applied policy of conveys and compensation established by the Training and Employment Department (TED). The compensation applies to the physical visits, ensuring fair recognition of the academic supervisor's time and effort in mentoring and evaluating internship students.

6. Provide feedback on all submissions within **7 calendar days**.
7. Evaluate reports and submit grades to the **Examination Department** as per given schedule.
8. Ensure the complete submission of all documents by students through the LMS and maintain complete electronic records of work placement data for **MOHESR validation and audit readiness**.

ii. Training Entity Supervisor responsibilities

1. Issue signed acceptance and job description before commencement.
2. Provide orientation, supervision, and assign meaningful tasks aligned with the program outcomes and area of specialization.
3. Provide students with guidance on adhering to data privacy and confidentiality policies
4. Monitor attendance and maintain the Work Experience Logbook.
5. Assess student performance, verifies and signs off on the completed tasks recorded in the work experience logbook
6. Provide feedback using the End-of-Internship Evaluation Rubric within five working days after completion.
7. Participate in at least three evaluation interactions with the Academic Supervisor.
8. Report to higher education institution any misconduct by the student

iii. Student's responsibilities

1. Register and attend orientation prior to placement.
2. Abide by all university and training entity policies, including confidentiality and HSE rules.
3. Perform assigned job diligently and maintain professional conduct.
4. Keep an updated Work Experience/Tasks Logbook and submit required reports on time.
5. Upload the Offer letter, reports, logbook, evaluations, feedback and other relevant documents on the LMS
6. Provide feedback within five days of completion.

VII. Documentation & Record Retention

The Administration maintains verified digital records for a minimum of five years, including:

1. Offer letters and job descriptions
2. Initial, Interim, and Final reports
3. Work Experience Logbooks
4. Supervisor evaluations and student feedback
5. Incident and academic integrity reports

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All data are indexed by cohort, program, and employer for OBEF 3R sampling (Representative, Random, Reliable).

VIII. Criteria for Selecting Internship Site

An internship site must:

1. Be legally registered with a valid trade license.
2. Offer a role aligned with program learning outcomes.
3. Assign a qualified onsite supervisor.
4. Sign an **Internship Agreement or MoU** outlining roles, evaluation access, and confidentiality.
5. Ensure compliance with **UAE labour and HSE regulations**.
6. Provide a safe, structured, and supervised environment.
7. Protect organizational and student data under applicable privacy policies.

IX. Internship Structure and Evaluation Criteria

Internship evaluation follows four phases:

Table-1: Component and Phases for Internship Structure and Evaluation Structure

Phase	Component	Weightage	Evaluator
I	Initial Report	10%	Academic Supervisor
II	Interim Report	40 % (20 % Academic + 20 % Training Supervisor)	Both
III	Final Report	40%	Academic Supervisor
IV	Presentation & Viva	10%	Faculty Panel

Table -2: BBA & BBA in Accounting Internship Structure and Criteria of Evaluation (as per QF Emirates sub-strands)

Evaluation Phase	PLO	CLO	QF Emirates	Weightage	Evaluator
Initial Report (Phase-I) 10%	PLO1	CLO1	K1 – Functional Knowledge	4%	Academic Supervisor
			K5 – Applied Knowledge	6%	
Interim Report (Phase-II) (20% + 20%)	PLO2.1 PLO2.2 PLO4 PLO5	CLO2	S1 – ICT Skills	5%	Academic Supervisor
			S2 – Communication Skills	5%	
		CLO3	S1 – ICT Skills	2%	
			S2 – Communication Skills	3%	
			RAR3 – Functional Responsibility	2%	
			RSD2 – Professional Responsibility	3%	
	PLO2.1 PLO2.2 PLO4 PLO5	CLO2	S1 – ICT Skills	5%	Training Supervisor
			S2 – Communication Skills	5%	
		CLO3	S1 – ICT Skills	2%	
			S2 – Communication Skills	3%	
			RAR3 – Functional Responsibility	2%	
			RSD2 – Professional Responsibility	3%	
Final Report (Phase-III) (40%)	PLO2.1 PLO2.2 PLO3 PLO4 PLO5	CLO2	S1 – ICT Skills	1%	Academic Supervisor
			S2 – Communication Skills	2%	
		CLO3	S1 – ICT Skills	2%	
			S2 – Communication Skills	10%	
			RAR3 – Functional Responsibility	5%	
			RSD2 – Professional Responsibility	2%	

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		CLO4	S5 – Analytical Skills	5%	
			RSD2 – Professional Responsibility	5%	
			RAR3 – Functional Responsibility	5%	
			RRC1 – Regional and Global Issues	3%	
Presentation and Viva (Phase – IV) (10%)	PLO2.1		S1 – ICT Skills	10	Faculty Panel
			Total	**100**	

Table 3: BSIT Internship Structure and Criteria of Evaluation

Evaluation Phase	PLO	CLO	QF Emirates	Weightage	Evaluator
Initial Report (Phase-I) Total = 10%	PLO1 PLO7 PLO8	CLO1	K1	2%	Academic Supervisor
			S2	2%	
			R1	2%	
			K4	2%	
			S2	2%	
Interim Report (Phase-II) Total = 40%	PLO1 PLO4 PLO6 PLO7 PLO8	CLO1	K1	4%	Academic Supervisor (20%) Training Supervisor (20%)
			S2	4%	
			R1	4%	
			K4	4%	
			S2	4%	
		CLO2	S3	10%	
		CLO3	R2	10%	
Final Report (Phase-III) (40%)	PLO1 PLO4 PLO5 PLO6 PLO7 PLO8	CLO1	K1	2%	Academic Supervisor
			S2	2%	
			R1	2%	
			K4	2%	
			S2	2%	
		CLO2	S3	10%	
		CLO3	R2	10%	
		CLO4	R3	10%	
Presentation and Viva (Phase-IV) Total = 10%	PLO4	CLO2	S3	10%	Faculty Panel

Table 4: BSCS Internship Structure and Criteria of Evaluation

Evaluation Phase	PLO	CLO	QF Emirates	Weightage	Evaluator
Initial Report (Phase-I) Total = 10%	PLO1 PLO7 PLO8	CLO1	K1	2%	Academic Supervisor
			S2	2%	
			R1	2%	
			K4	2%	
			S2	2%	
Interim Report (Phase-II) Total = 40%	PLO1 PLO4 PLO6 PLO7 PLO8	CLO1	K1	4%	Academic Supervisor (20%) Training Supervisor (20%)
			S2	4%	
			R1	4%	
			K4	4%	
			S2	4%	
		CLO2	S3	10%	
		CLO3	R2	10%	
Final Report (Phase-III)	PLO1 PLO4	CLO1	K1	2%	Academic Supervisor
			S2	2%	

(40%)	PLO5 PLO6 PLO7 PLO8		R1	2%	
			K4	2%	
			S2	2%	
		CLO2	S3	10%	
		CLO3	R2	10%	
		CLO4	R3	10%	
Presentation and Viva (Phase-IV) Total = 10%	PLO4	CLO2	S3	10%	Faculty Panel

Description of QF Emirates strands referred in the above Table 3:

K1. Builds on specialized factual and theoretical knowledge with substantive depth in core computing principles.

K4. Integrates emerging research and interdisciplinary concepts into disciplinary understanding.

S2. Selects and implements appropriate investigative and research techniques to generate justified solutions.

S3. Uses advanced communication and ICT skills to present, critique, and defend complex professional or academic outputs.

R1. Takes responsibility for managing and making decisions in complex and unpredictable professional contexts with leadership and accountability.

R2. Leads individuals and groups, supports achievement of outcomes, and contributes to professional development and mentoring.

R3. Demonstrates ethical conduct, responsible citizenship, collaboration, and commitment to lifelong learning and professional growth.

Grading of internship report will be done as per the Grading and Assessment policy of HUC. The evaluation of internship for the SOB undergraduate programs, will be done based on the above Table–2 whereas the evaluation of internship for SOC undergraduate programs will be done based on the above Table – 3. The details of the reports mentioned in the Evaluation structure are given in subsequent sections.

X. Initial Report

An intern should submit an Initial Report after joining in the company and commencing the internship task / project / work in the format as per **Annexure III** of the Internship Manual to the Academic Supervisor along with the appointment letter issued by the organization / company. The Initial report should be submitted at the end of the fourth week, and 10% weightage is allocated for evaluating the initial report by the academic supervisor.

XI. Interim Report

Interim Report is a document submitted after the completion of half of the internship. This report should be submitted to the Training Supervisor and the Academic Supervisor as per the approved template. This report will be evaluated individually by both the Training Supervisor and Academic Supervisor. The Interim report should be submitted in the ninth week.

The Interim report carries a weightage of total **40% which** includes 20% weightage for evaluation by Training Supervisor and 20% weightage for evaluation by Academic Supervisor.

The contents of Interim Report should be as mentioned below:

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a. **Title Page** – title of report, your name, place of Internship, training supervisor's name and date, and Academic Supervisor's Name

b. Table of Contents

c. Introduction

The introduction section of Interim Report should have the following contents

1. Title of Internship
2. Objectives of the Project / Tasks given to you
3. Purpose of your study / research
4. Company Profile (Vision, Mission, Goals, Objectives, Organization Structure)
5. Products, Services and Nature of Business
6. Industry Profile and Competition / Organizational Performance

d. Main Body of Interim Report

The main body of the interim report should have the following contents

1. Nature of your work in the organization
2. Activities and tasks completed by you till the Interim Report
3. Methodology of completing the assigned tasks
4. Literature Review (from Research Articles / Newspaper articles / Web References / Databases)
5. Challenges and learnings by the intern
6. Value-addition to you
7. Value-addition to the company
8. Action Plan for completing the remaining work

e. References (only in APA format)

XII. Final Report (Weightage: Report-40%, Viva and Presentation-10%)

The final report is submitted to the Academic Supervisor by the intern after the completion of internship. It is evaluated for 50% where 40% weightage is given for the report and 10% of the weightage is given for the Presentation and Viva**.**

The Final Report should have the following contents.

a. Title Page – title of report, your name, place of Internship, training supervisor's name and date, and Academic Supervisor's Name
b. Table of Contents
c. Latest CV
d. Initial Report
e. Certificate and Letter of Appointment from the Organization / Company
f. Acknowledgement
g. Work Experience Logbook
h. Introduction
i. Details of Work / Project
j. Methodology / Approach
k. Analysis and Interpretation
l. Conclusions
m. Recommendations / Suggestions
n. References (In APA Format)

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Students will be given 10 minutes to present their internship report through a PowerPoint presentation (Maximum 10 slides) followed by a viva for approximately 10 minutes. Academic Supervisors will guide the interns on contents of the presentation.

XIII. Detailed Guidelines for Writing Final Report

All interns need to submit an internship report at the end of their internship. The report should be of minimum 3500 words.

The Final Report of Internship should be prepared as per the following format

a. **Title Page** – title of report, your name, place of Internship, training supervisor's name and date, and Academic Supervisor's Name
b. **Table of Contents**
c. **Latest CV**
d. **Initial Report**
e. **Certificate and Letter of Appointment from the Organization / Company**
f. **Acknowledgement**
g. **Work Experience Logbook**
h. **Introduction**

The Introduction section should cover the following contents.

1. Objectives of the Project / Tasks given to you / Title of the project
2. Purpose of your study / research
3. Company Profile
4. Products, Services and Nature of Business
5. Industry Profile and Competition

i. **Details of Work / Project**

This section should contain the following information

1. Task(s) assigned to you
2. Objectives of these tasks and your overall internship
3. Details of Responsibilities of the department assigned to you

j. **Methodology / Approach**

1. Identification of Problems / Issues in the Organization / Company
2. Literature Review (if required) from Research Articles / Newspaper articles / Web References / Databases
3. Application of theoretical concepts studied by you
4. A brief description of methodology adopted by you for completing the tasks assigned to you.

k. **Analysis and Interpretation**

1. Comparative Financial Performance of Organization / Company
2. Business Strategies of the Organization / Company
3. Analysis and Interpretation
4. Applications Technologies / Software
5. Creative and Innovative Practices
6. HR practices and Work Environment
7. Positive and the negative aspects of the Internship
8. Challenges faced during your internship

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l. **Conclusions**
The conclusions of your internship work should be written here. These conclusions should match with your internship title, objectives and purpose.

m. **Recommendations / Suggestions**
The student should provide the recommendations / suggestions for further improvement of issues involved during the internship

n. **Internship learnings and Takeaways**
The students should list out the learnings and takeaways from the internship

o. **References (In APA Format)**
Please refer to the Internship Manual for School of Business for further details

XIV. KPI Ownership, Reporting & Audit Readiness

Table-4: KPI Ownership, Reporting & Audit Readiness

S. No.	KPIs related to Internship	Source	Owner	Reporting Frequency
1	% of eligible students completing internships	SIS / Power BI	Program Chairs	Semesterly
2	Internship-to-employment conversion rate	Employer Feedback	CAO	Annually
3	Employer satisfaction with student performance	Evaluation Rubrics	CAO	Annually
4	% of internships aligned to student specialization	Reports	Deans	Semesterly
5	Student satisfaction with internship experience	Feedback Form	IRQA	Semesterly
6	Number of Work-Placements offered	Reports	CAO	Semesterly

XV. Compliance and Audit Readiness

1. The **Unit of Academic Engagement and Impact** ensures adherence to regulatory requirements.
2. The **Deans** monitor academic alignment and outcome achievement.
3. The **IRQA Office department** validates data accuracy and maintains readiness for **MOHESR audit sampling**.
4. All evidence must remain accessible for verification during institutional reviews.

3n. Teaching and Learning Methodologies

Policy number	ACAD_POLICY_05
Policy name	Teaching and Learning Methodologies
Policy version	Version 3
Standards applicable	MOHESR CAA Standard 3: Educational Programs

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Policy owner	Academics
Date of policy development	14 October 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	23 June 2026
Approved by	Dean-School of Business and Dean-School of Computing

Teaching and learning methodologies used in delivering a course play a very important role in engaging students in this digital era. It is very important to ensure that faculty members are employing teaching met Heads of Departments that are supported by appropriate technology and also ensure that the teaching and learning materials and tools are appropriate to the subject being taught. Teaching effectiveness committee is formed by the President in consultation with the Deans which includes faculty members from all the schools who conduct regular faculty development program by both internal and external resource persons to ensure that faculty are provided information about best practices in teaching and learning.

A. Committee Responsible for Development, Review and Implementation of Teaching and Learning Methodologies

The Teaching Effectiveness Committee which is one of the standing committees formed under the Institutional Standing Committee is responsible for the developing, reviewing and implementing the of the Teaching & Learning methodologies. The Committee is jointly chaired by the Dean-School of Business and Dean-School of Computing. If required, Dean of Schools may recommend faculty or staff members to the President for undertaking specific tasks.

B. Responsibility of the Committee

The Committee ensures that faculty employ teaching methods that are supported by appropriate technology and learning material and tools that are appropriate to the subject, organize a minimum of four, faculty development programs in a year by both external and internal experts on the best practices in teaching and learning, collect information from faculty on various teaching methodologies used by them and also provide support and guidance if required by the concerned faculty member. The Committee summarizes the teaching methodologies followed by various faculty in a semester and share it with the entire team at the end of the semester in order to evaluate the effectiveness of the teaching methodologies used and provide a platform to share the best practices.

C. Role of Course Leaders

In each semester one internal full-time faculty will be appointed as course leader for each course taught in different batches, who will meet the other faculty members teaching the same course (full time and/or part-time) for at least three times in a semester. The first meeting is before preparing the Course Syllabus where the team will decide on teaching methodologies to be followed, assessments to be conducted and finalize the flow of course to ensure uniform academic delivery across batches. The second meeting for mid-review and the third meeting is before completion of the course to discuss about the progress of the course, issues faced if any and finalize the assessments and discuss students' performance.

D. Role of the Faculty Member

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Faculty should select suitable teaching methodologies and incorporate in their course syllabus (Course Delivery Package) to ensure that the learning objectives are met. The Deans along with teaching effectiveness committee should ensure that faculty members are integrating key employability skills such as innovation, entrepreneurship, teamwork and leadership in their courses.

E. Responsibility of the Deans

The Deans of the respective schools will meet course leaders on a monthly basis to discuss about the progress of the course and discuss issues related to the course. TEC will also submit a monthly report on various teaching methodologies followed by the faculty members which will help in reviewing the progress and implementation of new teaching methodologies in various courses.

F. Process Flow

The faculty prepares Course Syllabus before the commencement of the course which is approved by the Dean and President. The course files submitted after the completion of the semester which is evaluated by Course-File Review Committee and HIRQA, and provide feedback to make the course learning more effective.

Steps:

i. Faculty members prepare Course Syllabus before the commencement of the semester.
ii. Dean and President will approve the Course Syllabus.
iii. Monthly meeting of respective Deans with course leaders and TEC to monitor the progress and submit the same to President office.
iv. Faculty will submit the course file with evidences of various teaching methodologies used after completion of the course
v. Course-File Review Committee along with HIRQA review the course files and provide feedback to the respective Deans
vi. Teaching effectiveness committee conducts regular sessions for faculty to share their own experiences of using various teaching and learning methodologies.
vii. Regular FDP are conducted on various teaching new methodologies that can be used in classes by internal/ external experts
viii. Dean, and HIRQA along with Teaching effectiveness committee identify various teaching methodologies followed across the globe and look for the possibility of its implementation in HUC.
ix. Teaching effectiveness committee collects the details of various teaching methodologies followed by faculty members in their courses and also provides required support in implementing the new teaching technologies.

3o. Course Syllabus.

Policy number	ACAD_POLICY_06
Policy name	Course Syllabus
Policy version	Version 3
Standards applicable	MOHESR CAA Standard 3: Educational Programs
Policy owner	Academics

Date of policy development	14 October 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	23 June 2026
Approved by	Dean-School of Business and Dean-School of Computing

The main purpose of the Course syllabus is to provide students and other stakeholders understand how the course will benefit the students in line with program and course learning outcomes and also have a clear understanding of the requirements of the pre requisites required if any in doing a particular course. Faculty members who are allotted the course will prepare the course syllabus as per the Master Course Syllabus and forwarded for the approval of respective Dean and President.

A. Committee Responsible for Development, Review and Implementation of Course Syllabus

The Academic Planning and Operations Committee which is one of the standing committees formed under the Institutional Standing Committee is responsible for developing & reviewing the course syllabus and ensuring its implementation by each faculty member teaching the specific course. The Committee is chaired by the Vice President-AO and comprises of Deans, Program Chairs and Discipline Leaders from both schools and Head of General Education. If required, Dean of Schools may recommend faculty or staff members, subject experts, industry experts to the Chair for performing specific tasks related to development and review of course syllabus.

B. Responsibility of the Committee

The core members of the committee including President, Dean-School of Business and Dean-School of Computing nominate one faculty member teaching the course to review the old course reports, take inputs from industry and as per emerging trends and latest developments will prepare the Course syllabus in accordance with the learning outcomes of the program and ensure that course learning outcomes are aligned with the program outcomes.

C. Role of the Faculty Member

Faculty members should also look at course topics and contents which will be taught in a week and also plan for sessions to conduct assessments in the class, provide information about out of class assignments, examinations etc. This should also include details of course text, recommended readings, scheduling of field visits/industry visits/ laboratory sessions etc. during the course. Once the course syllabus is prepared it will be submitted to Dean & President for review and approval.

D. Contents of the Course Syllabus

Each course syllabus should include course title and course code/ number, credit hours (or equivalent), pre-requisites (if any) co- requisites (if any), name and contact information of instructors, brief course description (as in the catalog), intended learning outcomes of the course, linkages and contribution of course leaning outcomes to the program outcomes, course topics and contents on a week-by-week basis including sessions for assessments, scheduling of laboratory, studio, external visit and other non-lecture sessions, including online sessions as appropriate, information on out of class assignments with due dates for submission, methods and dates of examinations and students assignments including the relative weight of various assessment elements in determining the course grade, teaching met Heads of Departments including any use of online instructions, course texts and recommended readings listed in standard bibliographic details and any other learning resources.

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E. Process Flow

Faculty members are allotted courses to prepare course syllabus.

Steps:

i. Faculty members teaching the course will review the course reports of the faculty who handled the courses earlier

ii. Faculty members will prepare the Course Syllabus based on the Master Course Syllabus and while preparing will update reference textbooks, additional reading materials, online resources, case studies, teaching methodologies, lab assessments, assessment methods, technology integrated teaching methods to achieve the learning outcomes

iii. After preparing the Course syllabus it is sent for review and approval by the Dean and President

iv. After the approval of Course syllabus, it is uploaded on the portal

3p. Course File and Course report review

Policy number	IRQA_POLICY_05
Policy name	Course File and Course Report Review
Policy version	Version 8
Standards applicable	MOHESR-CAA Standard 3: Educational Programs
Policy owner	IRQA
Date of policy development	18 July 2019
Review date	10th October 2025
Date of recent modification	10th October 2025
Next Review Date	22nd June 2026
Approved by	VP-IRQA

A. Components of Course File and Course Report

Course file reflects how effectively the course was delivered during the semester and contents of the course file are in line with the MOHESR requirements. The course file should contain following components:

i. Syllabi for the current and most recent previous offerings of the course, including any summer session offerings;

ii. Copies of all instructor teaching materials;

iii. Copies of all assessment instruments including continuous and final assessments along with the pre-assessment quality review and post assessment moderation forms ;

iv. Instructor worked answers and marking schemes for all assessment instruments;

v. Examples from across the range of student performance of graded responses to all assessment instruments;

vi. Student attendance data;

vii. A comprehensive instructor review of the presentation of the course, covering:

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a. Appropriateness of the course learning outcomes;
b. Extent to which the syllabus was covered;
c. Extent to which learning outcomes were met (with evidence);
d. Appropriateness of textbooks and other learning resources;
e. Appropriateness of assessment instruments in relation to learning outcomes;
f. Appropriateness of the balance of assessment;
g. Appropriateness of prerequisites;
h. General comments on any problems encountered with the course;

viii. Quantitative analysis of student performance including individual student grades, both cumulative and for each assessment and post moderation, and grade distribution;
ix. Summary of student feedback on the evaluation of the course;
x. Instructor's proposals for any course improvements;
xi. Summary of actions taken to improve the course.

B. Course File Submission and Review Process Flow

The IRQA department ensures a comprehensive verification of the course file submissions to be in compliance with the MOHESR requirements. This evaluation of course files will be undertaken at two phases. The first phase comprises of complete review of course files by the evaluators assigned by the Deans of respective School and Head of General Education, who shall review the course files and provide their comments. A completed course file will be submitted to IRQA department after which the VP-IRQA forms teams of experts from both the schools to review the files and submit their findings for completeness, academic delivery and maintenance to ensure academic rigor. In case any gaps are identified, the course files are sent back to concerned faculty for improvement. The Course files including the course reports are uploaded online.

i. Faculty members prepare their course file and course report as per the Course File Checklist and Course Report Format respectively
ii. Faculty submits their Course File online.
iii. Dean of School, Head of General Education, shall assign evaluators for reviewing the course files contents
iv. Assigned evaluators evaluate the course file as per MOHESR requirements and provide their feedback
v. Dean reviews the course file evaluation report submitted by the evaluators and forwards the same to IRQA if found appropriate for final approval. Otherwise, it is referred back to the respective evaluator for further intervention
vi. The quality check of the assessment tools included in the course file, is done by the Internal Quality Review and Moderation Committee (IQRMC)
vii. IRQA shall review the course files and course file evaluation forms for conformity with the MOHESR requirements otherwise, it is returned to the concerned faculty member to close the gaps identified by the evaluators
viii. IRQA department prepares the summary report and forwards it to the Program Review/Revisit Committee at the end of the year
ix. Program Review Committee reviews the report and provides recommendations to be implemented in the curriculum during its review process

Course files submission and Review Responsibility

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Course file Submission	Course file review and Evaluation	Course file review Meeting with Faculty members	Implementation of previous course report suggestions	Review of course report suggestion	Timeline
Faculty Members	Evaluators assigned by School Deans	Dean of respective schools / Head of General Education	Faculty Members	Program review / Revisit committee	At the end of every semester

Note:

Please contact IRQA department for below mentioned documents:

1. *Course Syllabus Format*
2. *Course File evaluation report format*
3. *Course report format*
4. *Pre assessment quality review form*
5. *Post Assessment moderation form*

3q. Class Size

Policy number	ADMN_POLICY_11
Policy name	Class Size Policy
Policy version	Version 7
Standards applicable	MOHESR CAA Standard 3: Educational Programs
Policy owner	Administration
Date of policy development	21 July 2019
Review date	7 August 2025
Date of recent modification	7 August 2025
Next review date	13 June 2026
Approved by	Registrar

A. Introduction

The Class Size is based on a number of factors like areas of study (namely general education, business courses and majors /concentrations), number of enrollments, nature of the course delivery (lecture, lab session), class seating capacity, number of cancellations/ dropouts / postponements, progression rate, teaching load of faculty and operational & financial feasibility.

The Class Size policy at HUC is subject to changes due to variations in internal resources availability and external factors in the region. The changes in the class size are carried out through the process as established in this policy document.

The UC determines the class size based on the above factors. Any amendments in the existing class size policy are done after receiving inputs from the Administration, Finance, Library, Computing and

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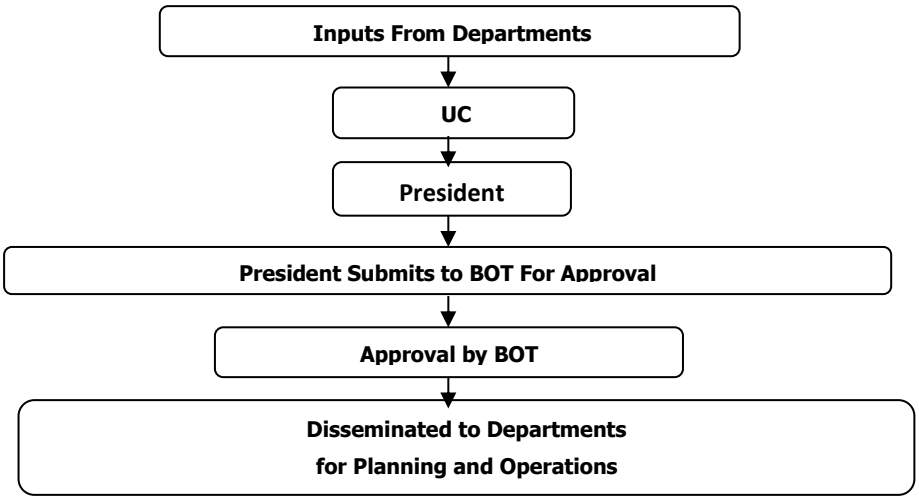
Student support Department. The information is initially sent to President, which is then placed in the BOT meeting for approval. Upon approval by the BOT, President forwards the information to the departments for planning the operations

B. Process Flow for Formulating and Amending Class Size Policy



C. Class Size Limits

The Class Size policy encompasses both the lower and upper limits of the number of students in each class.

i. Undergraduate Class Size Limit

The minimum and maximum class size for lecture and lab sessions for General, Core and concentration courses is given below:

Areas of study	Minimum class size	Maximum class size	
		Lecture	Lab session
General Education courses	10	50	40
Core courses	10	50	40
Concentration courses	6	40	40

D. Implementation of Class Size Policy

Number of students in each class should follow Class size limit mentioned in Section III above. Following measures are adopted by HUC, when the class size falls out of the permitted limits:

i. Students are required to sign an undertaking at the time of admission by giving specific choice for any one additional major / concentration from amongst those offered at HUC which will be considered in case the class size policy is not met
ii. In case, number of students exceeds the maximum class size for undergraduate courses, the class will be further divided into smaller sections to meet the class size policy.
iii. In case number of students falls below the minimum class size for undergraduate or graduate courses, HUC provides following options to the concerned students:

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a. If class size is not met at the beginning of the program:

1. Student will be shifted to another major / concentration as per the undertaking form signed by the student at the time of admission in which case the fees paid will be adjusted
2. If the student, after shifting to another major / concentration at HUC, wishes to cancel his/her admission within one week of commencement of the semester, fees paid will be refunded.

b. If class size is not met at any stage during the conduct of the program:

1. If the class size policy is not met at any stage during the conduct of the program, the student will be given an option to shift to another major/concentration without any financial charges.
2. After joining the new major / concentration and if the students are not satisfied and decide to cancel their registration, then the "Withdrawal, Cancellation, Postponement and Re-activation policy (WCPR)" will be applicable.

3r. Intensive Modes of Course Delivery

Policy number	ADMN_POLICY_12
Policy name	Intensive Modes of Course Delivery
Policy version	Version 2
Standards applicable	MOHESR CAA Standard 3: Educational Programs
Policy owner	Administration
Date of policy development	16 July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	23 June 2026
Approved by	Registrar

I. Introduction

According to the MOHESR CAA Standards, The term —intensive modes of delivery refers to courses that are offered over a shorter duration than the generally accepted period of a standard —semester‖ (15 to 17 weeks) or —weekend‖ (9 to 12 weeks).

The academic courses conducted under intensive modes of delivery should be for 6 to 8 weeks and a maximum of two courses can be offered for undergraduate level programs. It is important to ensure sufficient time for preparation, reflection, analysis, and the achievement of learning outcomes are adequately met through student learning engagement activities. The classes will be as per the standard duration of 1 hour per class and total number of credit hours are completed within the stipulated intensive mode of conducting the program.

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i. Students are fully informed of any modifications that may have been made in operations or the delivery of its academic programs in order to accommodate the shortened duration of the course or program;
ii. Students in courses offered through intensive modes of delivery have comparable duration of class contact time, and comparable expectations for out-of-class study time, as in the same courses offered during the regular semester or term;
iii. The full content of the approved syllabi will be taught during the condensed period;
iv. Learning outcomes of the courses and programs are achieved by all enrolled students;
v. HUC's academic support services (Student support, Administration, Finance), learning support services (library and IT) and other facilities (canteen, health facilities) are available during the shortened term
vi. Faculty workload will include the courses which are conducted under the intensive mode of delivery.

3s: Independent Study Policy

Policy number	ADMN_POLICY_13
Policy name	Independent Study Policy
Policy version	Version 4
Standards applicable	MOHESR CAA Standard 3: Educational Programs
Policy owner	Administration
Date of policy development	16 July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	23 June 2026
Approved by	Dean-School of Business and Dean-School of Computing

HUC offers Independent study for a course, which is not offered, to facilitate students to complete the graduation requirement as per the course plan. Independent study is only allowed for undergraduate program and it is not permitted for a graduate program. HUC shall offer an independent study to undergraduate students under following conditions:

1. The batch does not meet the minimum class size policy
2. Student is unable to attend the regular class due to medical reasons or emergency duties of the government or in attendance of the parental obligations
3. HUC is unable to offer the course as a regular class
4. A student(s) who is/are graduating within the academic year
5. Student is in good standing with the required CGPA to graduate

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6. A maximum of 1 course with 3 credits can be offered can be offered as independent study to a student in the complete undergraduate program
7. In case a student is left with more than 3 credits to complete the degree program and those courses are not available during that semester, then a student may apply for a permission to the President. The President will send a request for approval from MOHESR CAA in such special circumstances and will allow the student to take the courses only after receiving prior approval from MOHESR CAA
8. Faculty member shall be allocated to the independent study students
9. Minimum of 15 contact hours for a three credit course needs to fulfilled as per schedule

The conduct of the course should maintain the same level of academic rigor, assessments and evaluation that fulfills the Learning Outcome requirement of the course when offered as a regular course in the specific program.

3t. Duplicated Courses Policy

Policy number	ADMN_POLICY_14
Policy name	Duplicated Courses Policy
Policy version	Version 2
Standards applicable	MOHESR CAA Standard 3: Educational Programs
Policy owner	Administration
Date of policy development	26 December 2021
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	23 June 2026
Approved by	Dean-School of Business and Dean-School of Computing

In order to avoid candidates duplicating their studies by repeating the courses that contain similar knowledge or skills which have been acquired either by certificates or diploma or work experiences, HUC provides for accommodating students with prior learning through their RPL policy. Refer Recognition of Prior Learning policy for more details.

The courses which have been exempted or equated with the prior learning will not be awarded any credits but such courses will appear on the transcript without credit value.

A duplicate course is one that student have received credit for before, but have to retake due to failure or to improve the grades. For example, student might need to repeat a course less than "A" grade to get a better grade. Student will not get credit, but he/she can use the new grade to meet program requirements.

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If student complete the duplicate course, his/her new grade will not replace the old grade. Instead, both grades will show on his/her transcript and higher grade will be used in any GPA calculations.
If student registered in a duplicate course, a note will be added to the course after the term has begun. It will appear on student transcript as "R" .
There can be situations in which the student may end up with duplicate credit in any of the following ways:

i. By wrongly enrolling in courses and completing, a course for which they have already been awarded external credit (via transfer, away, departmental or advanced placement credit).
ii. By enrolling in and completing a course that they have previously completed for credit

Duplicate credits are resolved in the following ways:

i. In the first case mentioned above, the external credit shall be deleted.
ii. In the second case of duplicate credit, the repeated course credit shall be considered for calculation of the Grade Point Average as well as to the student's total number of credits. However, credits of both courses will be reflected in the transcript.

3u. General Education Policy

Policy number	ACAD_POLICY_09
Policy name	General Education Policy
Policy version	Version 2
Standards applicable	MOHESR CAA Standard 3: Educational Programs
Policy owner	Academics
Date of policy development	26 December 2021
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	23 June 2026
Approved by	Dean-School of Business and Dean-School of Computing

A. Introduction

As per the MOHESR CAA Standard 3 on educational program, under sub point 3.6 general education requirements are to be met in order to provide a broad based education background for the students at the undergraduate program. The curriculum management policy ensures that the requirements of general education are met while planning their program.

B. Guidelines of the Policy

i. To offer at least 21 credits hours of general education courses throughout the curriculum that encompass the broad based education for the students.
ii. General education must include at least one of the following courses
   a. English
   b. Arabic language
   c. Islamic Studies.
   d. UAE studies
iii. Apart from the above; a course in innovation, entrepreneurship and sustainability should be incorporated into the General Education program, unless it is addressed in other courses across the institution's programs.

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C. **Formation of the Committee**
The committee comprises of Dean and Program Chairs, course leader and subject experts as deemed necessary.

D. **Tenure of the Committee**
The tenure of the committee is two years from the date of formation

E. **Responsibilities :**

i. To conduct meetings and discuss the requirements of General education program
ii. To record and maintain minutes of the meeting
iii. To assess and ensure general education program requirements are met and in compliance with the standards as and when required
iv. To develop and design general education course syllabus meeting the internationally acceptable levels.
v. To define and measure the General education learning outcomes with reference to students achievement.
vi. To review and prepare self-evaluation report.

3v. Teaching Effectiveness Peer Review Policy

Policy number	TECE_POLICY_01
Policy name	Teaching Effectiveness Peer Review Policy
Policy version	Version 3
Standards applicable	MOHESR Stipulation 3.9 Teaching Methods
Policy owner	Teaching Effectiveness Committee
Date of policy development	26th June 2024
Review date	7 August 2025
Date of recent modification	7 August 2025
Next review date	16 June 2026
Approved by	Vice President-AO

I. Introduction

Peer review is an important part of the evaluation of teaching effectiveness and faculty performance. These include the faculty's knowledge of the field, how up-to-date the course materials are the appropriate level of rigor, and contributions to course and curriculum development. Aspects such as Outlines and procedures for course management and a contextualized sense of the interactions between faculty and students are also sought-after outcomes of this process. Senior and experienced faculty members who are familiar with the subject matter and context of a course can offer colleagues important perspectives to inform efforts to improve teaching, from discussions of course materials to debrief of classroom observations.

The objective of this process is to continuously motivate the best practices and to disseminate them among all faculty members.

A. **Purpose of peer review**- enhancing faculty development, ensuring accountability, and supporting academic excellence. Also, to ensure the quality assurance, transparency, and dissemination of academic knowledge and to set a benchmark at the university level.
B. **Scope of the policy**- probationary confirmation, to reinforce the teaching pedagogical activity and to motivate faculty members

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C. **Goal** - The goal is to create a dynamic and engaging learning environment that fosters critical thinking, deep understanding, Innovative teaching methodologies, and lifelong learning.

II. Peer review committee

A. Composition

TEC Chair / Coordinator, Discipline/Subject expert, Program Chair and external member (if required)

B. Responsibilities

The TE Committee is responsible for creating awareness amongst Faculty members about the Faculty Peer Review process. The TE Committee members shall be responsible for implementing and monitoring the review process, making recommendations, and maintaining confidentiality

C. Orientation

Orientation session for the faculty members will be delivered by the TEC committee at the beginning of every Academic Year

III. Types of peer review

A. Formative

Formative reviews are intended to develop or improve teaching

B. Summative (FES)

Summative reviews are intended for, contract renewal, promotion processes, and/or probation confirmation

IV. Review Procedure

A. Peer Reviewers should communicate with the candidate both before (at which time the candidate provides context for the class that day) and after the class meeting (to solicit the candidate's response to the reviewer's findings).

B. The review team should arrive on time to the classroom to observe the session. During the class, the review team should evaluate the class performance and prepare report based on the Peer Review of Lecture-Based Teaching Form.

C. The Peer Review of the Lecture-Based Teaching Form must be forwarded to the concerned School Dean for approval.

D. **Best teaching method/pedagogy of the semester**:
Every semester after comprehensive evaluation, the TEC committee will announce the best teaching method award among the faculty members (Only fall and spring semesters will be considered for the award).

V. Confidentiality and privacy

Members involved in the peer review process must maintain a high level of confidentiality and ensure the privacy of each one participating during the review. In Horizon University College, this exercise is in place to improve the academic environment and to create a positive vibe among the stakeholders.

VI. Appeal process

A faculty may appeal to the concerned School Dean if not satisfied with the peer reviewer's findings.

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VII. Training and development

This TEC peer review report should identify best practices and areas for improvement in coordination with the respective School Dean, where an appropriate program/activity may be arranged. It is the role of the human resource department to integrate and arrange necessary training and development through the Faculty Development Program.

VIII. Reporting and record keeping

The TEC committee will maintain records and submit its report to the Vice President and President offices.

IX. Schedule of Peer review

The Peer Review process must take place during the 6th to 8th weeks in each regular semester. The TEC committee should prepare a Peer Review Schedule accordingly.

X. Annexure

1. Peer Review of Lecture-Based Teaching Form
2. Record of Peer reviews

Form #: ACAD-ON|FCT-005-A

Peer Review of Lecture-Based Teaching Form

Academic Year		**Semester**	
Program	☐ **BBA** ☐ **BBA in Accounting** ☐ **BSIT** ☐ **BSCS**	**Shift / Batch**	☐ **Morning** ☐ **Evening**
Course Name		**Course Code**	
No. of Students enrolled in the batch		**No. of students present during the class**	
Name of faculty reviewed		**Name of Peer Reviewer**	
Date			
Pre-Observation and Post-Observation Meetings:			
Pre-observation (Faculty Academic strategies for this class)		**Post-observation** (Reviewer Comments on effective use of academic strategies)	

Observation Procedure:

Peer Reviewer: Please indicate your findings against each item if it's an area of "STRENGTH (ST.)", "ACCEPTABLE (ACC.)", or "IMPROVEMENT (IMPR.) required" and provide any comments for each category.

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Category	Item	ST. (10)	ACC. (8)	IMPR. Required (6)	Comments
Organization	Quality of material used in class				
	Variety of engagement material				
	Clearly states the goal or objective for the class				
	Appears well-prepared for class				
	Summarize the main points at the end of class				
Presentation	Speaks clearly				
	Facilitates note-taking				
	Maintains eye contact with students				
	Communicates enthusiasm toward the content				
	Effectively incorporates appropriate media (IT)				
	Teaching material is clear and well organized				
Rapport and Classroom Interactions	Creates an environment of respect, conducive to learning				
	Encourages innovation and diverse points of view				
	Checks for student comprehension of course material				
	Encourages student involvement, e.g., questions, discussion				
	Respond constructively to students' comments/questions				
Content	Relates content to previous or future course material				
	Examples are relevant				
	Explanations of difficult terms and concepts are done with clarity				
Classroom Activities	Provides appropriate experimental case examples, etc.				
	Provides constructive verbal feedback when necessary				
	Provide sufficient time and support to complete tasks Successfully in class				
Total score in %					

Overall comment:

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Peer Reviewer	**Discipline leader/Subject expert**	**Program Chair**	**TEC Member**

Form #: ACAD-ON|FCT-005-B

Record of Peer reviews

Academic Year		**Semester**	
School		**Program name**	

S.No.	Faculty name	Course name	Peer reviewer	Date	Time	Discipline Leader's sign	Remarks

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Program Chair	**TEC Chair/ Coordinator**

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MOHESR CAA Standard 4. Research and Scholarly Activities

4a. Research and Innovation Policy

Policy number	**RESR_POLICY_01**
Policy name	Research and Innovation Policy
Policy version	Version 6
Standards applicable	MOHESR CAA Standards 4: Research and Scholarly Activities
Policy owner	Department of Research and Innovation (DRI)
Date of policy development	18 July 2019
Review date	26th August 2025
Date of Recent modification	26th August 2025
Next review date	22 May 2026
Approved by	VP-Academic Operations

I. Introduction

Horizon University College (HUC) is committed to a research philosophy that advances the creation, integration, and application of knowledge through research, innovation, and scholarly activities. The primary aim of this philosophy is to generate meaningful impact on society, whereby the intellectual contributions of faculty and students are recognized as central to the university's strategic direction. In pursuing this commitment, HUC encourages its faculty members to actively engage in impactful academic, industrial, and social research by publishing in leading peer-reviewed journals, presenting at prestigious international conferences, participating in seminars and workshops, and contributing to collaborative projects. Faculty and students alike are motivated to extend their research beyond the academic realm by filing patents, developing case studies, and offering consultancy services to industries, government agencies, and educational organizations within the UAE, the GCC, and globally.

To support these endeavors, HUC offers both academic and financial assistance to faculty members, enabling them to pursue high-quality, primarily applied research across diverse disciplines such as Business, Management, Finance, Marketing, Tourism, Public Administration, and Information and Communication Technology (ICT). Interdisciplinary collaboration is particularly encouraged, with the university promoting exploration of emerging and disruptive technologies and solutions to address real-world challenges. In recognition of the growing importance of research and innovation in higher education, HUC established the Department of Research and Innovation (DRI) as a dedicated unit tasked with mentoring faculty and students, fostering a sustainable research culture, and identifying new avenues of funding and collaboration.

The establishment of DRI aligns with broader national imperatives. As the UAE celebrated 50 years of nationhood and set its vision for the next 50 years of transformative growth, the Ministry of Education identified research, innovation, and entrepreneurship as one of the four pillars of higher education performance evaluation. Responding to this call, HUC has embedded research, scholarly activity, and innovation at the heart of its Strategic Plan. This alignment ensures that the university contributes directly to the UAE's Vision 2031, Ajman Vision 2030, and the Ministry of Education's Classification Framework. Importantly, HUC conducts an annual review of its Research and Innovation Strategy to ensure that its objectives remain progressive, measurable, and impactful, with continual improvements in both the quality and quantity of research output.

Looking ahead, HUC has framed its Research and Innovation Strategy 2025–2030 with a bold aspiration: to enhance resources, develop faculty competencies, and strengthen collaborations in order to position the university among the top 15 higher education institutions in the UAE by 2030.

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This strategy underscores the university's recognition of the competitive higher education landscape and the role it must play nationally, regionally, and globally. Through active engagement of faculty and students in scholarly research, innovation, and entrepreneurial activities, HUC aims to achieve outcomes that elevate its academic reputation, enhance graduate employability, and contribute to sustainable societal development. Success in this endeavour will not only advance the university's ambitions for international accreditation and ranking but also reinforce its role as a driver of knowledge, innovation, and social impact.

The Department of Research and Innovation serves as the engine of this vision. It aspires to achieve excellence by generating superior-quality outcomes in research, innovation, and entrepreneurship while providing state-of-the-art research facilities, infrastructure, and services. DRI's mandate includes fostering interdisciplinary projects, facilitating knowledge transfer, and creating sustainable partnerships with academia, industry, and government agencies. By advancing research into commercial applications, DRI ensures that scholarly work translates into tangible contributions that benefit the economy and wider society. At the same time, DRI prioritizes the recruitment, development, and support of high-calibre researchers, positioning HUC as a centre of academic and research leadership. Decisions related to the allocation of resources, faculty support, student engagement, patents, projects, and knowledge enhancement are guided by the university's strategic priorities and operationalized through a Research and Innovation Policy that is reviewed and updated annually.

Through these efforts, Horizon University College not only affirms its commitment to fostering a culture of creativity, inquiry, and innovation but also ensures that its research agenda remains relevant, sustainable, and impactful. By aligning with national visions and international benchmarks, HUC is poised to deliver research outcomes that enhance its reputation, contribute to economic and social development, and prepare its graduates to lead in an increasingly knowledge-driven world.

II. Research Vision

To contribute to the growth and success of research and innovation nationally and globally by developing an excellent research environment, where innovative and socially relevant research can thrive and achieve international prominence.

III. Research Mission

To nurture an environment that promotes quality research output and collaboration at national, regional, and international levels.

IV. Research Goals, Objectives, KPIs and Benchmarks 2025-30

Strategic Plan Goal 2 of Horizon University College (HUC) is to Excel in Research and Scholarly Activities. In alignment with this goal, the Research Goals outlined in this section have been derived directly from the institution's strategic vision and priorities. They serve as the foundation for building a sustainable research culture, fostering innovation, and ensuring that faculty, staff, and students actively contribute to impactful knowledge creation.

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Research Goal	Research Objective	KPI	Bench mark / Baseline	AY 2025–26	AY 2026–27	AY 2027–28	AY 2028–29	AY 2029–30
1 - To provide strong research facilities and resources that support high-quality studies and innovation	1.1 - To regularly update and enhance library and IT resources to support research activities.	1.1.1 - % of Faculty with peer-reviewed publications (SP: Goal 2 – Strategy 3.1.1)	≥70%	70%	75%	80%	85%	90%
	1.2 - To strengthen postgraduate and postdoctoral research ecosystem by converting Masters/PhD theses into indexed publications.	1.2.1 - # of Publications in Scopus indexed journals per FT faculty (SP: Goal 2 – Strategy 3.1.1)	≥2	2	2	2.5	3	3.5
	1.3 - To track and improve research citation impact (h-index, top 10% cited papers, and citation-to-publication ratio).	1.3.1 - Field-Weighted Citation Impact (FWCI) (SP: Goal 2 – Strategy 3.1.1)	≥1.0 Global Scival average	1	1	1.1	1.2	1.5
	1.4 - To conduct regular research activities to promote professional growth and recognition of faculty members.	1.4.1 - Research Output Growth Rate (%) (SP: Goal 2 – Strategy 3.1.2)	≥10% YoY	10%	15%	20%	25%	30%
2 - To ensure all research	2.1 - To ensure	2.1.1 - # of Ethics	≥3	2	3	5	5	7

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follows ethical standards and promotes sustainability	compliance with research integrity, ethics, and plagiarism policies.	Workshops annually (SP: Goal 2 – Strategy 3.2.2) (SP: Goal 2 – Strategy 3.2.2)						
	2.2 - To publish and present impactful research on sustainability within relevant and interdisciplinary domains.	2.2.1 - % of Projects aligned with UN SDGs (SP: Goal 2 – Strategy 4.1.1)	≥30%	30%	35%	40%	45%	50%
3 - To focus research on national and regional priorities such as UAE Vision 2031 and Ajman Vision 2030	3.1 - To encourage research that contributes to policy development, accreditation processes, and industry practices.	3.1.1 - % of Projects with documented policy/industry impact (SP: Goal 2 – Strategy 4.2.1)	≥10%	10%	15%	20%	25%	30%
4 - To build partnerships with universities, industry, businesses, and government to increase research impact	4.1 - To encourage collaborative publications with leading international universities and research institutions.	4.1.1 - % of Publications co-authored internationally (SP: Goal 1 – Strategy 2.1.2)	≥25%	25%	30%	35%	40%	45%
	4.2 - To expand externally funded projects through partnerships with government, industry,	4.2.1 - % of Externally funded projects (SP: Goal 2 – Strategy 4.1.2)	≥20%	20%	25%	35%	40%	45%

	and academic stakeholders.							
	4.3 - To establish and evaluate long-term research partnerships with universities, businesses, and organizations.	4.3.1 - Industry Contributions (AED) (SP: Goal 2 – Strategy 3.2.1)	≥1M per year	1.0M	1.2M	1.5M	2M	2.5M
	4.4 - To strengthen collaborative research through faculty exchange programs and joint projects.	4.4.1 - % of Interdisciplinary projects (SP: Goal 2 – Strategy 4.1.1)	≥20%	20%	25%	30%	35%	40%
5 - To create a supportive culture that encourages creativity, innovation, and active research among faculty, staff, and students	5.1 - To allocate and utilize funds to support student and faculty research initiatives.	5.1.1 - % of Publications with student co-authors (SP: Goal 1– Strategy 2.1.1)	≥20%	20%	25%	30%	35%	40%
	5.2 - To organize research activities, workshops, and conferences that enhance professional growth and recognition of faculty.	5.2.1 - # of Research activities / workshops per year (SP: Goal 2 – Strategy 3.2.2)	≥5	5	7	9	10	12
6 - To support and reward faculty for research excellence,	6.1 - To provide faculty with opportunities for professional	6.1.1 - % of Faculty engaged in training (SP: Goal 2 –	≥75%	60%	70%	75%	80%	85%

while attracting and retaining talented researchers	development in research skills and methodologies.	Strategy 3.2.2)						
7 - To involve students in research projects, competitions, and conferences to build their skills and experience	7.1 - To create opportunities for student engagement in research projects and publications.	7.1.1 - Student Participation Rate (%)(SP: Goal 1 – Strategy 2.1.1)	30–50%	30%	40%	50%	55%	60%
	7.2 - To conduct regular sessions on research ethics and methodologies for students.	7.2.1 - # of Academic Events with student participation (SP: Goal 2 – Strategy 3.1.1)	≥25	8	15	25	30	35
	7.3 - To involve students in internal and external innovation competitions and research activities.	7.3.1 - # of Student presentations/posters (SP: Goal 2 – Strategy 3.2.2)	≥35	10	20	35	40	45
8 - To improve the reputation of HUC research at national, regional, and international levels	8.1 - To strengthen postgraduate and postdoctoral ecosystem by converting ≥40% theses into indexed publications.	8.1.1 - # of Publications in Scopus indexed journals per FT faculty (SP: Goal 2 – Strategy 3.1.1)	≥2.5	1.5	2	2.5	3	3.5
	8.2 - To track and improve the visibility, quality, and impact of research	8.2.1 - # of Research Awards & Recognitions (SP: Goal 2 – Strategy 3.1.2)	≥5	5	5	7	9	11

	outputs in line with institutional and national frameworks.							
9 -To increase research funding by securing external grants and providing institutional support	9.1 - To increase innovation outputs by filing patents and commercialization.	9.1.1 - # of Patents filed/granted (SP: Goal 2 – Strategy 3.2.2)	≥20/15	≥20/15	≥20/15	≥20/15	≥20/15	≥20/15
	9.2 - To support entrepreneurial projects and spin-offs incubated by HUC.	9.2.1 - # of Startups/Spin-offs incubated (SP: Goal 2 – Strategy 4.2.2)	≥2	2	4	6	8	10
10 - To share research widely through conferences, workshops, and events that benefit society and industry	10.1 - To disseminate knowledge through funded projects, consultancy work, and scholarly outputs.	# of Research Awards & Recognitions (SP: Goal 2 – Strategy 3.1.2)	≥5	5	5	7	9	10

V. Committee's Structure of Research and Innovation Department

A. Introduction

This document transparently describes the functioning structure of Department of Research and Innovation and elaborates various subcommittees that work in unison to achieve the Research and Innovation objectives.

B. Purpose

Research and Innovation Policies & Procedures Manual document consolidates relevant operational policies into one convenient reference for the School of Business (SOB), the School of Computing (SOC), and the General Education Department, to establish a conducive research culture, and to design and manage all research activities.

C. Role of Department of Research and Innovation

1. To ensure excellent research support services and mentorship.
2. A commitment to quality in research, consultancy, projects, and publication.
3. To foster collegiality and to create a conducive environment for research, consultancy, and projects.
4. To ensure full compliance with ethics and values in all research and scholarly activities.

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5. To improve research impact and enhance the visibility, relevance, and societal contribution of research outcomes in alignment with national and global priorities.

D. Appointment & Removal

The appointment of the Dean–Research and Innovation (Dean–RI) is undertaken at the University level. In turn, the establishment of various subcommittees of Research and Innovation is initiated by the Dean–Research and Innovation (Dean–RI) in consultation with the Deans of both Schools and the Head of General Education (HoGE) and subsequently vetted and approved by the President

Among these, the Innovation and Entrepreneurship (IE) Committee, chaired by the Dean–RI, plays a central role in advancing the University's research and innovation agenda. The continuation or removal of the Dean–RI and the members of subcommittees is determined through an annual performance review, wherein each committee's effectiveness is measured against the Key Performance Indicators (KPIs) established in the preceding planning cycle. This ensures accountability, transparency, and alignment with the University's Strategic Goals.

VI. Structure of Research and Innovation Department

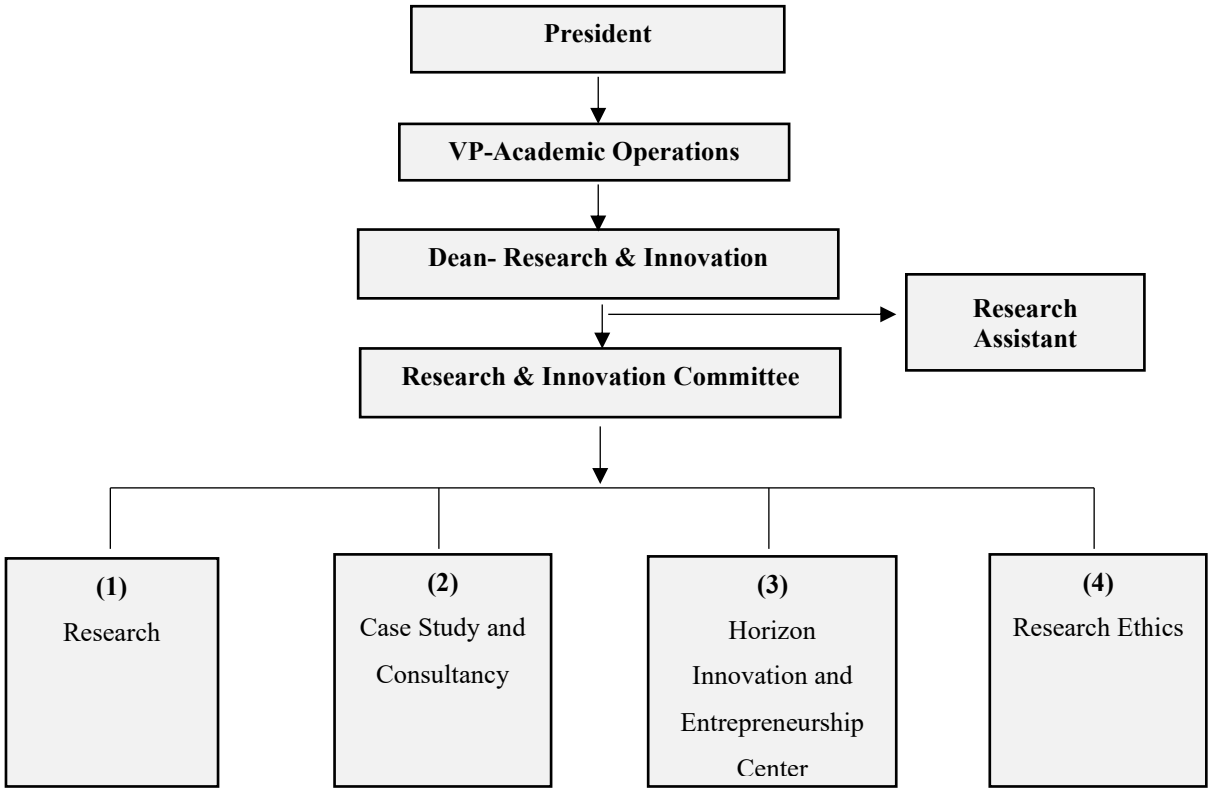

Figure 1.1: Structure of Research and Innovation Department

VII. Structure of Research and Innovation Department

The Research and Innovation Department oversees four key focus areas, as detailed below in collaboration with the Research and Innovation Committee:

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No	Focus Area	Covers	Members	Objectives
1.	**Research**	**Research ((Journals, Books Publication, library, Horizon Business Journal (SBJ), Conference Presentation, Symposium, Workshop, Webinar, Events and Colloquium, Industry Projects ,grants, Patents))**	**Chair**: Dean-Research & Innovation **Members:** Dean-SOB, Dean-SOC, HOGE, Discipline Leaders, At least 2 faculty members each from SOB,SOC and GE, DRI staff	1) Review of faculty candidate profile (if required) 2) Mentoring new faculty members on research and scholarly activities 3) Promote Interdisciplinary research at HUC 4) To develop a culture of research collaboration 5) Present research updates to the office of the President and external regulatory authorities through the Dean's offices-Business/ IT 6) Motivate and enable faculty members to publish in quality and indexed journals. 7) Encourage students to actively participate in Research 8) To coordinate and ensure publication of the Research Journal of HUC 9) To improve the HUC Research Journal publication to qualify for Scopus indexing. 10) Identification of good conferences and sharing of information 11) To organize international conferences with recognized international bodies once a year, for the School of Business & School of Computing alternatively 12) Ensure submission of feedback on conference-attending proposals with paper presentation 13) Review of conference conducting, and other research program proposals 14) Ensure submission of feedback on Post Conference Presentation 15) Coordination with Faculty for Conference presentations 16) Coordinate Research workshops, webinars, symposiums and events 17) Provide support in maintaining the database of all research activities related to Horizon University College 18) Collaborate with the Research and Innovation department to update all reports and statistics required in research fields 19) Ensure the Research profile of the faculty member is updated on the website

2.	**Case Study and Consultancy s**	**Case Study, Knowledge and Industrial Update, Consultancy**	**Chair**: Dean-Research & Innovation **Members:** Dean-SOB, Dean-SOC, HOGE, Discipline Leaders, At least 2 faculty members each from SOB,SOC and GE, DRI staff	1. Facilitating development Cases to get it published and used for Class Delivery 2. Managing Case Study Center 3. Look for collaboration with other research organizations worldwide 4. Providing support in improving the quality of students' research projects 5. Managing Knowledge and Industry Updates 6. Managing Newsletters 7. Conducting bi-annual research forums/ seminars 8. Coordinate with faculty members to contribute to Knowledge and Industry updates. 9. Consulting based on case studies
3.	**Horizon Innovation and Entrepreneurship Center (HIEC)**	**Entrepreneurial Agencies, Incubation, Prototypes Projects & Patents**	**Chair**: Dean-Research & Innovation **Members:** Dean-SOB, Dean-SOC, HOGE, Discipline Leaders, At least 2 faculty members each from SOB,SOC and GE, DRI staff	1) Develop and review related policies of HIEC 2) Building collaboration with the global and local network 3) Encourage students to participate in the Research/ Innovation contest 4) To promote all research and scholarly activities related to faculty members and students. 5) Community engagement activities 6) Suggest AI and IOT testbed 7) Review of Internal/External Research Projects, prototypes, Consulting, and Fund allocation 8) Track the application process for Intellectual property rights/ patents 9) Maintain all relevant records for awarded IP / Patents including certificates, renewal applications and renewal certificates as applicable 10) Prepare innovation events, workshops, Field trips, ideas, and competitions

4.	**Research Ethics**	**Research Ethics and Intellectual Properties**	**Chair**: Dean-Research & Innovation **Members:** Dean-SOB, Dean-SOC, HOGE, Discipline Leaders, At least 2 faculty members each from SOB,SOC and GE, DRI staff	1) Performs review on research protocols and supporting documents (research projects proposals, innovation projects & Graduate dissertations and thesis) will be approved or disapproved based on its compliance to ethical standards. 2) Ensure all researches are conducted in adherence to the ethical guidelines outlined in this and are in line with the UAE's Ethical Research requirements and international standards 3) Ensure all researches emanating from HUC seek prior permissions from the human subject to be a part of the sample and the same should be documented. 4) Ensure all the data collected from the research subject comply with the privacy laws and should be exclusively used for research purposes only 5) Ensure the information relating to the subject may be revealed only to Government officials subject to an order from the court. 6) Ensure only trained investigators will be permitted to be part of the survey team. 7) Ensure compliance with the cultural sentiments of the region. 8) Regularly monitor the research process and submit progress to the Research Ethics Committee, which is a separate committee formed for review and approval of Research Ethics (Refer to Research and Scholarly Activities Policies and Procedures Manual for details). 9) Researchers should add research collaborators after approval of Research Ethics Committee 10) All authors whose names are stated on the publication should have a clear scientific contribution to the article/patent/copyright. 11) Any conflict in the authorship or order of authorship that cannot be amicably resolved shall be referred to DRI for resolution 12) Initiates an investigation and collects and record evidence or facts during investigation on arising ethical matters 13) Reports findings with suggested recommendations to the Chair of Research Ethics Committee for review and decision-making

VIII. Research Output Categories

There are different categories of research output that are considered by HUC for faculty evaluation. The categories are presented in the following subsections:

a. Journal Articles

To be included in this category, the publication must meet the HUC definition of research and:

1. Must be published in a scholarly journal
2. Must be published in the current collection year and the year of publication must be stated within or on the claimed work.
3. Must have been peer-reviewed or indexed in Scopus/ ABDC/ ACM/ IEEE, and fulfill at least one of the criteria below:
    a. Critical scholarly texts which appear in article form
    b. Articles reviewing multiple works or an entire field of research
    c. Invited papers in journals
    d. Articles in journals that are targeted at both scholars and professionals
    e. Articles in a standalone series
    f. Book reviews
    g. Case studies

b. Conference Proceedings

To be included in this category, the conference publication must meet the following criteria:

1. Is a full publication paper and may appear in several different formats, e.g. a volume of proceedings, a special edition of a journal, a normal issue of a journal, a book or a monograph, or a conference or organizational website.
2. Must be a research published in the current Academic Year.
3. Is peer-reviewed.
4. Has been presented at conferences, workshops, or seminars of national or international significance, available to the wider audience.
5. The author of the paper is affiliated with HUC.
6. The Keynote speech and invited papers may be included where all other papers for the conference are peer-reviewed.
7. Complete copy or offprint of paper
    a. Complete photocopy of the table of contents, preface, introduction, and pages showing all bibliographical information as appropriate (ISBN or ISSN, authors(s), editor, publisher, and all dates referring to copyright, publication, printing, and distribution)
    b. Proof of national or international significance. The national/international significance of a conference may be indicated by the presence of interstate/international speakers, or a listing of previous conference venues showing that the conference is held in a range of national/international locations
    c. Evidence indicating the author's affiliation with HUC. This can be indicated as a by-line or footnote, or statement in the publication
    d. Proof of peer review can be in the form of a:
        a. Statement in proceedings that full papers are refereed, or
        b. Statement from the conference organizer/editor, or
        c. Copy of assessment showing assessment made on full paper

c. Books & Book Chapters

To be included in this category, the publication must meet the HUC definition of research and meet below given requirements:

1. Must be a major work of scholarship

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2. Must be published in the current Academic Year.
3. Must have an International Standard Book Number
4. Can be written entirely by a single author, or by joint authors who share responsibility for the whole book.
5. Must have been published by a reputed publisher (e.g., Pearson, Cengage, McGraw Hill, Routledge, Oxford University Press, IGI Global, Palgrave MacMillan) or have been peer-reviewed.

d. Researcher's Activities Categories

Following the release of HUC Strategic Plan, the following categories of research activity items were added to the collection, to capture progress towards the targets set down in the Strategic Plan for the key performance indicators of *International Linkages* and *External Collaborations*:

1. Invited Keynote Addresses at International Conferences
2. Editorial Board Memberships of International Journals
3. Research Visitors & Full-time Associate Researchers
4. Guest Editorship of a Special Edition of a Refereed Journal
5. International Research Collaborations (Top 200 QS/THE/Shanghai ranked universities)
6. National Research Collaborations
7. Evaluation and revision for national and international projects

e. Knowledge Updates

Faculty members of HUC are expected to write at least two short articles of around 500-1000 words, known as Knowledge Update (KU) for regular online publication through the HUC website. Dean-RI will share a template and schedule for all faculty members, for timely submission of the KU article. Faculty members will submit the KU article to the Dean-Research and Innovation, who will review/ get it reviewed, check its relevance, originality, and plagiarism, and approve it for publishing online as per the KU calendar.

f. Industry Updates

HUC believes that its management officials, faculty members, and staff to be aware of recent developments in the industry, government policies, and another socio-economic environment. With this objective, Head-Library makes sure that a brief document with a list of major events from authentic online sources is compiled and sent to Dean-Research and Innovation every week for verification. After verification/update, the Dean-RI will forward the list to the Media and communication department to set the list in the desired format. The refined list will then be returned to Dean-RI who will then forward the mail to management, faculty, and staff for their kind perusal and update.

g. Patents/Utility Models, Inventions, and Commercialization of Research

The HUC Intellectual Property (IP) policy states that all intellectual property issues and commercialization of research outcomes or projects are the responsibility of the DRI committee adhering to the following:

1. To be regarded as an invention under the terms of the patent laws, all findings, methods, or designs including computer software, apps, materials, and technological advancements can be included.
2. All faculty members, students, and employees of HUC are eligible to be an inventor.
3. DRI protects the inventor's intellectual property rights, and handles all IP-related concerns confidentially.

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4b. Faculty Responsibilities and Publication Evaluation Criteria

Policy number	RESR_POLICY_05
Policy name	Faculty Responsibilities and Publication Evaluation Criteria
Policy version	Version 6
Standards applicable	MOHESR CAA Standard 4: Research and Scholarly Activities
Policy owner	Department of Research and Innovation (DRI)
Date of policy development	21 July 2019
Review date	21st August 2025
Date of Recent modification	21st August 2025
Next review date	22nd June 2026
Approved by	VP-Academic Operations

I. Introduction

This policy defines the timelines for submission and evaluation of Research and Scholarly activity during an Academic year. It also differentiates Participating and Supporting Faculty Engagement, and lays down the Faculty qualification criterion. This policy details the criterion for granting Research Points and the methodology for evaluation of faculty publications. It also lays down the Recruitment selection criterion for faculty in both the schools.

II. Purpose

The purpose of the department is to create a research environment, improve the quality of paper publications, promote participation in quality conferences, and write cases/Project showcases /Business cases as required at undergraduate levels.

III. Timeline

All research and scholarly activity Records will be collected and maintained as soon as they occur. Faculty members' Research Points will be considered for rewards and awards based on their annual research and scholarly activities starting on September 1st. till August 31st. (inclusive of both days). Research Points for annual Faculty Evaluation performance will be considered up to July 1st.

IV. Categories of intellectual contribution

The Intellectual contributions of faculty members may fall into any of the following three categories:

i. **Basic or Discovery Research** is directed toward increasing the knowledge base and the development of theory.
ii. **Applied or Integrative/Application Research** draws from basic research and uses accumulated theories, knowledge, methods, and techniques to solve real-world problems and/or issues associated with the practice.
iii. **Teaching and Learning Research** explores the theory and methods of teaching and advances new understandings, insights, content, and methods that impact learning behavior.

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V. Definition of participating and supporting faculty

HUC regards all its full-time faculty as participating and part-time researchers as supporting faculty. The definitions are as follows.

i. **A participating faculty member** is employed full-time to carry out teaching and research responsibilities and to actively participate in the school's primary academic activities through active participation in the school, including serving on committees, advising and guiding students, regularly participating in engaging students through student clubs and committees, and dedicating time for growth and progress of the school. Examples of the expected engagement is shown in Table 5.1

ii. **A supporting faculty member** is employed part-time to carry out only teaching (up to a maximum of six credits per semester) and related student responsibilities, as indicated in Table 5.1.

Table 5.1: Participating and Supporting Faculty Responsibilities

Participating Faculty Engagement	Supporting Faculty Engagement
1. Teaching undergraduate students 2. Research and scholarly activities 3. Strategic planning 4. Academic planning and operations 5. Development of courses and programs 6. Curricular reviews 7. University and School committee members 8. Guide to part-time faculty 9. Academic advisers to students 10. Administration and examination 11. Examination invigilation duties 12. Student support and engagement 13. Community engagement activities 14. Corporate relations 15. Academic administrative work	1. Teaching undergraduate students up to a maximum of 6 credits per semester 2. Academic advisers to students 3. Examination invigilation duties

VI. Faculty Qualification Criterion

Faculty qualification criterion (Refer Table 5.5) aims to qualify faculty as Scholarly Academics (SA), Practice Academics (PA), Scholarly Practitioners (SP), and Instructional Practitioners (IP). The faculty not qualifying for one of these categories is regarded as Additional (A).

To maintain faculty qualification status in one of the above categories, the faculty is expected to fulfill initial academic criteria, sustained scholarly engagement (SSE) (Refer Table 5.2), and other sustained engagement (OSE) (Refer Table 5.3 and 5.4) areas. Faculty whose initial academic and sustained engagement does not meet the criteria established for SA, PA, SP, or IP status will be classified as "Additional" Faculty.

The following are the initial academic criteria and sustained scholarly engagement (SSE) and other sustained engagement (OSE) expectations of faculty qualification and sufficiency ratios:

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A. Initial Academic Criteria for Scholarly Academic (SA) and Practice Academic (PA)

1. Faculty members possess a doctoral degree in business, management, ICT, or any other discipline relevant to teaching.
2. Faculty members with fresh doctoral degrees are automatically SA or PA for five years from the date of referral of the terminal degree.
3. Faculty members with doctoral degrees in law or Master's Degree in law, who teach business law courses, will be considered appropriate for SA for five years from the date of conferral of the terminal degree.

B. Initial Academic Criteria for Scholarly Practitioner (SP)

Master's degree in a discipline relevant to teaching + Minimum 3-5 years of significant experience relevant to the field of teaching

C. Initial Academic Criteria for Instructional Practitioner (IP)

Master's degree in a discipline relevant to teaching + Minimum of five years of significant professional experience

Table 5.2: Sustained Scholarly Engagement (SSE) for SA/PA/SP/IP

Faculty Status	Sustained Scholarly Engagement (SSE)
Scholarly Academic (SA)	A research paper published in peer-reviewed journals indexed with ABDC or SCOPUS or Web of Science or SCIE/SSCI/ESCI or IEEE database/ joint industry research, industry funding or co-authorship with industry representatives.
Practice Academic (PA)	A research paper published in peer-reviewed practice-focused journals of repute as per the list of journals approved by the Dean of respective school (Refer Table 5.6)
Scholarly Practitioner (SP)	1. A research paper published in peer-reviewed journals indexed with SCOPUS/ Web of Science or SCIE/SSCI/ESCI or IEEE database. 2. A research paper published in other peer-reviewed national and international journals in a field relevant to teaching as approved by the Dean of respective school.
Instructional Practitioner (IP)	Publication in the peer-reviewed practice-focused journal in a field relevant to teaching.

Table 5.3: Other Sustained Engagement (OSE) for SA and PA

Faculty Status	Other Sustained Engagement (OSE)

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Scholarly Academic (SA)	1. Paper presented at a national and international conference/ symposium and published in conference proceedings. 2. Publication of Scholarly Text Book (considered as equivalent to 1 PSA for SA) 3. Publication of peer-reviewed cases/ case studies 4. Publication of a Chapter within a book 5. Publication of Book Reviews 6. Served or served as Editor/ Associate Editor/Co-editor in refereed journals or conferences 7. Served or served as a Reviewer of national and international journals or conferences 8. Scholarly Award / Research Award received within last five years in teaching discipline outside HUC.
Practice Academic (PA)	1. Developed and delivered programs for professionals, a short-term executive program for academic institutions/companies in the past five years, or delivered a workshop, Training, and Seminars outside HUC in the past five years. 2. Leadership position with any association, or served on the board of a company in the past five years 3. Continued Engagement with a not-for-profit in the last five years. 4. Academic Awards and recognitions received over in past five years outside HUC 5. Continued Consulting assignment as approved by Dean 6. Chair / Board Member/ or serve in a leading role in academic institutions outside HUC for the past five years. 7. Actively engaged as an advisory member on the board of directors 8. Publication in practice-focused Business and ICT magazines such as Harvard Business Review, Financial Times, Forbes Wall Street Journal, Business Line, Wired, Computer World and other equivalent magazines of global repute.

Table 5.4: Other Sustained Engagement (OSE) for SP and IP

Faculty Status	Other Sustained Engagement (OSE)
Scholarly Practitioner (SP)	1. Paper presented at a national and international conference/ symposium and published in conference proceedings in past five years. 2. Publication of peer-reviewed cases/ case studies 3. Publication of Chapter within a book in the past five years 4. Publication of Book reviews in the past five years 5. Research Awards and recognition received in the past five years 6. Maintenance and Acquisition of Professional Certifications with emphasis on business management and ICT teaching. 7. Active Professional Membership with Professional Bodies 8. Served or served as Editor/ Associate Editor/Co-editor in refereed journals or conferences 9. Served or served as a Reviewer of national and international journals or conferences Served in an academic advisory role in a higher education/ research center/ policy institution for the past five years.
Instructional Practitioner (IP)	1. Maintenance and Acquisition of minimum 1 Professional Certifications with emphasis on business management teaching. 2. Minimum of 1 Active Professional Membership/ Active Membership/ Life Membership with Professional Bodies or with recognized bodies relevant to business management, science, and ICT education. 3. Minimum 1 invitation as a panelist/ discussant in national and international events/conferences/ workshops/ seminars etc. having business management as a focus. 4. Continued Appearances in Media, TV, Radio, newspapers, etc. and publication in Business & ICT Magazines/ Newspapers, etc. with a minimum of 1 in the past five years. 5. Min 1 Leadership role with any association, or served on the board of a company in the past five years 6. Active Participation in Board of Governors meetings of an organization, company, not-for-profit, etc. in the past five years. 7. Developed and delivered a minimum 1 program for professionals, a short-term executive program for academic institutions/companies in the past five years, or delivered a workshop, Training, and Seminars outside HUC in past five years. 8. Minimum of 1 Professional Award and recognition received in the past five years inside and outside HUC 9. Continued Engagement with not-for-profit with a minimum 1 engagement in the last five years 10. Other Professional Activities include consulting activities as approved by the Dean.

Table 5.5: Faculty Qualification Criteria

Faculty Status	Initial Academic Criteria	Qualifications Criteria to sustain Faculty Status
Scholarly Academic (SA)	Doctoral Degree	Minimum 4 SSE (Either in ABDC or SCOPUS or WOS or IEEE) in the past three years. OR Min 3 SSE + Min 2 OSE (in the past three years)
Practice Academic (PA)	Doctoral Degree	Min 1 SSE + Min 3 OSE (in the past three years)
Scholarly Practitioner (SP)	Master's Degree+ 3-5 years of significant experience	Min 2 SSE + Min 2 OSE (in the past three years)
Instructional Practitioner (IP)	Master's Degree + 5 years of significant experience	Min 1 SSE + Min 4 OSE (in the past three years) OR Min 5 OSE (in the past three years).
Additional Faculty (A)	Doctoral Degree/ Master Degree	Sustained Activities other than SSE and OSE or activities performed without validation

VII. Publications, Patents, Conferences, and Other Research Output/Participation (Academic/ Industry)

A. Granting of Research Points

Based on the Faculty's Research and Scholarly Contribution, the Research Points are granted, and the details of the same are presented in **Table 5.6** below

Table 5.6: Publication Evaluation Criteria/Details of Research Points (RP)

Category	Research and Scholarly Contribution	Research Points	Max. units considered
1	SCOPUS Q1/A* / WOS Impact factor of journals (3-100) where research is published	10	No limit
2	SCOPUS Q2/A / WOS Impact factor of journals (2-2.9) where research is published	8	No limit
3	SCOPUS Q3/B / WOS Impact factor of journals (1-1.9) where research is published	5	No limit
4	SCOPUS Q4/C / WOS Impact factor of journals (0.1-0.9) where research is published	4	No limit
5	Patent / Utility model awarded (recognized by the MOHESR, UAE)	10	No limit
6	Working Model/Prototype of Product developed- get International award	15	No limit
7	Working Model/Prototype of Product developed- get National award	12	No limit

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8	Working Model/Prototype of Product developed- leads startup	20	No limit
9	Successful Completion of Consultancy or funded Research Project (excluding publications etc.,) with funding of less than or equal to AED 50,000	15	No limit
10	Successful Completion of Consultancy or funded Research Project (excluding publications etc.,) with funding of more than AED 50,000	20	No limit
11	Full Book	10	2
12	Edited Book	8	2
13	Citations (only SCOPUS indexed journals for previous calendar years). Every 25 citations will be considered as one Unit	1	4
14	Peer-reviewed National/International Journals (Non-Indexed)	1	4
15	Journal publication with a co-author from one of the QS/ THE/ Shanghai top 200 universities (points to be added to each HUC author in addition to the Total Research Points as stated in categories 1-4 only).	2	No limit
16	Cases published with any of the following reputed international case houses: HBS, Ivey, Babson, Dartmouth.	10	No limit
17	Cases published with other reputed international case houses associated with the QS/ THE/ Shanghai top 200 universities.	8	No limit
18	Book Chapters.	6	1
19	Paper presented in national/International Conferences by reputed universities, associations, etc. (Proceedings are SCOPUS/IEEE indexed.	2	2
20	Paper presented in national/International Conferences by reputed universities, associations, etc.	1	2
21	Editorial work (Editor-in-chief, Associate editor, Paper editor, Keynote Speaker, Conference chair… etc.)	2	4
22	Reviewed research paper for SCOPUS/ABDC/SCI/IEEE journals, preferred by WOS database	.5 points for each paper reviewed	4

23	Publication of Knowledge Update article on the HUC website	2	4
24	Supervising/ Evaluation of Ph.D./DBA per candidate	2	4
25	Participation in a funded joint research project with other universities.	10	1

Note: An additional **2 RP** will be added in each Research and Scholarly Output, in case it has a collaboration/co-authored with at least one HUC student.

B. Sharing of research points (RP)

Research papers co-authored with faculty members not affiliated with HUC will get full RP, whereas co-authored with HUC faculty member(s) will get RP in equal proportion. For example, 3 authors from HUC, will get one-third of equivalent RP, as per the Category defined in Table 5.6 above.

C. Academic Rank Based Minimum Research Points (RP) to be achieved during The Academic Year (1st September till 31st August)

The Total Research Points achieved by individual faculty either individually or through point sharing will be aggregated into Total Research Points Earned (TRPE), and every faculty member in HUC has to meet the following minimum criterion:

Table 5.7: Details of Minimum Research Point (RP)

Position	Total Research Points Earned (TRPE)	Minimum Research Points
Instructor	8	A minimum of a total of 8 RP from all categories.
Senior Instructor	12	A minimum of a total of 12 RP from all categories.
Lecturer	24	A minimum of a total of 16 RP from categories 1-12 is mentioned in the evaluation criteria
Assistant Professor	32	A minimum of a total of 20 RP from categories 1-12 is mentioned in the evaluation criteria.
Associate Professor	36	A minimum of a total of 24 RP from categories 1-12 is mentioned in the evaluation criteria.
Professor	42	A minimum of a total of 30 RP from categories 1-12 is mentioned in the evaluation criteria.

VIII. Evaluation of faculty's research contribution

The percentage achieved by any faculty member will be the average percentage score of Total Research Points Earned (TRPE) and percentage score of the condition. The average score will be calculated by dividing the faculty score by the minimum required score.

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Formula = $\left[\frac{[A]}{[C]} + \frac{[B]}{[D]} \right] \Big/ 2$

[A]. Total points earned from 1-10 category
[B]. Total points earned (including all the categories)
[C]. Minimum number points required in category 1-10 (as per table 5.6) according to the rank (as per table 5.7 above)
[D]. Total Research points required for the rank (as per table 5.7 above)

Example

Professor who score 105 total research points which includes 25 from category 1-10, then the average score will be
[A] = 25 (Points earned in Category 1-10)
[B] = 105 (Total research points earned)
[C] = 30 (Minimum points required from the table 5.7 for Professor)
[D] = 42 (Total Research Points required (TRPE) – Benchmark

Average score = (25/30+105/42)/2 = 166%

IX. Research requirements for faculty promotions

HUC Promotion Policy for Faculty members will be applicable. For details refer to promotion policy HUMR_POLICY_33.

X. Recruitment selection based on research experience

The recruitment committee will seek DRI assistance to review the candidate's profile if required. Based on the recruitment criteria, DRI will perform a detailed analysis of the candidate's research activities and forward the report to the Dean of Research and Innovation. The following **Table 5.8** illustrates the criteria for the recruitment selection based on the research experiences of the candidates.

Table 5.8 – Research criteria for the recruitment selection

Designation	Research Publication + Conference Presentation (Publications in SCOPUS indexed journals + Conference in last 4 yrs.)	Total Research Publication + Conference Presentation
Professor	10+3	15
Associate Professor	7+2	10
Assistant Professor	4+2	7
Lecturer	1+1	3
Sr. Instructor	2	2
Instructor	1	1

XI. Evaluation of research & scholarly activities for probation confirmation

DRI is responsible for conducting a probation review on the Research Plan of the concerned faculty member. DRI will recommend the confirmation of Faculty members on any evidence of scholarly work such as publication, conference participation, internal document, or case study, involving single/multiple authors. DRI will also recommend any work in progress related to the candidate's scholarly work.

4c. Research Grant

Policy number	**RESR_POLICY_06**
Policy name	Research Grant
Policy version	Version 6
Standards applicable	MOHESR CAA Standard 4: Research and Scholarly Activities
Policy owner	Department of Research and Innovation (DRI)
Date of policy development	21 July 2019
Review date	21st August 2025
Date of Recent modification	21st August 2025
Next review date	22nd June 2026
Approved by	VP-Academic Operations

I. Introduction

Research grants are awarded as support to the research or development work of those individuals involved in creating publications that are highly valued by academi a, society, and/or industry. These grants can be in the form of sponsorships, rents, expenditure reimbursements, and fellowships, and are awarded internally from HUC or external corporate and government bodies.

II. Grant Categories

HUC offers yearly grants for research projects on a competitive basis, under the following categories:

i. Internal Research Grant (IRG) to support internally funded projects.
ii. Interdisciplinary Research Grant (IDG) to support Interdisciplinary projects.
iii. External Research Grant (ERG) to support internal or Interdisciplinary projects/ Consulting projects.

HUC researchers are encouraged to apply for these available grants as the grants could increase the effectiveness of their research, leading to high-quality peer-reviewed publications. The grants also can facilitate researchers in forming collaborations with international universities/institutions. Consequently, researchers could submit the external research grant proposals, both within and outside the UAE.

Those awarded with IRG/IDG funding can also switch to External Research Grants (ERG) from the industry, state, local governments, and international organizations such as the European Union (EU) and the Gulf Cooperation Council (GCC).

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III. Grants, Funding and Resources for Projects

A research project is a scientific investigation, usually using scientific methods, to achieve defined objectives for the betterment of society. There are two broad categories of projects,

A. **Non-Funded Projects**: Faculty members of HUC involved in any non-funded project(s) are required formally to inform the institution through the Dean-Research and Innovation, who will maintain school-wise records, and project progress details.

B. **Funded Projects**: These types of projects are divided into two categories,
(i). **Internally Funded Projects (IFP):** Projects funded by the school or HUC in the IDG/IRG category.
(ii). **Externally Funded Project (EFP):** Projects funded by external agencies/ Consulting firms.

To support **Internally Funded Projects** in the IDG/IRG category, an appropriate budget is allocated by the Department of Research and Innovation. Faculty members are encouraged to perform collaborative research with researchers from globally renowned research institutions to have global outreach and impact. Faculty members can involve current students / alumni in the internally and externally funded research projects. In order to support the faculties further 3 Credit hours load reduction per semester may be granted, provided there is availability of full-time faculty with lower teaching hours in a similar discipline area, and a prior approval of the Research Committee, before it is submitted to the President for final approval.

IV. Terms and conditions for Research Grants

i. IRG and/or IDG and/or ERG grants can only be awarded to those projects that are aligned with UAE vision. Such grants are available to all HUC faculty members, with the inclusion of research associates, and research teams.
ii. The faculty can be awarded a maximum of Two HUC-funded research grants at one time. However, with permission from the Dean of Research and Innovation (Dean-RI), one extra grant may be awarded to the Principal Investigator (PI), if students are engaged in that same project.
iii. All projects are to be completed within 24 months, and this time frame requirement will be stated in the award (notice of acceptance) email/letter. The project will be automatically terminated after the stipulated time duration identified by the ERC committee has ended.
iv. The PI is responsible for ensuring the ethical compliance of the awarded project.
v. All hardware, software, equipment, and supplies acquired through the funding will be the property of HUC.
vi. Proposals for IRGs fall into one of the two categories listed below:

1. Category-1 (Cat-1)

a. Research proposals with a requested budget of less than 20,000 AED.
b. Researchers may request funding for Hourly Paid Research Assistants (HPRA), data gathering, licensed software (temporary licenses), and consumables.
c. Expected project outcomes shall be covered at the project closure.
d. Applications must be first approved by the REC, before sending for final approval to the President.

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2. Category-2 (Cat-2)

2.1. Research projects with a requested budget of between 20,000 AED and 50,000 AED.

2.1.1. Researchers may request funding for HPRAs (Hourly Paid Research Assistants), software/hardware/data collection/consumables, etc.

2.1.2. Two peer-review reports from external/internal expert reviewers (i.e. outside HUC) are typically required.

2.1.3. For interdisciplinary research grant (IDG) proposals, the requested budget typically includes members from different schools/disciplines, and the proposal describes the interdisciplinary nature of the research.

2.1.4 At project closure, the researcher needs to submit a project completion report, which should cover the expected project outcomes.

2.2. High-quality and impactful interdisciplinary research projects with a funding greater than 50,000.00 and less than 100,000 AED, and may involve researchers from outside the UAE.

2.2.1. At project closure, the researcher is required to submit a project completion report, which covers the expected project outcomes.

2.2.2. The ERG proposal must be approved by external reviewers, the Research Committee, before sending for final approval by the President.

vii. The following research proposals will be prioritized:

a. Research proposals with a strong possibility for publication in a high-quality journal such as the SCOPUS index with prototype (software or hardware).

b. Research proposals that attract external funding must meet the following criteria:

1. The research is aligned with the strategic research direction of the schools, and integrated with HIEC or Case Study Centre.
2. The research area is aligned with UAE's Vision, and UN Sustainable Development Goals, or leads to an invention or unique innovation.

c. Research Proposals with a requested budget of less than AED 20,000.00.

viii. The main author may be given an exemption of 3 credit hours during the semester provided, if there is availability of other full-time faculty with lower teaching hours in the similar discipline area. A prior approval of the Research Committee is taken before submitting to the President for final approval.

ix. PI will be eligible for funding the following year, after the completion of the previous research projects.

x. A research assistant can be included in the research proposal.

V. Procedures involving financial matters

i. All HUC-funded research projects must abide by the policies and procedures of the Finance Department.

ii. PI is responsible for identifying the project tools, hardware, and software and acquiring them in line with the policies of HUC. Upon completion of the project, all tools, except for the expendables, must be returned.

iii. Each approved research project (IRG, IDG, and ERG) is given a unique Project Number provided by the Secretary/Coordinator of the Dean of Research and Innovation Department. The unique Project Number must be used when communicating with the Finance Department.

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iv. Payment to Hourly Paid Research Assistants (HPRA) HPRA's or Monthly Paid Research Assistants (MPRA's) is prepared by the Department of Research and Innovation in liaison with the Finance department.

VI. Procedure for internally funded projects

i. During the initial week of every Fall and Spring semesters, the Dean-RI will issue a notice regarding the solicitation of proposals, application procedures, and deadlines for HUC-funded research grants (IRG and IDG) via email to college Deans and administrative officers.
ii. Subsequently, college deans will disseminate this information to all faculty members and pertinent staff within the college.
iii. All applications for HUC-funded research grants must adhere to the outlined procedure and be submitted To DRI before the specified deadline, typically within the first two months of each semester, as indicated in the call for proposals.
iv. Before submitting a research grant application, applicants must obtain approval from the Head of Department (HoD) or school Dean, and this approval must be declared on the application form. Furthermore, applicants are strongly encouraged to seek approval from the ethics committee, if applicable, at this stage and acquire a Certificate of Ethical Clearance (CEC) from the research ethics committee (REC) before commencing the project.
v. PI can apply for funds to perform research projects, and each project can have four faculty members.
vi. Dean-RI will evaluate the project proposals with the Research Ethics Committee comprising specialists in research areas within 2 weeks of submitting the proposal and submit the recommendation to the VP-Academic Operations for final approval.
vii. DRI may return the proposal to the PI for further revision, improvements, or updates.
viii. The group must submit two progress reports every semester, and annually. A final report to Dean-RI is to be submitted for research committee review to release funds (funds are released based on the approved Project Milestone and Deliverables).
ix. The final project output will also be evaluated by the Project committee selected by Dean-RI.
x. Projects must be completed within 24 months, but permission to extend the completion time (or obtain an additional budget) may be applied if needed. Extension applications should be submitted to the Head RI, and successful applications will receive approval from the VP-Academic Operations and the dean of respective school. The maximum duration extension to be received is up to 6 months, while the maximum additional budget cannot exceed 20% of the original approved budget.
xi. Project Proposal Structure (Limited to 15 Pages, Single Column, 10-Point Times New Roman Font), PI will find details in the research project form.

VII. Procedure for externally funded projects

i. HUC faculty members may apply for projects funded by an external agency.
ii. Communications between the team and the funding agency must be through PI and Dean-RI.
iii. DRI submits and maintains a copy of all progress, annual, interim, and final reports.
iv. The final project output will also be evaluated by a Project committee Recommended by Dean-RI, and approved by the President.

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VIII. External research & consultancy

Experienced and senior researchers are encouraged to attract external research funds to the University. University public appreciation and honoraria are awarded to researchers who have successfully secured these external funds.

HUC provides advice and expertise to external clients for an agreed fee. The payment received from the client (university, company, organization, etc.) is a revenue which is broken down as follows:

Case 1: Employee-arranged consultancy

1. **80%** of the payment goes to the Faculty member(s).
2. **20%** of the payment goes to HUC

Case 2: HUC-arranged consultancy.

1. **50%** of the payment goes to the Faculty member(s)
2. **50%** of the payment goes to HUC

4e. Conference Participation Policy

Policy number	**RESR_POLICY_02**
Policy name	**Conference Participation**
Policy version	Version 6
Standards applicable	MOHESR CAA Standard 4: Research and Scholarly Activities
Policy owner	Department of Research and Innovation (DRI)
Date of policy development	20th July 2021
Review date	21st August 2025
Date of Recent modification	21st August 2025
Next review date	22nd June 2026
Approved by	VP-Academic Operations

I. Introduction

An academic conference is a venue in which attendees present their paper in front of peers from similar or relevant study fields, and exchange ideas on their areas of interest. The Conference Participation Policy at HUC is designed to support and enhance the professional development of its members by encouraging active participation in academic and professional conferences. This policy outlines the guidelines and procedures for attending conferences, ensuring that attendance contributes to the academic growth of participants, fosters networking opportunities, and enhances the reputation of HUC within the global research community. By providing clear criteria and support mechanisms, HUC aims to facilitate meaningful engagement with the broader academic and professional landscape, promoting the dissemination of research findings, collaboration, and continuous learning.

II. Purpose

In line with its research strategy and core values, HUC is committed to disseminating faculty and staff research and academic activities to a wider audience and in making a positive impact on the academic community and society as a whole. Conference Participation policy sets out guidelines

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for funding and motivating HUC faculty and staff members to attend conferences and workshops. The policy has five key aims as follows:

i. To encourage innovative research
ii. To increase HUC participation in international forums
iii. To increase HUC Scopus indexed research outputs
iv. To provide opportunities for all HUC researchers to gain knowledge and experience in their respective research fields

III. Conference Participation Policy:

i. This policy is applicable to full time HUC Faculty and staff members whose research paper has been accepted for conference presentation after the completion of their first year of contract with HUC. This policy also covers professional events and workshops.
ii. The primary or first affiliation in the paper must be the correct HUC affiliation for the applicant.
iii. A budget must be allocated for professional development, including faculty and staff participation in research conferences and the presentation of their work.
iv. Eligible applicants may receive funding for participation in one conference every year. Exceptions may be considered based on the respective Dean's/Head of GE recommendation and subject to the President's approval.
v. A faculty member is allowed to attend more than one conference (e.g., as a keynote speaker or invited speaker) during the academic year, provided that he is willing to cover all expenses
vi. Dean's/Head of GE approval is essential for conference participation.
vii. Attending a previously postponed event after the issuance of participation mandate is permitted, provided that Dean-RI is notified and a copy of conference postponement announcements and new dates are submitted at least 1 month in advance.
viii. Participants and faculty members are encouraged to submit papers and attend prestigious international conferences that are **generally indexed by Scopus or IEEE**.
ix. Within one week of receiving confirmation of acceptance from the conference, the applicant must apply for the conference participation.
x. Papers eligible for conference presentation must be published in full, and may appear in different formats, e.g. a volume of proceedings, a special edition of a journal, a normal issue of a journal, a book, a monograph, conference, or organizational website.
xi. Faculty members must have at least two Scopus-indexed publications in the current or last academic year, to be eligible for institutional funding.

Before proceeding to the Academic/ Industry Conference (National / International)

a. Procedure (Before the Conference):

The faculty member will submit the Conference Participation form on their Portal, which will be forwarded to Conference Committee for their approval. Once approved by Conference Committee, the Dean-RI and Deans will review, and once approved it goes to the President for final approval.

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Research Topic:
Conference Theme:
The conference is referred and ranked
Letter of Acceptance:
Dates of Conference:
National Conference / International Conference Conference Venue: City/State/Country
Proof of Tentative Schedule of Travelling:
Proof of full paper as mentioned in proceedings (if proceedings are available)
Informed the Administration department about the class arrangement and take written approval from the faculty who agreed to handle the classes
Faculty Cover Letter with a request to visit for a Conference etc.

Note: Faculty members going to the international conference must work on outreach activities such as visiting various universities, meeting university representatives, and exploring possibilities of long-term collaborations in areas of research and teaching.

b. Procedure (After the Conference):

The faculty member will submit all the necessary documents, invoices & other related papers as mentioned in the form to DRI. DRI will review and send it to the Finance department and Dean's Office for the reimbursement of Funds.

After attending the Conference, the author is required to submit the following documents:

1. Certificate of Presentation / Participation
2. Registration invoice copy
3. Presentation to Faculty / Staff members (HUC) if the paper was presented/ Sharing of Conference/workshop experience if participated only.

c. Conference (Academic/Industry)

Each Faculty/staff member is eligible to attend one international conference held outside GCC once in two years and one international conference held in UAE / GCC region annually. Faculty/staff member will be supported for attending only one international Conference in a year. The maximum budget allocation for an international conference is provided in below Table 2.1This budget covers the expenses of a conference presentation & participation, and faculty members are encouraged to participate as presenters:

1. The faculty/staff member must submit the Conference Participation form well in advance at least one month before for necessary approval
2. Upto 50% of the total estimated expenditure, including airline tickets, visa and registration fees, may be disbursed to the presenter by the HUC's Finance Department before travel subject to approval.
3. Faculty/staff member must submit detailed report and actual spending with supporting evidences within two weeks after returning from the conference. The final settlement for

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conference fund will be based on the actual spending with supporting evidences as per applicable amount

4. Per Diem allowance is inclusive in the conference fund as per conference days in the following categories as shown in Table 2.1:

S. No.	Region	Maximum Fund	Fund Breakup (Amounts in AED)				Conference Leaves (Days)
			Registration	*Air Ticket + Visa*	*Accommodation*	*Per Diem*	
1	UAE	5000.00*	On actuals	Not applicable	On actuals if required	150	Conference Days
2	GCC region	7000.00*	On actuals	On actuals	On actuals	300	Conference Days + 2 (The Day before and after the Conference)
3	International Conference (excluding GCC region)	14000.00*	On actuals	On actuals	On actuals	500	

Note:
Registration, Air ticket reimbursements, visa costs, accommodation and per diem amount is as per actual spent, and overall amount disbursed will be less than or equal to maximum fund allotted as per the above Table 2.1

Leave Policy for presenting papers in National / International Conferences (Academic/ Industry).
Faculty members need to apply for conference leave as mentioned in the above table as per HUC policy for Conference participation as a presenter.

4.f Research Publications Reward and Award Policy

Policy number	**RESR_POLICY_03**
Policy name	**Research Publications Reward and Award Policy**
Policy version	Version 6
Standards applicable	MOHESR CAA Standard 4: Research and Scholarly Activities
Policy owner	Department of Research and Innovation (DRI)
Date of policy development	20th July 2021
Review date	21st August 2025
Date of Recent modification	21st August 2025
Next review date	22nd June 2026
Approved by	President

I. Introduction

Publishing work is among the main responsibilities of HUC faculty and researchers. These faculty and researchers are encouraged and required to have their work published in high-quality publications that have a significant impact on the field of study. Various measures have been implemented by HUC to assist its faculty in fulfilling their responsibilities, like monetary incentives for the publication of high-quality research in SCOPUS/IEEE and other indexed journals, with high impact.

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II. Purpose

The HUC Research Publications Rewards policy recognizes and rewards the contributions of HUC faculty, staff and researchers to the advancement of academic research. The policy has to primary goals as follows:

i. To increase the number and quality of HUC SCOPUS/IEEE indexed papers in leading international journals,

ii. To encourage and motivate faculty/researchers to be actively involved in collaborative research with international collaborators.

a. Eligibility for Research Reward:

i. Restriction of scientific research rewards only to researchers who published papers within their areas of specialization as approved by the respective Dean/Head of GE.

ii. The applicant's affiliation with HUC must be prominently displayed in the published research.

iii. The same research output cannot be submitted more than once in all categories.

iv. Research Paper's findings published in SCOPUS/IEEE indexed journals are accepted for financial incentives only, except for special cases such as patents, books, Case studies, and citations.

v. Conference proceedings research, presented research papers, and book chapters are not eligible for the reward.

vi. A conference paper that has been extended and published in a SCOPUS/IEEE indexed journal qualifies for the HUC publication reward. Applicant must clarify the extension and publication of the paper, and submit both versions; the conference and journal versions.

vii. Only HUC faculty or full-time researchers or Research Assistants are eligible for the financial reward.

viii. SCOPUS must be indexed at the time of publication for all categories of journal/book.

ix. Faculty members can obtain rewards for Six publications, up to 2 awarded patents (as per the approved list of Commission for Academic Accreditation (MOHESR CAA), within a year as per Tables 3.1, 3.2, and 3.3 below.

x. Faculty members need to apply for rewards in the prescribed format immediately after publishing a research paper or patent at DRI.

xi. In the case where the same paper is published as a patent, either the research paper or the patent will be eligible for reward and only one author of HUC could claim the reward.

xii. Faculty members will not be paid any applicable paper publication fees.

xiii. Application forms for reward will be reviewed by the DRI, concerned Dean /HOD , and the recommended application will be forwarded to the VP-Academic Operations and President for final approval.

III. HUC Research Publications Reward/Award Policy

The HUC research publications rewards are classified into the following five (5) categories:

Category 1: Reward of Patent/Utility Model **granted** and published (as per the approved list of MOHESR CAA)

Category 2: Reward of papers Published

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Category 3: Reward of Books Publications
Category 4: Reward of Case Study
Category 5: Best Researcher Award

The Rewards are based on the evaluation of the Faculty's Intellectual Contribution as per RESR_POLICY_05 (Faculties Responsibilities and Publications Evaluation Criteria).

Category 1: Reward of Patent awarded
A maximum of Two (2) patents are awarded each year **(as per the approved list of MOHESR CAA , UAE)**.
Note: HUC will cover Patent/Utility Model rewards per faculty member, regardless of the order of the author's members from HUC on any awarded patent. Only one author can take the award for each patent/Utility Model (even when the patent/Utility Model has more than one author), as per Table 3.1 below.

Category 2: Reward for papers Published in Scopus-Indexed Journals

The faculty members are rewarded for research publications in SCOPUS-indexed journals as per Table 3.1 below.

Only the Scopus website is used to evaluate quartiles "https://www.scopus.com/", SCImago (https://www.scimagojr.com) journal quartile classification will not be used to evaluate quartiles for identifying Scopus Quartiles as shown in Table 3.1.
Faculty members are eligible to apply for up to six research publication rewards per academic year, with at least 3 of them as first author in their area of discipline, in Scopus-indexed journals.

Table 3.1 –Reward for Research paper Publication

Journals/ Patent/Scopus/ABDC/Scopus indexed Conference proceedings	Reward Amount	Reward Amount for Publication with top 200 universities (As per QS, THE, Shanghai)
Patent	AED 10,000	X
Scopus Quartile 1	AED 5,000	AED 6000
Scopus Quartile 2	AED 4,000	AED 5000
Scopus Quartile 3	AED 3,000	AED 4000
Scopus Quartile 4	AED 2,000	AED 3000

Category 3: Reward for Books Publications
Case-1: For a published peer-reviewed book of more than 80,000 words indexed in Scopus with a registered ISBN in the faculty's area of discipline. One HUC author of the book (if written by more than one author) shall receive a net amount of AED 15,000.

Case-2: If the book is not in the Scopus index of more than 80,000 words with a registered ISBN in the faculty's area of discipline, the faculty member shall acquire prior approval from the Research Ethics Committee on the publisher before applying for the Book Reward. One HUC author of the book (if written by more than one author) shall receive a net amount of AED 10,000.

Case-3: For a published peer-reviewed edited book of more than 80,000 words with a registered ISBN, in the faculty's area of discipline, one HUC Editor of the book shall receive a net amount of AED 7,000.

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Table 3.2: Reward for Publications of Books

Book Categories	Reward Amount
Book indexed in SCOPUS and consisting of more than 80,000 words	AED 15,000.00
Book indexed in SCOPUS and consisting of minimum 60,000 words and less than 80,000 words	AED 12,000.00
Book Not indexed SCOPUS and published with approved publisher, consisting of more than 80,000 words	AED 10,000.00
Edited Book indexed in SCOPUS and consisting of more than 80,000 words	AED 9,000.00
Edited Book Not indexed SCOPUS and published as per Appendix A, consisting of more than 80,000 words	AED 7,000.00

* **Maximum 2 Book rewards are approved for each faculty member per academic year**

Category 4: Reward for Case Study

HUC strives to create and maintain a repository of case studies on all domains of Business Management and ICT. Faculty members can be rewarded for maximum 2 Case Studies per academic year, in the area of their discipline, that are published in the Scopus index/Reputed publishing house, as detailed in Table 3.3 below:

Table 3.3 –Reward for Case Study

(SCOPUS / Case Study By Reputed Publishing Houses)

Publisher/index	Reward Amount
Scopus Quartile 1	AED 5,000.00
Scopus Quartile 2	AED 4,000.00
Scopus Quartile 3	AED 3,000.00
Scopus Quartile 4	AED 2,000.00
Case Study By Reputed Publishing Houses (Harvard Business Review, MIT Sloan School of Management Learning Edge Case Studies, or The New York Times Case Studies)	AED 5,000.00
Any Case Center approved by the Research Committee	AED 2,000.00

Category 5: Best Researcher Award

DRI will compile the overall intellectual performance of faculty members as per RESR_POLICY_05, and suggest the faculty having the highest Evaluation as per Section 5.8 of RESR_POLICY_05. In Case, if more than one Faculty members have a similar evaluation, then the highest Research Point Score is in Category 1-10, as per **Table 5.6** in RESR_POLICY_05.

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The Best Researcher Award is given on the closing of each Academic Year and includes a cash award of "AED **5,000.00",** a memento to recognize the faculty's effort along with an appreciation letter. This reward is separate from all the previously mentioned reward categories, Academic members are ineligible to receive the same award more than once within a two-years period.

IV. Allocation of Research Fund

To encourage the Faculty members for Intellectual Contributions, HUC allocates Research Fund as per the HUC Strategic Plan and in-line with the Research and Innovation department objectives. The allocation of research fund for each category is based on the calculation logic given below:

i. Number of Faculty members projected for the academic year - N
ii. Maximum number of Faculty members to receive the award – n
iii. Probability – 1/n
iv. Maximum amount to be given to each faculty - A
v. Fund Allocation per year based on Probability - A X N
vi. Average per faculty – (A x N)/n

Table 3.4 - Research Awards and Rewards as per category

S.No	Research Category	Faculty Member Maximum Eligibility (Direct)
A1	Research Projects (Faculty members)	50000
A2	Research Projects (Student & Faculty Joint Research)	3980
A3	Research Papers [Assuming each Faculty Publishes 6 Scopus Publications with Top 200 Universities]	36000
A4	Books Publications [Assuming each Faculty Publishes One Book Per Year]	15000
A5	Case Studies [Assuming each Faculty published 2 Case Studies per year]	10000
A6	Patents awarded	20000
A7	Best Researcher Award	5000
A8	Conference Participation	7000
A9	HIEC	

4.G. Ethical Research Policy

Policy number	**RESR_POLICY_04**
Policy name	Ethical Research Policy
Policy version	Version 5
Standards applicable	MOHESR CAA Standard 4: Research and Scholarly Activities
Policy owner	Department of Research and Innovation (DRI)
Date of policy development	20th July 2021
Review date	21st August 2025
Date of Recent modification	21st August 2025
Next review date	22nd June 2026
Approved by	VP-Academic Operations

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I. Introduction

HUC expects its faculty members and researchers to be accountable for academic integrity and to uphold high standards of professional ethics. They must use the concepts of justice, truthfulness, fairness, and respect for others in all aspects of their profession, particularly when making judgments with ethical quandaries. They must ensure that people are treated fairly and are not discriminated against, abused, or exploited. They must respect the rights of others and avoid causing harm to anyone. They must appreciate cultural diversity and recognize fundamental human rights. They must keep in confidence all privileged information gained while employed at HUC. They must attempt to be fair and objective when working as referees.

HUC expects that all faculty members and researchers engaging in research activities to adhere strictly to the ethical practices particularly during data collection, experimentation analysis and presentation, and in the dissemination of conclusions and findings as per internationally acceptable standards. Also, any scholarly work produced by HUC faculty members and researchers must be free from any unfair practice. In HUC, the policy on human subjects in research relates to seeking permission to be a part of a sample voluntarily and respects the rights and welfare of human subjects which are covered under the ambit of legal and privacy requirements of the region.. In case of a breach of ethical practices, the penalty varies depending on the unethical practices, and it can go up to the end of the career of the researcher.

II. Purpose

This policy aims to ensure that scientific publications, patents, and applications for research funding fully adhere to the guidelines of HUC, and that all faculty members (full-time and part-time), researchers and students are aware of these guidelines.

III. Patent and copyright issues

DRI will facilitate organizing regular workshops/webinars for faculty members, researchers, staff, and students about patents, Utility Models, and copyright issues. The Research Ethics committee will make sure that Federal Law No. 7 of 2002 on Copyrights and related rights is understood and followed by everyone in the institution. Any violation of these issues will be handled by the Research Ethics Committee.

IV. Human Research Ethics

A. Policies related to ethical considerations in research, including, as appropriate, the use of human, children, and animal subjects

B. All applications involving animals, people, human tissue, or animal tissue must go through a thorough screening process such as:
   i. All forms of clinical studies.
   ii. Compare several types of interventions to control groups.
   iii. Biological investigations
   iv. Cell culture research
   v. Material analyses
   vi. Research on behavior and surveys (including online surveys)
   vii. Systematic evaluations
   viii. Studies on the epidemiology of culture, social concerns, disease prevalence, and risk
   ix. Analysis of factors, etc.

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V. Responsibility of the researcher

i. Must submit the duly filled Application form for Research Ethics Committee approval along with supporting documents to the Research Ethics Committee before initiating any research study which requires ethical clearance May initiate the study only upon receiving approval from the Research Ethics Committee based on their evaluation of Research application submitted by the Researcher

ii. Ensure all researches are conducted in adherence to the ethical guidelines outlined in this and are in line with the UAE's Ethical Research requirements and international standards

iii. Ensure all researches emanating from HUC seek prior permissions from the human subject to be a part of the sample and the same should be documented.

iv. Ensure all the data collected from the research subject comply with the privacy laws and should be exclusively used for research purposes only

v. Ensure the information relating to the subject may be revealed only to Government officials subject to an order from the court.

vi. Ensure only trained investigators will be permitted to be part of the survey team.

vii. Ensure compliance with the cultural sentiments of the region.

viii. Regularly monitor the research process and submit progress to the Research Ethics Committee.

ix. Researchers should add research collaborators after approval of Research Ethics Committee

x. All authors whose names are stated on the publication should have a clear scientific contribution to the article/patent/copyright.

xi. Any conflict in the authorship or order of authorship that cannot be amicably resolved shall be referred to DRI for resolution.

VI. Research Ethics Committee (REC)

a. Formation of REC

REC is established to ensure that HUC researchers conduct their research study in adherence to the ethical guidelines that are in line with the UAE's Ethical Research requirements and international standards. In case an ethical clearance is required for publishing the paper, the Researcher may submit a written application to the Research Ethics Committee and the committee shall issue the "**Certificate of Compliance to the Ethical Guidelines**" which certifies that the researcher has demonstrated adherence to the accepted ethical standards during the conduct of this study including the data collection process related to human, children and animal subjects and maintained the data privacy confidentiality throughout the process. HUC and its researchers are expected to uphold the highest ethical standards and promote values such as honesty, rigor, openness, care, and respect. This document outlines the mission, responsibilities, and composition of the REC, and provides guidelines and procedures for obtaining ethical approval for research proposals involving human or animal subjects.

b. Constitution of Research Ethics Committee

The Research Ethics Committee is formed based on the recommendations of Dean-Research and Innovation and approval of the VP-Academic Operations. The Research Ethics committee comprises of **Dean-RI, Dean-SOB, Dean-SOC, Head of General Education, . The committee is chaired by a senior faculty member nominated by the Deans .**

c. Responsibilities of Research Ethics Committee

The Research Ethics Committee has following responsibilities to ensure ethical intellectual contributions:

i. The Research Ethics Committee shall thoroughly evaluate the application form along with supportive documents submitted by the Researcher for their approval

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ii. Based on the application, evidences submitted and ethical acceptability, the Research Ethics Committee shall approve or reject the application and the decision will be informed to the Researcher by the Research Committee Chair.
iii. Review Progress research report since last approval.
iv. Handles factual statements of unethical practices in faculty research
v. Seeks written explanation from a researcher under investigation
vi. Initiates an investigation on arising matters
vii. Collect evidence or facts during investigation
viii. Reports findings to VP-Academic Operations and President for review and decision-making
ix. Reviews book reward applications to approve the publisher

VII. REC rule in the submission of applications for new Internal Grant project (Research or Innovation)

i. All research proposals must be accompanied by the following documents:
ii. A signed and dated application form provided by the REC.
iii. Names of the PI and Co-investigators along with their respective designations.
iv. One-page Curriculum Vitae (CV) for the PI Co-investigators, and any external investigators involved.
v. Name of any other institute, if applicable, where the research will be conducted.
vi. A statement ensuring compliance with ethical principles and legal requirements outlined in relevant laws and guidelines.

VIII. Procedure

Review Flow Process

Upon submission of an application, the following steps will be undertaken:

i. Submission Check

The research assistant in the research and innovation department will conduct a submission check, which includes:

1. Ensuring all required information in the application form is completed.
2. Verifying that all necessary documents are attached, such as the participant information sheet, informed consent, research tools (if applicable), and Recruitment announcement (if applicable).
3. Confirm that all original documents are in their final English format, and any translations (if applicable) are provided in the participant's native language, without language errors.
4. Upon completion of this check, an email will be sent to the submitting faculty, notifying them that the application is complete and will undergo review by the REC.

ii. Review Process

Once the application is deemed complete, it proceeds to the review stage. Initially, committee members will individually assess the proposal. Subsequently, the proposal and associated project risks will be reviewed by the REC and decision will be finalized.

iii. Conflict of Interest

If a member of the REC has a conflict of interest, such as being the researcher or serving as a supervisor for the research proposal, they shall refrain from participating in the review or approval process. Their involvement will be limited to providing clarification on necessary information as requested by the REC. Additionally, they will not be included in the final vote

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for the research proposal deliberated among the group members. Recommendations will then be communicated back to the principal investigator for their evaluation and consideration.

iv. Independent Consultants

With the consent of committee members, the REC may request the assistance of other faculty members to evaluate specialized research proposals. These additional faculty members will not participate in the voting process; however, their attendance and contributions will be documented in the meeting minutes.

v. Meeting Frequency

The REC will convene in the final week of each month throughout the academic year. Additional meetings will be scheduled as necessary, based on the volume of applications received. The committee secretary, if appointed, will be tasked with arranging meetings, maintaining records, and liaising with relevant individuals. They will also be responsible for drafting meeting minutes, which require approval from the head of the REC before dissemination to the principal investigator.

vi. Deadlines

Proposals must be submitted to the committee at least two weeks before the scheduled committee meeting for review. Applicants will receive notification of the REC's decision within two weeks following the committee meeting. Researchers are prohibited from commencing their study until receiving approval from the REC.

vii. Review of New Study Applications

Every proposal requires thorough review by REC members, who should receive comprehensive materials detailing the research. This ensures that each member is adequately prepared to discuss the protocol during the meeting.

viii. Research Involving Other Institutions

In cases where research proposed by Horizon University College faculty involves collaboration with personnel from other institutions, the research proposal may need to undergo ethical review procedures at those institutions as well. While approvals from other institutions can streamline the REC approval process, they do not serve as substitutes. Applications submitted for projects led by investigators from external institutions who intend to conduct research at Horizon University College must include a faculty/staff member from Horizon University College as a collaborator or investigator on the application.

ix. Voting and Decision-making

All committee members will participate in voting on research proposals, except in cases where a member has a conflict of interest. Approval of a research proposal requires more than 50% of REC members to vote in favor of the protocol. In the event of a tie, the decision supported by the committee's head will prevail. Meetings may be conducted remotely with the use of IT.

For undergraduate research applications, ad hoc committees from each college will be established to evaluate the applications of undergraduate students.

x. Types of Decisions:

a. **Approval of Research**: If the proposal aligns with local and international guidelines without requiring modifications, the research may commence upon Receipt of written REC approval by the PI.

b. **Approval of Research with Minor Changes**: If minor adjustments are suggested by reviewers, the committee's head ensures that the investigator incorporates these

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modifications into the research protocol. Upon verification of the changes, the research may proceed.

c. **Deferral**: If substantial modifications are necessary before committee approval, the investigator's response, along with any additional materials, undergoes further review by the REC.

d. **Disapproval:** If the proposal necessitates significant alterations warranting a complete reassessment by the investigators, the proposal is rejected.

e. **Suspension and Termination of Research Studies by REC**: The committee reserves the right to suspend a study at any point if the investigator(s) deviate from the approved proposal without obtaining permission from the REC.

f. **Appeal of REC Decisions**: Investigators have the option to appeal against the decisions made by the REC. Upon receiving approval from the REC, the investigator may be invited to attend the REC meeting where their appeal will be deliberated. Each protocol will be categorized based on its risk level: minimal risk, moderate risk, or high risk (in which case the protocol will be disapproved). Follow-up intervals will be determined according to the risk level of the protocol. Generally, the approval duration will not exceed one year.

xi. Communication of Decisions

The REC's decision will be communicated to the principal investigator in writing within two weeks following the meeting. This communication will include a clear statement of the decision reached by the REC, any conditions required for approval, if applicable, and justifications for any disapproval.

xii. Investigators' Responsibilities during Study Conduct

Throughout the study's implementation, the investigator is responsible for reporting any deviations from the approved proposal, significant and unforeseen adverse events, unexpected issues, or changes in investigators. The REC will determine whether these matters warrant expedited review or necessitate a full committee review. Following the publication of a paper, the author assumes sole responsibility for addressing any external inquiries; neither the REC nor HUC bears responsibility in this regard.

xiii. Research Misconduct

Instances of research misconduct that align with one or more of the following criteria will be the grounds for denying or revoking ethical approval for the research and may lead to remedial actions proportional to the severity of the misconduct:

i. **Fabrication**: Creating false results or other outputs (e.g., artifacts) and presenting them as genuine.
ii. **Falsification**: Manipulating research processes or altering or omitting data without justification.
iii. **Plagiarism**: Using someone else's work without appropriate attribution.
iv. **Failure to meet ethical, legal, and professional obligations**: Examples include failure to disclose conflicts of interest, misrepresentation of involvement or authorship, breach of confidentiality, lack of informed consent, misuse of personal data, and mistreatment of research subjects or materials.
v. **Artificial Intelligence (AI) Misuse:** Misusing AI in research, such as fabricating data, plagiarizing, or violating ethical standards, constitutes misconduct. Researchers must maintain transparency and accountability in AI use, ensuring integrity and credibility in their work.

xiv. Record-keeping and archiving

a. The following documents must be retained for five years:
b. Minutes of all meetings, authenticated by the head of the committee.

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c. Copies of all correspondence exchanged with members, researchers, reviewers, and other regulatory entities.
d. All documents pertaining to proposals (including study projects and associated documents).
e. Should a researcher opt to withdraw an application after its approval, a written request must be submitted. The REC will review and archive the request accordingly in the files.

xv. Ensuring Academic Integrity: Understanding the Penalties for Research Cheating in HUC

Academic integrity is taken seriously in the HUC. Cheating in research, whether in academic institutions or professional settings, can result in serious consequences including academic penalties, professional sanctions, and legal repercussions.

Penalties for research cheating typically include academic probation, suspension, expulsion, or the revocation of degrees or academic certifications. Additionally, students and faculty may face damage to their academic reputation and future career prospects.

IX. Forms related to Research Ethics

Please refer following Annexure for Research Ethics related forms

i. Application form for approval of Research Ethics Committee
ii. Form for Evaluation of Research Application by Research Ethics Committee

Form #: RESR-ON|001

Application form for approval of Research Ethics Committee

Research Title	
School / Program	
Name of the Lead Researcher	
Email of the Lead Researcher	
Contact number of the Lead Researcher	
Name of co-investigators as applicable	
Estimated project start date	
Estimated project end date	
Name of the journal for publication of research paper	
List of any sources of funding or other research partners involved	
Research Abstract	
Outline of the research design and analysis	
When research involves access to human participants outline fully where and how they will be recruited, inclusion and exclusion criteria and the exact role of any gate keepers involved	
Any additional information	

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I confirm that I will (where relevant):

i. Comply to the policies related to ethical considerations in research, including, as appropriate, the use of human, children, and animal subjects
ii. Ensure Research involving animals, people, human tissue, or animal tissue shall undergo through a thorough screening process
    a. Prior permission shall be sought from the human subject to be a part of the sample and the same shall be documented.
    b. Ensure all the data collected from the research subject shall comply with the privacy laws and shall be exclusively used for research purposes only
    c. Information relating to the subject shall not be revealed to anyone except Government officials upon an order from the court.
    d. Ensure only trained investigators are involved as part of the survey team.
    e. Ensure compliance with the cultural sentiments of the region.
    f. Regularly monitor the research process.
iii. Familiarize myself fully and consider the implications of the Data Protection Act and guidelines
iv. Tell participants that any recordings, e.g. audio/video/photographs, will not be identifiable unless prior written permission has been given. I will obtain permission for specific reuse (in papers, talks, etc.)
v. Provide participants with an information sheet (or web-page for web-based studies) that describes the main procedures (a copy of the information sheet must be included with this application)
vi. Obtain informed consent for participation (a copy of the informed consent form must be included with this application)
vii. Should the research be observational and not in a public place, ask participants for their consent to be observed
viii. Tell participants that their participation is voluntary and that they may withdraw at any time and for any reason without penalty
ix. Give participants the option of omitting questions they do not wish to answer if a questionnaire is used
x. Tell participants that their data will be treated with care to confidentiality, retained in an anonymized form and that, if published, it will not be identified as theirs
xi. Inform participants of the relevant safe storage, retention and destruction policy of data to be followed
xii. On request, give a brief explanation of the study to participants
xiii. Ensure that participants are 18 years or older and competent to supply consent or in the case of child/vulnerable group participant, obtain consent of both child and parent / guardian
xiv. Ensure that the duty of care towards vulnerable participants or when dealing with sensitive topics includes the provision of appropriate information and referral to aftercare supports
xv. Declare any potential conflict of interest to participants.

Research ethics details

Background and rationale for study including Aims and objectives of the research (or the research question/s) and potential benefits of proposed research
Areas of ethical matters related to the research
Data collection methods
Details of participants for this study including number and type of participants involved; details of how potential participants will be identified and invited to take part in the study; and how informed consent will be obtained
Potential adverse effects on participants and steps to deal with them
Steps to be taken to ensure confidentiality of data
Steps to be taken to ensure financial and commercial propriety
Any other measures adopted to address any ethical matter which may not be mentioned above

Research ethics checklist

If you answer 'Yes' to any one of the high risk statements, then your research is High Risk. If you answer 'Yes' to any one of the medium risk statements, and 'No' to all high risk statements, then your research is Medium Risk. If you answer 'No' to all high risk and medium risk statements, then your research is Low Risk.

High Risk	
Will consent be coerced out of participants by those who would likely benefit from the research?	☐ Yes ☐ No
Will it be necessary for participants to take part in the study without their knowledge and consent at the time?	☐ Yes ☐ No
Will the study involve some form of invasion of privacy?	☐ Yes ☐ No
Is discomfort or harmful impact to participants likely to result from the study?	☐ Yes ☐ No
Is there a possibility that the safety of the researcher may be in question?	☐ Yes ☐ No
Will the research require the researcher to be deceptive or dishonest with the participants?	☐ Yes ☐ No
Will financial inducements (other than reasonable expenses and compensation for time) be offered to participants?	Yes No
	☐ ☐

Will the research have negative intrusive physical or psychological effects on the participants?	☐ Yes ☐ No
Will the names of the participants or the institution appear in the research?	Yes No
Does the research involve the condition of destroying recorded data after it is used?	Yes No
Medium Risk	
Will the research involve governmental institutions or participants such as, the military or the judiciary?	☐ Yes ☐ No
Will the study involve discussion of sensitive or potentially sensitive topics and issues?	☐ Yes ☐ No
Does the research involve potentially vulnerable participants (for example children, prisoners, or people with disabilities)?	☐ Yes ☐ No
Does the research involve participants that are unable to give consent?	☐ Yes ☐ No
Will the research involve administrative or secure data that requires permission from the appropriate authorities before use?	Yes No ☐ ☐
Will research involve the sharing of data or confidential information beyond the initial consent given?	☐ Yes ☐ No

Risk level identified	☐ Low ☐ Medium ☐ High

Supporting documents enclosed: (Please include any letter from external funding agency, Research Abstract, interview questions, participants' consent form as well as indication of planned time of issue/use)

The researcher undertakes not to deviate from the original consent granted by the University's Research Ethics Committee. The researcher bears full and sole responsibility for any deviation from this consent and all consequences arising from such deviation. The researcher waives all right of appeal in the event of any penalties applied by the University arising from such deviation.

Declaration by the Researcher:

Having read the Ethical Research Policy of Horizon University College, I declare that the information contained herein is accurate to the best of my knowledge.

I have attempted to identify all risks that may arise in conducting this research and acknowledge my obligations as researcher and the rights of participants. I am satisfied that all researchers (including myself) working on the project have the appropriate qualifications, experience and facilities to conduct the research set out in the attached document and that I, as the lead researcher, take full responsibility for the ethical conduct of the research in accordance with subject-specific and ethical guidelines outlined in the "**Ethical Research policy"** of the **Horizon University College** and are in line with the UAE's Ethical Research requirements and international standards as well as any other condition laid

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down by the Research Ethics Committee. I am fully aware of the timelines and content for participants' information and consent.

Name: _____

Signature: _____ Date:_____

For office use only	
Applicable for faculty	
Name of the Chair of Research Ethics Committee (REC)	
Decision of the REC	☐ Approved ☐ Not approved
Signature:	Date:
Applicable for Students	
Name of the Chair of Research Ethics Committee (REC)	
Decision of the REC	☐ Approved ☐ Not approved
Signature:	Date:

Authorization for conducting research (only if approval is obtained):

The Research Ethics Committee has confirmed that this project fits within the Ethical Research Policy of Horizon University College and I authorize the low risk research proposal on behalf of HUC's Research Ethics Committee.

Name: _____

Signature: _____ Date: _____

(Chair of the Research Ethics Committee)

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Form #: RESR-ON|002

Form for Evaluation of Research Application by Research Ethics Committee

Name of the Principal Investigator	
Research Title	
Name of the journal	

	REC Members evaluation			
	REC Member 1	**REC Member 2**	**REC Member 3**	**REC Member 4**
Did the Researcher submit the duly filled application form to Research Ethics committee (Yes / No)				
The research study involves human/children/animal subjects (Yes / No)				
All required details are updated in the application form				
Necessary documents as applicable are enclosed with the Research application form (Yes/ No)				
Recommendations				

Decision of REC Committee	**Remarks / Comments**
Application approved ☐	
Application rejected ☐	

Research Ethics Committee members		
	Name	**Signature**
Dean - Research and Innovation / VP-Academic Operations		
Dean-SOB		
Dean-SOC		
Head of General Education		
Research Assistant		

Approved by Research Ethics Committee Chair		
	Name	**Signature**
Research Ethics Committee Chair		

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4h. Student Involvement in Research

Policy number	RESR_POLICY_07
Policy name	Student Involvement in Research
Policy version	Version 5
Standards applicable	MOHESR CAA Standard 4: Research and Scholarly Activities
Policy owner	Research and Scholarly Activities Committee
Date of policy development	21st July 2019
Review date	21st August 2025
Date of Recent modification	21st August 2025
Next review date	22nd June 2026
Approved by	VP-Academic Operations

A. Introduction

HUC is committed to fostering a research-oriented mindset among all students, regardless of their program of study. This section outlines the policies and support mechanisms designed to integrate students into the research community at HUC. By promoting active student involvement in research projects, we aim to enhance their critical thinking, problem-solving skills, and academic curiosity. This commitment ensures that students gain hands-on experience, engage in innovative projects, and contribute to the advancement of knowledge in their respective fields. Through structured mentorship, resources, and opportunities, HUC strives to cultivate a vibrant research culture that empowers students to become future leaders and innovators.

B. Programs and Courses

HUC is committed to integrating research into all academic programs, equipping students with essential skills in critical thinking, analysis, and problem-solving through comprehensive research related courses and practical projects across all disciplines.

BBA Students are required to complete a course on Business Research Methods as part of their curriculum. In these courses, they are not only taught theory and practices of contemporary research but are expected to do research in small groups as part of the assessment. Students submit a written report and make oral presentations after completing the research work. Apart from these specific courses on research, students are also given minor projects based on research inputs in other core and major courses.

In the BSIT- program, courses such as Innovation, Big Data Analytics, and Computing Project require students to conduct research activities.

C. Events and activities organized by HUC

HUC organizes student seminars every semester, in which students are encouraged and mentored by the faculty members to participate and present their research work. Participating students are judged and awarded prizes and certificates. HUC also organizes Innovation Exhibition where students are encouraged to research and create innovative models which are displayed in the exhibition.

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D. Participation of Students in external competition

Students at HUC are encouraged to participate in various competitions conducted at the National level such as the Undergraduate Research Competition in Abu Dhabi, Sharjah Sustainability Award, Dubai Innovation Week, etc.

E. Engagement of students in research and funded projects

HUC encourages faculty members to engage undergraduate students and alumni in research and funded projects as follows:

i. Preparing questionnaires
ii. Data collection
iii. Preliminary literature reviews
iv. Pilot studies
v. Data analysis using software
vi. Preparing tables and graphs
vii. Documenting the research works
viii. Presentation of data and reports

Apart from this, students can also be engaged in projects or other consultancy assignments relevant to the areas of concentration.

Students can also be engaged more deeply in research activities wherein they can be involved in joint research and publications.

F. Recognizing students' involvement in research

Students who are engaged in research along with the faculty members are recognized by issuing them with certificates. In funded research or project/consultancy works a stipend shall be defined on a case-to-case basis and will be disbursed to students upon satisfactorily completing the research task assigned to them.

G. **Procedure for obtaining support for student and faculty research:**

i. Initial Notification and Proposal Submission:

All proposals for HUC-funded research grants by students must adhere to the provided guidelines and be submitted to the DRI before the specified deadline, within the first two months of each semester, and the submission should be by the academic supervisor.

ii. Project Application and Evaluation:

a. The academic supervisor of the student will be the PI, who will apply for funds for research projects to Dean-RI, with each project involving up to four students. Additionally, the supervisor can should follow the Research Grant Policy
b. The Dean-RI will assess project proposals with the Research Ethics Committee, comprised of specialists in relevant research areas, within two weeks of submission. Recommendations will then be forwarded to the Dean/ HOGE, the VP-academic Operations, and the President for final approval.
c. The Dean-RI may request revisions, improvements, or updates to the proposal from the PI.

iii. Progress Reporting and Evaluation:

a. The project group must submit a progress report at every semester, and final report to the Dean-RI for review by the research committee. Funds will be released based on approved project milestones and deliverables.
b. The final project output will also be evaluated by the Research Ethics Committee

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iv. **Project Completion and Extensions:**

a. Projects are expected to be completed within the duration of **12 months maximum**. However, requests for extensions or additional budget may be submitted to the Dean-RI if needed.

b. Extension applications should be reviewed and approved by the Dean, VP-Academic Operations & President, with a maximum extension period of 3 months and a maximum additional budget of 20% of the original approved budget.

c. Project Proposal Structure (Limited to 15 Pages, Single Column, 10-Point Times New Roman Font)

4i. Commercialization of Research Output.

HUC is currently not involved in the Commercialization of Research Output.

4j. Research Cluster Policy

Policy number	RESR_POLICY_11
Policy name	Research Cluster Policy
Policy version	Version 1
Standards applicable	MOHESR CAA Standard 4: Research and Scholarly Activities
Policy owner	Department of Research and Innovation (DRI)
Date of policy development	16th April 2025
Review date	-
Date of recent modification	-
Next review date	22nd June 2026
Approved by	VP-Academic Operations

I. Introduction

The policy outlines the procedures for the establishment, operation, review, modification, and disestablishment of Research Clusters within the schools of HUC.

II. Definition of Research Cluster

Research Cluster at HUC consists of a number of researchers related to a specific discipline within the Schools, having shared research interests, objectives, funds and are engaged in collaborative or interdisciplinary research, scholarly and innovation activities.

III. Objectives

The objectives of Research Cluster is as follows:

1. To enhance research activities and promotion of research culture in the context of research publications, proposal writing for research grants, research coordination, research guidance, origination of research ideas and research collaborations at national and international level.
2. To engage in an interdisciplinary research agenda, provide recognition and support for research excellence
3. To increase the quality and intensity of the research output
4. To promote collaborative research participation and facilitate communication among the members of research cluster.

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IV. Establishment of Research Clusters:

Discipline Leaders shall submit a proposal for formation of a Research Cluster to the concerned Dean. Dean shall review the proposal and submit it to the VP-Academic Operations along with supporting documents and a recommendation letter. Based on Dean's recommendation and review by VP-Academic Operations, the President shall approve the establishment of this research Cluster. Each discipline may comprise of multiple Research Cluster s, where each cluster must contain minimum 4 members amongst them at least 1 PhD faculty member. Each Research Cluster should have a Cluster lead and a Cluster coordinator.

The proposal for establishing a Research Cluster must include following:

1. Name of research Cluster
2. A brief description of the Group including structure, terms and conditions of membership and reporting procedures
3. Names of the Cluster lead and Cluster coordinator
4. Objectives of the research Cluster
5. Range of research activities under Cluster's purview

V. Disestablishment

The Research Clusters may be disestablished on the following grounds:

a. Unsustainable economic conditions
b. Poor performance of the Cluster
c. Changes in the strategic directions of HUC
d. Changes in HUC's fiscal position.

VI. Research Cluster operating procedures

a. The Research Clusters must conduct meetings at least once in every month to discuss the research plans, ideas, methodologies, article writing, journal identification and future strategies
b. They must regularly update the list of research papers submitted and published on Academic Management System
c. They must update the Research related events/workshops/conferences/training attended or conducted by the members
d. They should undertake collaborative research and consultancy projects with Corporate, Government organizations and reputed international universities
e. The Cluster coordinator will be responsible to record the different activities of research Cluster such as minutes of meetings, research publications, project proposals, presentations, student's engagements, listing etc.

VII. Fostering multi-disciplinary research at HUC

At HUC, our goal is to encourage a culture of research excellence focusing on our strategic elements of innovation, societal impact, and lifelong learning. HUC Research is guided by the **UAE's evolving research priorities** , **UAE National Cluster Strategy** as well as UN's **Sustainable Development Goals.**

VIII. Research Focus clusters at HUC

i. School of Business

The Research Focus Clusters for School of Business are as follows:

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Discipline	Name of Research Cluster	Chaired by	Members
Accounting	ESG – Reporting Standards	Dr. Azzam Hannoon	Dr. Azzam Hannoon Dr. Robinson Joseph Ms. Asfarin Qureshi
Finance	Green Finance and Sustainable Capital Markets	Dr. Rahul Sharma	Dr. S. Nizar Dr. Rahul Sharma
Human Resource Management	Wellbeing and Leadership	Dr Kakul Agha	Dr. Belal Dr. Alex
Management	Economics and Sustainability	Dr. Paramaiah	Dr. Ramakrishna Dr. Gouher Dr. Sharon Dr. Haitham
Marketing	Digital and Retail Marketing	Dr. Shanmugan Joghee	Dr. Deepak Kalra Dr. Jalal Hanaysha Dr.Beenu Mago

ii. General Education

The Research Focus clusters for the General Education Department are as follows:

Name of Research Cluster	Anchored by	Members
Mathematics, Information Technology, and Sustainable Innovation	Dr. Abdul Salam/ Dr Reyaz	Dr. Reyaz Mr. Venkata Dr. Madiha Ms. Anjum
Linguistics, Culture, and UAE heritage	Dr. Suhair	Mr. Habboosh Dr. Aseel Mr. Ahmed Mr. Mohammed Hassan
Physics	Dr. Ghaseb	Dr. Anjali Dr. Osama

IX. Research Fund

A dedicated pool of research fund / grant will be allocated for each of the research verticals. Faculty / students can avail of these grants as per their area of interest and specialization. Faculty / students can also collaborate with external researchers / industry leaders / policymakers to translate fundamental research in the above thematic areas into innovative solutions and impactful partnerships.

X. Reporting

Each Research cluster is required to submit a semester and annual report to the Dean with the progress of research activities of the group, and the achievement status of Research KPIs.

The cluster must also submit the budget requirements and review as well as update the Key performance indicators for the next academic year.

4k. Knowledge Update and Industry Update

Policy number	RESR_POLICY_10
Policy name	Knowledge Update and Industry Update
Policy version	Version 4
Standards applicable	NA
Policy owner	Department of Research and Innovation (DRI)
Date of policy development	21st July 2019
Review date	21st August 2025
Date of Recent modification	21st August 2025
Next review date	22nd June 2026
Approved by	VP-Academic Operations

A. Introduction and Purpose

Knowledge update and Industry update at Horizon University College (HUC) is an online platform for communicating knowledge with HUC stakeholders, industry, and the community at large about the current trends of business development, technology, and social changes. The platform helps in branding HUC as a leading institution of updated knowledge base and in encouraging faculties and students, to contribute to achieving the objective of establishing a knowledge-based society and economy. The platform also acts as a catalyst for learning and sharing knowledge in various areas.

B. Goals

The goals of this policy are as follows:

1. To manage faculty contributions in various short article publications online in the HUC knowledge update and industry update in collaboration with the Marketing and Media Team.
2. To manage the design, contents, storage, and processes of knowledge updates & industry updates in coordination with the Media & Communication and IT department.
3. To execute the process of Digital Object Identification (DOI) for knowledge update articles and professional citations.
4. To communicate to different stakeholders about the latest knowledge updates and industry updates.

Note: https://www.doi.org/index.html, is the website of the International DOI Foundation (IDF). IDF is a not-for-profit membership organization governing the Federation that provides Digital Object Identifier (DOI) services and registration.

C. Policy and Procedures

The policy reflects the knowledge update and industry update article publication in the HUC portal. Knowledge-based article publication by faculty members is considered part of the research goal-setting of each academic year, and the number of articles published by faculty members depends on the decision of the research committee for the academic year.

D. Role and responsibilities of the research committee

The roles and responsibilities of the committee coordinator are as follows:

1. To facilitate and encourage the faculty members to create a better knowledge base of online information resources.
2. To manage and ensure faculty contribution in each academic year

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3. To determine the target for knowledge-based articles each year
4. To process the DOI for each article for professional citations
5. To circulate the industry updates in coordination with media and IT departments

E. Knowledge Article Publication

Faculty members should contribute to Knowledge updates in their area of expertise or interest for possible publication On HUC portals.

F. Procedure

i. ***Article Submission*** – Each faculty member is to submit the article to the coordinator of the Research committee who will check the overall suitability of the topic and initiate the process of approval.

ii. ***Article Review & Approval*** – The coordinator will send the article to the expert for feedback and then revert it to the author for content modification as necessary. Once the article has been approved, it will be sent to the media team for proofreading – the author of the article will be in direct coordination with the media team during this process. The proofread article will be submitted to Dean-RI for approval, and any comments from Dean-RI will be accordingly addressed by the author. Once approved, the Dean-RI will seek an opinion from the Dean of the respective school, for information purposes only, and any suggestion to improve the article is communicated to the author. The finalized article will be forwarded to the committee coordinator.

iii. ***Assigning DOI*** – Upon approval, the committee coordinator will forward the article to the Library department which will generate DOI for the article using Cross Reference resources. Then, the Library department will forward the generated DOI with the article title to the media team in coordination with the Research Committee.

iv. ***Final Publication****:* The media team will take necessary webpage development and article submission in the HUC knowledge update portal

v. ***Communication***: Once published, the article will be communicated to the concerned faculty member and subsequently to all stakeholders, by e-mail.

vi. ***Social Media, Citations & Search Engine Optimization***: The marketing team and Media team will determine the best channel to circulate the article on social media. The search engine optimization of the article as a resource will be facilitated for citations.

vii. ***Storing online:*** All published articles should have DOI and faculty photo and affiliation details and should be organized in the online repository based on year and month.

G. Industry Updates

Industry updates are generally current trends taking place in the surrounding environment, and these updates are extracted from news sources, magazines, or industry bodies. The updates can be initiated by any HUC stakeholders, including staff, IT people, the Library, Faculty members, students, industry advisors, and Industry personnel.

i. ***Article Submission*** – Stakeholders need to submit the link to the coordinator of the research committee, and the coordinator will check the overall suitability of the topic.

ii. ***Copyright & Approval*** – The coordinator will send the article to the media team to obtain report authentication in the legal public domain without violating copyright. If a copyright is issued, the article initiator needs to seek permission from the source or seek assistance from the media team. Upon approval of the copyright, the article will be sent for committee review led by Dean-RI.

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iii. ***Communication***: The article approved for publication will be communicated to the concerned initiator and subsequently to all stakeholders by email.

iv. ***Social Media*:** The marketing team and media team will determine the appropriate channel to circulate the article on social media based on the following parameters:

1. Number of contributions of Knowledge articles by faculty members in an academic year
2. The number of Knowledge articles cited in a different database or public forum

4l. Innovation and Entrepreneurship Center policy

Policy number	**RESR_POLICY_11**
Policy name	Innovation and Entrepreneurship Center policy
Policy version	Version 2
Standards applicable	MOHESR CAA Standard 4: Research and Scholarly Activities
Policy owner	Department of Research and Innovation (DRI)
Date of policy development	25 July 2020
Review date	21st August 2025
Date of recent modification	21st August 2025
Next review date	22nd June 2026
Approved by	President

This document briefs about the fundamental components of the policy framework for the Horizon Innovation and Entrepreneurship Center (HIEC) at Horizon University College (HUC). The following sections discuss the conceptual framework for a university-based innovation and entrepreneurship center; operational framework; scope of activities; management committee; assigned roles and responsibilities; idea submission and selection process; mentoring phase; business incubation and funding options; infrastructure support; division of profits; MoU and partnership agreements; licensing process and conditions; and mechanism for resolving the conflict of interest related issues.

A. The conceptual framework for a University-based Innovation and Entrepreneurship center

The government policies and innovation strategies outlined in many developed countries increasingly emphasize on establishing university-based innovation and entrepreneurship centers, preferably inside the university premises, while keeping their strong linkages with external stakeholders and working in close collaboration with the local market and industry, public and private research institutions, and public-sector (government) institutions. The purpose of this initiative is to transform the traditional teaching and research-based universities into innovation-led 'entrepreneurial universities'. Such a paradigm shift in the assigned role for the university is expected to reposition its image from being perceived as a marginal or a peripheral actor to a central player of the innovation arena.

The universities are usually composed of different departments, schools, or colleges based on the offered educational disciplines, and these departments are usually not tightly knitted to each other, due to having quite different teaching domains and research requirements. Therefore, there is often found an isolation or even a sort of tension between their activities, relative position, power, and exerted influence during the decision making and resource allocation processes. For innovation, this internal rift, mutual distrust, and inherent tension is perceived as

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counter-productive, because innovation requires the members of the cross-functional teams – belonging to different departments – to work on inter-disciplinary projects as a seamless web of relations and interactions for the smooth and effective flow of ideas, resources, technologies, expertise, experiences, and people. Innovation encourages boundary less, direct, and open communications between interdepartmental and cross-functional team members with least bureaucratic protocols, formalities, and red-tapes for an effective teamwork. Therefore, in order to establish an innovation and entrepreneurship center inside a university, we first need to challenge many of the existing myths, and to change the departmental mindset and working culture. We need to remove the cultural and communication gaps caused by the departmental brick walls whether they are physical, virtual, or mental; and to replace the rigid approaches towards decision making, organizational structure, resource allocation, and formal communications with a fluid, congenial, open, and pragmatic work environment which is conducive to support innovative and entrepreneurial interdisciplinary projects.

Therefore, our conceptual framework suggests creating a link or bridge between various interdisciplinary departments, schools, and colleges within a university through establishing a unifying unit, which is named as an innovation center, entrepreneurship center, business incubator or accelerator, depending upon the scope of activities and assigned mandate of the proposed unit. The evolution of this university-based innovation and entrepreneurship center would essentially connect the students, faculty members, researchers, and the internal resources of different schools and colleges through forming cross-functional teams to accomplish the interdisciplinary projects.

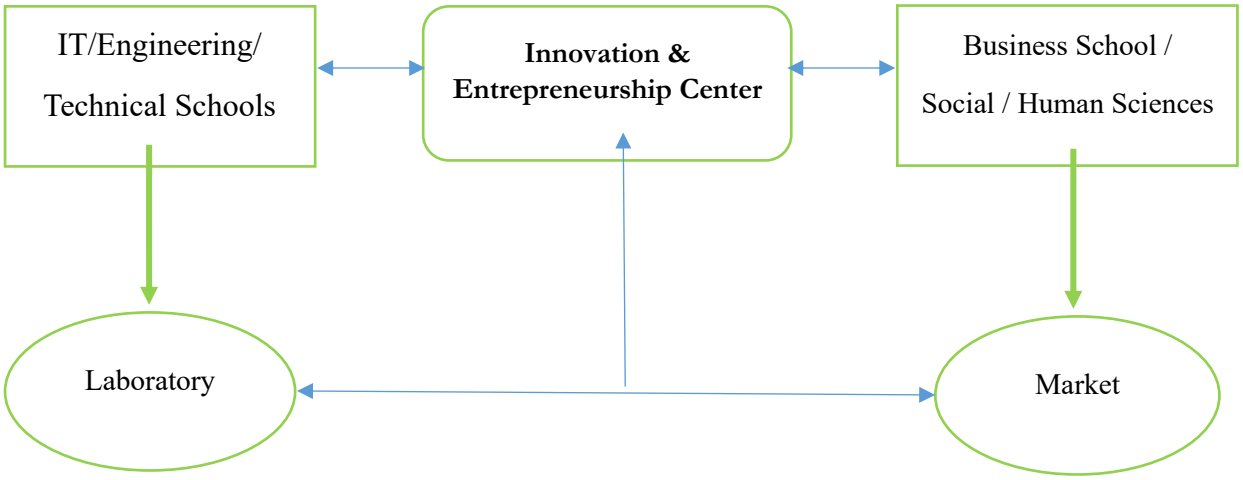

Figure 1: The evolution of an innovation and entrepreneurship center inside a university

The primary focus of this conceptual framework (figure 1) is to connect the laboratories (i.e., the hypotheses, ideas, theoretical research, class room lectures, lab experiments, technologies, licenses, and patents) with the actual user requirements and market needs (i.e., the issues and challenges of the real world faced by the potential users of the created knowledge in different domains such as businesses, industries, governments, and local communities).
Once the fundamental outline and sketch for the scope of an innovation or entrepreneurship center is principally agreed and supported by the University's higher administration, then the next step is to further expand the initially proposed operational framework to better understand how the different stakeholders and beneficiaries would be engaged with the Center at different levels.

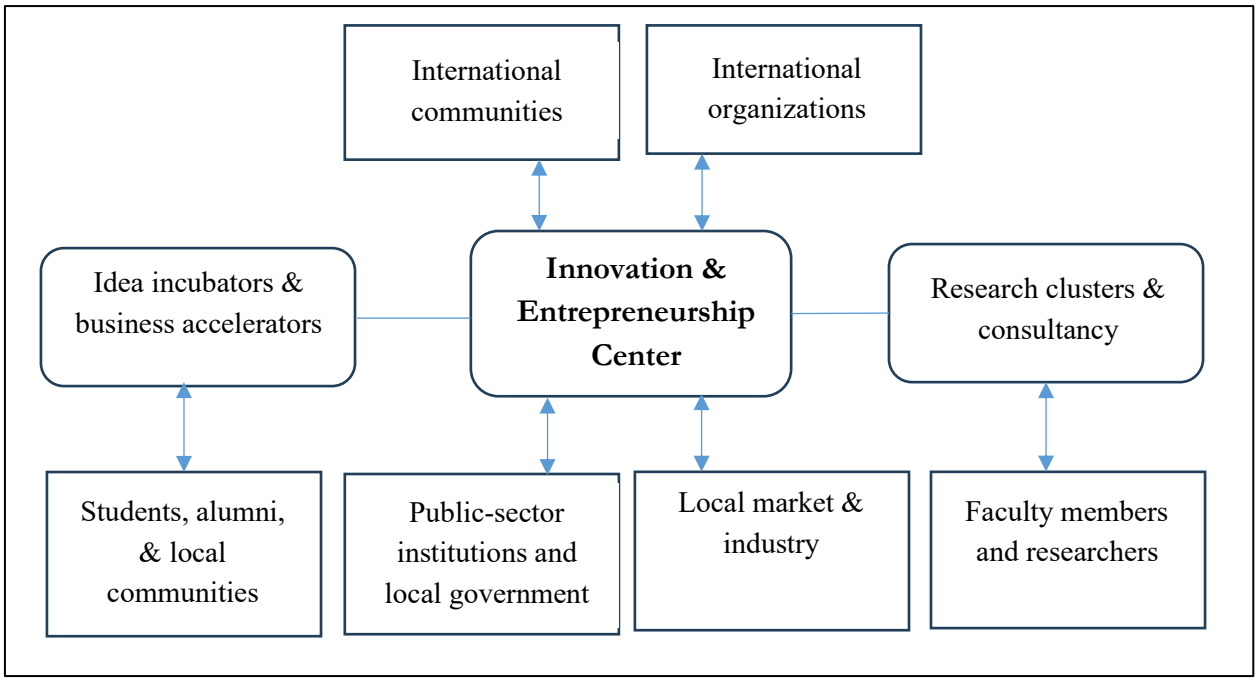

Figure 2: An expanded framework of a university-based innovation & entrepreneurship Center

As per the above illustrated (figure 2) expanded model of a university-based innovation and entrepreneurship center, the center has two major wings: 1) idea incubators or business accelerators; and 2) Research clusters and consultancy. The difference between idea incubator and business accelerator is that the former receives abstract ideas still in raw form and at an ideation stage, which yet need to be tested to check their technical feasibility and market (business) viability; so that the product prototype is to be first prepared in the laboratory or in a workshop. Whereas those ideas which pass the initial market viability and technical feasibility tests, and which are found qualified for the mass scale launch after being positively tested with a small market sample and are able to produce a small user-base, are then recruited in the business accelerator programs. The nature of the required support and funding for the idea incubators and business accelerator projects are also quite different. The projects enrolled into idea incubation programs require a small scale funding often named as the "pre-seed funding" and "seed capital" to help turn ideas into viable products and solutions. On the other hand, the projects enrolled into business accelerator program usually require relatively larger scale of funding often called as the "venture capital" to help grow those newly established ventures with tested products. The university students, alumni, and members of the local communities are usually engaged and enrolled in these idea incubators and business accelerators programs, but these programs are also often open for international applicants, depending upon the scope of the program and the available facilities, support, and financial resources. Usually, the idea incubators are named 'innovation centers', and business accelerators are named 'entrepreneurship centers'. However, for a full-fledged innovation and entrepreneurship center, the idea incubators and business accelerators are considered to be two sequential stages of growth, and both have to be seamlessly integrated to each other in a way that the Successful graduates (incubatees) of idea incubator program should be smoothly enrolled into business accelerator program to complete the innovation and entrepreneurship cycle of ideation stage, product development, and enterprise development.

The second wing of an innovation and entrepreneurship center in the above framework is named here as "research clusters and constancy". This wing primarily engages the university faculty members and lab researchers to transform their theoretical knowledge and laboratory research into innovative and entrepreneurial products and solutions. The applied research, competences, and developed solutions are then sold to the user market, industrial players, and public-sector institutions (government entities). Apart from the commercial aspect of this engagement, the Center also aims at creating positive impacts on the lives of the local communities living around the university, as well as a positive impact on society and the environment at large. The faculty members and researchers are also closely connected with the projects enrolled into idea incubators and business accelerators. Their engagement with the incubated or enrolled projects could be in the roles of an external supporter, technical and business mentor, or even as an equity partner in the new incubated ventures (or spin outs), depending upon the nature of the contracts they sign with the project owners. While observing the positive impacts of the entrepreneurial universities upon the local economy and surrounding communities; the international communities, donors, large corporations, and multinational organizations are also likely to get connected with these centers; thereby, this would help them enhance the scope and scale of their activities with the support of received international funding and sponsorships. Hence, this reinforcing cycle would not only bring respect and fame for these entrepreneurial universities but would also make them independent of the traditional means of running their expenses through public grants, donations, research endowments, and tuition fees. By doing so, the universities would expand their role to produce potential employers and architects who will shape future policies, societies, and economies.

B. The Operational Framework

The Center engages group members in various entrepreneurial activities through:

i. **Challenge**: to challenge the students and other participants by conducting regular innovation competitions, and incubation meets attended by Corporate and Government sectors

ii. **Inspire**: to encourage corporate and governmental stakeholders to provide for their unmet needs and inspire students and other participants to design disruptive and innovative solutions. The best solution is eligible for the Horizon Innovator of the year award and the concept of the solution can be incubated.

iii. **Support**: to financially support disruptive and innovative concepts, business plans, and go-to-market strategies for deserving startups.

iv. **Engage & Network**: to engage members to participate in various entrepreneurship and innovation workshops and widen their network with business and governmental stakeholders.

C. The three pillars & scope of activities

The three pillars of the Center are:

i. Training: Training is an essential step towards creativity, innovation, and entrepreneurship. The Center creates a learning module of entrepreneurship for simulation-based learning. This interactive journey-based learning allows our students and other participants to test their ideas in a zero-risk environment. The incubation program "participants" (also referred to as the "Incubatees") enrolled into our training programs are composed of our current students, the HUC alumni, high school students (partly self-financed), as well as the entrepreneurship enthusiasts from the local community.

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ii. Producing: The Center provides the avenues for prototype production. Courses from the Business and IT schools are enlisted where students will benefit from a nurturing environment and mentorship. Business development and software development experts will also guide students. The Center also facilitates its incubatees through its strong connections with the local industry.

iii. Launching: The Center provides avenues for workshops, social events, and delivering pitch decks to the target audience, such as the investors and participants from the local industry. Also, the Center organizes Demo Day events are organized to demonstrate the readiness of our students and other enrolled incubatees for market initiatives. The Center also provides the essential support and guidance to our incubatees about the different paths how to create and formally register their new ventures in the UAE.

D. The Management Committee and Board Members

HIEC shall be supervised by the Director of the Center, who shall report to Dean of Research & Innovation. The detailed job description of the Director position (key responsibilities and qualifications) has been attached as an appendix at the end of this policy draft. The Director shall be engaged on a full-time basis to undertake this challenging assignment, and to closely monitor the strategic, policy, and operational level activities carried out at the Center. The HIEC 'board' shall be comprised of the following members, as illustrated in figure 3.

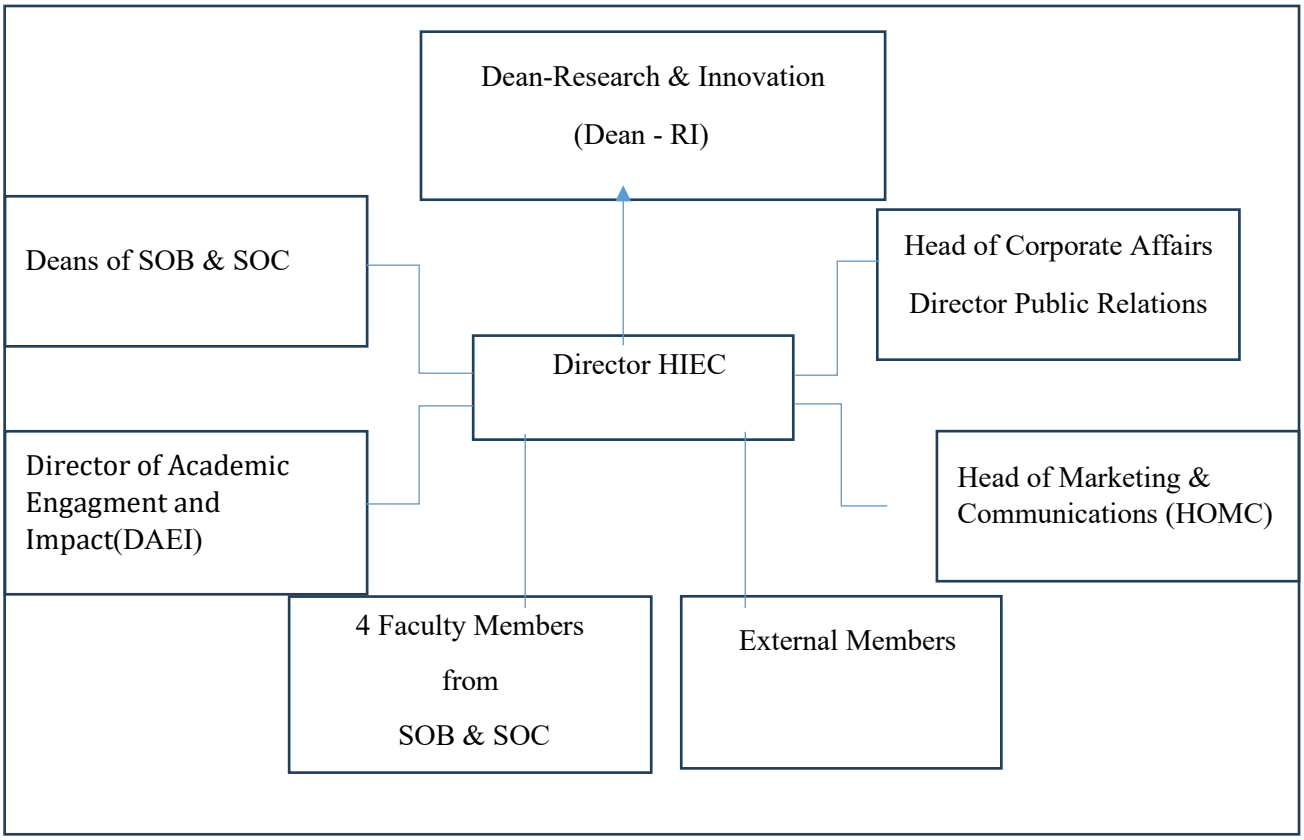

Figure 3: The board members of HIEC

The HIEC board brings together all the important stakeholders to represent their respective concerns and to facilitate HIEC operations; so that to ensure that the Center performs its operations smoothly and effectively to Successfully achieve the set goals and desired results. The four faculty members (two from each of SOB and SOC) shall be coordinating with the Director for the assigned roles and tasks. The Director shall be working in close collaboration with the Dean of SOB & SOC, Head of Corporate Affairs (and Director Public Relations), Director of Academic Engagement and Impact (DAEI, and Head of Marketing & Communications (HOMC) to ensure that the Center timely receives the required support from the concerned departments and their associated functional units within the University. The Center shall also appoint a couple of external members as HIEC board members. Furthermore, to effectively run the routine operations, the Center would also require a secretarial support staff (Office Secretary/Receptionist), and the office secretary shall be reporting to the Director. The office secretary job will be to receive and guide the incoming guests (students, staff, and outsiders), deal with the routine emailing, phone calls, and postal correspondence, as well as taking care of office supplies, facilities, and managing with the opening/closing of the Center. The Director of the Center shall be reporting to the Dean of Research & Innovation.

E. Assigned roles and responsibilities

Some of the key responsibilities of the suggested committee members have been briefly explained below. The following discussed roles and responsibilities are subject to further revision after consultation with the faculty members, and the Deans of the SOB and SOC. The roles (required/expected support) and specific tasks of the remaining committee members shall be mutually discussed and outlined later on.

i. Dean of research and innovation department (Dean-RI)

The main task of Dean-RI is to ensure that HIEC's strategic intent and directions are in line with the University's strategic intent.

ii. Director HIEC

The key responsibilities of Director HIEC include:

a. Develop and implement a comprehensive innovation strategy aligned with the university's vision, mission, and its strategic goals.
b. Identify and assess opportunities for innovation and research commercialization.
c. Foster a culture of innovation and entrepreneurship among the students, faculty members, and other supporting staff through arranging workshops, training programs, and networking events; and to also engage with the alumni and local community members actively.
d. Provide guidelines and strategic direction to the HIEC board and to approve the annual plan and monitor its effective implementation.
e. Provide tactical and advisory support to the HIEC board and to ensure that the set objectives are planned and achieved.
f. Collaborate with the academic departments and research centers to identify and support innovative research projects with commercial potential.
g. Establish and maintain partnerships with industry, government agencies, and other stakeholders to promote collaboration, funding opportunities, and technology transfer.
h. Regularly meet the corporate executives and public-sector stakeholders to identify their specific needs and expectations.

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i. Lead the evaluation and protection of intellectual property rights arising from the university research.
j. Provide guidance and support to researchers, inventors, and entrepreneurs in developing their business models, business plans, securing funding, and navigating the commercialization process.
k. Oversee the university's incubation and entrepreneurship programs, idea competitions (innovation contests), and other activities including the management of the available physical spaces and required resources (physical resources, software, and cloud-based applications).
l. Stay informed about emerging trends, best practices, and policies related to innovation, entrepreneurship, and technology transfer in higher education.
m. Prepare and present reports on innovation activities, outcomes, and impacts to the senior leadership of the university and to the external stakeholders.
n. Maintain strict confidentiality and protect the strategic interests of the Center and the University.

iii. Faculty Members

Among the responsibilities of committee members are:

a. To assist in preparing the annual plan (incl. budget) of the Center for approval.
b. To identify and liaise with corporate and government partners to promote innovative and entrepreneurial ideas.
c. To ensure that the execution of activities is according to the plan and budget.
d. To monitor and review the effective functioning of the Center.
e. To review and screen the internal and external research projects and examine the prototypes for their innovative and entrepreneurial potential (scope) and allocate the support funds accordingly.
f. To assign mentors to the students and enrolled incubatees in order to help them effectively progress with their submitted ideas, as well as to continuously supervise and follow up with the assigned projects in order to ensure their Successful completion within the agreed timeframe.
g. To actively provide the required technical and business mentorship to the students and enrolled incubatees in order to help them transform their sketchy ideas into deliverable and market-ready products & solutions.
h. Helping the students and incubatees to register their firms and organizations in the UAE and guiding them for their growth options into international markets.
i. To plan, initiate, and track the processes of technology transfer, licensing, and IPR registration including patents, trademarks, copyrights etc.
j. To execute the Center activities as per the approved plan.
k. To develop calendars for activities for each academic year.
l. To encourage students to become members of the Center and actively participate in the activities organized by the Center.
m. To ensure active participation of various stakeholders in innovation activities, and in the incubation & acceleration program related meeting.
n. To record mentoring activities for performance evaluation and feedback purposes.
o. To develop (identify) research clusters and do the knowledge mapping for HUC.
p. To assist in writing HIEC policies.
q. To establish collaboration with global and local networks.

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r. To encourage student participation in Research/ Innovation contest.
s. To suggest the AI and IOT testbed.

iv. Corporate & Affairs (CA) Alliance and partnership

CA alliance and partnership is the domain of the Head of Corporate Affairs with the following responsibilities:

a. To ensure active membership and participation at the enterprise and governmental levels.
b. To coordinate regular meetings with corporate and government sectors, faculty, mentors, and student members to ensure that the needs are met within the defined set of constraints.
c. To ensure that budding, well-seasoned, and serial entrepreneurs are constantly available to provide regular workshops and advice to student members, faculty, and mentors.

v. Head of Marketing and Communications

The Head of Marketing and Communications carries out the following responsibilities:

a. To provide support in managing the marketing and promotional efforts of HIEC and its various activities & and events
b. To provide support in managing the communications, website, and different social media accounts of the Center

F. The idea submission and selection procedure

The participants need to duly submit (either individually or in groups) an idea proposal form to the Center or participate in a pre-announced idea competition (innovation contest) at the university campus. The review board thoroughly examines all submitted/presented ideas regularly, and it selects the best ideas for the incubation program based on well-defined criteria, that essentially include the following critical factors that determine of the success of an incubated project. Each of the following listed criteria is assigned given weightage in the idea/project selection process.

i. **Novelty (Uniqueness)**: The board examines the relevant domains such as the existing services, products, and processes, as well as consults with the relevant industry panel of experts to assure that the proposed ideas do not infringe any of the Intellectual Property Rights (patents, copyrights, trademarks, registrations).
ii. **Value Creation (Added-Value)**: The board will review whether the submitted idea creates or adds a significant value to the targeted customers or end-users, and whether it resolves a significant problem or a burning need of the users, or otherwise it meets a significant want of the customers, for which a segment of the market might be ready to pay a premium.
iii. **Environmental Sustainability & Societal Impact**: The review board do not ignore the social and environmental impacts of the presented ideas, and thus critically scrutinize the commercial benefits of any idea in relation to its potential social and environmental impacts and implications for the society at large.
iv. **Technical Feasibility**: It is an important factor in the selection criteria to check the technical feasibility of a presented idea within the available resources; therefore, the scope and complexity of a project is measured within the set parameters of available time, resource, competence, and technology matrix.
v. **Business Viability**: Ideas do not just need to be technically feasible, but they also need to be proved as commercially viable with a sustainable business model to ensure that they

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would prevail, both in the short and long-term and would be considered as an interesting proposal for the potential investors.

vi. **Personality Alignment**: Last but not least, the board also closely observes the idea presenters' passion, personalities, team formation (composition) and chemistry of the team members, the acquired combination of competences, and, and their presentation style.

G. Mentoring Phase

The mentors shall be assigned to the enrolled students and incubatees by a committee of 4 faculty members from SOB & SOC. The assigned mentors are usually faculty members or industry experts, and these mentors facilitate mentees in transforming their innovative ideas into market-ready (deliverable) products and solutions. The three main tasks of mentors are to interact, coach, and transform (ICT), as detailed below:

Interact: The mentor needs to submit an interaction framework based on the following guidelines:

i. The duration of the mentorship, with a clear start and end date.
ii. Meeting schedule.
iii. The minutes of the meeting need to be documented in Horizon Meeting Portal.
iv. The desired budget needs to be duly approved by the HIEC board.

Coach: The mentor will coach the mentees to perform the following functions to the best of their professional abilities:

i. Define the market and specify the base of grouping the market (segmentation).
ii. Identify the target segment that the business idea will serve, and evaluate alternative product or service ideas.
iii. Create positioning parameters and charts that identify the competitions and their positioning on the chosen business ideas.
iv. Create a product or service prototype using various technological tools (3D printers and modeling software such as VISIO, Flowgorithm, AutoCAD, etc.)

Transform: It's a most critical role in which the mentor facilitates mentees in transforming the concept into a potential reality. The key objectives of this phase are:

i. To define the market and specify the base of grouping the market (segmentation).
ii. To identify the target segment that the business idea will serve, and evaluate alternative product or service ideas.
iii. To create the positioning parameters and charts that identify the strategic competitive groups and their positioning, to find the base or parameters on which the new business plan can be created.
iv. To create a detailed business plan and financial feasibility using the internal rate of return method.
v. To creating a go-to-market strategy that defines the generic strategy, directional strategy, and international strategy.
vi. To developing a digital media strategy as part of integrated marketing communications with tactical communication plans.

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H. Business Incubation & Funding Options

i. **Business Incubation**: Business incubation is a place that provides budding businesses with all the tools they need for their business startup. The incubator provides access to professional advisors, mentors, administrative support, office equipment, training, and/or possible investors in addition to a desk or office. The incubator provides a unique and highly adaptable blend of business development methods, infrastructure, as well as people, to help them grow and develop within an innovative and creative shared space.

ii. **Funding Options**: There are two funding options available, namely external funding and internal funding, as detailed below:

a. **External Funding**

1. Venture Capitalist/Investment arms such as the national investors, Investcorp, evangelical investors, etc.
2. Government-supported incubation and innovation Centers such as DTEC, SHUROOQ, TIE, SHERAA, NAMA, INJAZ, etc.
3. Entrepreneurial and innovative networking events and workshops conducted by leading and Successful entrepreneurs.

b. **Internal Funding**

HIEC also allocates a startup Fund of AED **200,000.00** per annum, wherein vetted transformed ideas are selected and incubated for **12 months**. However, the fund **does not cover establishment costs.** During incubation process, the thrust is provided for the transformed ideas to be commercialized and to see the break-even level.

I. Provided infrastructure and support

HIEC shall provide the incubatees with the following facilities and infrastructure support.

i. Incubation spaces (small cubicles/working desks) to work on their projects.
ii. Laptops, high speed internet connections, and other required digital tools/devices
iii. Access to required software and platforms with monthly/annual subscriptions.
iv. Access to the required online information (subscribed databases) and printed content (books, articles, and other library resources)
v. Access to a unique innovation ecosystem online platform of HUC to help the incubatees get an access to all types of required support and services swiftly and smoothly.
vi. Provision of transportation, storage, venues, logistic support and other required infrastructure and resources to facilitate the incubatees carry out their projects and to attend the relevant events/workshops/activities. The events and workshops cover activities like **project-based events/meetings, Startup Weekends,** Idea Café, **Knowledge Café,** Luncheon Club**, Idea Competitions, Innovation Contests etc.**

J. Division of profit

All the start-up project ideas that shall be initiated and carried out by the incubatees under the active supervision of the assigned mentors/supervisors at the Center, the new venture's stakes and profits shall be divided between the three stakeholders (before the involvement of the external investors or partnerships) as per the following formula.

The share of the incubatees (project owners): 90%
The share of the project supervisors: 5%

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The share of HUC: 5%

However, if the incubatees were not actively involved in the product development and venture formation stages i.e., from the ideation stage till the launch stage and in the after launch operational stage, then HUC has the right to renegotiate with the incubatees the profit dividend according to the level of efforts committed by the incubatees at each stage. A similar assessment could be carried out by HUC for the share of supervisor in the venture profit according to the level of engagement and efforts committed by the project supervisors in the product development. venture formation and its operations.

HUC facilitates innovation and entrepreneurship related activities in its premises through its established Center (HIEC), as part of fulfilling its CSR (corporate social responsibilities) mission. The purpose of the allocated 5% share in the future generated profits of the incubated ventures is only to meet the basic costs of incubation incurred by HUC in providing the support on a continual basis. HUC aims at encouraging the future innovators and entrepreneurs to submit and carry out their innovative ideas with the dream of becoming the product owner and having a maximum equity stake in their created venture.

K. MOU with external agencies

HIEC would focus on signing MOU with reputable entrepreneurial agencies such as TIE, Sheera, Nama, INJAZ, Shurooq, etc. to achieve the following objectives:

i. To conduct events/workshops/activities related to entrepreneurship and innovation, innovative ideas, and design thinking.
ii. To raise funds for venture startups.
iii. To conduct events/workshops/activities related to the operational aspects of running Successful startups.
iv. To conduct debates and workshops on ways of achieving growth/scalability aspects of existing startups/ventures.
v. To conduct sessions on mentoring/interaction with owners of Successful ventures/startups.

L. Licensing process and conditions

The licensing process should be completed in just a few months in a transparent, efficient, and timely manner. For this reason, incentives to conclude license agreements have been created. The following rules apply:

i. Both exclusive and non-exclusive licenses may be granted. Start-ups are typically granted an exclusive license within the field of application.
ii. Exclusive licensing of a patent by a start-up is subject to a defined timeline and specific milestones. If these are not met, the license may be terminated or made non-exclusive.
iii. In the case of a non-exclusive license, the University can license the intellectual property to multiple transfer partners simultaneously.
iv. License agreements typically include a combination of upfront fees, annual license fees, royalties, and equity participation.
v. License agreements are usually time-limited, and the licensee is obliged to use the intellectual property within the agreed time frame. If these obligations are not met, the University may terminate the license agreement.

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vi. The University may also grant sublicenses, provided that the sublicensing conditions are clearly defined in the license agreement.

vii. The University supports and advises researchers during the licensing process and the negotiation of licensing agreements.

M. Conflict of Interest

i. Horizon University College is aware that conflicts of interest may arise when the University members are involved in start-ups. These conflicts must be identified and managed in a transparent manner.

ii. All University members must disclose any personal, financial, or other interests that could potentially create a conflict of interest. They are obliged to adhere to the University's code of conduct.

iii. The University has guidelines for managing conflicts of interest, which include, among other things, ensuring that University resources are not used for private purposes and that there is no preferential treatment of start-ups by the University members.

iv. In the event of a conflict of interest, the University may take measures to address the situation. This may include imposing restrictions on the involvement of the University members in start-ups or modifying the contractual terms of the collaboration.

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MOHESR CAA Standard 5. Faculty and Professional Staff

5.a. Faculty and Professional Staff Role

Policy number	HUMR_POLICY_02
Policy name	Faculty and Professional Staff Role
Policy version	Version 5
Standards applicable	MOHESR CAA Standard 5: Faculty and Professional Staff
Policy owner	Talent Empowerment Department
Date of policy development	18 July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	25 August 2026
Approved by	President

A. Roles and Responsibilities of Academic UC Members

i. President

a. Planning Function

1. The President facilitates the development of the Institutional Strategic Plan and executes the strategic plan on a yearly basis to achieve specific long-term goals and strategic directions in line with the vision, mission and purposes of the University.
2. President is the custodian of the institution and responsible for achieving the strategic plan through the available resources and maintain the academic excellence as envisioned in the institutional mission statement
3. President provides inputs for the development of the institution on a long-term basis by proposing areas of new programs, strategies of increasing enrollment, expanding geographically, managing the operations and building the brand image so that the institution is recognized in the Society and attracts the student and corporate community to remain on a path of sustainable growth.
4. President reviews the progress of strategic plan on regular basis to ensure that all the departments adhere to the institutional policies.
5. President ensures provision of required infrastructure for learning support services that enhances learning environment.
6. President ensures the corporate relations are built so that the industry interaction with the HUC students and academicians is continued on a regular basis and ensure the placements for jobs and internships for HUC students.

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b. General Functions

1. Directly reports to the Board of trustees and advice on matters of university policy and advice on matters of concern to the faculty.
2. Shall be available for consultation and advice to members of the faculty, to students, and to members of the university community on matters within the jurisdiction of the faculty.
3. Assist in maintaining harmony in the institution among all the stakeholders and resolve problems relating to faculty members, student and staff
4. To oversee the work of all IE committees of the University Faculty and approve the proposals of all committees on merit
5. To seek approvals on new initiatives or discuss questions raised by faculty members on educational policy by the Board of trustees
6. To encourage staff development and a high level of staff performance and seek approval for initiatives on training and development
7. Development and implementation of Institutional policies and procedures for increasing effective functioning and stakeholder satisfaction
8. Review ministry submissions and liaison with MOHESR & other officials for new programs and accreditations
9. Overall review and management of different units through developing, implementing and reviewing Institutional effectiveness and feedback system
10. Ensuring quality control in all aspects of the university's academic programs and related activities.
11. Review, approve and sign Articulation agreements with local & international Universities
12. To ensure recruitment of faculty and staff of good caliber that can contribute to the institutional vision.
13. Approval of all plans including marketing plans and seat allocation, institutional Budgets, Risk Management and Institutional calendars
14. Approval of Student progression, retention and graduation
15. Plan, Implement and Review Employee Performance evaluation system and coordinate with TED for grievances handling.
16. Student Grievances handling with DAC.
17. Present the annual reports / fact books to the President.
18. Ensure steady revenue flow for sustainability and growth of the institution
19. Delegate/ assign responsibilities and authorities to various individuals and committees of HUC
20. Review IE reports at regular intervals and suggest changes for implementation
21. Review Feedback reports and suggest changes for implementation
22. Review and suggest changes in vision, mission and institutional goals
23. Prepare and ensure implementation of strategic plan
24. Review institutional planning and budget
25. Evaluate the performance, compensation and retention of all employees.

ii. Vice President- Institutional Research & Quality Assurance

a. Strategic Responsibilities

1. The VP-Institutional Research and Quality Assurance shall work in collaboration with VP-Academic Operations and VP- Academic Support Operations to provide leadership within the university and achieve the vision to become a globally renowned university.
2. To coordinate for annual planning and closing, monthly and semester review of all departments under the purview.
3. To lead and manage the operations of the university to achieve strategic directions in coordination with President.
4. Work with President on developing a strategic vision for academic and academic support services
5. Proactively engage in exploring and chairing senior appointment committees in external organization.
6. To network with national and international facilitators for training and development of the professional reporting staff.
7. Development of Strategic Plan and review progress of the Annual Operational plan
8. Enhancing institutional Brand image and proposing initiatives to enhance enrolments for all academic programs and short courses offered at HUC.
9. To Facilitate the learning process of the students by creating a positive/congenial learning environment
10. Manage the functions of President and Chairs the UC meetings along with VP-Academic Operations and VP- Academic Support Operations in the absence of President.

b. Operational Responsibilities

1. Work with the University's senior leadership and faculty - and across the wider university network to articulate, share, and help realize strategic academic goals.
2. Setting goals at the beginning of the academic year and achieving them
3. Advise on and help establish strategic academic partnerships (e.g. in relation to corporate learning).
4. Engage in continuous professional development in relation to pedagogy, mobilizing expertise from across the university network and wider industry bodies, to underwrite the University's commitment to pioneering in the education space.
5. Advise on the academic environment, including virtual learning environments, classroom design and facilities.
6. Support and participate in relevant teaching, research and community services committees and oversee processes for the allocation of research and learning development grants.
7. Establish and oversee academic handbooks and guidelines to support the above.
8. Associated contributions as required, dependent on experience and expertise.
9. Ensure implementation of policies and procedures by reporting units
10. Overall review and management of the different units through developing, implementing and reviewing Institutional effectiveness and feedback system
11. Review of Feedback reports and IE reports
12. Review and approval of fact book data, CHEDS data, MOHESR data, OBEF data, IE reports for reporting units

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13. Review of the Risk Management and Risk incident analysis reports and recommend necessary actions
14. Review of institutional, school and department Budgets
15. Review of Financial reports including internal audit report, external audit report and balance sheet
16. Review of goal setting formats, goals submitted by Faculty, HODs and achievement status of goals
17. Improve the QS Star rating of the institution
18. International and regional institutional benchmarking

iii. Vice President- Academic Operations

a. Strategic Responsibilities

1. The VP-Academic Operations shall work in collaboration with VP-IRQA to provide leadership within the University and achieve the vision to become a globally renowned university.
2. To coordinate for annual planning and closing, monthly and semester review of all departments under the purview.
3. To lead and manage the operations of the university to achieve strategic directions in coordination with President.
4. Work with President on developing a strategic vision of academic and academic support services
5. Proactively engage in exploring and chairing senior appointment committees in external organization.
6. Manage the procurement and development of Library learning resources.
7. Lead and direct the Schools and departments for initiating new vistas in academic.
8. To network with national and international facilitators for training and development of HUC employees and students.
9. Ensure implementation of policies and procedures by reporting units
10. Overall review and management of the different units through developing, implementing and reviewing Institutional effectiveness and feedback system
11. Approval of seat allocation, faculty allocations and academic calendars
12. Review and approval of Student progression, retention and graduation
13. Plan, Implement and Review Employee Performance evaluation system and coordinate with TED for grievances handling
14. Ensure Student and Employee grievances are timely addressed as per policy
15. Review and approval of fact book data, CHEDS data, MOHESR data, OBEF data IE reports for reporting units
16. Enhancing institutional Brand image and proposing initiatives to enhance enrolments for all academic programs and short courses offered at HUC.
17. Manage the functions of President and Chairs the UC meetings along with VP-Strategy and Quality Assurance in the absence of President.

b. Operational Responsibilities

1. Work with the College's senior leadership and faculty - and across the wider university network to articulate, share, and help realize strategic academic goals.
2. Setting goals at the beginning of the academic year and achieving them

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3. Advise on and help establish strategic academic partnerships (e.g. in relation to corporate learning).
4. Engage in continuous professional development in relation to pedagogy, mobilizing expertise from across the university network and wider industry bodies, to underwrite the College's commitment to pioneering in the education space.
5. Advise on the academic environment, including virtual learning environments, classroom design and facilities.
6. Establish and advise on educational structures and processes to maintain a culture of academic excellence and collegiality that fosters inter-disciplinary and the integration of teaching, learning, engagement, and research.
7. Lead on curriculum development and innovation, advising on learning goals and teaching and assessment strategies; as well as on wider aspects of the student academic journey (marketing, admissions, orientation etc.) as appropriate.
8. Oversee the academic delivery of programs and courses, advising the Deans sand other faculty colleagues on strategic academic priorities for these.
9. Take a leading role in program and course monitoring (assurance and enhancement) processes
10. Coordinate with the VP-IRQA for data from admissions, faculty, student surveys and liaison, including around student satisfaction, faculty and staff satisfaction, student retention, results, Student Experience survey and graduate destination surveys.
11. Advise on the enhancement of academic environment, including library learning resources, virtual learning environments, classroom design and facilities.
12. Coordinating with Deans and Head of General Education regarding academic matters and guidance.
13. Coordinating with TED In-Charge, Registrar, Head-Library, Head-CAO for academic Support Services, matters and guidelines.
14. Conduct scholarly research and publish papers/ research articles in national and international journals
15. Conference participation and research publication.
16. Support and participate in relevant teaching, research and community services committees and oversee processes for the allocation of research and learning development grants.
17. Establish and oversee academic handbooks and guidelines to support the above.
18. Associated contributions as required, dependent on experience and expertise.
19. Ensure implementation of policies and procedures by reporting units
20. Overall review and management of the different units through developing, implementing and reviewing Institutional effectiveness and feedback system
21. Review of Feedback reports and IE reports
22. Review and approval of fact book data, CHEDS data, MOHESR data, OBEF data, IE reports for reporting units
23. Review of the Risk Management and Risk incident analysis reports and recommend necessary actions
24. Review of institutional, school and department Budgets
25. Review of Financial reports including internal audit report, external audit report and balance sheet
26. Review of goal setting formats, goals submitted by Faculty, HODs and achievement status of goals
27. Improve the QS Star rating of the institution

28. International and regional institutional benchmarking

iv. Dean-School of Business & Dean-School of Computing

Dean is responsible and accountable for setting and advancing the academic operations in collaboration with President, VP-AO, VP-ASO, VP-IRQA , TED In-Charge & Registrar.

a. To contribute to the overall leadership and management of the faculty
b. To develop and sustain appropriate structures for management, consultation, decision-making and communication with staff and students
c. Plan & recommend academic faculty requirements
d. Planning & allocation of courses to faculty members, as per MOHESR standard requirements
e. Faculty allocation for various academic tasks
f. Facilitate the development of new programs to attract new students and markets
g. Contribute to the review if Programs and revisits
h. Review and assist faculty in course syllabus preparation and allocation of course leaders
i. Review & recommend required library & IT learning resources
j. Ensuring academic quality is maintained in all the programs and provide inputs for improvement for achieving academic excellence in current and future programs
k. Coordinate with IRQA department in ensuring compliance to standards as per local and international accreditation standards by putting in place the necessary evaluation and monitoring procedures
l. Coordinate with media and communication for uploading creative academic activities that can give mileage
m. Review exam papers as a part of quality team and ensure standards are maintained in all the assessments.
n. Chairing faculty feedback reviews and result reviews with Program Chairs and Registrar
o. To liaison with administration and teaching effectiveness committee in executing all approved academic policies and procedures and report to the President on all academic and management issues relating to academic effectiveness
p. Evaluate employee performance for FES and SES

v. Dean- Research & Innovation

a. To plan and develop Research and Innovation policy and implement
b. Coordinate with VP- AO, Deans and faculty members to implement research policy in the institution
c. To play a critical role in the Research and Innovation centers at HUC and provide leadership
d. Responsible for exploring and setting key strategic objectives relating to long term research including review and development of strategic activities to increase research level.
e. To develop networking with universities, research agencies and researchers at international level and enter Memorandum of Understanding for promoting research facilities at HUC
f. Pro-actively identifying opportunities that align university expertise with appropriate opportunities, establishing research & enterprise culture across the institution.
g. Organize research and scholarly activities that promote research culture among faculty and students

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h. Identify and organize training and development programs for faculty in enhancing their scholarly activities
i. Motivate faculty members to submit applications for patents, project proposals to funding agencies
j. Undertake social and impactful research projects in collaboration with regional and international researchers and research organizations
k. To develop the University's external/ internal research activities, in line with university strategy for enhancing the research output.
l. To disseminate the new trends in research and development activities at national and international levels
m. To disseminate information on national and international standards of research, conferences, workshops and journals for the benefit of faculty members
n. To scrutinize and critique research of major strategic importance to the institution, advising and coaching staff on improvements leading to increased success rates.
o. To conduct risk assessments, where appropriate, for large research projects.
p. To audit progress in the research strategy and extend support to plug the gaps in the research strategies.
q. To be responsible for declaring the awards in research and scholarly activities based on FES.
r. To advise on relevant legal and governance issues relevant to research, including intellectual property rights, and research ethics.
s. To be responsible for undertaking continued professional development ensuring skill levels relating to research best practice are kept up to date.
t. To represent HUC to liaison with research and development organizations, colleges and innovation agencies for the development of scholarly activities.
u. To establish contacts with the national & international academic community, including external research networks and funding councils, building relationships to increase collaborative working opportunities for enhancing the reputation of the university leading to increased income generation opportunities.
v. To analyze complex information on research & innovation activity, to analyze data and interpret it for Research and innovation activities and report to Deans and President to set KPIs, targets, competitions and benchmarking.
w. To undertake such duties as may reasonably be requested and that are commensurate with the nature and grade of the post.
x. Any other responsibilities assigned by the Management.

vi. Registrar

a. Registrar is responsible and accountable for setting and advancing the academic operations in collaboration with President and TED In-Charge and Registrar
b. To coordinate for annual planning and closing, monthly and semester review of admin departments under the purview.
c. To lead and manage the operations of Admin, Exam, and registration under purview.
d. Work with UC on developing a strategic vision of the Admin, Exam, and registration Department.
e. Draw up an annual Departmental Improvement Plan to fill the gaps.
f. Develop the Goal settings based on classification framework.

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g. Ensuring organizational & administrative tasks, both within the department and in support of HUC policy, are completed promptly and efficiently.
h. Serves as the primary liaison, on behalf of the President with students and other stakeholders
i. To coordinate for annual planning and closing, monthly and semester review of department.
j. Ensuring organizational & administrative tasks, both within the department and in support of HUC policy, are completed promptly and efficiently
k. To review Student Satisfaction feedback
l. Serves as the primary liaison, on behalf of the President with students and other stakeholders
m. Oversee registration management
n. Oversee the examination management
o. Plan and execute community service activities

B. Faculty with administrative positions roles and responsibilities

i. Program Chair

a. Plan for branding and admissions in each concentration of the program.
b. To coordinate with internationally recognized universities and professional bodies for developing and enriching the programs
c. Plan and oversee program operations and report to Dean.
d. Help Dean in implementing the strategic plan of the school
e. To give feedback on course leaders and faculty members to the Dean for Faculty evaluation system
f. Coordinate with Course leaders for rigor, quality and professional certificates integration with program.
g. Coordinate with Teaching Effectiveness Committee and Head of respective Learning Resources for sufficiency of resources for each program major/concentration.
h. Ensure benchmarking parameters and classification parameters are progressing as per the requirement
i. Actively help in preparing national and international accreditation.
j. Maintain up-to-date records and provide timely and accurate reports related to School, programs and services in accordance with prescribed timeframes.
k. Oversee program operations in accordance with School/ HUC policies and procedures and curriculum development
l. Coordinate with TED for faculty and staff requirement and recruitment for the school.
m. Monitor student progression and satisfaction
n. Manage orientation and training to faculty and staff of the program.
o. Discuss and resolve program operational issues with Deans
p. Oversee all teaching-learning activities in the program.
q. Provide program specific academic support to other departments.
r. Serve as a liaison to applicable external agencies, internal departments, and applicable educational institutions representing program and school.
s. Oversees the development, implementation, and reporting of outcome and assessment for specific program.
t. Assist in organizing student activities and selecting student volunteers.

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u. Assist in managing schedule and instructional supplies for workshops and other study programs.
v. Develop and manage comprehensive academic support programs.
w. Assist in development of program related activities.
x. Identifying faculty development programs
y. Keep track of faculty research activities
z. Plan and assist in organizing faculty and student exchange programs.
aa. Plan and assist in indirect measurement of Assurance of Learning.
bb. Any other responsibilities assigned by the Management.

ii. Head of General Education

a. Coordinating with Deans regarding academic matters and guidance.
b. Plan and oversee General Education department operations and curriculum development
c. Coordinate with general education faculty for rigor, quality and professional certificates integration with program.
d. Coordinate with teaching effectiveness committee and head of respective learning resources for sufficiency of resources for the program.
e. Actively help in preparing documents for national and international accreditation.
f. Maintain up-to-date records and provide timely and accurate reports related to General Education program and services in accordance with prescribed timeframes.
g. Oversee daily operations of General Education in accordance with School/ HUC policies and procedures.
h. Coordinate with TED for General Education faculty and staff requirement and recruitment for department.
i. Manage orientation and training to faculty and staff of the program.
j. Discuss and resolve program operational issues with respective Deans
k. Oversee all teaching-learning activities in General Education.
l. Provide program specific academic support to other departments.
m. Oversee the development, implementation, and reporting of Outcome and Assessment for General Education.
n. Assist in organizing student activities and selecting student volunteers.
o. Assist in managing schedule and instructional supplies for workshops and other study programs.
p. Assist in development of program related activities.
q. Plan and assist in indirect measurement of assurance of learning.
r. Monitoring student's progression and Counseling/ advising the students to achieve higher degree of academic excellence in coordination with Student Support department.
s. Coordinate with Registrar for General Education exams and result declaration
t. Any other responsibilities assigned by the Management

C. Faculty Roles and Responsibilities

HUC safeguards academic freedom while requiring accountability through documented learning outcomes and ethical standards.

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i. Academic Rights & Responsibilities

Duties and responsibilities of a Faculty Member as listed in Job description include teaching, teaching pedagogy, scholarly work, and services. Such responsibilities are assigned keeping in view the position and expertise of the Faculty Member. It is required of all Faculty Members to perform these duties professionally and ethically failing which will be treated as breach of contract and necessary disciplinary action will be initiated.
Faculty Members are expected to devote their energies in developing and improving their scholarly competence. All Faculty Members must accept the obligations to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge and practice intellectual honesty. Faculty members are required to fulfill all their duties or activities within their scope of employment, or any employer's assigned tasks. Such a duty or activity is under the control, direction, specific authorization or supervision of the employer.

ii. Research Responsibilities

Horizon University College (HUC) encourages faculty members to actively participate in academic and practical research forums. Publishing in peer reviewed journals, international conference presentations, participating in seminars and collaborative work with industry, universities and research organization from UAE, MENA and Rest of the World are the major activities to be promoted by the Research department. Peer-reviewed Q1–Q3 publications (Scopus/WoS), (b) refereed conferences, (c) applied case studies with industry, (d) scholarly books/chapters; annual targets set in FES.

The responsibilities are focused on the below Areas:

a. Research Publications
b. Conference Participation / Industry Conferences Publication
c. Case Studies
d. Book Publication

iii. Administrative Responsibilities for Research Grants Received

a. All grants for research received will be in favor of Horizon University College.
b. After receiving the grants, the President appoints the faculty for the research
c. The research proposed by the faculty along with the budget and resource requirements is placed in UC meeting for approval
d. The roles and responsibilities of the faculty are aimed at accomplishing the research project
e. The faculty prepares a plan for project execution, resources and budget requirements
f. Coopts or recruits' members for the research projects, research supervisors, assistants and support staff
g. Prepares a calendar of the project, start and completion time
h. Allocates roles and responsibilities to members, supervisors and assistants
i. Monitors the progress of project work as per the timelines and evaluates the performance of the research output as per the standards at regular intervals
j. Liaisons with granting institutions and report the progress
k. Submits the draft and final reports of research findings with the required form to the agency

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l. On completion of the project work, audited financial statements are submitted to the President and the granting institutions or agencies. Submits externally audited (or internally verified) financial statements per Grant/Governance Policy.
m. Faculty coordinates with the granting agency till the project is closed

iv. Services Responsibilities

Service to Community is the manifestation of the HUC's commitment towards society and its social responsibility. Services to Community are defined as contribution by the faculty members, staff and students of HUC towards the society in a meaningful manner satisfying the core philosophy in line with the vision and mission of HUC. The faculty, staff and students are engaged in achieving their responsibility towards society through their skills, knowledge and value

v. Academic Responsibilities Towards Students

a. General academic responsibilities

1. To encourage students' free and fair pursuit of learning
2. To strive for the best scholarly standards of the discipline
3. To demonstrate respect for the student as an individual
4. To play the role of effective guide and advisor
5. To make every reasonable effort to foster honest academic conduct and assure that the evaluation of students reflects their true merit
6. To respect students' privacy
7. Faculty Members must foster scholarly values in students, including academic honesty, the free spirit of learning and exercise of academic freedom.
8. Faculty Members must act professionally in the classroom and in other academic relationships with the student, industry, academic institutions and other stakeholders.
9. Faculty Members must exercise critical self-discipline and judgment in using, extending and transmitting knowledge.
10. Faculty Members are entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce into their teaching inappropriate matter or matter that has no relation to their subject.
11. Faculty Members must maintain respect for the student's role as a learner.
12. Faculty Members must evaluate students on the merit of their academic performance.
13. Faculty Members must be available at reasonable intervals to students for consultation on course work.
14. Faculty Members must recognize and duly acknowledge the substantive contribution of the students to their scholarship and research.
15. Faculty Members must not engage in any exploitation, harassment or prohibited discriminatory treatment of any Members of students & HUC community.
16. Faculty Members must not accept from students any gifts or advantages for in return for discharging his/her responsibilities. No employee shall solicit or accept for personal use, or for the use of others, any gift, favor, loan, gratuity, reward, promise of future employment, or any other thing of monetary value that might influence or appear to influence the judgment or conduct of the employee in the performance of his/her job. The

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same will be treated as Breach of contract which will lead to immediate termination with forfeiting of all benefits accrued till then.

17. Faculty members are not allowed to involve in any sort of fund-raising activity for any cause without prior permission from the President. If there is any such incident, it will be considered as a Breach of Contract and will lead to immediate termination with forfeiting of all benefits accrued till then
18. All faculty must comply with UAE Personal Data Protection Law (PDPL) and HUC Data Privacy Policy when handling student data.

vi. Responsibilities related to Academic Integrity and Plagiarism policy

a. The faculty members need to orient the students about HUC Academic Integrity and Plagiarism policy at the beginning of every semester.
b. Provide necessary clarification when students approach them with regards to issues related to plagiarism.
c. Faculty members should evaluate the academic work submitted by the students and penalize them for any unacceptable amount of plagiarism found in the work submitted by the students as per the Academic Integrity and Plagiarism policy.
d. Other academic offenses such as presenting false credentials, cheating, facilitating academic dishonesty, collusion, fabrication of data, deception and sabotage should be immediately reported to the concerned authorities and appropriate actions to be taken based on the severity of offense as per the Academic Integrity and Plagiarism policy.
Please refer to the Academic Integrity and Plagiarism policy for more details.
e. Faculty must implement the Academic Integrity & Plagiarism Policy using approved similarity tools, standardized penalties, and reporting templates; semesterly compliance is reviewed in IE.

vii. Conflict of Interest (COI)

Each Faculty Member owes primary professional responsibility to HUC and must avoid any outside obligation, financial interest, or employment that could actually affect or reasonably appear to affect the impartiality of their decisions or duties. This policy applies to all Faculty Members (full-time, part-time, visiting, adjunct) and their immediate family/household. Conflicts may arise in teaching, assessment, research, procurement, recruitment, supervision, consultancy, or use of HUC resources.

Employees must disclose actual or potential conflicts before engaging in the activity or immediately upon becoming aware of it, using HUC's COI Disclosure Form/Portal. Line managers must escalate material conflicts to the COI Committee. Failure to disclose or to comply with a management plan may result in disciplinary action up to and including termination.

Employees must not engage in any activities, transactions, or relationships that are incompatible with the impartial, objective, and effective performance of their duties. Examples of matters and relationships that could create a conflict of interest or a potential conflict, include, but are not limited to, when an employee or a member of the employee's immediate family:

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a. Accept or solicit a gift, favor, or service from an individual, business, or other party involved, or potentially involved, in a contract or transaction with HUC.
b. Accept, agree to accept, or solicit money or other tangible or intangible benefit in exchange for the exercise of official powers or the performance of official responsibilities
c. Accept employment or compensation or engage in any business or professional activity that might require disclosure of the information to HUC.
d. Accept, agree to accept, or solicit money or other tangible or intangible benefit in exchange for the exercise of official powers or the performance of official responsibilities
e. Makes personal investments that are contrary to HUC interests

viii. Professional Ethics & Responsibilities

HUC upholds academic freedom and the uninhibited search for truth, consistent with professional standards and respect for the host culture. With this freedom comes the responsibility to uphold ethical conduct, safeguard students and colleagues, and protect HUC's reputation. These obligations are further detailed in HUC's policies on Academic Freedom, Code of Ethics & Conduct, Honesty & Integrity, and Data & Privacy (UAE PDPL).

Institutions of higher education exist for the common good. The common good at HUC depends upon an uninhibited search for truth and its open expression.

Therefore, Faculty Members are free to pursue scholarly inquiry without undue restriction and voice and publish individual conclusions concerning the significance of evidence that they consider relevant keeping in mind the moralities and sensibilities of the host culture. When speaking as private person, Faculty Members must avoid implying they speak for HUC and should include a disclaimer where appropriate

For Faculty Members the notion of academic freedom is linked to the equally demanding concept of academic ethics and responsibilities. As a Faculty Member, a person inherits certain ethical obligations and responsibilities to students, to the fellow Faculty Members, to HUC, to the profession and to the society at large. Some of these are listed below:

a. Academic integrity is the essence of intellectual life. HUC promotes highest standards of honesty in teaching and research as Members of a community committed to advancement of knowledge.

b. Faculty Members of the academic community are expected to conduct themselves with integrity as a matter of principle. All scholars and researchers at HUC are responsible for upholding the following principles:

    1. Faculty Members must make every reasonable effort to foster honest academic conduct as elucidated in the HUC regulations on academic conduct.

    2. Faculty Members must use scholarly rigor and integrity in obtaining, recording and analyzing data, as well as in reporting and publishing results.

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3. Faculty Members must obtain permission for use of unpublished material and use digital and archival material in according to the rules of the source.

4. Faculty Members must use funds designated for research purposes in prescribed manner.

5. Faculty Members must reveal to the HUC, sponsors, journals or funding agencies any potential or actual conflict of interest – financial or otherwise that might influence their decisions while reviewing manuscripts, conducting research or seeking permission for undertaking work supported, assisted or supported by outside sources.

6. Each Full-time Faculty Member owes primary professional responsibility to HUC and must avoid outside obligations, financial interests, gifts or employment that can affect the objectivity of their decisions as a Member of the HUC community.

7. Faculty Members must recognize that their primary responsibilities are to the HUC when they determine the amount (if any) and character of work done outside the HUC. Such outside work must be consistent with HUC regulations. When Faculty Members follow subsidiary interest, these must never compromise their freedom to draw intellectually honest conclusions.

8. The fundamental responsibilities of Faculty Members as scholars include maintenance of competence in one's field of specialization and exhibition of such professional competence in classrooms, libraries and in public arenas of such activities as discussions, lectures, consulting, publications or participation in professional organizations and meetings.

c. Faculty Member's ethical obligations and responsibilities to the public

1. The demonstration of professional integrity by Faculty Members includes recognition that the societies at large judge the profession and the HUC by their statements and behavior therefore they have to maintain professional integrity and demonstrate good code of conduct.

2. Faculty Members must strive to be accurate, exercise appropriate restraint, be willing to listen and show respect to Members of the society at large expressing different opinions and make every effort to indicate that they are speaking or acting on behalf of the HUC when speaking or acting as private persons.

ix. Faculty Rights

a. **Non-Discriminatory Approach**

HUC strives to create a work environment free from discrimination and harassment. Employees of HUC shall not discriminate against others because of race, color, religion, nationality, age, non-disqualifying handicapped conditions, ethnic group or gender in any of its programs, activities, contracts, human resources administration practices or any other action it undertakes. HUC is obligated to maintain and implement best practices, processes and circumstances that afford equal opportunity to all individuals. All employment policies, systems and processes are designed to ensure that all employees are treated fairly and in compliance with Ajman and UAE laws.

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1. **Purpose**

   HUC is committed to providing equal employment opportunity to all persons regardless of race, color, religion, sex, age, national origin or disability and prohibits discrimination on these or another basis prohibited by law.

2. **Procedure**

   - Employees subjected to prohibited discrimination or harassment should immediately report the incident to the TED in writing about the incident for investigation
   - The TED staff will immediately investigate the complaint and handle it as confidentially as possible consistent with the policy & procedures of investigation and resolution. Any proof discrimination will be addressed impartially, and necessary corrective action is initiated.
   - HUC prohibits any form of retaliation against the employee by filing a complaint of discrimination or harassment. The TED-Staff shall ensure full compliance during and following the investigative process. If it is found that retaliation has occurred, appropriate punitive action will be taken.

x. Academic Freedom

Academic freedom is the freedom to teach and conduct research in an academic environment. Academic freedom is fundamental to the mandate of universities to pursue truth, educate students and disseminate knowledge and understanding.
In teaching, academic freedom is fundamental to the protection of the rights of the teacher to teach and of the student to learn. In research and scholarship, it is critical to advancing knowledge. Academic freedom includes the right to freely communicate knowledge and the results of research and scholarship.

HUC upholds academic freedom—the freedom to teach, learn, research, and publish—consistent with professional standards, student safety, EDI principles, and UAE law. Academic freedom carries corresponding responsibilities to uphold research integrity, respectful learning environments, and institutional policies.

a. **Ethical standards & evidence**: Faculty apply the highest ethical standards and are free to examine data, question assumptions, and be guided by evidence.
b. **Peer review**: Faculty subject scholarly claims to rigorous peer critique and adhere to responsible authorship norms.
c. **Student rights**: Faculty and academic leaders safeguard students' rights to learn in environments that are inclusive, respectful, and free from harassment, consistent with academic freedom.
d. **Independence**: from influence. Funding, partnerships, or sponsorships must not unduly influence research design, analysis, interpretation, or publication; where relevant, conflicts are disclosed and managed per Section vi. Conflict of Interest and Research Ethics/IRB (Institutional Review Board) policy.

xi. Freedom of Expression

HUC respects freedom of expression within professional and legal boundaries. Faculty may critique policies and express disagreement while observing HUC regulations, professional

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conduct, and respect for the host culture. When speaking as private persons, Faculty should avoid implying they speak for HUC and use a disclaimer where appropriate. Expression that constitutes discrimination, harassment, incitement, or unlawful disclosure of confidential information is prohibited. Alleged violations are handled through the Investigation & Resolution SOP with due process; disciplinary action, where warranted, follows the Code of Ethics & Conduct.

D. Academic Support Staff Roles and Responsibilities

Duties and responsibilities are defined in role-specific job descriptions approved by the President (or designee). Academic Support Staff perform their duties professionally and ethically, uphold HUC policies, protect privacy (UAE PDPL), and contribute to Institutional Effectiveness (IE) by meeting service KPIs and closing action plans.

E. Roles And Responsibilities of Academic Support Services UC Members

Duties and responsibilities of an UC Members as listed in Job description. Such responsibilities are assigned, keeping in view the position and expertise of the UC Member. It is required of all UC Members to perform these duties professionally and ethically. UC Members are expected to devote their energies to developing and improving organization's operations and functioning and take responsible decisions. All UC Members must accept the obligations to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge and practice intellectual honesty. UC members are required to fulfill all their duties or activities within their Scope of Employment, or any employer assigned tasks. Such a duty or activity is under the control, direction, specific authorization or supervision of the employer.

i Planning Function

a. **Annual planning.** Develop and deliver **unit Operational Plans** aligned to the Strategic Plan, with defined KPIs, risks, and resource needs; review progress **quarterly** in IE dashboards.
b. **Student & stakeholder outcomes.** Propose improvements (e.g., digital services, process simplification) that enhance **Student Experience KPIs** (turnaround times, satisfaction, resolution rates).

ii General Functions

a. Policy implementation. Implement approved policies and SOPs; contribute evidence to MOE-CAA submissions via IRQA.
b. IE evidence. Maintain unit-level KPIs, risk logs, and feedback close-out; report monthly to IRQA.
c. Service standards. Meet published service-level targets (e.g., ticket response/resolution times) and publish results each term.
d. Complaints & grievances. Route student/staff complaints per policy; ensure timely closure and non-retaliation.
e. Data protection. Handle personal data per UAE PDPL and HUC Data & Privacy Policy (collection, storage, access, retention, disposal).
f. Continuous improvement. Document process changes and outcomes; verify improvements via IE reviews.

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iii **Specific functions of Academic Supports Service UC members**

a. Vice President-Academic Support Operations

Oversees academic support units (Marketing & Admissions, Media & Communications, Government & Public Relations, Administration, Registration & Exams in coordination with Registrar, Student Support/TED In-Charge, IT/Computing, Finance, CCL, Library & Learning Support). Ensures unit Operational Plans, service SLAs, and KPIs are defined, monitored, and reported through IE dashboards; coordinates with IRQA for compliance and evidence

The VP-ASO supports the implementation of overall strategies of the institution and support the President in the smooth functioning of the operations of the University College.

b. Director– Government and Public relations

Builds and maintains relationships with government entities, embassies/consulates, councils, and community organizations; coordinates HUC representation at events; supports regulatory liaison in partnership with IRQA and Registrar.

Director -Government & Public Relations is responsible for developing and maintaining Public & Government relations. Director - Public & Government relations is responsible to develop and increase the business market for School of Business & School of Computing locally and internationally for the Arab Market along with Marketing & Admissions Team. This role is also required to initiate strong PR relation with Arab schools, Coordinate & Attend all events, workshops, exhibitions, Clubs. Plan and coordinate business council visits, Embassy, Corporate, and Sports Clubs & Consulate.

c. Director of Academic Engagement and Impact

Leads Student Life, Sports & Health Services, and CAO in alignment with the Student Experience strategy. Establishes EDI-aligned student leadership/club governance, orientation, wellness, and engagement programs; sets and reports Student Experience KPIs (satisfaction, participation, retention), ensures PDPL compliance for student data, and coordinates submissions to MOHESR-CAA via IRQA. Develop and maintain the **Student Engagement related policies** and procedures.

F. Roles and Responsibilities of Academic Support Staff

Duties of Staff Members consist of responsibilities assigned by the President and/or appropriate administrative authority, such as Heads of Departments, Concern UC etc. as prescribed in the Job Description. Normally, duties and responsibilities will be related to the administrative area and Department where the Staff Member is assigned to work.

i. Responsibilities towards students

As administrators, Academic Support Staff Members are responsible for the following:

a. Facilitate students' pursuit of learning and provide courteous, timely service.
b. Meet service standards (published response/resolution times) and log cases in the service system.
c. Demonstrate respect; ensure non-discrimination, accessibility, and inclusion.
d. Maintain appropriate professional boundaries; protect student privacy (UAE PDPL).
e. Support distance and digital learning operations as assigned.
f. Notify the line manager of emergencies affecting availability and record coverage.

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g. Participate in orientation and information sessions as required.
h. Represent HUC professionally in all external interactions.

ii. Conflict of Interest (COI)

Each full-time Staff Member owes primary professional responsibility to HUC and must avoid outside obligations, financial interests or employment that can affect the objectivity of their decisions as a Member of HUC's community.

Staff members must disclose actual or potential conflicts to their supervisor as soon as they become aware of them. Failure to make required disclosures or resolve conflicts of interest satisfactorily can result in discipline, up to and including termination of employment.

Staff members must not engage in any activities, transactions, or relationships that are incompatible with the impartial, objective, and effective performance of their duties.
Staff owe primary professional responsibility to HUC and must avoid actual or perceived conflicts. Disclose conflicts **before** engaging in the activity or **immediately** upon awareness via the COI Disclosure Form/Portal; update disclosures **annually** or within **10 working days** of changes. Prohibited conduct includes: accepting/soliciting anything of value related to HUC decisions above the **de minimis** gift threshold (see Gift & Hospitality Standard); undisclosed outside work/board roles related to HUC duties; personal financial interests affecting HUC decisions; participating in procurement where a personal/family interest exists; misuse of confidential information or HUC resources. Conflicts are managed through recusal, reassignment, disclosure, restrictions, or divestment, documented in a **COI management plan**

iii. Professional Ethics & Responsibilities

HUC supports freedom of expression within professional conduct and UAE law. Staff must uphold ethics, safeguard students and colleagues, and protect HUC's reputation. Core principles: non-discrimination, respectful conduct, data protection (UAE PDPL), responsible use of HUC resources, no harassment or bullying, social media responsibility

For Staff Members the notion of freedom of expression is linked to the equally demanding concept of ethics and responsibilities. As a Staff Member, a person inherits certain ethical obligations and responsibilities to students, to the fellow Members, to HUC, to the profession and to the society at large. Some of these are listed below:

a. Staff Member's Ethical Obligations and Responsibilities to Students of HUC

1. Staff Members must seek to induce high moral values in students, including honesty, integrity and inculcate the free spirit of learning.
2. Staff Members must act professionally in their relationships with the students.
3. Staff Members must exercise critical self-discipline and judgment in using, extending and transmitting information.
4. Staff Members must not engage in any exploitation, harassment or prohibited discriminatory treatment of students.
5. Staff must not solicit or accept gifts, favors, loans, or advantages from students that could influence or appear to influence professional judgment. All gifts are subject to

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the Gift & Hospitality Standard and, where permitted, must be recorded in the Gift Register.

b. Staff Member's Ethical Obligations and Responsibilities to other Members of HUC Community

1. Staff Members must not engage in any exploitation, harassment or prohibited discriminatory treatment of any members of HUC community
2. Staff Members must respect and defend the free inquiry of their associates. In the exchange of criticism and ideas, staff members must show due respect for the opinion of others
3. Staff Members must acknowledge the contributions of others, strive to be objective in their professional judgment of colleagues and accept their responsibilities for contributing towards the governance of the institution.

c. Staff Member's Ethical Obligations and Responsibilities to HUC as an Institution.

1. Staff Members must recognize that their primary responsibilities are to HUC and therefore are prohibited from working (even for free) during the official working hours of HUC. Official approval from President or his nominee is required for engaging in any work outside HUC. Such outside work must be consistent with HUC regulations.
2. Staff Members must not reveal any information or data he/she might know as part of the job.
3. Staff Members must not falsify, change - records, certifications, signatures which they may be privy to.
4. Staff Members are prohibited from keeping (take custody of) records of HUC for personal use.
5. When considering termination of service, Staff Members must consider the impact of their decision on HUC and must give at least one month notice in advance of their intention.

d. Staff Member's Ethical Obligations and Responsibilities to the Public.

The demonstration of professional integrity by Staff Members includes recognition that the societies at large judge the profession and HUC by one's statements and behavior. Hence the fundamental responsibilities of Staff Members as administrators include maintenance of professional competence in day-to-day administration of HUC and when participation in professional organizations and meetings. Staff Members must strive to be accurate, exercise appropriate restraint, be willing to listen and show respect to Members of the society at large, expressing different opinions, and make every effort to indicate that they are not speaking or acting on behalf of HUC when speaking or acting as private people.

iv. Staff Rights

a. Non-Discriminatory Approach

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HUC maintains a work and learning environment free from discrimination, harassment (including sexual harassment and bullying), and retaliation. Faculty Members shall not discriminate on the basis of race, color, religion, nationality, ethnic origin, sex, gender, pregnancy/maternity, age, disability, marital status, or any other status protected by applicable UAE law.

b. Purpose

To ensure equal employment and educational opportunity and to prohibit discrimination, harassment, and retaliation in all HUC programs, activities, and employment practices, consistent with UAE law and HUC's Equity, Diversity & Inclusion (EDI) commitments.

c. Procedure

1. Reporting channels. Employees or students may report in writing or verbally to TED, TED In-Charge, Registrar, or via the confidential Ethics/Whistleblowing channel (email/portal/phone as per Annex X).
2. Timelines. The receiving office acknowledges within 2 working days and commences a fact-finding within 5 working days.
3. Confidentiality & non-retaliation. Reports are handled confidentially to the extent possible. Retaliation is strictly prohibited and will result in disciplinary action.
4. Interim measures. Where needed, HUC implements safeguards (e.g., schedule changes, no-contact directives).
5. Impartial investigation. TED leads investigations using the Investigation & Resolution SOP, ensuring impartiality and due process.
6. Outcome & actions. Findings and corrective actions are communicated to parties within 30 calendar days, or an update is provided if extended.
7. Appeal. Either party may appeal to the Appeals Officer (President's designee) within 10 working days of the outcome.
8. Records & privacy. Case records are retained per the Records Retention Schedule and UAE PDPL; de-identified statistics are included in IE dashboards.
   Why: Creates a closed-loop, evidence-based process (OBEF IE cycle; Strategic Plan governance & student/staff experience).

i. Freedom of Expression

Institutions of higher education exist for the common good. The common good depends upon an uninhibited search for truth and its open expression. Therefore, it is essential that like Staff Members are free to pursue scholarly inquiry without undue restriction and voice individual conclusions concerning issues that they consider relevant.

Within the boundaries of professional behavior, each Staff Member is entitled full freedom to express disagreement with other Members of HUC community. Although Staff Members must observe the regulations of HUC, they maintain the right to criticize and seek revision. Staff

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Members are also citizens or residents of a nation or community and should be free from institutional censorship when speaking, writing or acting outside HUC. However, it is important that Staff Members take cognizance of the moralities and sensibilities of the host culture. At no time is defaming of the institution acceptable and if for any reason HUC name is scrutinized the Staff Members contract will be subjected to immediate termination.

5. b Employment Policy

Policy number	HUMR_POLICY_03
Policy name	Employment Policy
Policy version	Version 7
Standards applicable	MOHESR CAA Standard 5: Faculty and Professional Staff
Policy owner	Talent Empowerment Department
Date of policy development	18 July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	25 August 2026
Approved by	President

Alignment with Strategic Goals

- Goal 1 **– Excellence in Academics** (quality hiring and qualifications).
- Goal 5 **– Reputation & Excellence** (staff adequacy, compliance, equity).

Alignment with OBEF Framework

Strengthens compliance with Pillar 5 KPIs on faculty adequacy, qualifications, development, and stability, while also supporting the availability of validator-ready evidence for external reviews.

A. Recruitment and Selection

TED is committed to employing the best qualified candidates while engaging in recruitment and selection practices that comply with all applicable employment laws. It is the policy of TED to provide equal employment opportunities to all applicants and employees without discrimination to meet the objective.

Strategic Alignment

Goal 1 – Excellence in Academics (Obj. 1.2 Faculty Recruitment & Retention); Goal 3 – Graduate Employability (Obj. 5.1 Industry Collaboration); Goal 5 – Institutional Excellence (Obj. 8.2 Governance).

OBEF Alignment: Supports KPI 1.1 (Graduate Employment), KPI 1.2 (Job Relevance), KPI 2.2 (Faculty Retention), KPI 5.2 (Accreditation Compliance).

TED, in coordination with the Strategic Planning Committee, engages in strategic planning for faculty positions arising from resignations, terminations, or new hiring needs. To ensure an effective recruitment policy and procedure, the TED team actively participates in sourcing and shortlisting candidates.
The Faculty and Staff Search Committee (FSSC) comprises the President, Vice President – Institutional Research & Quality Assurance, Vice President – Academic Operations, Vice President – Academic Support Operations, Deans of the School of Business and School of Computing, Program Chairs, TED In-Charge, Registrar, and TED staff. This committee conducts interviews and hires faculty members, with the involvement of subject experts as needed.

B. Academics Search & Appointment

i. University Council:

The members of the University Council are appointed by virtue of their positions within the organization. These members are nominated based on their dedication and motivation and hold administrative roles as defined by the organizational chart. They are responsible for the day-to-day operations of HUC. The UC members are appointed, removed, renewed, or terminated by the President. UC consists of the President, Vice President – Institutional Research & Quality Assurance, Vice President – Academic Operations, Vice President – Academic Support Operations, Deans of the School of Business and School of Computing, Dean of Research and Innovation, Registrar, Deputy Director of Government and Public Relations, Director of Academic Engagement and Impact and Head of General Education. If a suitable individual is not available within the organization, external recruitment is recommended.

The University Council (UC) is established to ensure the smooth functioning of the institution. This council is responsible for managing the various academic and academic support operations of the University.

The UC serves as the operational body that executes all academic and academic support service activities within the framework of institutional policies and procedures, under the guidance of the Chair (President). The UC regularly reports the functioning of their respective units to the Chair (President), providing important feedback on the institution's operations..

All operational decisions are made at this level by the President in consultation with the members and are implemented during the academic year. Any strategic issues raised in this forum are referred to the President for guidance and decision-making.

ii. Faculty Academics:

The Faculty and Staff Search Committee (FSSC) comprises the Vice President – Academic Operations, Deans of the School of Business and School of Computing, Dean of Research, Registrar, Program Chairs and TED staff. This committee conducts interviews and hires faculty members alongside a subject expert. TED, in coordination with the FSSC, engages in recruitment planning for faculty positions arising due to resignation, termination, or new hiring requirements. All recruitment cycles must include a validator-ready evidence pack (application, shortlist matrix, panel sheets, equivalency initiation, reference checks, approvals, offer letters, and contracts) in accordance with OBEF audit guidelines.

iii. Adjunct or Part Time Faculty

Part-time faculty members for the Undergraduate Program, teaching both core and concentration courses, will be recruited based on the requirements determined by the full-time faculty needs.

C. Guidelines For Academics Search & Appointments

Faculty recruitment guidelines shall be directly linked to OBEF KPI 2.1 (Assessment Quality – qualified faculty) and OBEF KPI 2.2 (Faculty Retention), ensuring alignment with HUC Strategic Goal 1 – Excellence in Academics."

i. Undergraduate Level (School of Business & School of Computing)

HUC maintains a ratio of 75:25 Full Time Faculty, along with a 30:1 Student-to-Faculty ratio across all academic programs offered. Refer to Table I below for the rank distribution percentages of Full-Time

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Faculty Members for the Undergraduate programs, followed by the distribution for both schools at HUC.

Table I	
Grade	Percentage of Full-time Faculty Members
Professor	15%
Associate Professor	30%
Assistant Professor	30%
Lecturer	15%
Sr. Instructor	5%
Instructor	5%

ii. Eligibility Criteria

As per policy, faculty members teaching general education and foundation courses must hold a master's degree in a related area to be eligible to teach these courses. Similarly, faculty members teaching at the 100-200 level of the Undergraduate Program should hold the rank of Lecturer or higher, with teaching experience as specified in the table below.

Table II- UC Faculty Eligibility Criteria			
Grade / Level	**Academic Experience**	**Research and Publication**	**Administrative Experience**
President	15 years	As per the research, publications and conference participation requirements of the Professor rank.	10 years
VP	10 years		7 years
Dean	10 years	As per the research, publications and conference participation requirements of the Associate Professor rank.	7 years
Registrar	10 years		7 years

Table III- Faculty Eligibility Criteria				
Grade / Level	**Academic Experience**	**Post PhD Experience**	**Research Publication + Conference Presentation (Publications in SCOPUS indexed journals + Conference in last 4 yrs.)**	**Total Research Publication + Conference Presentation**
Professor	10 years	7 years as Associate Professor	10+3	15

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Associate Professor	7 years	5 years as Assistant Professor	7+2	10
Assistant Professor	5 years	5 years as Lecturer	4+2	7
Lecturer	3 years	1 year as Lecturer	1+1	3
Sr. Instructor	3 years	NA	2	2
Instructor	1 year	NA	1	1
Lab Instructor	A Bachelor or Diploma with at least 3 years of relevant experience or a Bachelor with 2 years of relevant experience. Progressive hands-on experience in hardware and software support will be relevant.			
Visiting Faculty	Will be recruited as per the above-mentioned criteria for a period of one year and will be given accommodation and visa facility. Taking into consideration to be from top 400 Universities. HUC will take care of required formalities related to visa, ticket accommodation, etc. as per the policy, if required.			
CCL trainer	Must have a minimum of a master's degree with a major in the discipline taught, and combination of relevant training and industry experience in same field.			

Table IV- Administrative Faculty Eligibility Criteria		
Grade / Level	**Academic/ Administrative Experience**	**Total Research Publication + Conference Presentation**
Faculty with Administrative responsibilities	3 yrs. administrative experience in addition to experience in respective rank	As per the research, publication and conference participation requirements for the respective rank
Program Chairs	10 years	

1. In exceptional cases, when appropriate vacancies are not available, vacancies at lower-level positions may be filled by shortlisted candidates with higher qualifications, provided the candidates accept the offers.
2. Candidates with exceptional contributions or awards in the academic field may be considered for higher positions; exemptions can be recommended by the Search Committee and granted by the President.
3. The Faculty and Staff Search Committee (FSSC) must recommend exemptions based on evidence of exceptional performance.
4. Candidates are required to provide a medical certificate at the time of selection.
5. Candidates must submit experience certificates from previous organizations along with proof of publications, if applicable.
6. Eligibility verification includes validation against QFEmirates Level descriptors (OBEF framework). Evidence of qualifications and equivalency approvals must be uploaded to HRIS/Doc Store and retained for ≥10 years for audit readiness.

Notes:

a) Faculty teaching credit courses are recommended to have a terminal degree in the specialized area; however, for professional courses, a master's degree can be accommodated. They must also meet one of the following criteria (when applicable):
    a. 5 years' teaching experience in the discipline
    b. A combination of 5 years teaching experience and other related employment
    c. An equivalent of 18 semester graduate credits beyond the master's degree in the discipline taught
    d. Internationally recognized professional credentials (e.g. public accountant certificate).
b) Faculty teaching general education courses offered in conjunction with a Baccalaureate Degree curriculum must have a minimum of a master's degree with a major in the discipline taught and one of the below criteria:
    i. 5 years' teaching experience in the discipline
c) Recruitment outcomes will be tracked for alignment with OBEF KPI 1.1 Employment Rate and KPI 1.2 Job Relevance, feeding into institutional dashboards for Strategic Goal 3 – Graduate Employability.

D. Process Flow of Academic Recruitment

a. Faculty:

Step 1: TED prepares the requirement for Full-Time Faculty / Faculty with administrative responsibilities / Visiting / Adjunct Faculty based on the HUC Strategic Plan 2025–2028 (Goal 1: Academic Excellence; Goal 5: Institutional Excellence), projected student enrollment, and compliance with OBEF KPIs on faculty-student ratio (30:1) and full-time/adjunct ratio (75:25). This is done prior to the start of the semester and forwarded to the University Council (UC) for review and approval.

Step 2: UC forwards the approved faculty recruitment plan to the President. Once approved, the President returns it to TED for further action.

Step 3: TED submits the Recruitment Requisition Form with recommendations from the Faculty & Staff Search Committee (FSSC). The FSSC includes VP-AO, VP-IRQA, Deans, Program Chairs, TED, and a Subject Expert. Following approval, TED begins the search process via recruitment agencies, online job portals, the HUC website, and national/international newspapers. All job ads must explicitly mention alignment with QFEmirates levels and include OBEF-required clauses regarding teaching, research, and service expectations. Candidates must submit a validator-ready **Recruitment Evidence Pack** including CV, teaching philosophy, research statement, and equivalency initiation form.

Step 4: TED screens resumes, conducts preliminary interviews, and shortlists candidates. All shortlisting decisions are recorded in HRIS with justification matrices for audit compliance.

Step 5: During the interview/demo session, candidates' subject knowledge and English language proficiency are evaluated. English proficiency is assessed by a language expert alongside the recruitment committee. Interview/demo evaluation records must be included in the Recruitment Evidence Pack per OBEF requirements.

Step 6: Shortlisted candidates undergo a final interview (in person or online) with the President, VPs, Deans (School of Business/School of Computing), Program Chairs, TED, and the Subject Expert. The Research Committee reviews candidates' research and publication credentials. These

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are validated against OBEF KPIs (e.g., 4.1 – Publication Ratio, 4.2 – FWCI, 4.4 – Student Research Participation), with SCOPUS/WoS evidence uploaded.

Step 7: Final candidates are required to provide two references, one being from a previous supervisor. TED conducts reference checks using a standard Reference Check Form. Signed feedback is submitted to the President along with the offer letter draft. Reference check documents must be archived in HRIS for ≥5 years.

Step 8: TED drafts the formal offer letter (including job expectations and description) and sends it to the President for approval and signature.

Step 9: The signed offer letter is sent to the selected candidate. Upon acceptance, TED coordinates the contract, visa, and joining process. All incoming employees must submit a valid medical certificate stating "Fit to Work" from an accredited doctor. Candidates who fail the medical exam are responsible for any associated costs (visa, medical, airfare). Offer letters must be issued within 15 working days of the President's approval.

Step 10: Faculty relocating from outside the UAE under HUC sponsorship are provided with initial accommodation (see Relocation & Joining Support policy).

Step 11: The selected Faculty must submit the following documents prior to joining for visa processing:

1. Passport size photo (A digital passport size photograph clicked with white background)
2. Passport copy
3. Personal Details Form
4. Medical Result with Fit to work from the authorized doctor / physician
5. Scanned copy of all your education certificates (10th Std.,12th Std., bachelor's degree certificate, master's degree certificate and PhD Certificate, all certificates should be supported with the transcripts

Note: Highest Qualification Degree to be attested from the following:

- Ministry of Higher Education of the country from where the Degree was awarded.
- Ministry of Foreign Affairs of the country from where the Degree was awarded.
- UAE Embassy of the country from where the Degree was awarded.
- Ministry of Foreign Affairs in UAE
- UAE Equivalency (Faculty should make sure to complete all requirements and attestations required to apply for equivalency within one month of joining to complete hiring process). Equivalency applications must be completed within **one month of joining**. Evidence of equivalency submission must be uploaded in HRIS and retained for ≥10 years.

Step 12: Upon submission of documents and signed offer letter, TED initiates the security clearance. Once cleared, visa processing begins. Security clearance records must be stored in HRIS for ≥5 years.

Step 13: TED tracks faculty arrival, accommodation, airport pickup, and orientation using the Joining Checklist (Annexure C).

Step 14: Faculty recruited from outside the UAE are eligible for one-way airfare reimbursement upon joining (refer to Airline Ticket Allowance policy).

Step-15: On joining, faculty are assigned offices and provided with necessary supplies (computer, stationery, HUC ID, business cards, etc.).

Step 16: TED provides an Induction Manual including contact details, useful tips, and institutional resources. Faculty are encouraged to apply for a UAE driving license as transport facilities are available only in the first year. TED must upload induction attendance, manual issuance, and training logs to HRIS to demonstrate compliance with OBEF KPI 2.2 (Faculty Retention).

Step 17: Faculty are oriented by the President, VPs, Registrar, and concerned HODs on the operational aspects of HUC. Faculty also set annual academic goals in consultation with the President's Office.

Step 18: Faculty are appointed on a six-month probationary period, during which their performance is reviewed by the concerned Chairs (Teaching, Research, and Community Service) in coordination with VP-AO, Registrar, TED In-Charge, and a subject expert.

Step 19: UC, Deans, and TED compile the probation review report using inputs from the Faculty Feedback Review Committee (FFRC). This is forwarded to the President for final decision.

Step-20: Based on the President's decision of approval of the probationary performance review report, TED issues letter of confirmation signed by the President. TED issues a confirmation letter signed by the President within 10 working days of the President's decision.

Step-21: Adjunct/Visiting Faculty with positive evaluations may be considered for future opportunities and kept on active consideration lists.

b. University Council- Academic:

Step 1: UC position requirements must be recommended by the President. The requirement is based on **administrative and academic needs** and is aligned to **Strategic Goal 5 – Governance and Institutional Excellence**. Since it's a leadership position, the University's mission and vision **must** be considered while reviewing the strategic requirement.

Step 2: President recommends candidates based on their exceptional leadership and consensus-building skills in strategy development and implementation and demonstrated experience in advancing the University's goals and managing operations with a commitment to excellence in teaching and the quality of educational offerings. UC appointments must be documented and archived for a minimum of 10 years as part of governance evidence under OBEF KPI 5.2 Accreditation.

Step 3: The shortlisted candidates will be invited to appear for an interview with the President.

Note: In case of UC recruitment from outside further steps will remain same from Step 6 to Step 17 of Academic hiring process.

Step 4: The President will review the probationary performance review report of the newly appointed UC based on the evaluation and Feedback based on formal and informal feedback collected by the Evaluation Committee.

Step 5: Based on the President's decision of approval of the probationary performance review report, TED issues the letter of confirmation.

c. President:

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Step 1: President's position requirement must be reviewed and approved by BOT, aligned with **Strategic Goal 5 – Governance** and **OBEF KPI 5.2 Accreditation**. The requirement is based on both administrative and academic requirements. Since it's a leadership position, University's Mission and Vision must be considered in reviewing the strategic requirement.

Step 2: Recruitment Committee nominates existing officials to BOT based on their exceptional leadership and consensus building skills in strategic development and implementation, demonstration of strong experience in advancement of the University and managing its operations with commitment to teaching excellence and the quality of educational offerings.
Step 3: The shortlisted candidates will be invited to appear for an interview with BOT for appointment. Appointment process must conclude within 60 working days from date of vacancy identification.

Note: In case of President's recruitment from outside the institution, the subsequent steps will follow Step 6 to Step 17 of the academic hiring process.

Step 4: The BOT will review the **probationary performance review report** of the newly appointed President, based on **formal and informal feedback** collected through the evaluation process.

Step 5: Based on the BOT's approval of the probationary performance review report, TED issues a confirmation letter, duly signed by the Chairman of the Board.

d. Emergency & Visiting Faculty Hiring

When a vacancy occurs later than in the normal recruiting/hiring timeframe, due to untimely separation (resignation, termination, or death), the President may petition to conduct an emergency hire. After consulting with the Dean, the President will recommend hiring a faculty member on a one-semester or one-year contract. Only in unusual circumstances will an emergency hire be made for more than one year. All emergency hires must comply with the standard HUC recruitment protocols and be appropriately documented in HRIS for audit readiness.

E. Academic Support Services Staff: Search & Appointment

i. UC-Academic Support Staff:

The Academic Support Staff members of the University Council are appointed by virtue of their position in the organization. These profiles are nominated based on their dedication and motivation and holds administrative positions as per the organizations chart and are responsible for the day-to-day operations of HUC. The UC members are appointed, removed, renewed or terminated by the President. HUC might consider appointment of a representative to the Board, if it's deemed required. All appointments and renewals must be documented in HRIS and tagged under OBEF KPI 5.2 (Accreditation – Governance Evidence).

ii. **Academic Support Service Staff**:

The Faculty and Staff Search Committee (FSSC) is in place comprising of President, VP-IRQA, VP-ASO, Registrar, Dept Head and TED staff, who will interview and hire the academic support staff member. TED in coordination with FSSC engages in recruitment planning for staff positions which arise due to resignation or termination or new hiring requirements. All recruitment cycles must include a **validator-ready Evidence Pack**;

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comprising the application, shortlist matrix, interview notes, approvals, and contract; which must be archived in HRIS for a minimum of 5 years. All records must be tagged for **3R Sampling (Representative, Random, Reliable)** in preparation for **OBEF** audits.

iii. Student Trainees

The Search Committee is responsible for identifying suitable candidates for vacant Student Trainee positions across various Departments, addressing short-term manpower requirements. The Committee initiates the Student Trainee recruitment process based on vacancies arising due to departmental needs and operational expansion. Student Trainee appointments contribute to **OBEF KPI 1.1 (Employment Rate)** and **KPI 1.2 (Job Relevance)** by tracking employability outcomes, aligned with **Strategic Goal 3 – Graduate Employability**. The Department Head, in coordination with TED and the Dean, plans the Student Trainee resource requirements for the Academic Year and recruits suitable candidates for short-term departmental roles.

F. Guidelines for Search & Appointments for Academic Support Services Staff

As per policy, staff members at **clerical level and above** must hold a **minimum of a bachelor's qualification** along with the **relevant years of experience**, as specified in the position requirements. In cases where a shortlisted candidate **does not meet the required qualification** but demonstrates **specialized experience in specific functional areas**, the **management may grant an exemption**. All exemptions must be **formally documented** with **justification** in the **HRIS** and **approved by the President**. These records must be **archived for a minimum of 5 years** to ensure compliance with **OBEF KPI 5.2**

Table V Eligibility Criteria for UC Academic Support Staff Members

Grade/ Level	Qualification	Years of Experience
Director	Master's Degree	10-15 years of experience and at least Five years in a University / Institution or must have work with HUC with similar experience.
Deputy Director	Master's Degree	10 plus years of experience and at least Five years in a University / Institution or must have work with HUC with similar experience.
Head of the Department	Master's Degree	7-10 plus years of experience and at least three years in a University / Institution or must have work with HUC with similar experience.
Manager	Master's Degree	7-10 years of experience and at least three plus years of experience in a University / Institution or must have work with HUC with similar experience
Assistant Manager	Master's Degree	5 plus years of experience and at least at least two plus years of experience in a University / Institution or must have work with HUC with similar experience.
Supervisor	Master's or bachelor's Degree	5-7 years of experience and at least at least one plus years of experience in a University / Institution or must have work with HUC with similar experience.

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Clerical Staff	Master's or bachelor's Degree	The candidate must have total of 3-5 years of experience and preferably one plus years of experience in a University / Institution or must work with HUC with similar experience.
Support Staff	High school diploma and additional certificates on their chosen field.	1-5 years of experience, preferably one plus years of experience in a University / Institution.

G. Process Flow of Recruitment of Academic Support Services Staff

TED initiates the process of Staff search by following the process mentioned below:

Step 1: HOD reviews the requirement of Department based on workload and sends the recruitment Requisition Form along with the Job Description to TED.

Step 2: TED convenes a meeting of FSSC to review and approve the proposed Staff requirement. Upon committee's recommendation TED takes necessary approval from the President and ensure documentation in HRIS for governance evidence under OBEF KPI 5.2

Step 3: Following the President's approval to fill the positions the TED will start the search process. Through recruitment agencies, online recruitment sites, HUC website and posts the advertisement in the leading national and international newspapers.

Step 4: The Talent Empowerment Department scrutinizes the CV and conducts preliminary interview and shortlists the potential candidates.

Step 5: The shortlisted candidates will be invited for a personal or telephonic interview with the Interview panel. The finalized candidate by FSSC is recommended to the President for appointment. Interview evaluations must be signed and archived in HRIS (≥5 years) for audit readiness.

Step 6: Shortlisted Candidates are informed on their selection and are required to provide two references from the previous organization in which one reference should be from previous supervisor. TED Team runs the reference check with help of a Reference Check Form, and the feedback is shared with the President for appointment along with the offer letter draft. Reference checks must be validated and retained in HRIS with 3R Sampling for audit.

Step 7: After finalizing the candidate/s for the position Job expectation and job description is sent to the candidate for clarity in understanding the job expectations.

Step 8: Post approval duly signed offer letter is sent to the candidate. Once the candidate accepts the job offer further contract, visa and joining process is coordinated. All employees at the time of recruitment into HUC are required to submit a Medical Certificate and should have a "Fit to Work remarks by the accredited or authorized doctor / physician. If the candidate does not clear the medical test, HUC is not held responsible and the charges related to visa, medical and air ticket have to be borne by the candidate.

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Step 09: In case of relocation the initial accommodation facility is available in furnished Hostel Apartment for newly hired staff member relocating from outside the UAE and who enter the country under HUC's sponsorship. (Refer Relocation & Joining Support Section for Details).

Step 10: The selected Staff needs to submit below list of documents before joining as part of joining

Formalities for Visa Processing.

A. Passport-size photo (digital, taken against a plain white background)
B. Passport copy
C. Personal Details Form
D. Scanned copies of all educational certificates (10th Std., 12th Std., Bachelor's degree certificate, Master's degree certificate, and PhD certificate). All certificates must be supported by their respective transcripts.

Note: Highest Qualification Degree to be attested from the following:

- Ministry of Higher Education of the country from where you have earned the Degree.
- Ministry of Foreign Affairs of the country from where you have earned the PhD Degree.
- UAE Embassy of the country from where you have earned the degree
- Ministry of Foreign Affairs in UAE.
- UAE Equivalency (As per New MOHESR Regulation)
  (Staff should make sure to complete all requirements and attestations required to apply for equivalency within one month of joining to complete hiring process).
- Equivalency application must be initiated within 1 month of joining. Proof of submission must be uploaded to HRIS and retained ≥10 years.

Step 11: Post submission of the above documents and the signed offer letter, employee's security check process is initiated. Once the security check is positive, employee's visa process is initiated.

Step 12: Staff's travel, arrival in UAE, initial accommodation, room allocation, pickup from airport, Orientation etc. all are tracked through checklist.

Step 13: Staff Members recruited from outside United Arab Emirates are entitled to an Air Ticket Reimbursement upon joining HUC.

Step 14: Staff Members are allocated workstations or offices prior to their joining. A complete set of computers and office supplies, stationery, HUC ID & Business Cards etc. are provided for their convenience on settling down in their new assignment.

Step 15: Staff members are provided with Induction manual which will help them in settling down i.e. Agents contact numbers, etc.

Step 16: On joining Staff member is oriented by President, VP-AO, VP-ASO, VP-IRQA, TED In-Charge, Registrar all the concerned HOD's on the operational aspects of HUC. HOD's sets their goals for the academic year in coordination with President's office.

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Step 17: The approved Staff are given a six months' probationary appointment during which the Performance is evaluated by the respective HOD's and concern UC of the Departments with whom the probationer interacts.

Step 18: Once confirmed by the candidate a formal-probation letter is drafted by TED and sent to the President office for approval and signature.

Step 19: Staff Probation Review report will be considered before recommending confirmation/Extension/ rejection and it will be implemented by TED with due approval from President.

Step 20: Confirmed Staff will be inducted as regular employee of HUC, and formal confirmation letter is issued. Probationary reviews must include KPI-linked evaluation (**e.g. OBEF KPI 2.2 – retention**) and be archived in HRIS for ≥5 years.

H. Recruitment of non-regular Academic Support Services Staff

Hiring process for part time staff is same till final approval of hiring. Later the shortlisted candidate is provided with the contract having contract start & end date, compensation details & terms and conditions. Non-regular staff contracts must clearly define start/end dates, compensation, and be archived ≥3 years for OBEF compliance.

I. Training Staff Search & Appointments

TED in coordination with the Head – CCL engages in Strategic Planning for Training Staff positions in training, which arise due to Resignation/Termination/ New Hiring requirements. To have an effective recruitment policy and procedure, TED is involved in effective sourcing and shortlisting of candidates.

The Faculty & Staff Search Committee (FSSC) is in place comprising of President, VP-AO, VP-IRQA, VP-ASO, Dean, and TED In-Charge along with TED, who will interview and hire the Training Staff along with a subject expert. Training Staff recruitment must align to OBEF KPI 3.3 (Joint Industry Courses) and KPI 3.4 (Industry Contributions) by documenting industry engagement in HRIS.

J. Guidelines for Training Staff Search & Appointment of Training staff

Training Staff members are to be hired basis the below criteria:

Table VI

Grade / Level	Academic Experience	Research and Publication	Post PhD Experience
Instructor	3-5 years	1 publication	NA
Sr. Instructor	5-7 years	2 publications	NA

Evidence of training staff qualifications, publications, and industry contributions must be uploaded to HRIS and retained ≥5 years.

K. Process Flow

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TED initiates the process of Training Staff search based on faculty search process flow as mentioned in section A for academics training employee and Staff search process flow as mentioned in Section C for Academic support staff in training department.

L. Grading Scale

HUC maintains a formal grading scale for Academic Support service staff members. This scale is referred to at the time of recruitment, increments and promotion. This scale enables HUC to maintain the parity within the organization. Grading scale is reviewed annually based on internal and external factors. The grading scale review process will be mapped to **Strategic Goal 5 – Institutional Excellence (Objective 8.2)** and must be documented in HRIS for accreditation audit readiness. It is available with TED for Management and employee review as and when required.

M. Student Trainees Search & Appointments

The Search Committee engages in identifying suitable candidates for Student Trainees vacant positions from different Departments and utilization of the students to satisfy short term manpower requirements. Search Committee initiates the process of Student Trainees recruitment based on the vacancy arising due to Department requirements because of the expansion of operations. Department Head in coordination with TED and TED In-Charge plans for Student Trainee resources requirements for the Academic Year and identify and recruit suitable candidate for the short-term position in the Department.

i. Process Flow

TED initiates the process of Student Trainees search by following the process mentioned below:

a. HOD reviews the requirements of Department based on workload and sends the Recruitment Requisition Form along with the Job Description to TED.

b. TED convenes a meeting with the President to review and approve the proposed Student Trainee requirement. Approvals must be logged in HRIS to support OBEF KPI 1.1/1.2 employability metrics.

c. Following the President's approval to fill the positions the TED will start the search process in coordination with the department head.

d. The Talent Empowerment Department scrutinizes the CV shortlists the potential candidates. The shortlisted candidates will be invited for an interview with the HOD of the requested Department and afterwards the TED Staff once shortlisted by the HOD.

e. The finalized candidate by HOD & TED is recommended to the President for appointment.

f. After finalizing the candidate/s for the position Job expectation and job description are informed to the candidate for clarity in understanding the job expectations.

g. Once confirmed by the candidate a Student Trainee Contract is drafted by TED and sent to the President office for approval and signature.

h. The approved Student Trainee is given a Semester Contract appointment during which the performance is evaluated by the respective HOD's of the Departments with whom the trainees interact and the Head – TED. Evaluations must be archived for ≥3 years and linked to **Strategic Goal 3 – Graduate Employability**.

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i. Student Trainee performance review report will be considered before recommending for extension/ rejection and it will be implemented by TED with due approval from President.

j. For the student trainee recruited as per above procedure remuneration will be paid 1000 AED to 2500 AED as per the President approval. Stipend allocations must be tracked as evidence for **KPI 1.1 Employment Rate** reporting.

N. Support and Formalities for Settling Down of New Employees at the Time of Joining Horizon

i. Offer Letter

a. Once the offer letter is accepted by the candidate, the employment relationship begins. The offer includes the terms and conditions of employment, details on the designation/rank, grade, contract validity, contract type, probation period, salary, benefits & perks, annual leaves, work timings, work start date etc. It is an initial communication mail of the processes involved w.r.t hiring i.e. reference check, attestation process, visa process, etc. Offer letters issued **≤15 working days** after final approval; probation confirmation letters **≤10 working days** after decision. (Track SLA compliance in HRIS to evidence process efficiency & retention under OBEF.). Signed offer letters and acceptance retained in **HRIS/Doc Repository (≥5 years)** as accreditation governance evidence (**OBEF 5.2**).

ii. Receiving the New Joinees at the Airport

The newly joined employee is received at the airport and dropped at the place of accommodation. It is a gesture to welcome the new joiner and ensure smooth start to new career at HUC.

iii. Initial Accommodation

HUC provides accommodation for first month of employment in furnished Hostel Accommodation for the newly recruited Employee from outside of UAE.

The accommodation facility is applicable for newly hired employees relocating from outside the UAE and entering the country under HUC's sponsorship only. It does not apply to employees hired within the UAE or who are requesting a transfer of sponsorship. This is applicable to full-time employees only. In case the initial accommodation benefit is utilized for first month, the Accommodation allowance (If applicable) benefit shall start as per the tenancy contract date once employee vacates the official accommodation. This period is not as per joining date. Arrival/meet-and-assist checklist uploaded to HRIS (**≥5 years**). *(Supports institutional readiness under Goal 5 and contributes to early retention experience relevant to **OBEF 2.2**.)*

HUC offers its employee to stay in the internal hostel on a mutual agreement that govern the relation between the two parties as per the hostel rent agreement policy.

a. Faculty Initial Accommodation:

HUC provides accommodation for the first month of employment in furnished Hotel Accommodation for the Faculty recruited from outside of UAE. Eligibility criteria (new hires on HUC sponsorship, full-time only) to be **verified and recorded in HRIS**; tenancy

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start/end dates captured for benefits proration. **Evidence retention ≥5 years**. *(Governance evidence for **OBEF 5.2**; links to Goal **5 – Institutional Excellence**.)*

In case the initial accommodation benefit is utilized for the first month, the accommodation allowance benefit shall accordingly start as per the tenancy contract start date.
Faculty members staying in the internal hostel will be paid accommodation allowance after adjustment on prorata basis against the accomodation allowance as per the accommodation policy. If internal hostel is used a proration records will be maintained in HRIS.

b. Staff Initial Accommodation

HUC provides accommodation in furnished hostel accommodation for the new HOD, and above positions recruited from outside of UAE for an initial period of one month. Allocation approval, check-in/out forms, and proration kept **≥5 years** (HRIS).

iv. Settling Down Advance

HUC provides salary advance for settling down for miscellaneous expenses such as residence & the purchase of personal household items to faculty recruited from outside of the UAE. This is applicable to full-time employees only.

a. On the day of joining, an advance amount to a maximum of 50% of one monthly salary can be given to meet the contingency expenses. Salary is granted on request to meet the initial expenses for staff recruited from outside UAE.
b. The repayment of the settling advance will be from the forthcoming month salary. Advance request, approval, and recovery schedule to be logged in HRIS/Finance; **retain ≥5 years**. *(Governance evidence for **OBEF 5.2**.)*

v. Office & Supplies Allocation

Employees are allocated offices prior to their joining. A complete set of office supplies, stationery etc. are provided for their convenience on settling down in their new assignment. Asset/allocation form (workstation, access card requests) uploaded to HRIS; **retain ≥5 years**. *(Governance evidence—**OBEF 5.2**.)*

vi. Office laptops and desktops

An employee upon joining is allocated an all-in-one personal computer based on the position requirements. The Laptop or Desktop and its accessories provided are the property of HUC and need to be maintained and used appropriately by every employee. Equipment remains HUC property; **off-premises use requires pre-approval** and an **asset custody form**. Loss/damage procedures follow HUC policy; **deductions/charges** per policy once verified. **All custody forms retained ≥5 years (HRIS).** *(Governance evidence—**OBEF 5.2**.)*

vii. Email ID & Telephone Extension

The Employee is allocated HUC email ID and Password to use for all official communications. Telephone extensions are provided to every employee for internal and external communication. A contact List is shared with all the employees at the start of every month which has details of employees' email IDs and telephone extensions to be used for internal circulation only. Monthly directory refresh logged by TED/IT; access **logs retained ≥1 year** and allocation approvals **≥5 years**. *(Operational governance/Goal 5.)*

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viii. Employee Portal Access

The new Employee is provided individual login id and password for various portals as applicable to them and trained to access the portal during orientation. Portal training attendance captured in HRIS; **retain ≥5 years**. *(Supports staff readiness & **OBEF 2.2** retention.)*

ix. Emirates ID card

Once employee visa process is completed, employee will receive the Emirates ID card. This needs to be collected from PRO, and this is an official card / document to be carried all the time with an employee in UAE, within or outside the organization mandatorily. Emirates ID is issued by UAE government for a prescribed time and needs to be renewed timely along with visa renewal. This is applicable to full-time employees only. EID receipt acknowledgement retained in HRIS (≥5 years). *(Governance for **OBEF 5.2**.)*

x. Bank Account

Finance assists with bank account opening **within 15 days** after visa stamping; **delays are escalated to TED**. *(Track SLA in HRIS for operational governance/Goal 5.)*

Documents required for bank account opening are as mentioned below:

a. Duly filled and signed bank application form
b. Passport with visa copy
c. Salary Certificate

Bank opening letter & confirmation retained **≥5 years** (HRIS).

xi. HUC ID Card, Business Cards and Car Sticker

A new Employee will receive an HUC identification card with microchip for giving the Employee a full access of the University gates and respective offices as soon as his visa is already stamped. Identification Card can be obtained in the TED. The card is the bearer's official University Identification and should be always carried. The card is non-transferable and is property of Horizon University College and should be returned to the TED upon expiration and termination of employment. Loss of the HUC ID should be reported immediately TED. Upon joining, the University also provides an E-Business Card for newly hired Full Time Employees and existing Full Time Employees. Prior approval should be taken from TED for any additional information to be added on the Business Card. ID issuance/return forms stored in HRIS **≥5 years**; business card approvals/file retained **≥3 years**. *(Accreditation governance—**OBEF 5.2**.)*

xii. Other Support & Guidance

A new employee will be provided with the information and guidance required with regards to settling down w.r.t Bank account opening, finding a new accommodation in UAE, Family Visa, Schooling options in UAE for Children's Education. This information will be available in the "Induction Manual" for assistance. Initial accommodation **is subject to prior approval** and eligibility; **all approvals and guidance checklist** are uploaded to HRIS (**retain ≥5 years**). *(Governance evidence/Goal 5.)*

O. Employment Contracts

i. Terms of Contract

a. All employees are expected to observe the professional standards and procedures set forth in Ethics, Work rules and Personal Conduct sections of respective Handbooks. Included in these standards are the expectations of the appointed employee to provide HUC with full and accurate information about their credentials, including official

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transcripts of certificates, experience and other academic and professional details. Authenticity of the document submitted by the employee is solely the employee's responsibility. In any case, if the documents are found to be forged or fake then employee will be terminated with immediate effect. In such case, the employee will be not eligible for any rights whatsoever and shall bear the recruitment, visa, initial air ticket and repatriation cost. It also provides guidelines of expected performance and contributions in effectively executing teaching & administrative responsibilities respectively and other duties assigned by HUC from time to time, including scholarly research, and services to HUC and community. Data Integrity & Evidence: All credentials (attested transcripts, equivalency where applicable) must be verified and uploaded to HRIS during onboarding; verification logs retained ≥10 years. Supports accreditation evidence OBEF 5.2.)

b. HUC has the rights to review all Employee contracts in terms of salaries, incentives, perks, timing … etc. whenever it is required in contingencies period. Contracts must reference **policy version/date**; changes are logged (who/when/what) for audit readiness. ***(Governance under Goal 5.)***

ii. Format of Contract

The contract for appointments for the respective positions includes the following:

a. Job title of appointment
b. Grade
c. Job Status
d. Assignment Location
e. Salary structure (Basic, Social Allowance, Accommodation Allowance, Total Salary) *Administrative Allowance in case the faculty has any administrative responsibilities too.
f. Duration of contract
g. Probation period
h. Benefits- visa, employment recruitment and repatriation, medical & sick leave, gratuity, contract type, annual leave, accommodation allowance, furniture allowance, annual air ticket, medical insurance, summer remuneration, participation & conferences, etc. as applicable
i. Unauthorized absence from work
j. Normal working hours
k. Notice & termination
l. Confidentiality, information privacy
m. Policy & procedure
n. Force majeure
o. Responsibilities and obligation
p. Declaration
q. Policy Version & Date
r. Document Storage Path (HRIS/Doc Repository) and Retention Period (contracts 50 years; onboarding & induction ≥5 years). *(OBEF 5.2 governance evidence.)*

*For details of all above refer to respective sections in the policy document.

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Contracts with specific period shall automatically terminate at the completion of the period mentioned in contract. However, contracts may be renewed at the initiative and consent of both parties six months prior to the expiry of the contract.

iii. Duration of Contracts:

a. For Academics (faculty members)

Initial duration of the employment contract for faculty members is normally for four years. Duration of initial contract is based on academic requirement and continuation/discontinuation is based on the periodical academic performance evaluation of each Faculty Member (Faculty Evaluation System - FES) in the main areas of teaching, scholarly research and services to HUC & community.

In case of a member has served as UC member, the evaluations of the same will be considered and upon recommendations by the President, the initial contracts may be continued / discontinued.

Signed contracts, evaluation outcomes (FES/SES), renewal decisions and justifications uploaded to HRIS; retention: contracts 50 years, evaluations/renewal files ≥10 years. (Accreditation governance—OBEF 5.2; retention/continuity supports OBEF 2.2.)

b. For Academic Support Services & Training (CCL)

Initial duration of employment contract for Academic Support Staff and Training employees is normally for a fixed term of one, two and or three years. The continuation/discontinuation of contract is based on the periodical administrative performance evaluation of each Staff Member in the main areas of administration and services to HUC.

In case of a member has served as UC member, the evaluations of the same will be considered and upon recommendations by the President, the initial contracts may be continued / discontinued.

Signed contracts, evaluation outcomes (FES/SES), renewal decisions and justifications uploaded to HRIS; retention: contracts 50 years, evaluations/renewal files ≥10 years. (Accreditation governance—OBEF 5.2; retention/continuity supports OBEF 2.2.)

c. For Part Time Employees:

Part Time employees Contracts duration is as mentioned in the contract issued to them; it is as per the requirement of the organization. The continuation/discontinuation of contract is based on the organization requirement and performance of the part time employee during the term of the contract.

Signed contracts, evaluation outcomes (FES/SES), renewal decisions and justifications uploaded to HRIS; retention: contracts 50 years, evaluations/renewal files ≥10 years. (Accreditation governance—OBEF 5.2; retention/continuity supports OBEF 2.2.)

d. For Student Trainees

Contracts duration mentioned in the contract is as per the requirement of the Department requested. The continuation/discontinuation of contract is based on the organization requirement and performance of the student trainee during the term of the contract.

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Signed contracts, evaluation outcomes (FES/SES), renewal decisions and justifications uploaded to HRIS; retention: contracts 50 years, evaluations/renewal files ≥10 years. (Accreditation governance—OBEF 5.2; retention/continuity supports OBEF 2.2.)

iv. Renewal and Non-Renewal of the Contract

Renewal decisions are evidence-based (workforce plan, faculty ratios 75:25, 30:1 student-faculty where applicable), performance (FES/SES), and Strategic Plan needs (Goal 1 & Goal 5). TED prepares recommendations for the President. All letters (renewal/non-renewal/termination) are issued ≥6 months before contract expiry, logged in HRIS, and retained ≥10 years. (Ratios/academic quality → Goal 1; governance timeliness → Goal 5; retention experience → OBEF 2.2.)

a. For Academics

The process of renewing term contract is initiated six months before the maturity of contract. Decision is based on the organizational requirement as per the faculty ratio, goal setting and FES performance evaluation for the existing contract period, based on the annual evaluations, TED prepare the list of recommendation and forwarded to the President with the final recommendations of either to renew or reject the Academic member's contract. Contract renewal also depends upon certain parameters outlined in the separation policy. After the decision TED informs the academic staff member about the status of renewal/ non-renewal of the contract for the next term at least six months before the maturity of the current contract.

The outcome of FES is one of the following:

1. A four/One year renewal of the existing contract
2. To inform the non-renewal of existing contract
3. To serve notice of termination

Decision letters (renewal / non-renewal / notice) **issued within 10 working days** of President's approval; **evidence retained ≥10 years** (HRIS).

b. For Academic Support Services & Training (CCL) Staff

The process of renewing term contract is initiated six months before the maturity of contract. Assessment for the purpose of renewing term contracts is carried out six months before the expiry of the running contract for the above-mentioned employees. HUC's Goal Setting and Staff Evaluation Committee reviews the file and forwards their recommendation to the President for his approval. The President reviews the recommendations and communicates the decision to TED Staff for the execution at least six months before the expiry of the contract.

The outcome of SES is one of the following:

1. A two/one year renewal of the existing contract
2. To inform the non-renewal of existing contract
3. To serve notice of termination

Decision letters (renewal / non-renewal / notice) **issued within 10 working days** of President's approval; **evidence retained ≥10 years** (HRIS).

c. For Part Time Employees and Student Trainees:

Part Time employees and Student Trainee Contracts Renewal and Non-Renewal is based on the periodical evaluation and feedback for each part time employee. Based on the annual evaluations, TED prepare the list of recommendation and forwarded to the President with the final

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recommendations of either to renew or reject the Academic member's contract. Renewal of Contract is based on the organizational requirement and employee's performance.

Decision letters (renewal / non-renewal / notice) **issued within 10 working days** of President's approval; **evidence retained ≥10 years** (HRIS).

Note: HUC policy supersedes all the prior agreements, contracts, statements, written or oral correspondence and are subject to change as per law of the country and HUC requirements.

v. Employment Visa

a. New Visa

1. **For Academics:**
   The HUC sponsors work visa for Full Time Faculty and Visiting Faculty (International). A work visa is processed only after an agreement of employment is reached between a prospective Academic member and the HUC, an appointment letter issued, and an employment contract is signed between the Academic member and the HUC. Visa packs (security check, medical fit-to-work, attested & **equivalency** docs) **uploaded to HRIS**; **retain ≥10 years**. ***(Governance evidence OBEF 5.2;*** *equivalency documentation is critical to faculty quality under Goal 1.)*
   The immigration work visa is granted by the Ministry of Interior, General Directorate for Naturalization & Residence.
   Faculty needs to submit all original attested documents along with the equivalency of highest education qualification for verification. The faculty member needs to submit the Security check form which is the first step to the visa process. Faculty member's security check process is initiated and once the security clearance is received as positive the Visa can be applied. Faculty members will be required to undergo and pass a medical examination undertaken by the UAE Health authorities before his/her residence visa can be renewed. The HUC PRO will assist the Academic member in the process. If the concerned member does not clear the medical test, HUC is not held responsible and the charges related to visa, medical and air ticket have to be borne by the candidate. In case the visa is processed, and the faculty does not join HUC for any reason, they will have to bear the visa charges. Any document held at HUC will be dispatched once the required payment is cleared.
   Faculty and staff members joining HUC holding a golden/green visa need to submit the copy of their visa to complete the formalities to join HUC. HUC will not bear the cost of golden/green visa for these faculty and staff members as per Golden Visa and Green Visa Policy.

2. **For Academic Support Services (Academic Support Staff & Training (CCL) Staff)**
   HUC sponsors work visa to permanent Academic support services members. A work visa is processed only after an agreement of employment is reached between a prospective Staff Member and HUC, an appointment letter issued, and an employment contract is signed between the Staff Member and HUC. The Staff member needs to submit the Security check form which is the first step to the visa process. Staff member's security check process is initiated and once the security clearance is received as positive the Visa can be applied. Visa packs (security check, medical fit-to-work, attested & **equivalency** docs) **uploaded to HRIS**;

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retain ≥10 years. ***(Governance evidence OBEF 5.2;*** *equivalency documentation is critical to faculty quality under Goal 1.)*

The labor working visa is granted by the Ministry of Human Resources & Emiratizations generally for a period of one (1), two (2) and or three (3) years. The visa is extended (renewed) till the Staff Member's tenure is renewed with HUC after every 1, 2, 3 years.

The staff passport will ~~be~~ submitted to TED for visa processing till the legal procedure and stamping of the visa is completed.

b. Documents Required for Processing Employment Visa are:

1. Photocopy of employee's passport pages detailing personal details, date of issue and expiry. The passport must be valid for a minimum period of 8 months at the time of request for processing of employment visa.
2. Personal Details Form for security check sent by HUC
3. Attested Equivalency Certificate for highest education with transcripts
4. 2 colored passport size photographs of the employee.

c. Procedure for Applying Employment Visa

1. PRO will initiate a security check process and get approval from the authorities through an online system as first step to visa processing. Once approved, PRO will then apply for visa of the employee from Immigration or relevant alternative authorities. If the employee is to be employed before the employee enters UAE for employment purposes.
2. For Academics, the visa is applied to the immigration authorities, and they will issue e-visa to the employee. For Academic support services once the labor approval is done, the immigration will issue e-visa to an employee to get into UAE.
3. For countries like India, Nepal and Sri Lanka the visa is approved from here but stamped and processed in respective countries if the employee needs to be hired from these countries. If the employee of above nationalities is already in UAE, then the previous mentioned process is followed.
4. After an employee enters UAE on e-visa, the PRO will arrange for a medical checkup of an employee in authorized Medical Fitness Services Center.
5. Employees will go to a government hospital or medical clinic for a health check. The medical check is a blood test and chest X-ray for HIV, Hepatitis B, Hepatitis C, Tuberculosis (TB), Leprosy, and Syphilis. If results come back positive for any of those conditions, the person is deported with immediate effect. Therefore, employees should pass the visa medical examination from the authorized Medical Fitness Services Center before stamping the visa
6. PRO will then go to the Emirates ID service points after filling in the e-form at any typing center along with original valid passport and valid visa.
7. PRO should make an application for a residence visa (employment visa) to the immigration authorities.
8. PRO of the company should go back to the DNRD with all the necessary supporting documents to stamp the visa on employee passport.
9. All these requirements will be satisfied within 45 days of the employee's entry into UAE on the entry permit visa. Visa processing to be **completed ≤45 days** from entry on e-visa; **delays escalated** to President via TED. *(Governance/Goal 5.)*

d. Medical Report

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1. After joining HUC employees should submit original visa and original passport to TED.
2. HUC will arrange for Health Insurance cards of employees and coordinate its attestation with ministry of Health, which will be sponsored by self.
3. Employees must undergo a medical examination with Ministry of Health, which will be coordinated by PRO.
4. For the eligible family members, the employee must process the health card and medical certificate on their own.
5. Medical clearance receipts stored in HRIS **≥5 years**. *(OBEF 5.2 governance evidence.)*

Documents required for Medical Test:

- Passport copy
- Photograph as per requirement
- Applicable Fee

vi. Residence Visa for Family

Below documents are required for Family visa, HUC is not responsible for the same and an employee himself must do the required. PRO will assist and guide during the process.

a. Attested Marriage certificate
b. No objection letter from the sponsor
c. Forms to be filled and signed by sponsor
d. Relevant skilled certificates/ Degree (Attested)
e. Copy of Passport of family
f. Copy of passport/ Residency permit of sponsor
g. Tenancy Contract

Note: New employee has to process the above and bear the expense for family visa themselves. However, guidance can be taken from PRO. In case employee visa shifts from one category to another HUC will not be responsible for the changes of family visa. Family visa support is guidance only; evidence retained is the advisory log (if issued) **≥1 year** for the clarity of scope/governance.

vii. For employees recruited within UAE who are on employment visa with other institutions/organizations

a. The prospective employee is required to provide a NOC (No Objection certificate) from his employer (employer at the time of recruitment), copy of company trade license, copy of company computer card for Ministry of Interior, General Directorate for Naturalization & Residence.
b. HUC will then file for Employee work visa with the Ministry of Interior, General Directorate for Naturalization & Residence United Arab Emirates.
c. Employees will be required to fill in personal details form which contains information related to processing of residence visa.
d. HUC will then file for Employee work visa with the Ministry of Interior, General Directorate for Naturalization & Residence, United Arab Emirates.
e. NOC, trade license, computer card, and transfer approvals stored in HRIS **≥10 years** (accreditation governance—**OBEF 5.2**).

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viii. Renewal or Non-Renewal of the Visa

The employee visa is granted by the Ministry of Interior, General Directorate for Naturalization & Residence, United Arab Emirates and is generally for a period of 2 years. The visa and Labor Contract (For Academic Support) is extended (renewed) if the employee continues to be in the services of HUC at the time of renewal.

The employee will be required to undergo and pass a medical examination undertaken by the UAE Health authorities before his/her residence visa can be renewed. HUC PRO will assist the employees in the process.

After the employee signs a visa renewal letter it is taken as confirmation for visa renewal. If an employee visa is renewed and if the agreement is terminated during the contract period within six months, visa charges incurred at the time of renewal will have to be refunded by the employee to HUC. Renewal decision **≥60 days** before expiry; renewal letters and fee recovery records retained **≥5 years** (HRIS). *(Governance—Goal 5; accreditation evidence—**OBEF 5.2**.)*

Note: Above visa section is not applicable to Adjunct/Part time Faculty / Staff and Student Trainees. HUC is not liable for their visa.

ix. Golden and Green Visa

Refer Golden and Green Visa Policy for details- page no. 51

If an employee holds Golden/Green visa, visa copy and exemption note are uploaded to HRIS; no institutional visa cost is borne, per policy; records ≥5 years. **(Governance evidence for OBEF 5.2)**

x. Job Description:

TED will introduce various functional Departments of HUC to the new Employee and orients them on services provided by various Academic & Academic Support Services Department. Academic Employee will be issued a job description along with Course list to identify the courses faculty can teach and Academic Support Services Employee will be issued a job description explaining their strategic, operational and other responsibilities. It is required of all employees to perform these duties professionally and ethically, failing which will be treated as breach of contract and necessary disciplinary action will be initiated. Signed Job Description (and **Course List** for academics) **uploaded to HRIS** at joining; **retain ≥5 years** (supports **Goal 5** governance; contributes to faculty quality under **Goal 1**).

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5c. Compensation and Benefits

Policy number	HUMR_POLICY_04
Policy name	Compensation & Benefits
Policy version	Version 6
Standards applicable	MOHESR CAA Standard 5: Faculty and Professional Staff
Policy owner	Talent Empowerment Department
Date of policy development	18 July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next Review date	25 August 2026
Approved by	President

A. Faculty Salary Compensation Perks and Benefits

HUC offers a competitive compensation package to attract well qualified and trained manpower to lead the academic administrative tasks and to raise the Academic standards as envisaged in the Vision & Mission of the HUC.

The purpose of HUC's salary compensation is to maintain:

i Internal pay equity and bring consistency within and across the members of HUC

ii Consistency in application of salary grade system

iii High degree of employee morale, motivation and performance through competitive salaries.

HUC conducts an annual pay equity review (gender and other protected characteristics), market benchmarking, and budget impact analysis. Adjustments, if any, are approved by the President upon recommendation of the Compensation Review Committee and recorded in IE dashboards.

Employees are rewarded at every level based on their evaluation and major contributions to the organization.

A. Salary Compensation

i. Basis of salary compensation for Academic staff

HUC follows a systematic and organized method of salary structure based on well-defined job classification. The pay structure for Academics is established based on the following parameters:

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Job evaluation per HUC's JEGG and role profiles.

a. **Performance outcomes** (FES/SES) and critical skills
b. **External market benchmarks** (sector and geography).
c. **Compliance** with MOE-CAA staffing/qualification requirements.

ii. Components of Salary compensation for Academic staff

The compensation package for Academic staff includes following components:

1. Basic Salary
2. Social Allowance
3. Communication and Transportation Allowance
4. Administrative Allowance (Applicable for UC and other Faculty if required)
5. Benefits (Details are available in perks & benefit section)

B. Salary compensation for Non-Regular Academic Members

Adjunct Faculty, Exchange Faculty are remunerated based on the non-regular academic members' salary structure as given in below table.

Designation	Particulars	Remuneration (AED)
Adjunct Faculty (Part Time)	PHD holder	250 – 350 / credit hour
	Master's degree holder	200 – 300 / credit hour
Exchange faculty	-	12,500 for 3 credits hours

C. Salary range as per Faculty rank

Faculty Rank	Grade	Salary Range*	
		Min	Max
Instructor	I11	9000	15000
Sr. Instructor	I12	11000	18000
Lecturer	F13	13000	22000
Assistant Professor	F14	16000	25000
Associate Professor	F15	19000	28000
Professor	F16	22000	32000

Salary range* Includes Basic allowance, Furniture allowance and Accommodation allowance. Ranges shown are base salary. Allowances and benefits are listed in Sections vi–viii.

D. Disbursement of salaries

All full-time salaries are paid by bank transfer by the last working day of each month (or the preceding workday if the calendar day falls on a weekend/public holiday). Adjunct faculty are paid within 10 working days after month-end subject to attendance verification and deliverables (e.g., course file). If documents are incomplete, TED will notify the instructor and allow 10 working days to cure before any hold. Perk claims received by the first Wednesday of a month are paid on the third Wednesday. All salaries for full time employees are transferred to their bank accounts normally by 27th to 29th of each month unless weekend or any national holiday coincides with the date, in which case the salary

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is transferred on next working day. For new employees the cash salary is paid by 01st working day of the following month.

For Adjunct Faculty members the salary is disbursed after seven (7) working days of the following month, depending on the verification of attendance from TED & approval from President.

Final Payment for Adjunct Faculty members will only be given once course file is submitted, and necessary clearances are obtained from respective department. Course file needs to be submitted within one month of course completion and result declaration, failing to which will result in forfeiting the payment.

Documents related to payment of perks will be processed on the first Wednesday of every month and payment will be released on 3rd Wednesday of every month.

E. Faculty Perks & Benefits

i. Remuneration for Course

In case HUC full-time faculty member agrees to teach a course in summer term, s/he will be paid a remuneration as per the table given below. A faculty member can teach a maximum of 2 courses (6 credits) in summer term. The same remuneration will be paid to the part-time faculty members engaged for teaching in any semester (Fall/Spring/Summer term).

ii. Policy Outline:

a. Course allocation must be within the discipline and with prior consent of the faculty member approved by the Discipline leader, Program Chair, Dean along with a written contract facilitated by the Talent Empowerment Department.
b. Course delivery should comply with the requirements of MOHESR CAA and HUC.
c. A part time faculty member must deploy an additional 1-office hour in besides the allocated teaching course(s) hours for student counseling and to complete other course requirements.
d. A Part-time Faculty Member Payment for Fall & Spring will be made at the end of the Semester while for Summer Semester, the payment will be made in the first Week of September.
e. Payment for the course will be done only after final clearance and submission of course file and academic responsibilities associated with the course within one month of course completion and result declaration, failure to which will lead to forfeiting payment.
f. If the Part-time faculty member leaves organization during ongoing semester before completion of the course compensation will be paid on a pro-rata basis which is calculated based on the length of teaching.

F. Summer teaching load payments

a. Undergraduate Level (School of Business & School of Computing)

The remuneration for summer payments will be issued in September based on finance payment calendar. Payment will be as per the policy and after they have completed the load in Fall and Spring for the Academic year.

Remuneration for summer Teaching Load is mentioned in the below table.

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Particulars	No. of Credits	No of Sessions	Remuneration
Undergraduate	3 credits	45	AED 5,000

G. Official Transportation

HUC provides fully air-conditioned transportation free of cost to the faculty members staying within the Emirate of Ajman for initial semester i.e., for 1 semester from Faculty member's date of joining. Faculty members are picked and dropped from common pickup points to HUC in both the shifts. Faculty member's willing to avail the service of transportation should fill the **"Transport Availing Form"** with TED. Transportation service provided by HUC is additional support and is not the part of individual's package.

Note:

- Reimbursements are only allowed when pre-approved in writing (travel authorization) and claimed with receipts.
- Routes and stops are set by Administration based on usage and safety; changes follow the Transport SOP.
- Residents in HUC hostel are not eligible for transport.

H. Medical Insurance

UC and Faculty members are eligible for Medical Insurance as per below given criteria

UC: Faculty members with additional administrative responsibilities and their eligible dependents have premium Insurance Coverage. Eligible dependents should be in employees' visa sponsorship (spouse and three children up to 18 years) living in UAE as permanent residents for a period of not less than six months of an Academic year.

Faculty Members: HUC provides Full Time Faculty members and their eligible dependents with medical insurance coverage. Eligible dependents should be in employees' visa sponsorship (spouse and three children up to 18 years) living in UAE as permanent residents for a period of not less than six months of an academic year. Medical Insurance is also applicable for Visiting Faculty members (International).

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Note:
HUC will not be able to provide insurance coverage for employees or their dependents above 65 years of age, employees having medical insurance sponsored by spouses, employees with Dubai visa, Abu Dhabi visa, etc. In such case a declaration shall be made by the concerned UC /Faculty member to undertake his/her own insurance coverage as per the prevailing health authority regulation. HUC will be paying an equivalent annual amount of the premium payable on an annual basis to the concerned as per HUC's current group insurance plan. Any amount that is more than the premium payable shall be borne by respective individuals.

I. Initial Air Ticket Allowance

Faculty members recruited from outside United Arab Emirates are entitled to a Air Ticket Reimbursement upon joining HUC.
Policy Outline:
Reimbursements for the Air Ticket is processed when reciepts of payments and ticket is provided to the TED within 48 hours of joining the organisation.
Reimbursement will be made up to the amount which HUC would have paid for the air ticket from the point of origin.

J. Annual Air Ticket Allowance

Faculty members are entitled to Annual Air Ticket Allowance for themselves and eligible dependents from UAE to first port of entry in home country. Employees need to produce proof of residency or house ownership for the organization to decide his/her point of origin in case his residency is from any other country than home country or the employee has an acquired nationality.

Policy outline:

i. Faculty members are eligible for air ticket once a year along with their family or only self and can avail this facility only after completion of 8 months of continuous services in HUC.
ii. In case a Faculty member joins the Organization in Spring Semester he/she will be entitled for 50% ticket immediately after his completion of 8 months tenure with HUC while if Faculty members joins in Summer Semester he/she will only be entitled for the next Academic Year Air Ticket.
iii. Spouse and dependent children residing in UAE with a valid visa will be eligible. Faculty members and their families must provide documentary evidence of spouse and dependent children residing in UAE for more than six (6) months.
iv. Faculty members and their families shall be eligible to economy class air ticket only.
v. Faculty members will be given the air ticket rates for his/her sector during the month of October.
vi. The Faculty members will book their air tickets as per their own convenience and submit the air ticket & invoice to TED for reimbursement.
vii. The destination of travel for Faculty will be considered as per the address in passport. In case a Faculty member travels to a destination which is other than his home country, an amount equivalent to the home country fare or the actual fare amount whichever is lesser amount shall be reimbursed.
viii. The annual air tickets for family and self cannot be accumulated for subsequent use in later years. Encashment of ticket amount is not permitted.

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ix. If both husband and wife are working in HUC, the air ticket facility will be available to one of them in an academic year i.e. benefit is given to the employee on whose name the tenancy contract is.

x. Air ticket reimbursement for faculty members will only be availed for the approved annual leaves in summer semester (July – August) period.

xi. For Air Ticket reimbursement submissions before 15th of the month will be paid in the same month and submissions post the cutoff date will be reimbursed in the Succeeding month. The annual cut off date to apply for reimbursement is by 10th of September in every academic year. The benefit can not be carry forwarded and will forfiet if not claimed till the annual cutoff date and no exceptions will be granted.

xii. Faculty member resigning from the services is not eligible for any pending tickets. All the pending benefits forfeit as soon as Faculty member resigns from services.

K. Accommodation Allowance

Accommodation allowance is paid to Employees of HUC as a compensation for housing expenses. The housing compensation allowance varies according to the grade of the UC and Faculty member.
The accommodation will be paid to UC and Faculty members as per the below mentioned details:

Rank / Level	Amount
Instructor	AED 21,000
Sr. Instructor	AED 21,000
Lecturer	AED 24,000
Assistant Professor	AED 27,000
Associate Professor	AED 30,000
Professor	AED 33,000
President	AED 36,000

i. UC and Faculty member residing in self owned residential property should submit title deed or supporting documents (Utility bill) for processing accommodation allowance.

ii. HUC's UC and Faculty members are paid an annual housing allowance in two equal installments.

iii. Accommodation Allowance is paid only to UC and Faculty members having the tenancy contract on their own name, and are required to submit a copy of valid tenancy contract to TED. Employees staying on sharing basis will not be eligible for this benefit. Faculty members are advised to submit tenancy contract with TED, if they want to avail the accommodation allowance.

iv. In case the UC and Faculty member is promoted to the next level, Accommodation allowance will be calculated pro-rata as per the eligibility of Accommodation allowance in the respective category.

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v. At the time of payment UC and Faculty member need to submit valid tenancy contract to TED.
vi. Female UC and Faculty members residing with spouse and having contract in Husband's name will be eligible in case they are secondary owner in residence contract. Or on submitting an Undertaking from spouse's employer that they are not eligible for any accommodation benefit.
vii. In case the initial accommodation benefit is used for first month, the Accommodation allowance benefit shall accordingly start as per the tenancy contract start date or as per the last date of stay in the hostel facility.
viii. Accommodation Allowance will be paid based on the above table or the actual amount whichever is lower.
ix. If both husband and wife are working in HUC, the accommodation allowance facility will be available to one of them in an academic year i.e. benefit is given to the employee on whose name the tenancy contract is.
x. Faculty members can stay in the internal hostel as per the policy, the accommodation will be provided with all facilities like water, electricity and Wi-Fi.
xi. Faculty members staying in internal hostel will not be paid any accommodation allowance and furniture allowance as per the procedures, and the hostel rent will be adjusted towards accommodation allowance.
xii. In case Faculty member move out of the hostel followed by 2-month notification, he should submit a valid tenancy contract in their own names to be eligible to get accommodation and furniture allowance as per the policy.

L. Furniture Allowance for Academic Members

Furniture Allowance is extended to enable a faculty member to settle down in UAE comfortably. Furniture Allowance is a onetime consolidated payment done initially for the period of five years for existing and faculties joining, depending on the faculty grade mentioned in the table below. Subsequently payment will be paid after the 5th year.

Designations	Amount (AED)
Instructor	4,000.00
Sr. Instructor	5,000.00
Lecturer	7,500.00
Assistant Professor	10,000.00
Associate Professor	12,000.00
Professor	12,000.00
President	18,000.00

Policy outline:

i. After the second payment, the Furniture allowance will be due after every 5th year.
ii. Furniture Allowance is paid only to Faculty members having their own accommodation (proof of valid tenancy contract required to be submitted to TED), employees staying on a shared basis will not be eligible for this benefit.
iii. In case the faculty member is promoted to the next level, the allowance will be calculated as per the eligibility of furniture allowance in the respective category.
iv. Faculty member is eligible for furniture allowance only after confirmation of his probation. If the confirmation of the faculty member is on conditional basis, the furniture allowance will not be applicable.
v. If both husband and wife are employed at HUC, the Furniture Allowance will be granted to only one of them.

M. Administrative Allowance:

Faculties with additional administrative responsibilities are provided with an additional amount as administrative allowance depending upon the nature of the role. This allowance is applicable and paid to them till they hold the position. Administrative positions are on rotational basis and administrative positions with Academic employees are for tenure of 5 years and can be renewed for one additional term maximum.

N. Conference, Research & Professional Development Fund

Please refer to "Research & Scholarly Activities Policies and Procedures Manual" for further details.

O. Management Development Programs & Consultancy Work

Faculty members and researchers will be encouraged to submit proposals for management development programs and external consultancy work. HUC supports faculty members who are interested in getting training programs and project works by funding them for the initial research and training proposal submissions. Once the training programs and consultancy work is received the University shall pay honoraria commensurate at the rate of 70% of the project amount after deducting the expenses for the Individual/group provided the individual or group gets the project by their own efforts and the remaining 30% is retained by HUC. In case HUC procures a training program / consultancy work then the compensation shall be at the rate of 70% of the project amount after

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deducting expenses to HUC and 30% will be paid as honoraria to the individuals or group working for the training program or project.

P. Loan Against Gratuity Policy

Faculty Members are eligible for Loan against gratuity when they have completed more than 7 yrs. of services. The criteria for the Loan Against Gratuity is on the following conditions:

i. Criteria for availing Gratuity Loan:

a. Purchase of land / house/ flats in the home country
b. Emergency medical treatment
c. Children's higher education
d. Children's migration
e. Fixed deposits
f. Marriage of Children

Q. Procedure for availing the Loan against gratuity is as follows:

vi. Faculty Members will be eligible for this loan after completion of 7 years of continuous services with HUC.
vii. Maximum amount of loan that can be availed will be 50% of the accumulated gratuity or two month's salary, whichever is lower at the time of application of loan.
viii. Faculty Members is eligible for two of such loans in his/her service period with HUC and second loan can be taken only after repayment of first availed loan.
ix. Loan Approval will be at the sole discretion of the Management.
x. The Faculty Members should not have any outstanding loan with HUC or any other outside entity at the time of application for such loan. No-Liability certificate should be produced from the bank where the salary is transferred or if letter is taken for any other bank.
xi. Repayment has to be done in maximum within two years from the date the loan was granted. Repayment amount per month will depend on the period of repayment Repayment can be done via salary deduction. No adjustment or postponement in the repayment pattern will be done. Any kind of extension or rescheduling in the repayment period will not be acceptable. However the repayment period can be reduced without any fine.
xii. During the repayment period no salary certificate or any kind of letter will be issued addressing any bank or financial institution.
xiii. In case the period of services ends before the repayment of loan due to any kind of separation (Resignation, Termination, Death etc.,) then the remaining amount shall be adjusted with end of term benefits and balance will be paid to the Faculty Members.
xiv. Faculty Members under observation for misconduct or involved in any kind of grievance procedure will not be eligible for Gratuity loan until the conclusion of proceedings.
xv. Faculty Members will have to nominate a nominee who is from the immediate family members (spouse, children) while taking the Loan Against Gratuity. The nominee will be eligible to receive only the difference amount if the loan against gratuity is not repaid in full at the time of final settlement of the employee in case of any emegency contingency.
xvi. Purpose of taking this loan should be clearly mentioned in the application form with sufficient proof of same. The application may be rejected in absence of any valid justification.

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R. Employee Bonus

The employee bonus is a benefit paid to accomplishing employees who have exceeded the targets of performance goals approved at the beginning of the academic year, based on the following system of payment.

i. System of Payment:

a. Bonus amount of one-month salary of the employee shall be paid in the month of November each year along with annual increments.
b. If any staff leaves the organization, the bonus accrued at the time of leaving will be forfeited in full. It may also encourage loyalty of employees.
c. HUC always retains the absolute Discretion, to amend, cancel or discontinue the bonus schemes in part or in its entirety, without compensation, at any time. Employees should be informed if any such decision is taken, If the bonus scheme is amended, cancelled or withdrawn completely during the academic year.

S. Additional benefits to international exchange faculty

i. Economy class air ticket to and from the location of the faculty member's university.
ii. Single occupancy hostel accommodation in HUC campus with basic amenities.

I. Staff Salary Compensation Perks and Benefits

Employees are rewarded at every level based on their evaluation and major contributions to the organization.

A. Salary Compensation

i. Basis of salary for Academic Support Services & Training Staff:

HUC follows a systematic and organized method of salary structure based on well-defined job classification. The pay structure for Academic Support Services and Training Staff is established based on the following parameters

a. Job analysis based on Feedback from Staff Evaluation System
b. Current Industry Inputs
c. Government/ Ministry inputs
d. Experience of Employee

ii. Components of Salary compensation for Academic Support Services & Training Staff:

The compensation package for Academic Support Services & Training staff includes following components:

a. Basic Salary
b. Social Allowance
c. Accommodation Allowance
d. Furniture Allowance (Applicable for Dy. Director and above Level in UC)
e. Benefits (Details are available in perks & benefit section)

iii. Salary compensation for Non Regular Academic Support Services & Training Staff Members

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Part Time Training Staff is remunerated on per session rates at a pay rate based on their qualification & experience. Part Time Staff in Academic Support Services is remunerated at a fixed rate decided basis the contract for the required job role.

iv. Salary range as per grade

Rank	Grade	Salary Range* (AED)	
		Min	Max
Support Level - SU	1	900.00	1,400.00
	2	1,250.00	2,250.00
Sr. Support Level - SSU	3	1,400.00	2,400.00
	4	1,600.00	3,100.00
Technical Support Level - TCL	5	1,750.00	2,875.00
	6	2,000.00	3,275.00
Sr. Technical Support Level - STCL	7	2,500.00	4,000.00
Clerical Level - CL	8	4,500.00	6,000.00
	9	5,000.00	6,875.00
Sr. Clerical Level - SCL	10	5,500.00	7,750.00
	11	6,000.00	8,625.00
Supervisory Level - SL	12	7,000.00	10,000.00
Sr. Supervisory Level - SSL	13	9,000.00	12,375.00
Asst. Managerial Level - AML	14	10,000.00	13,750.00
	15	11,000.00	15,125.00
Managerial Level - ML	16	14,000.00	17,600.00
	17	17,000.00	20,600.00
Dy. Director Level - DDL	18	20,000.00	24,200.00
	19	24,500.00	28,700.00
Director Level - DL	20	28,000.00	32,800.00
	21	33,000.00	37,800.00

Salary range* Includes Basic allowance, Furniture allowance and Accommodation allowance

v. Disbursement of Salaries

All salaries for Full Time employees are transferred to their bank accounts normally by 27 – 29th of each month unless weekend or any national holiday coincides with the date in this cases salary is transferred on next working day. For New employees the cash salary is paid by 01st working day of the following month.

Part time staff and trainee salaries will be disbursed on the 7th working day of the following month.

Documents related to payment of perks will be processed on the first Wednesday of every month and payment will be released on 3rd Wednesday of every month.

B. Academic Support Staff Perks & Benefits

i. Additional Weekend Duty Payment

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Members of Staff working on weekends as per TED approved schedule are remunerated in addition to their salary. This provision is as per the HUC Policy and UAE labor law.
Policy Outline

a. As per the operational requirements HOD may ask the staff to work at weekends, provided the number of days does not exceed four.
b. Employees will be eligible for the weekend payment only after approval of management.
c. No. of working hrs. on weekends cannot exceed 5 consecutive hrs. The working hours during the weekend as decided by HOD per 5 days working operational requirements.
d. If the circumstances require the employee to work on his off day, as specified in the labor contract, or work regulations, then the staff will be entitled for a pay equal to normal working hours' remuneration.
e. Employees can also be compensated with a substitute rest day
f. Weekend payment or Off day payment = (Full salary/30) x No of days worked (irrespective of the no. of hours worked)

ii. Additional Overtime Duty Payment

Members of Staff working extra hrs. on weekdays as per TED approved schedule are remunerated in addition to their salary. This provision is as per the Financial Policy of the University and UAE labor law.
Policy Outline

a. As per the operational requirements HOD may ask the staff to work overtime on weekdays, not exceed more than two hrs in a day.
b. If the nature of the work requires the staff to work beyond the normal working hours, then he will be entitled to pay equal to normal working hours' remuneration (which is based on basic salary) plus 25 percent of that pay.
c. Overtime = (Basic Salary/30/9.5) x 1.25
d. It could increase to 50 percent if overtime is done between 10 pm and 4 am. This rule does not apply to staff who work on shifts.

Overtime (Between 10.00 pm to 4 am) => Overtime = (Basic Salary/30/9.5) x 1.50

iii. Official Transportation

HUC provides fully air-conditioned transportation free of cost to staff members staying within the Emirate of Sharjah & Ajman. Staff members are picked and dropped from common pickup points to HUC in both the shifts. Staff member's willing to avail the service of transportation should fill the **"Transport Availing Form"** with TED. Transportation service provided by HUC is additional support and is not part of individual's package. Academic Support Staff at a supervisor rank and below are eligible to avail transportation facility. This facility is extended to other employees for 1 semester upon joining HUC.

Note:

- Reimbursement of any kind of transportation is not allowed unless it is preapproved by TED.
- Pickup and drop locations are decided by driver and TED after lot of consideration, keeping in mind convenience of most of the employees who are availing the official

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transportation. It is altered from time to time as per the practicality of route, and no undue request to change the route from time to time is appreciated & entertained

- Staff staying within HUC hostel are not eligible for any transportation services.

iv. Medical Insurance

HUC provides its Staff members a Medical Insurance Policy as per the below mentioned categories:

a. **Assistant Manager and above:** Staff members under this grade and above are entitled for insurance cover for themselves and eligible dependents. Eligible dependents should be on employees' visa sponsorship (spouse and three children up to 18 years) living in UAE as permanent residents for a period of not less than six months of an Academic year.

b. **Head of Department:** Heads of departments irrespective of the grade are eligible for insurance cover for themselves and eligible dependents. Eligible dependents should be on employees' visa sponsorship (spouse and three children up to 18 years) living in UAE as permanent residents for a period of not less than six months of an Academic year.

c. **Supervisory, Clerical and Technical & Support Staff:** Staff members under this grade are entitled for insurance for self annually.

d. **Academic Support Services UC Members:** Staff members with additional administrative responsibilities and their eligible dependents have premium Insurance Coverage. Eligible dependents should be on employees' visa sponsorship (spouse and three children up to 18 years) living in UAE as permanent residents for a period of not less than six months of an Academic year.

Note:

HUC will not be able to provide insurance coverage for employees or their dependents above 65 years of age, employees having medical insurance sponsored by spouse, employees with Dubai visa, Abu Dhabi visa, etc. In such case a declaration shall be made by the concerned Staff member to undertake his/her own insurance coverage as per the prevailing health authority regulation. HUC will be paying an equivalent annual amount of the premium payable on an annual basis to the concerned as per HUC's current Group Insurance Plan.
Any amount that is more than the premium payable shall be borne by respective individual.

v. Initial Air Ticket Allowance

Staff Members recruited from outside United Arab Emirates are entitled to an Air Ticket Reimbursement upon joining HUC.

Policy Outline:

a. Reimbursements for the Air Ticket is processed when receipts of payments and ticket is provided to the TED within 48 hours of joining the organization.
b. Reimbursement will be made up to the amount which HUC would have paid for the air ticket from the point of origin.

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c. Initial Air Ticket Reimbursement needs to be refunded back to the company by employee in case the employee terminates the contract within one year of the first contract.

vi. Annual Airline Ticket Allowance for Expatriates

Staff members are entitled to Annual Air Ticket Allowance for themselves and eligible dependents from UAE to first port of entry in home country. Employees need to produce proof of residency or house ownership for the organization to decide his/her point of origin in case his residency is from any other country than home country or the employee has an acquired nationality. Staff Members are entitled for air tickets as per the below mentioned:

a. **Assistant Manager and above:** Staff Members under this grade and above are entitled to annual airline tickets for themselves and eligible dependents from UAE to first port of entry in home country. Eligible dependents are the spouse and up to three children up to 18 years, living in UAE as permanent residents for a period of not less than six months of an Academic Year.
b. **Supervisory:** Staff Members under this grade are entitled to Annual Airline tickets for themselves to first port of entry in home country.
c. **Clerical Staff:** Staff Members under this grade are entitled to annual Airline Tickets for themselves once they attain CL10 level otherwise, they will be eligible for Air Ticket once in two years to first port of entry in home country.
d. **Support Staff:** Staff Members under this grade are entitled to airline tickets for themselves once in two years to first port of entry in home country.

Staff members are entitled for air tickets as per the below mentioned table:

<table>
<tr><th colspan="3">Air Ticket Entitlement</th></tr>
<tr><th>Rank</th><th>Grade</th><th>Air Travel</th></tr>
<tr><td rowspan="4">Support Level – SU</td><td>1</td><td rowspan="8">For self only, once in two Years.</td></tr>
<tr><td>2</td></tr>
<tr><td>3</td></tr>
<tr><td>4</td></tr>
<tr><td rowspan="3">Technical Support Level - TCL</td><td>5</td></tr>
<tr><td>6</td></tr>
<tr><td>7</td></tr>
<tr><td rowspan="4">Clerical Level – CL</td><td>8</td></tr>
<tr><td>9</td></tr>
<tr><td>10</td><td rowspan="2">For self only, once a year.</td></tr>
<tr><td>11</td></tr>
<tr><td rowspan="2">Supervisory Level – SL</td><td>12</td><td rowspan="2">For self only, once a year.</td></tr>
<tr><td>13</td></tr>
<tr><td rowspan="2">Asst. Managerial Level - AML</td><td>14</td><td rowspan="4">For self & family yearly.</td></tr>
<tr><td>15</td></tr>
<tr><td rowspan="2">Managerial Level – ML</td><td>16</td></tr>
<tr><td>17</td></tr>
</table>

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Dy. Director Level - DDL	18	For self & family yearly.
	19	For self & family yearly.
Director Level - DL	20	For self & family yearly.

Policy Outline:

1. Staff Members eligible for air tickets once a year along with their family or only self can avail the facility only after completion of 8 months of continuous services in HUC. In case a Staff Member joins the Organization in between an Academic Year he/she will be entitled for the ticket from the subsequent Academic Year immediately following the completion of 8 months' tenure with HUC.
2. Staff Members eligible for air tickets once in two years for self can avail the facility after completion of 18 months' tenure with HUC. In case a Staff Member joins the organization in between an Academic Year he/she will be entitled for the ticket from the subsequent Academic Year immediately following the completion of 18 months' tenure with HUC.
3. In case a Staff member joins the organization in Spring Semester he/she will be entitled for 50% ticket immediately after his completion of 8 months' tenure with HUC while if Staff members joins in Summer Semester, he/she will only be entitled for the next Academic Year Air Ticket.
4. Spouse and dependent children will be considered as permanent residents of UAE when they continuously reside in UAE for a minimum period of 6 months in a calendar year. Staff Members and their families must provide documentary evidence of spouse and dependent children residing permanently in UAE.
5. Staff Members and their families shall be eligible to economy class air ticket only.
6. Staff members will be given the air ticket rates for his/her sector during the month of February.
7. Staff members will book the tickets as per their own convenience and submit the bill to Finance Department once the travel is finished.
8. All the Staff Members are eligible for the airline ticket from UAE to first port of entry i.e., major international airports in respective countries only.
9. Any changes i.e., advancement or postponement in ticket dates requested by Staff, after the ticket is booked shall be borne by Staff Member themselves.
10. The destination of travel for Staff will be considered as per their nationality or as per their passports. However, when a national of one country is recruited from another country permanently resides in another country or temporarily resides in another country due to any reason, the place of permanent residence may be treated as his home country.
11. In case a Staff Member travels to a destination which is other than his home country, an amount equivalent to the home country fare or the actual fare amount – which ever being the lesser amount shall be reimbursed to the Member of Staff.
12. The annual air tickets for family and self cannot be accumulated for subsequent use in later years.
13. Encashment of ticket amount is not permitted.
14. If both husband and wife are working at HUC, the air ticket facility will be provided to only one of them in an academic year. The benefit will be extended to the employee in whose name the tenancy contract is issued.

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15. Air ticket rembursement will only be availed during approved annual leaves.
16. For Air Ticket reimbursement submissions before 15th of the month will be paid in the same month and submissions post the cutoff date will be reimbursed in the Succeeding month. The annual cutoff date to apply for reimbursement is by 15th of September in every academic year. The benefit cannot be carried forward and will forfeit if not claimed till the annual cutoff date and no exceptions will be granted.
17. Staff Member resigning from the services is not eligible for any pending tickets. All the pending benefits forfeit as soon as Staff resigns from services. In case of termination Staff will be eligible for pending tickets.
18. Employees are permitted to go on annual vacation/leave only after receiving prior approval.

vii. Accommodation Allowance

Accommodation Allowance is provided to UC members.

a. Staff members having Hostel Responsibilities in their job description are provided accommodation in furnished Hostel Apartment, in case their job role changes, and they are no longer having hostel responsibilities, the accommodation will stand cancelled and staff members will be paid as per grading scale.

b. Accommodation is provided till the University maintains the Hostel, if at any point in time HUC cancels the hostel facilities, accommodation allowance will be paid as per the grading scale.

c. Accommodation allowance is paid to UC-Academic Support Service members as compensation for housing expenses. The housing compensation allowance varies according to their designations.

The accommodation will be paid to UC-Academic Support Service members as per the below mentioned details:

Designations	**Amount** (AED)
Director	AED 24,000.00
Dy. Director	AED 21,000.00

d. UC members residing in self owned house or property should submit title deed or supporting documents for processing accommodation allowance.

e. HUC UC members are paid an annual housing allowance in two equal installments.

f. Accommodation Allowance is paid only to UC members who have the tenancy contract on their own name and are required to submit a copy of valid tenancy contract to TED. Employees staying on sharing basis will not be eligible for this benefit. UC members are advised to submit tenancy contract with TED, if they want to avail the accommodation allowance.

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g. In case the UC members are promoted to the next level, Accommodation allowance will be calculated pro-rata as per the eligibility of Accommodation allowance in the respective category.

h. At the time of payment UC members need to submit valid tenancy contract to TED.

i. Female UC members residing with spouse and having contract in Husband's name will be eligible in case they are secondary owner in residence contract. or submitting an Undertaking from spouse's employer that they are not eligible for any accommodation benefit.

j. In case the initial accommodation benefit is used for first month, the Accommodation allowance benefit shall accordingly start as per the tenancy contract start date or as per the last date of stay in the hostel facility.

k. Accommodation Allowance will be paid basis the above table or the actual amount whichever is lower.

l. If both husband and wife are working in HUC, the accommodation allowance facility will be available to one of them in an academic year i.e. benefit is given to the employee on whose name the tenancy contract is.

viii. Furniture Allowance for UC-Academic Support Staff

Furniture Allowance is provided to UC – Academic Support staff members every five years as per their grade. The amount allocated grade wise is given below:

Furniture Allowance - Academic Support Services UC Member	
Designations	**Amount (AED)**
Vice President	18,000.00
Director	15,000.00
Dy. Director	10,000.00

Policy outline:

a. After the second payment, the Furniture allowance will be due after every 5th year.
b. Furniture Allowance is paid only to Academic Support Services UC Member at the above-mentioned grade, having their own accommodation (proof of valid tenancy contract required to be submitted to TED), employees staying in sharing basis will not be eligible for this benefit

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c. In case the Academic Support Services UC Member is promoted to the next level, the allowance will be calculated as per the eligibility of furniture allowance in the respective category.
d. Academic Support Services UC Member is eligible for furniture allowance only after confirmation of his probation. If the confirmation of the Academic Support Services UC Member is on conditional basis, the furniture allowance will not be applicable.
e. If both husband and wife are working in HUC, the Furniture Allowance will be disbursed to only one employee. i.e. furniture allowance is paid only to Faculty members having the tenancy contract on their own name.

ix. Staff Loan Against Gratuity Policy

Staff Members are eligible for Loan against gratuity where they have completed more than 7 years of service. The criteria for the Loan against Gratuity are on the following conditions:

a. Criteria for availing Gratuity Loan

1. Purchase of land / house/ flats in the home country
2. Emergency medical treatment
3. Children's higher education
4. Children's migration
5. Fixed deposits
6. Marriage of Children

b. Procedure for availing the Loan against Gratuity are as follows

1. Staff Members will be eligible for this loan after completion of 7 years of continuous services with HUC.
2. Maximum amount of loan that can be availed will be 50% of the accumulated gratuity or two months' salary, whichever is lower at the time of application of loan.
3. Staff Members is eligible for two of such loans in his/her service period with HUC and second loan can be taken only after repayment of first availed loan.
4. Approval of loan is based on the sole discretion of the Management.
5. Staff Members should not have any outstanding loan with HUC or any other outside entity at the time of application for such loan. No-Liability certificate should be produced from the bank where the salary is transferred or if letter is taken for any other bank.
6. Repayment must be made at maximum within two years from the date the loan was granted. Repayment amount per month will depend on the period of repayment chosen.
7. Repayment can be made via salary deduction. No adjustment or postponement in the repayment pattern will be made. Any kind of extension or rescheduling in the repayment period will not be acceptable. However, the repayment period can be reduced without any fine.
8. During the repayment period no salary certificate or any kind of letter will be issued addressing any bank or financial institution.

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9. In case the period of services ends before the repayment of loan due to any kind of separation (Resignation, Termination, Death etc.,) then the remaining amount shall be adjusted with end of term benefits and balance will be paid the Staff Members.
10. Staff Members under observation for misconduct or involved in any kind of grievance procedure will not be eligible for Gratuity loan until the conclusion of proceedings.
11. Staff Members will have to nominate a nominee who is from the immediate family members (spouse, children) while taking the Loan against Gratuity. The nominee will be eligible to receive only the difference amount if the loan against gratuity is not repaid in full at the time of final settlement of the employee in case of any emergency contingency.
12. Purpose of taking this loan should be clearly mentioned in the application form with sufficient proof of same. The application may be rejected in absence of any valid justification

x. Employee Bonus

The employee bonus is a benefit paid to accomplishing employees who have exceeded the targets of performance goals approved at the beginning of the academic year, based on the following system of payment.

a. System of Payment

1. Bonus amount of one-month salary of the employee shall be paid in the month of November each year along with annual increments.

2. If any staff leaves the organization, the bonus accrued at the time of leaving will be forfeited in full. It may also encourage loyalty of employees.

3. HUC always retains the absolute Discretion, to amend, cancel or discontinue the bonus schemes in part or in its entirety, without compensation, at any time. Employees should be informed if any such decision is taken, If the bonus scheme is amended, cancelled or withdrawn completely during the academic year.

C. Student Trainee Benefits

i. Official Transportation

HUC provides fully air-conditioned transportation free of cost to Student Trainee staying within the Emirate of Sharjah of. Student Trainee are picked and dropped from common pickup points to HUC in both the shifts. Student Trainee willing to avail the service of transportation should fill the **"Transport Availing Form"** with TED. Transportation service provided by HUC is additional support and is not the part of individual's package.

Note:

1. Reimbursement of any kind of transportation is not allowed unless it is preapproved by TED.
2. Pickup and drop locations are decided by driver & Deputy Director of Finance Department and approved by TED In charge after lot of consideration, keeping in mind convenience of most of the employees who are availing the official transportation. It is altered from time to time as per the practicality of route, and no undue request to change the route from time to time is appreciated & entertained.

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5.d. Leave of Absence

Policy number	HUMR_POLICY_05
Policy name	Leave of Absence
Policy version	Version 7
Standards applicable	MOHESR CAA Standard 5: Faculty and Professional Staff
Policy owner	Talent Empowerment Department
Date of policy development	18 July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	25 August 2026
Approved by	President

I. Leave Eligibility

The following is a broad outline of the leave system.

Types	Leaves
a. Annual Leave	For Academics- 40 days within the Academic year. For Academics Support Services- 30 days within the Academic year.
b. Sick Leave	90 days continuous or interrupted in 1 year
c. Maternity leave	60 days (45 days full paid and 15 days half paid)
d. Sabbatical leave	1 to 4 semesters for faculty members who have completed 5 years in HUC (subject to approval)
e. Parental Leave	5 days
f. Academic/Training Leave	7 days (Not applicable to Academic Support Services)
g. Compassionate / Bereavement Leave	5 days (if husband/wife dies) (Continuous) 3 days (if parents/siblings/child/grandparents dies) (Continuous)
h. Study Leave	10 days a year
i. Birthday/Anniversary	Half day
j. Religious Leave	Half day + Half Day (Cannot be clubbed together and availed as 1)

***Note*:** Employee is eligible to avail all the above leaves only after probation confirmation.

i **Earned Annual Leave**

Employees are entitled for annual leave as above in an Academic Year. The Academic Employees can avail annual leave either at one stretch or may split it into maximum of two slots during semester breaks or as per the University approved calendar Guidelines within one Academic year. Academic Support Services employees can avail their annual leave at one stretch during one academic year as per their department and organizational leave planning. Leave should be availed within one Academic year and cannot be carried forward to next Academic year unless it is approved by the employer, neither claimed in advance from forthcoming year. Leave not as per University Guidelines will be accommodated only for emergency purposes and should have prior approval from the Presidents.

Any additional leave is taken beyond eligibility it is treated as loss of pay and deductions are calculated as per UAE laws, TED has the right to review non resumptions case to case in certain conditions. Any alterations in annual leave plans require prior approval from TED. Entitled leave should be availed in total, if not, the balance shall be forfeited.

Short Leave including Half Day leave availed will be considered as leave without pay and should have prior approval at least one day before taking any short leave. If short leave is taken due to emergency cases, employees are required to apply and get approval within (48 hrs.) after resuming work he/she should make sure to inform immediate supervisor and TED on time, so the operation is not hampered. In case of emergency, it is the discretion of the management to decide whether the leave will be under LWP or annual leave depending on the documents submitted in the justification of such leave. If the leave is taken on Friday and on subsequent Monday, the weekends will be included in the leave, making it a total of four days and will be treated as leave without pay. Same is applicable for year-end annual leave or leave taken during annual leave and public holidays. Employees can link Public Holidays prior or after the annual leave but if these holidays fall between the annual leaves, the same shall be counted as Annual leave as per the UAE labor laws

HUC may require the Employee to return to his place of employment prior to the end of their leave period when such return is deemed necessary for the proper performance of operations of HUC. The decision to call back Employee from the approved annual leaves rests with the President or his nominee.

Employees should plan their annual leave so as not to hamper the normal operational work of HUC. The time period of the annual leave will be at the discretion of the Management. Proper handovers should be done and to make sure that leave applied is approved completely. Any employee extending their leaves without completing the required procedure will be subject to disciplinary actions.

In case of separation, employees shall be entitled to earned leave payment on basic component of salary.

ii **Sick Leave**

In case of sick leave Employees are required to submit a Medical Certificate from a competent Authority along with leave form at the time of joining back to avail the eligible sick leave. If the sickness occurs outside the UAE, Medical Certificates issued by doctor/ hospital, must be attested by

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a government medical authority of the country in which the sickness occurs will be accepted as authentic after attested by ministry of foreign affair, UAE embassy. Any such certificate is subjected to review by HUC before acceptance and staff can be advised to get second opinions from HUC prescribed doctor. Medical Certificate should be submitted within five (5) working days otherwise, the leave will be deducted from the annual leave or considered as loss of pay.

Employees shall not be entitled to any paid sick leave during the probation period.

a. **Sick Leave Pay**

In

S N	Sick Leave	Payments
1	First 15 Days	Full Pay
2	Next 30 Days	Half Pay
3	Remaining 45 days	No Pay

case employee takes 5 or more days of sick leave in a semester the TED Department will take note of that and will be counseled accordingly.

Medical Certificate will only be considered provided that the same is issued by the authorized doctors if not, leave will be considered as annual leave. Employees on sick leave can be asked to visit a HUC prescribed doctor for second opinion if required by TED.

iii **Maternity Leave**

A female worker shall be entitled to maternity leave with full pay for a period of sixty (60) days, including both pre and postnatal periods, the first 45 days are paid full and the remaining 15 days are at one half pay. A female worker who did not finish 1 year of service at the time of availing the maternity leave shall still be entitled the same maternity leave & benefits as per policy. HUC will allow clubbing of maternity leaves and annual leaves as per policy and procedure. Any request for extension of maternity leaves and additions of annual leaves will be based on valid attested medical certificate provided by the doctor. In case of miscarriage after six months of carrying, suffers a still birth, or experiences the death of an infant after birth entitles employee to maternity leave and pay. Employees who give birth to disabled or sick children whose health conditions require ''constant companionship' are entitled to an additional 30 day unpaid leave. Employees will have extended unpaid time off after exhausting maternity leave for pregnancy related medical condition up to 100 days.

***Note**: During the six (6) months subsequent to the date of delivery, the nursing employee shall be entitled to two additional breaks per day for nursing purpose the duration of each thereof not exceeding half an hour. Such additional period shall be deemed as part of the working hours and do not entail any deductions of the salary.*

iv **Sabbatical Leave**

Faculty Members may be entitled for a sabbatical leave which can be defined as a leave for the purpose of encouraging faculty members to engage in scholarly research or other activities that will increase their scholarly achievement or their capacity for service to the University. Eligible members

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who completed 5 years on service and upon VP- AO and President approval may take a sabbatical leave for one semester up to 4 semesters (subject to approval). Benefits and compensation will be decided as per President recommendations.

v **Parental Leave**

Employees are entitled to a parental leave of 5 working days from the day of the birth of their child to six months. The parental leave is a paid leave that can be applied for by both mother and father of the baby.

vi **Academic/Training Leave**

Academic Employees are entitled for seven days leave for them to undertake other appropriate related studies/training within the Faculty specialization and professional field. This can be availed once in tenure with HUC. Permission to avail such leave must be obtained in advance from TED, Dean (School of Business and School of Computing) & with prior approval by the President.

vii **Compassionate Leave/ Bereavement Leave**

Employees are granted leave with pay not exceeding five days (continuous), in case of death of husband and or wife, and a period not exceeding to three days (continuous) in case of death of parents, child, siblings or grandparents.

viii **Study Leave**

Employees with more than 2 years of service who are affiliated with or regularly studying with an approved UAE educational institution are entitled to ten working days of study leave per year to sit for examination. Employees must be enrolled in UAE's certified educational institutions.

ix **Birthday / Anniversary Leave**

An Employee on the day of their Birthday or Anniversary would be eligible for half a day's leave. This leave can be availed only on the day of the Employees' Birthday or Anniversary Day and not on any other day. An Employee is not allowed to club their annual leave on the date of his Birthday or Anniversary. The date of Birth and Anniversary Day shall be as per the records maintained by the TED and should be submitted to TED before 30th Sept every year.

All new Employees are required to apply for their Birthday or Anniversary Leave within one week after their probation confirmation.

***Note**: Birthday / Anniversary leave are planned on semester basis so that faculty is aware of their class schedule at the time of planning their Birthday / Anniversary leaves. These leaves are subjected for approval of Dean* (School of Business and School of Computing)*/TED In-Charge and HOD based on employee engagement and the same cannot be compensated on any other days as this is an additional benefit provided by HUC. These leaves should not hamper the operations of the Department otherwise, the same will be cancelled.*

x **Religious Leave**

Employees are entitled for two half day leaves twice in an Academic Year to celebrate their religious festivals. The details of the same should be submitted to TED before 30th September in case of confirmed employees and after confirmation for new employees.

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***Note**: Religious leave are planned on semester basis so that faculty is aware of their class schedule. These leaves are subjected for approval of Dean (SOB/SOC)/TED In-Charge and HOD based on employee engagement and the same cannot be compensated on any other days as this is an additional benefit provided by HUC. This leave provision is available for non -Muslim employees only. These leaves should not hamper the operations of the Department otherwise, the same will be cancelled.*

xi **Haj Leave: (Not Mandatory as per Labor Law)**

Employees can avail once during his employment a special leave without pay to go for Haj (pilgrimage) which should not exceed 30 days. This period is not part of the employee's annual leave or any other leave which he is entitled to as per UAE Labor Law.

xii **Unauthorized Absence**

Employees absent from duty without prior information will be considered as unauthorized absence. In case of such unauthorized absence the following conditions apply:

a. Absence of 7 continuous days without information from the HUC will lead to Summary termination.
b. Occasional leave of absence due to exceptional, pressing circumstances must be approved by the President. The application for such leave should be filed within three days of resuming duties, otherwise the absence shall be treated as unauthorized leave and will be deducted from annual leave.
c. Employees travelling out of country without intimation to HUC will be treated as unauthorized leave
d. Absence from HUC without intimation and prior approved leave will be considered as unauthorized leave and will be deducted from eligible annual leave.

xiii **Public Holidays**

The country officially observes the following public holidays: Hijri, the official state New Year; Gregorian New Year; Eid Al Fitr, a two-day celebration signifying the end of Ramadan; Eid Al Adha and Waqf, a three-day holiday; Prophet Mohammed's Birthday; Isru and Al Miraj and National Day. All workers in the country are entitled to these paid public holidays as per private sector announcement.

List of Public Holidays

a. Prophet Muhammad's Birthday
b. Commemoration Day
c. National Day
d. New Year
e. Eid Al Fitr
f. Arafat Day
g. Eid Al Adha
h. Islamic New Year

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The public holidays declared by the UAE Government will be applicable to HUC and same will be communicated to employees through a notification by TED.

Employees wishing to travel out of the country during public Holidays are required to fill "Outstation information" form. This information is useful in case of any emergency or untoward incident during the trip. This is also important to contact the employees for any operational assistance required by the organization.

Employees travelling during the public holidays must report back on resuming duty. Failing to report on duty on resumption will be treated as leave without pay.

xiv **Policy Outline**

The Employee is responsible for the following:

a. No Short Leaves can be clubbed before or after individually along with National or Public Holiday. If an employee is on annual leave and public or national holidays fall in between, then they will be counted in their annual leaves.
b. Employee is required to arrange substitution of duties during any kind of leave in consultation with the respective Head of the Department a week prior to their leave. It is an employee's responsibility to get their leaves approved by the date given in the leave calendar.
c. Any short leaves taken by the Employee should immediately apply after resuming duty. Failing to do so within one day, the leaves will be automatically deducted from his / her annual leaves.
d. Employee is responsible for returning from their annual leave on the due joining date and required inform through email or in person to TED when he/she resumes duty.
e. Employees intending to avail of any leave should apply as per approved calendar in the portal as per deadline and in case of short leave at least 48 hours prior to such leave. This will facilitate making alternative arrangements in time.
f. Employees must fulfill all the application procedures before proceeding with any kind of leave and cannot proceed for any leave if the same is not approved or substitution is not arranged. In case employee leave without prior approval this leave will be considered unauthorized leave and accordingly disciplinary action will be taken by TED. The decision will be as per taken as per the UAE Labor Law.
g. All Leaves should be as per approved annual leave calendar before filing for approval of Dean (SOB/SOC) or *TED In-Charge*.
h. Employees wishing to travel out of the country during Weekends or their off days are required to fill "Outstation information form".
i. Sick Leave intimation will be accepted prior to the office timing only. Last minute sick leave intimation to TED will not be considered, and deductions will be made as per policy.
j. All the leave application must be in the duly filled leave form as per the calendar of leave issued along with approval from Dean (SOB/SOC)/HOD.
k. For Part Time Adjunct Employees, any leave taken will be deducted from their monthly salary payments as per individual's session rate mentioned in their contract while for Visiting Faculty Contract Employees who wish to avail leave have to take prior approval from Dean (SOB/SOC) & TED and written intimation has to be given to TED and there would be a deduction of pro-rata basis.

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I. Any leave taken by Adjunct or Part Time Faculty or Student Trainee will be deducted from their monthly payments as per pro rata basis. Adjunct or Part Time Faculty or Student Trainee Member service will be subject to summary termination if he/she is absent from work without notice.

5.e Faculty/Staff Personnel Records

Policy number	HUMR_POLICY_06
Policy name	Faculty/Staff Personnel Records
Policy version	Version 4
Standards applicable	MOHESR CAA Standard 5: Faculty and Professional Staff
Policy owner	Talent Empowerment Department
Date of policy development	18 July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	25 August 2026
Approved by	President

A. Employee Personal File

HUC maintains a **central, authoritative personnel record** for every employee in the **HRIS**, with supporting documents stored in the **Enterprise Document & Records Management System (EDRMS/Doc Repository)**. A physical file may be maintained only where required and must mirror the digital record. The record is updated at hire and **reviewed annually** (see A4). Employees must notify TED of changes (credentials, name, address, visa, dependents) within **10 working days**; TED updates the HRIS and logs the change. **Access & security:** Role-based access (Owner: TED; Editor: authorized HR officers; Viewer: Registrar/TED In-Charge/Finance on a need-to-know basis). All access is logged; sensitive documents are watermarked. Backups follow institutional business-continuity standards. The file consists of the following records:

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Personal Records		
1	A	Personnel Data Form
	B	Medical History
	C	Buddy List
	D	Passport , Visa, EID
Recruitment Records		
2	E	Resume/CV
	F	Interview Form
	G	Orientation Checklist
	H	Employee Attested Qualification Records (High School, Higher Secondary, Degree, Master & Doctorate), Equivalency
	I	References
Job Appointment Related Records		
3	J	Offer Letter
	K	Employment Contract
	L	Job Description
	M	Probation Confirmation Letter & Checklist
	N	Increment & Promotion Letters
4		Faculty Load
Perks Records		
5	O	Accommodation Allowance
	P	Furniture Allowance Payment Slips
	Q	Communication Allowance Mobile & Internet (Staff)
	R	Air Tickets & Rates
	S	Insurance
Leave Records		
6	T	Approved Leave Record AY Wise /Leave Audit & Leave Forms
	U	Handover Checklist with Buddy Fy Wise
Development Records		
7	V	Research
	W	FDP/SDP Attended
Evaluation Records		
8	X	FES/SES Evaluation Feedback
Awards & Letters		
9	Y	Appreciation, Awards & Achievements Letters & Promotion
	Z	Warning Letters or any Other Letter Issued to the Staff Member
	A	Grievance Forms & Communication
Separation		
10	B	Resignation/ Separation
	C	Relieving Letter
	D	Full and Final
	E	Experience Letter
	F	Handover
	G	Exit Form
Miscellaneous		
1		

Master Data & External Reporting: Personnel data elements (identity, qualifications, rank, FTE status, load, contracts) are **mapped to the institutional data dictionary** and to external reporting schemas (e.g., HEDB/Master API where applicable). TED maintains the mapping and ensures extracts are **validator-ready** for regulators and accreditors.

Note: *Soft copies of the above Documentations and other related records of employees are accessible in their portal. At the* ***start of each academic year****, employees complete a* ***CV & Data Attestation*** *(see Section B) confirming accuracy of qualifications, publications, employment history, and contact details. TED performs* ***data-quality checks*** *(completeness, validity of attestations, expired documents) and logs corrective actions in HRIS. Non-compliance is escalated to the line manager and UC.*

B. Employee CV & Data Declaration Form:

Standardize the information captured for faculty/staff to support Strategic Goal 5 (governance) and to provide reliable evidence for OBEF KPIs. **Scope:** All employees (including adjuncts) complete the form at onboarding and **annually** thereafter

On joining, employees receive a **CV & Data Declaration** template (faculty and staff variants). TED registers the employee in **HRIS** and creates the **EDRMS** personnel file path. System access to the organizational portal and relevant systems is provisioned only **after** the declaration and mandatory documents are uploaded and verified. Employees are required to update their information annually every start of the new academic year.

5.f Professional Development for Faculty and Staff

Policy number	HUMR_POLICY_07
Policy name	Professional Development for Faculty and Staff
Policy version	Version 6
Standards applicable	MOHESR CAA Standard 5: Faculty and Professional Staff
Policy owner	Talent Empowerment Department
Date of policy development	18 July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	25 August 2026
Approved by	President

A. Training Need analysis

TED is responsible for conducting a Training Need Analysis survey for collecting information from the employees to understand their requirements for training and professional development in the beginning of the Academic year.

B. Objectives of Professional Development

i. To develop operational efficiency.
ii. To improve delivery of academic support services.
iii. To develop planning and organizing skills among Staff Members.
iv. To develop interpersonal communication skills

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C. **Process**

i. Based on Staff performance feedback, the changing service needs in the industry, the training need survey analysis is performed during the yearend review
ii. Allocation of budget for training and development for the academic year
iii. Planning resources and training & development programs for the academic year.
iv. Planning an annual calendar for training and development programs
v. Conducting training program feedback for the effectiveness of the program and the trainer.

D. Training and Professional Development of Academic and Academic Support Staff members

HUC is committed in developing professional skills and expertise among the employees so as to provide better services to the students. TED organizes training programs by experts in the area of teaching, research etc., from internal and external sources based on the Training need analysis.

i. UC Training & Development:

UC members will be eligible for additional trainings organized for them specifically targeting the required skill required for their administrative role. TED is responsible for conducting TNA in the beginning of the Academic year. The TNA is based on the Administrative Responsibilities requirement and the feedback received from various sources which includes meeting as well as FES. TED will identify the gaps and prepare a Training Calendar and coordinate the same through external and internal Trainers.

Apart from Research Fund available to Academics additional academic & financial support is provided for such initiatives as an overall budget for UC as below. The allocation of the fund mentioned in the below table will be based on the approval of the President. UC members are encouraged to conduct good research in their own areas of broad specialization, attend various professional Forums and represent HUC. This participation is subject to approvals basis the below eligibility limits:

Benefit	Amount (AED)
UC Development Fund	45,000

ii. Training & Development of Faculty members:

a. Training & Development of faculty members is an integral part of HUC organizational culture. It is aimed at continuously developing the Faculty Members with respect to teaching pedagogy, methods and scholarly pursuits. HUC arranges internal & external training and development opportunities for improving skills, knowledge & values of its Faculty Members on a regular basis.
b. TED is responsible for conducting TNA in the beginning of the Academic year. The TNA is based on the organizational requirement and the feedback received from various sources which includes meeting as well as FES. TED send forms soliciting nominations for various training programs.
c. After the nominations are received annual calendar is prepared and resource persons are identified and the process of finalizing them will be initiated and included in the calendar.

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d. Faculty members are organized for these training programs as per calendar. A feedback is taken after the completion of the training program to ascertain the quality of training and its impact and suggest areas of improvement.
e. Faculty member may ask for any specific course that will contribute to development of teaching pedagogy, methods and scholarly pursuits, He should make a formal request with all related details and submit toTED For approval and reimbursement. TED in charge will look on the request through the formal procedures in coordination with Deans and President for course benefits to HUC, approval and reimbursement as per the policy and budget.
f. Faculty members may be nominated to have some paid special course to enhance their skills and knowledge which in returns can be used to improve other students skill and learning process. Training refund policy will be applicable in case the faculty resigns within the certain period of time. The refundable remaining amount will be deducted from faculty member's final settlement

   Refund in case of resignation will be calculated as follows:

   1. 100 % refund, if resigned within two years from the date of the course
   2. 75 % refund, if resigned within two to four years from the date of the course
   3. 50 % refund, if resigned within Four to six years from the date of the course

g. Trained Faculty member also can deliver specialized training course to outside authorities / partners when required.

iii. Training and Professional Development of Academic Support Service Staff

HUC provides funds to Heads of Department once in two years for seminar, conferences and workshops where Heads of Department can learn new market trends and contribute productive outputs to HUC. The grants may cover expenses associated with travel and conference registration fees up to a specified maximum amount. The allocation of the fund mentioned in the below table will be based on the approval of the President.

HOD Training & Development Fund		
Description	**Duration**	**Amount (AED)**
Training & Development Fund	Once in 2 Years	42,000

At the same HUC recognizes the value of its staff as an important asset in it is operation, and it encourages staff to develop and consider job opportunities as part of their personal and career advancement and progress. TED will conduct different workshop and training programs to help Academic Support staff to develop professional skills and gain required knowledge to enhance individual and institution HUCcess. These opportunities range from professional development to supervisory training, software and computer systems courses and leadership development that can help staff reach their potential and goals. TED will take input from different source like performance evaluation, TNA, and changes of the technology and technical operation side to conduct and organize the proper training programs to keep all staff updated as per operation

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requirements like distance learning / e-Learning updates. TED will be responsible to offer/ provide a qualified and expert bodies to train staff as per the training procedures and budget.

HUC also provides funds for Staff Members to attend external training programs which will be based on the approval of the President.

E. Job Enrichment / Enlargement

Along with the responsibilities mentioned in job description, staff members are assigned additional responsibilities related to other functional areas. These additional responsibilities are assigned to accomplish the task more effectively and sometimes it is carried as a result of reengineering the Department and training the employee.

5.g Faculty Workload

Policy number	HUMR_POLICY_08
Policy name	Faculty Workload
Policy version	Version 10
Standards applicable	MOHESR CAA Standard 5: Faculty and Professional Staff
Policy owner	Talent Empowerment Department
Date of policy development	18 July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	25 August 2026
Approved by	President

A. Faculty Workload –UC - Academic Members:

UC - Academic Members							
Designation	Teaching Load/ week	Preparation time / week	Advising / Mentoring hrs. / week	Research & Scholarly activities hours / week	Administrative work hours / **office hours per** week	Community Services hours / week	Total work hours
President	NA	NA	NA	6 hours	29-33 hours	1 Hour	36-40 hours
Vice President-IRQA/Vice President-AO	6 hours	6 hours	6 hours	6 hours	11-15 hours	1 Hour	36-40 hours
Dean-School of Business	6 hours	6 hours	6 hours	6 hours	11-15 hours	1 Hour	36-40 hours
Dean-School of Computing	6 hours	6 hours	6 hours	6 hours	11-15 hours	1 Hour	36-40 hours
Registrar	6 hours	6 hours	6 hours	6 hours	11-15 hours	1 Hour	36-40 hours

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B. Faculty Workload -Full Time – Undergraduate Faculty (School of Business & School of Computing)

Full Time Faculty – Undergraduate Level – Fall and Spring Workload (School of Business & School of Computing)							
Designation	**Teaching Load/ week**	**Preparation time / week**	**Advising hrs. / week**	**Research & Scholarly activities hours / week**	**Administrative work hours / office hours per week**	**Community Services hours / week**	**Total work hours**
Professor/ Associate Professor/ Assistant Professor	12 hours	12 hours	2 hours	5 hours	4 Hours	1 Hour	36 hours
Lecturer	12 hours	12 hours	2 hours	5 hours	4 Hours	1 Hour	36 hours
Sr. Instructor	15 hours	15 hours	1 hour	-	4 hours	1 hour	36 hours
Instructor	15 hours	15 hours	1 hour	-	4 hours	1 hour	36 hours

Full Time Faculty – Undergraduate Level – Summer Workload (School of Business & School of Computing)								
Designation	**Teaching Load/ week**	**Preparation time / week**	**Independent Study**	**Advising hrs. / week**	**Research & Scholarly activities hours / week**	**Administrative work hours / office hours per week***	**Community Services hours / week**	**Total work hours**
All ranks opting to teach in Summer	6 hours (14 contact hours) **	6 hours	1 Hour	2 hours	9 hours	4 hours	-	36 hours
Not opted for Summer teaching	-	-	-	2 hours	15 hours	17 hours	2 hours	36 hours

**Administrative hours allocated as per the Faculty workload shown in the above table include the time required to perform duties related to academic quality assurance activities, committee memberships, curriculum development, supervision of internship / graduation project, faculty recruitment, marketing activities and delivering training workshops. The total number of office hours include advising hours and administrative hours.*

*** During the Summer Semester, each 3-credit hours course is delivered based on 7-contact hours*

C. Faculty Workload -Full Time with Administrative Position

Faculty members holding administrative responsibilities will be remunerated extra or given release hours. Faculty member will hold administrative position until informed officially by letter of withdrawal and applicable remuneration will also be withdrawn accordingly.

Full Time Faculty with Administrative Position							
Designation	**Teaching Load/ week**	**Preparation time / week**	**Advising / Mentoring hrs. / week**	**Research & Scholarly activities hours / week**	**Administrative work hours / office hours per week**	**Community Services hours / week**	**Total work hours**
Dean of Research and Innovation	9 hours	9 hours	NA	12 hours	5 hours	1 Hour	36 hours

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Program Chair-Undergraduate	9 hours	9 hours	6 hours	6 hours	5 hours	1 Hour	36 hours
Head of General Education	9 hours	9 hours	6 hours	6 hours	5 hours	1 Hour	36 hours
Faculty Members with Administrative position	9 hours (3 release hrs.)*	9 hours	2 hours	6 / 0 hours as per rank	8 hours	2 / 7 hour As per rank	36 hours

**Faculty members holding administrative responsibilities will be given release hours as per above table. A Faculty member remains holding administrative position until withdrawal of administrative duties and informed officially by letter. In such a situation, the administrative component of the remuneration will also be withdrawn with effect from the date of letter.*

Research work is done by the faculty members as per Research and Scholarly Activities Policies and Procedure Manual.

D. Teaching Load for Visiting (International) - Undergraduate Level (School of Business & School of Computing)

S. No	Particulars	Teaching Load/ week	Administrative work hours /Office hours week	Total work hours
1	Visiting Faculty (International)	Maximum 12 credits	1 hour for each 3 credit hours	Maximum 16 hours per week

E. Teaching Load for Adjunct Faculty - Undergraduate Level

S. No	Particulars	Teaching Load/ week	Administrative work hours /Office hours week	Total work hours
1	Adjunct Faculty-Part Time	Maximum 6 credits	1 hour for each 3 credit hours	Maximum 8 hours per week

F. Internship / Graduation Project

The Internship / Graduation Project , are integral parts of the program of study in the curriculum. The objective is to enable the students to apply theoretical concepts on real life situations to have an interface with the industry. The compilation of Internship or Graduation Project is supported with study of the research methodology.
HUC recognizes that guidance and supervision provided by faculty for , Internship or Graduation Project and other forms of teaching will be accounted for in faculty workload calculations. The calculation of workloads includes any classes that are split into sections, and takes into account the workload implications of classes taught in the morning, evenings and/or on weekends.
HUC policy establishes a faculty workload allocation for Internship or Graduation Project supervision that is included in calculation of workloads and states limits for student supervision and advising being part of the normal teaching load.

The workload for the faculty member supervising internship/ graduation project will be calculated as one credit for four students per semester,

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G. Additional Credit Hours

Faculty member may be allocated additional teaching credits apart from the normal teaching load as mentioned in the Faculty teaching load. HUC doesn't routinely or persistently assign teaching loads to faculty in excess of their load. Any overload is limited to a maximum of one course of three-credits after due approval from President.

5. h Professional requirements for teaching

Policy number	HUMR_POLICY_09
Policy name	Professional Requirements for Teaching
Policy version	Version 6
Standards applicable	MOHESR Standard 5: Faculty and Professional Staff
Policy owner	Talent Empowerment Department
Date of policy development	18 July 2019
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Approved by	President

HUC aims to bring together a team of highly dedicated Faculty Members who can contribute to the educational needs of the HUC and of society at large. In addition to fulfilling the general criteria, Faculty Members described in the following sections must meet specific requirements for each title to be appointed or promoted to that title.

Faculty Members is a term encompassing those who are involved in teaching / Education process (Some time with Administrative Responsibilities).

A. President

The President reports to the BOT and this position requires the individual to Chair UC and handle all responsibilities pertaining to academic as well as academic support services operations of HUC. To fulfill overall academic and related administrative responsibilities the President shall oversee and co-ordinate the academic and academic support services affairs so that stipulated academic standards are maintained and the performance of the administrative units are monitored. Motivate faculty & staff members to function efficiently & effectively. The President shall coordinate overall strategic planning development, implementation, review as per strategic direction and operations of the academic and academic support services departments, ensuring academic integrity are followed within the guidelines of all policy and procedures in alignment with HUC Strategic Plan, OBEF benchmarks, and Ajman Vision 2030 priorities. President is also responsible to make sure all procedure is followed as per accreditation standards and is responsible for maintaining and reviewing the accreditation status from time to time in accordance with state and federal regulations. The President provides leadership for faculty members, staff, and students in meeting the Mission of HUC. The role shall include responsibility for succession planning and leadership pipeline development in line with HUC Strategic Plan – People & Culture Pillar

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The President also oversees the functions of Institutional Research & Quality Assurance Office which is a vital unit to improve and maintain the institutional effectiveness by introducing best practices that help the institution to achieve desired quality standard in academics and academic support services.

An appointee to this position must hold a Doctorate in the discipline of his specialization or have the requisite professional experience. The appointee must have more than fifteen years of full-time teaching experience in a university or worked in HUC at the rank of Professor Level with a proven track records in academics & research work. The appointee should demonstrate exceptional leadership and consensus building skills in development, implementation, maintenance & advancement of the university. The President is appointed for a period of five years and depending on the performance evaluation, the appointment may be renewed for another term.

Note: *Refer Table I- UC Faculty Eligibility Criteria under "Guidelines for Search and Appointment".*

B. Vice President- Institutional Research & Quality Assurance

The VP-Institutional research and Quality Assurance (VP- IRQA) shall be responsible in the Strategic planning for academic and academic support services units of HUC. VP-IRQA shall provide direction and leadership for institutional growth and development with foresight in academic programs and strive to improve the quality of teaching, research and services provided to the stakeholders including faculty, staff, students, alumni and employers, including overseeing quality assurance mechanisms, OBEF-driven continuous improvement, and evidence-based institutional effectiveness measures. The VP-IRQA shall liaise with the various national and international regulatory and licensing agencies in higher education.

In collaboration with the VP-Academic Operations, VP- Academic Support Operations the VP-IRQA shall promote the growth and development of HUC by managing activities effectively through cost efficient use of its resources, within the resources, framework and policies of the institution. He shall assist the President in supervising the day-to-day operations.

An appointee to this position must hold a Doctorate in the discipline of his specialization or have the requisite professional experience.

The candidate must have at least seven years of full-time teaching experience. The candidate must demonstrate a significant track record and substantial contribution to the scholarship in his/her field demonstrated by evidence of at least three 3 publications in B category in last 4 years and must have effective teaching experience. Must have proven records of services rendered to academic institutions and society. Those who are appointed / selected for this position can go through a normal selection process or can be nominated internally

Note: *Refer Table I- UC Faculty Eligibility Criteria under "Guidelines for Search and Appointment".*

C. Vice President- Academic Operations

The VP- Academic Operations (VP- AO) shall be responsible for the institutional planning of academic operations. The VP-Academic Operations shall provide direction and leadership for institutional growth and development with foresight in academic programs and work towards improving the faculty, staff and Students satisfaction. The VP-Academic Operations shall liaise with the various national and international regulatory and licensing agencies in higher education, ensuring academic integrity in the HUC programs; overseeing faculty and staff selection, retention, promotion and evaluation processes; encouraging and supporting excellence in teaching, research/scholarly activity

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and service; promoting collegiality and collaborative relationships internally and externally and promoting alumni and donor relations.

In collaboration with the VP-IRQA, the VP-Academic Operations shall promote the growth and development of HUC by managing activities effectively through cost efficient use of its resources, within the resources, framework and policies of the institution. He shall assist the President in supervising the day-to-day operations.

An appointee to this position must hold a Doctorate in the discipline of his specialization or have the requisite professional experience.

The candidate must have at least seven years of full-time teaching experience. The candidate must demonstrate a significant track record and substantial contribution to the scholarship in his/her field demonstrated by evidence of at least three 3 publications in category B in last 4 years and must have effective teaching experience. Must have proven records of services rendered to academic institutions and society. Those who are appointed / selected for this position can go through a normal selection process or can be nominated internally

Note: *Refer Table I- UC Faculty Eligibility Criteria under "Guidelines for Search and Appointment".*

D. Dean- School of Business (Dean- SOB)

The **Dean of School of Business** is responsible for planning and executing the academic activities of the institution in collaboration with the President. He is also involved in providing guidelines to faculty and overseeing their performance meets the academic standards of the institution. The Dean of School of Business also coordinates with the academic support services to ensure smooth operations that provide conducive learning environment. The Dean of School of Business is responsible for preparing the academic plan for Programs to achieve the vision and mission of HUC. This exercise is carried out as per the strategic directions and the gaps identified after analyzing previous academic operations. Based on the academic planning, yearly, semester and Quarter operation plans for academics, learning resources and human resources are prepared which are further disseminated to respective departments for implementation. Dean of School of Business also coordinates with IRQA Department in maintaining academic standards as per MOHESR and coordinates in the accreditation process and development of new academic programs. Dean of School of Business explores the possibilities of developing HUC academic standards in line with the national / international academic standards.

An appointee to this position must hold a Doctorate in the discipline of his specialization or have the requisite professional experience. The appointee must have more than fifteen years of full-time teaching experience in a university or worked in HUC at the rank of Associate Professor and above level with a proven track records in academics & research work. The appointee should have administrative experience of overall academic planning & development of Business Programs. The Dean is appointed for a period of five years and depending on the performance evaluation, the appointment may be renewed for another term.

Note: *Refer Table I- UC Faculty Eligibility Criteria under "Guidelines for Search and Appointment".*

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E. Dean- School of Computing (Dean- SOC)

The **Dean of School of Computing** is responsible for planning and executing the academic activities of the School of Computing in collaboration with the President. He is also involved in providing guidelines to School of Computing faculty and oversees their performance meets the academic standards of the institution. Dean of School of Computing also coordinates with academic support services to ensure smooth operations that provide conducive learning environment. The Dean-SOC is responsible for preparing the academic plan for School of Computing programs to achieve the vision and mission of HUC. This exercise is carried out as per the strategic directions and the gaps identified after analyzing previous academic operations. Based on the academic planning, yearly, semester and quarter operation plan for academics, learning resources and human resources are prepared which are further disseminated to respective departments for implementation. Dean of School of Computing also coordinates with IRQA Department in maintaining academic standards for the school of Computing as per MOHESR and coordinates in the accreditation process and development of new School of Computing programs.

An appointee to this position must hold a Doctorate in the discipline of his specialization or have the requisite professional experience. The appointee must have more than fifteen years of full-time teaching experience in a university or worked in HUC at the rank of Associate Professor and above Level with proven track records in academic & research work. The appointee should have administrative experience of overall academic planning & development of Computing Programs. The Dean is appointed for a period of five years and depending on the performance evaluation, the appointment may be renewed for another term.

Note: *Refer Table I A- UC Faculty Eligibility Criteria under "Guidelines for Search and Appointment".*

F. Dean - Research & Innovation

Appointees to Dean Research & Innovation must hold a doctorate in IT or Business field with professional experience related to Dept. work as per the requirement. The Candidate will be allocated a teaching load as per the Organizational requirement.

The candidate must have at least 10 years of full-time teaching experience at the level of Assistant Professor or more in a university or worked in HUC at the rank of Assistant Professor for at least five years and must have a total teaching experience of ten years. The candidate must demonstrate a significant track record and substantial contribution to the scholarship in his/her field demonstrated by evidence of at least six referred publications and two reputed conference presentations with emphasis on interdisciplinary, applied, and community-impact research aligned with HUC's Strategic Research Agenda .and must have effective teaching experience. Must have proven records of services rendered to academic institutions and society.

Note: *Refer Table I- UC Faculty Eligibility Criteria under "Guidelines for Search and Appointment".*

G. Registrar:

The **Registrar** is appointed to ensure that quality education is provided to a diverse student body by ensuring all the operational goals are achieved by Administration and Student support departments and ensure necessary Academic support is provided to the Academics, to ensure student entry requirements are met and the sanctity and confidentiality of the records are maintained, strive to Increase students' satisfaction, lifting the advisory process to the next level and facilitate student's progression, to ensure student requests, grievances and appeals are timely addressed, to ensure

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student discipline is maintained and disciplinary issues are timely resolved and to act as a bridge between President, Deans and Administration.

An appointee to this position must hold a Doctorate in the discipline of his specialization or have the requisite professional experience. The appointee must have more than ten years of full time teaching experience in a University or worked in HUC at the rank of Associate Professor and above level with a proven track records in academics & research work. The appointee is responsible for operational management and administrative direction of student affairs functions. The Registrar is appointed for a period of five years and depending on the performance evaluation, the appointment may be renewed for another term.

Note: *Refer Table I- UC Faculty Eligibility Criteria under "Guidelines for Search and Appointment.*

H. Program Chairs (Undergraduate Program)

The **Program chair** is responsible for managing the administrative responsibilities to support Dean Office work. The rank of Program Chairs is usually attained by appointment or nominated within Schools for all the programs from Assistant Professor or equivalent after a positive evaluation of performance and promise during the review period. An appointee to this rank must hold a doctorate in the discipline of his specialization or have the requisite professional experience. Appointments and promotions will be guided by principles of equity, diversity, and inclusion as per HUC's Strategic HR Framework

The candidate must have at least five years of full time teaching experience. The candidate must demonstrate a significant track record and substantial contribution to the scholarship in his/her field demonstrated by evidence of at least three referred publication and two reputed conference presentations and must have effective teaching experience. Must have proven records of services rendered to academic institution and society. Those who are appointed / selected for this position can go through a normal selection process or can be nominated internally.

Note: *Refer Table II- B. Administrative Faculty Eligibility Criteria under "Guidelines for Search and Appointment*

I. Director of Academic Engagement and Impact

Director of Academic Engagement and Impact position is usually completed by appointing or promoting faculty within Department itself or equivalent after a positive evaluation of performance during the review period. An appointee to this position must hold a related degree doctorate / Master in required filed with a professional experience related to the academic engagement and impact as per the requirement of this role. The Candidate will be allocated a teaching load as per the requirement.

J. Head of General Education

Head of General Educations position is usually completed by appointing or promoting faculty within Department itself or equivalent after a positive evaluation of performance during the review period. An appointee to this position must hold a related degree doctorate / Master in required filed with a professional experience related to Dept. work as per the requirement. The Candidate will be allocated a teaching load as per the requirement.

Designation	Total number of Teaching and administrative/industry experience	Research Publication + Conference Presentation (Publications in SCOPUS indexed journals + Conference in last 4 yrs.)
Head of General Education	10	7+2

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K. Regular Academic Members

The following are the job specifications of full time Faculty positions at HUC. These positions are filled as and when the vacancies arise as per the standard Rank / Faculty ratio of HUC. However, it does not assure automatic Promotion / Rank change of an existing Faculty Member upon attainment of stated experience/ qualification criteria.

L. Professor

The rank of Professor is usually attained by appointment or promotion from Associate Professor or equivalent after a positive evaluation of performance and promise during the review period. An appointee of this rank must hold a Doctorate in the discipline of his specialization or have the requisite professional experience. The candidate must have at least fifteen years of full-time teaching experience in a university or worked in HUC at the rank of Associate Professor for at least five years and must have a total teaching experience of fifteen years. The candidate must demonstrate a significant track record and substantial contribution to the scholarship in his/her field, demonstrated by evidence of at least ten referred publications and three reputed conference presentations and must have effective teaching experience. The candidate must have proven records services rendered to Academic Institution and society.

Designation	**Total number of Teaching and administrative/industry experience**	**Research Publication + Conference Presentation (Publications in SCOPUS indexed journals + Conference in last 4 yrs.)**
Professor	**15**	**10+3**

M. Associate Professor

The rank of Associate Professor is usually attained by appointment or promotion from Assistant Professor or equivalent after a positive evaluation of performance and promise during the review period. An appointee of this rank must hold a doctorate in the discipline of his specialization or have the requisite professional experience.

The candidate must have at least five years of full-time teaching experience at the level of Assistant Professor in a University or worked in HUC at the rank of Assistant Professor for at least five years and must have a total teaching experience of ten years. The candidate must demonstrate a significant track record and substantial contribution to the scholarship in his/her field demonstrated by evidence of at least seven referred publications and two reputed conference presentations and must have effective teaching experience. Must have proven records of services rendered to academic institutions and society.

Designation	Total number of Teaching and administrative/industry experience	Research Publication + Conference Presentation (Publications in SCOPUS indexed journals + Conference in last 4 yrs.)

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Associate Professor	10	7+2

N. Assistant Professor

The rank of Assistant Professor is usually attained by appointment or promotion from Lecturer after a positive evaluation of performance and promise during the review period. An appointee of this rank must hold a doctorate in the discipline of his specialization or have the requisite professional experience. The candidate must have at least five years of full-time teaching experience at the level of Lecturer in a University or worked in HUC at the rank of Lecturer for at least three years and must have a total teaching experience of seven years. The candidate must demonstrate a significant track record and substantial contribution to the scholarship in his/her field demonstrated by evidence of at least four referred publications and two reputed conference presentations and must have effective teaching experience. The candidate must have proven records of services rendered to academic institutions and society.

Designation	Total number of Teaching and administrative/industry experience	Research Publication + Conference Presentation (Publications in SCOPUS indexed journals + Conference in last 4 yrs.)
Assistant Professor	7	4+2

O. Lecturer

An appointee to this title must have completed the Doctorate Degree in the discipline. The appointee must demonstrate promise of professional growth in his/her field and the potential to achieve excellence in teaching. The candidate with experience of at least five (5) years in teaching at higher education level shall be preferred.

Designation	Total number of Teaching and administrative/industry experience	Research Publication + Conference Presentation (Publications in SCOPUS indexed journals + Conference in last 4 yrs.)
Lecturer	5	1+1

P. Sr. Instructor

An appointee to this title must have completed the master's degree in the General Education discipline. The appointee must demonstrate promise of professional growth in his/her field and the potential to achieve excellence in teaching. The candidate with experience in teaching of at least three (03) years at higher education level shall be preferred.

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Designation	Total number of Teaching and administrative/industry experience	Research Publication + Conference Presentation (Publications in SCOPUS indexed journals + Conference in last 4 yrs.)
Sr. Instructor	3	2

Q. Instructor

An appointee to this title must have completed the Master's Degree in the discipline. The appointee must demonstrate promise of professional growth in his/her field and the potential to achieve excellence in teaching. The candidate with experience in teaching at higher education level shall be preferred.

Designation	Total number of Teaching and administrative/industry experience	Research Publication + Conference Presentation (Publications in SCOPUS indexed journals + Conference in last 4 yrs.)
Instructor	1	1

A Faculty Member with higher qualification and better credentials can be appointed at a lower rank if a vacancy exists in the lower rank only and similarly a person not matching the specified criteria may be considered for appointment on ad-hoc basis for higher rank under exigent circumstances. The decision to bypass the predetermined standards temporarily for certain appointments or promotions rests with the President during non-availability of suitable Faculty.

A. Positions supporting Academics

i. Lab Assistants

This position is attained by selection. The rank on this level must hold a Diploma in Computer Science, Information Technology, Engineering or other relevant with at least 3 years of relevant experience or a Bachelor with 2 years of relevant experience is required. Current industry certifications such as Microsoft, Cisco, Security/Networking, Server, and/or Hardware certifications may be preferred.

A staff member with higher qualifications and better credentials can be appointed at a lower rank if a vacancy exists in the lower rank only and similarly a person not matching the specified criteria may be considered for appointment on ad-hoc basis for higher rank under exigent circumstances. The decision to bypass the predetermined standards temporarily for certain appointments or promotions rests with President during non-availability of suitable staff.

ii. Research Assistant

An appointee to this title must have completed the master's degree in any related business file or equivalent. The appointee must demonstrate promise of professional growth in his/her field and the potential to achieve excellence in research by conducting and contributing to the dept. work as per the requirement. The candidate with experience in research methods of at least three (3) years and he will not have any teaching responsibility.

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R. Non-Regular Academic Members

i. Visiting faculty (international)

A person who has experience of working with accredited University may be appointed as visiting faculty on an annual contract. The qualifications and requirements shall be commensurate with similar appointments to Full-Time Faculty ranks.

Faculty recruited under this contract is treated as a full-time faculty. The Visiting Faculty in this category, if he wishes, will be provided visa, subsidized accommodation, and transportation. Visiting Faculty members will have a full teaching load and should complete all tasks (Academic administrative work / invigilation duties / Academic Advising / Services to Community & HUC) allocate to them during a particular semester. Visiting Faculty is required to participate in research works like the full-time faculty members and contribute services to HUC & community during the Academic Year.

A person who is on sabbatical break from full-time teaching for more than one year will be considered and hired as a full-time faculty only.

The university actively supports a program of faculty exchanges between domestic and foreign universities. The benefits to the University from this program are manifold and include (1) wider experience for our faculty members teaching in new and different environments; (2) broader exposure for our students from visiting faculty members; (3) expanding reputation of the University in the quality of its students and faculty; and (4) increased opportunities for faculty to meet and work with colleagues in different institutions. The costs to the universities involved are minimal and, certainly in the case of domestic exchanges, nil, since each institution will continue to provide salaries and fringe benefits for its own faculty members. This arrangement, furthermore, will greatly facilitate exchanges and provide for minimal interruption to individual careers, earnings, and accrued benefits, such as time toward sabbatical leaves, pensions, etc.

Faculty exchanges are not limited to exchanges with other universities and colleges but may be arranged with industrial firms, government agencies, businesses, and such, where both parties involved may benefit from the exchange.

Guidelines:

1. Appointments of faculty being exchanged must be approved by departments and colleges of the institutions concerned. Each institution involved in the exchange shall continue to pay the salary and fringe benefits of its own faculty member, who will simply be considered on assignment elsewhere. Faculty exchanges shall normally be of the same or equivalent rank, with clear advantages in the exchange to both institutions. Faculty members should retain academic rank during the period of the exchange and may be designated as "Visiting Professor, Associate Professor," and such, at the host institution. Work assignments will be determined by the host institution and agreed to by all parties in advance of the exchanges.

2. Upon final approval of the exchange by the discipline leader, the Dean of the school, and the President, a contract shall be initiated by the Talent Empowerment Department at least six weeks before the visiting faculty member's expected arrival or commencement of activities on the campus. This contract is necessary so that the visitor and the University will be covered by the University's liability insurance during the visitor's residence. The contract shall indicate the visitor's rank, beginning and ending dates of residence at the University, and department or other unit in which the visitor is engaged in teaching or research.

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HUC will provide the following,

a. *The Visa, to and from economy class air tickets.*
b. *A Single occupancy hostel accommodation in campus with basic amenities.*
c. *The Honorarium as per policy and procedure for teaching*
d. *The university academic and grading requirements as per policy and procedure.*

Note:

- *Please refer to the Recruitment Policy and Procedure for hiring international visiting faculty members.*
- *Please refer to RIC Policy and Procedure for the research work requirement of full-time faculty.*

ii. Adjunct Faculty

An Adjunct Faculty is appointed on hourly basis. Adjunct Faculty Members will be remunerated as per lecture or session conducted and can be engaged for up to a maximum of 6 credits per semester for Undergraduate Level (School of Business & School of Computing). Adjunct Faculty are required to give at least an hour of administrative duties (for every 3 credits / course allocated) for counseling and other student requirements. Appointments will also emphasize contribution to HUC's industry partnerships, community engagement, and lifelong learning initiatives.

Policy Outline: *Visiting and Adjunct Faculty Members' required qualifications for teaching any course are identical to a full time faculty as mentioned above. They are encouraged to contribute to conduct research as well as services to community and HUC. However, their evaluation shall be based only on teaching effectiveness component of the FES.*

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5. i Faculty/Staff Evaluation

Policy number	**HUMR_POLICY_10**
Policy name	Faculty/Staff Evaluation
Policy version	Version 6
Standards applicable	MOHESR CAA Standard 5: Faculty and Professional Staff
Policy owner	Human Resource Department
Date of policy development	18 July 2019
Review date	30th October 2025
Date of recent modification	30th October 2025
Next review date	3 July 2026
Approved by	President

I. Evaluation of Faculty Members

A. Introduction

Faculty Evaluation System is the mechanism that evaluates the overall performance of faculty members at HUC. The purpose of this document is to establish framework to measure the annual performance of faculty members including the goals. The document serves as a guideline for evaluating the performance of faculty members through a systematic method of collection, collation, analysis of data and interpretation for planning training and development programs and taking decisions on retention of faculty members.

B. Goals

i. To assess the performance of faculty members including the achievement of goals on annual basis and motivate them.
ii. To measure the contribution of faculty members in achieving the vision of HUC
iii. To plan for training & development in enhancing the capacities of faculty members in delivering quality inputs to academic and services
iv. To recommend for renewal of term contract, merit pay/increments, promotions, retention and separation

C. FES Framework

The FES framework is a tool to measure the performance of the faculty in a holistic manner encompassing the Teaching Effectiveness, Research, Community Services, administrative and individual goals.

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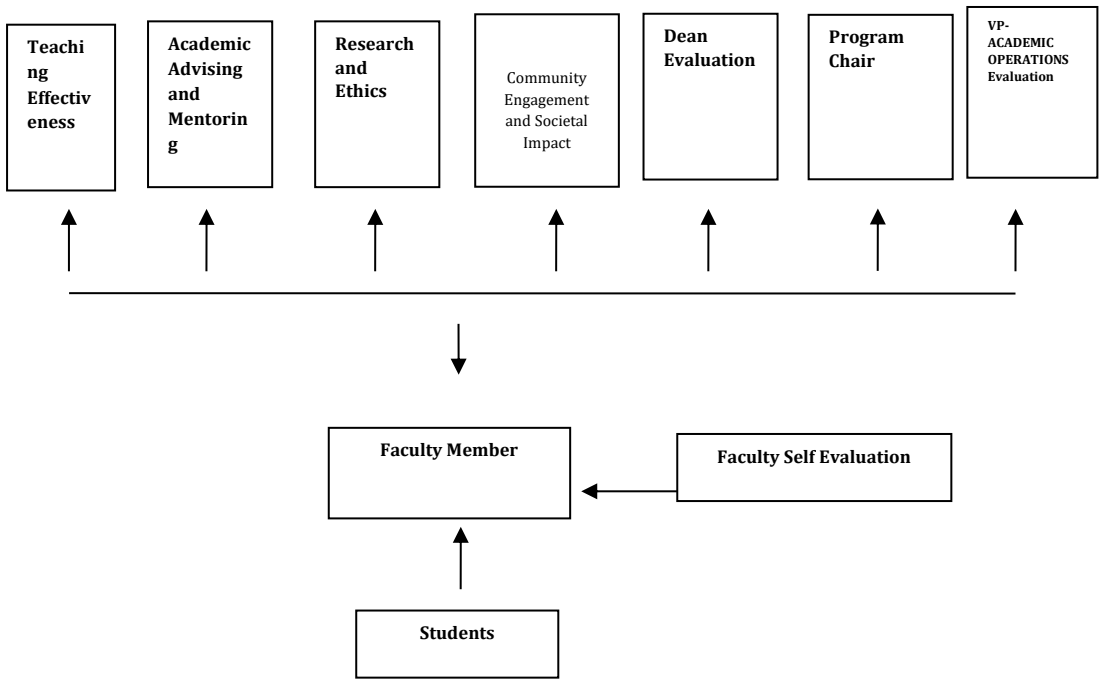
i. FES framework



D. Process Flow

i. Steps of evaluation

The FES committee comprises of Vice President- Academic Support Operation (VP-ASO), Vice President - Academic Operations (VP-AO),Dean School of Business, Dean School of Computing Head of General Education (HOGE) which has the final authority pertaining to annual faculty performance appraisal. The process of evaluation is given below:

a. Faculty members submit their institutional goal setting before the start of the academic year to Talent Empowerment Department and the same will be approved by Vice President - Institutional -Research & Quality Assurance(VP-IRQA), Vice President-Academic Support Operation (VP-ASO), Respective Deans/HOGE and TED Department forwards the approved goals to Faculty Members, Committee Chairs, TED and IRQA Department
b. Faculty members submits the Course file every semester to IRQA Department after getting approval from respective schools
c. Faculty members submits the details related to faculty portfolio (goal setting, research and community services activities) online during the academic year as per the FES Components (Refer FES Table-1) requirement
d. The FES Sub-Committee evaluates documents at the end of the spring semester and feed the rating in the online FES system.
e. IRQA Department forwards compiled reports to FES committee for review.

ii. Document to be submitted in the Faculty Portfolio for FES evaluation

a. Course files for the academic year
b. Evidences of Scholarly activities
c. Evidences of Community Services activities
d. Evidences of Achievement of institutional Goals set at the beginning of the academic year

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E. Components of the FES System

Table-1 : Evaluation component

Evaluation Components	Weights
FES component	80%
Institutional Goal Setting Component (refer goals setting manual for details)	20%
Overall rating	100%

The FES has 8 components in the process of evaluating the performance of a faculty member stated below:

Table-2 - Faculty Evaluation System

SNo.	Evaluation Component	Weight (%)
a	Teaching	35
	i. Teaching Effectiveness – Course file review and Peer review	25
	ii. Students Feedback – Course feedback (Academic Faculty feedback)	10
b	Academic Advising	
	i. Academic Advising Committee	5.0
	ii. Students Feedback – Advising feedback	2.5
c	Research	30
d	Community Services	5
e	Services to University	2.5
f	Academic Support Services (VP-ASO)	2.5
g	Dean (School of Business/ School of Computing) Evaluation	5
h	Program Chair(School of Business/School of Computing) Evaluation	7.5
I	Faculty Self Evaluation	5
	Overall	100

Each of the FES sub components are further explained in the following pages.

A. Teaching Effectiveness

i. Introduction

Evaluation of Teaching Effectiveness (TE) is primarily based on the evaluation of course files. This will help in measuring the innovative and creative teaching methodologies used in delivering the course in an effective manner and improve learnability by addressing the gaps identified in the process of evaluation. Responsibility of conducting The Teaching Effectiveness evaluation component is given in the table 4 below

Table-4 - Teaching Effectiveness

S. No	Description	Weight (%)
i	Teaching Effectiveness Evaluation (course file and Peer review)	25
ii	Student Feedback	10
	Total Weight	35

i.TE Committee Evaluation

Course file Evaluation

Course file evaluation component is given in Table-5 (Refer **Annexure-A-Course File Evaluation form for details**) .

Table 5 - Course file Evaluation

Description	Components	Committee Evaluation Weight (Teaching Focus)	Percentage
Course file Evaluation	1. Course file components as per Annex 16 MOHESR CAA Standards 2. Curriculum design 3. Innovation and Creativity	25	*100%*
Total		25	100%

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Course file evaluation is reflection of how the course has progressed throughout the study period and is a good measure of the pedagogy, student engagement, achievement of learning outcome and the level of academic rigor that the student has undergone during the semester. Evaluation helps in determining the achievement of learning outcomes and the issues encountered during the course so that appropriate decision can be taken to improve and evolve the conduct of the course. The course file is evaluated by VP-IRQA Dean SOB, Dean SOC and Head of General Education (HOGE) as per **Annexure A1 – Course file Evaluation form**

a. Curriculum Design

Course Delivery Package is the instrument to measure the curriculum design component of FES whereby the faculty members are required to enrich the course conduct by adding updated reading materials, online resources, journals, articles, news items and contemporary best business practices. The organization of course syllabus also indicates balanced scheduling of curriculum through proper distribution of chapters and selection of appropriate assessment tools used in the measuring the learning outcomes.

The evidence of carrying out all the activities listed in the Course syllabus will be evaluated through course file submission.

b. Innovation and Creativity

This component is used in measuring any innovative approach used to conduct the course so as to increase the learnability and student engagement. The focus of evaluation under this component will be to address a bottleneck or gap in student learning. Some Examples of creative and innovative teaching approaches are given below for reference and the faculty member is encouraged to device any approach that may achieve the goal of learnability.

1. Activity based learning
2. Research based learning
3. Learning Outcome based field visits
4. Learning Outcomes based Guest lectures
5. Student seminars
6. Learning Management System Contents

The evidence of innovation and creativity and student engagement is evaluated through course file submission.

1. Document to be submitted by faculty members in the course file for evaluation
    1. Faculty members need to submit course file for each courses taught during each semester in both hard and soft copy format as per the Annex 16 of Ministry of Higher Education and Scientific Research standards (Separate file for Weekday and Weekend mode if the same course taught during weekday and weekend mode)
    2. Soft copies of PowerPoint slides or any other course materials
    3. Evidence of New material developed
    4. Evidence on Innovative and creative teaching methodology
    5. Additional Readings- Electronic resources, virtual library resources
    6. All assessments carried out including marking guidelines and rubrics

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7. Students Answer scripts across the range showing the evidence of achievement of learning outcomes

ii.Peer Review

Peer review is an important part of the evaluation of teaching effectiveness and faculty performance. These include the faculty's knowledge of the field, how up-to-date the course materials are, the appropriate level of rigor, and contributions to course and curriculum development. Aspects such as outlines and procedures for course management and a contextualized sense of the interactions between faculty and students are also sought-after outcomes of this process. Senior and experienced faculty members who are familiar with the subject matter and context of a course can offer colleagues important perspectives to inform efforts to improve teaching, from discussions of course materials to debrief of classroom observations. Peer review evaluation is carried out by TEC member, Discipline/Subject expert, Dean, IRQA, and external member (if required). VP-IRQA and Dean will review the report prepared by the TEC committee. **Refer Annexure A2 - Peer Review form**

iii.Student Feedback

Student Faculty evaluation matrix is given in Table-6.

Student assess the faculty members delivery and class management through the following questions.

a) Faculty properly orients the criteria for assessments
b) Faculty language is clear and understandable
c) Faculty makes the course interesting
d) Faculty explains the concepts with the help of practical examples and answers questions satisfactorily
e) Faculty encourages the use of additional reading materials that are helpful in the learning process
f) Faculty is available for any additional academic assistance (Faculty is helpful - CHEDS)
g) Faculty maintains class discipline
h) I am satisfied with Teaching methods (CHEDS)
i) Faculty encourages use of library resources
j) Faculty integrates Information Technology in course delivery

Student Faculty Evaluation - Course feedback(Refer Annexure C FES-Academic Faculty Feedback form for details)

B. Academic Advising

i. Introduction:

Academic advising component evaluates the advisory level played by the faculty member in providing guidance on academic, career and overall personality development of the student. Further the component evaluates the role of advisors in enabling the student to adapt to HUC environment, continuous monitoring of student's academic progression assigned to the advisor. This component is assessed by items in table 7 of the FES and evaluated by the academic advising committee (Refer Annexure D- Academic Advising/Mentoring Committee Evaluation) and Student (Annexure E - Student Academic Advising Survey)

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Table-7- Advising			
S.No	**Description**	**Committee**	**Students**
B	Academic Advising	5	2.5

ii. Evaluation Guidelines

The faculty members are required to submit report on the following areas of advising: Academic Counseling, progression counseling, GPA requirement for graduation, SAP cases, attendance, Career Counseling, PSDP, soft skills developments, orientation on HUC policies and procedures, Orientation of Functional Departments, Response to SSD request, timely feedback, relevancy of the feedback and any other matter relevant for academic advising. Responding timely to the correspondence from the Chair, utilization of Academic Advising System will also be considered during evaluation

Table 9 - Academic Advising Committee Evaluation

(Refer Annexure D-Academic Advising Committee Evaluation form)

Description	Weight Teaching Focus	Percentage
Have the advisors followed the calendar and checklist	0.5	***10%***
Major areas of orientation covered by the advisors as per the policy	0.75	***15%***
Timely feedback (Prompt response to requests from Admin, and Academic Advising Committee Chair)	0.5	***10%***
Utilization of the advising system (using online feedback and reporting system)	1	***20%***
Relevancy of Reports towards progression of advisees/mentees	1.5	***30%***
Overall effectiveness of the advising	0.75	***15%***
Total	5.0	100%

Table 10 - Academic Advising Student Evaluation

(Refer Annexure-E/F- Academic Advising Student Evaluation form)

S.NO.	STATEMENTS	Weight	Percentage
1	Advisor is effective in orientating on policies and procedures	0.625	25%
2	The advisor available for guidance according to advisory schedule	0.625	25%

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3	Advisor follows the advising Calendar	0.625	25%
4	Advisor responded Satisfactorily though portal/in person	0.625	25%

C. FES – Research

i. Introduction

Scholarly activities are an integral part of academic functions in an institution of higher education. Horizon University College encourages faculty members to actively participate in academic and practical research forums. Faculty members are encouraged to publish in Scopus indexed and peer reviewed journals, presentation in international conferences, participate in seminars and carry out projects, collaborative work with industry.

The research papers must be published in refereed journals and all the conference presentations preferably be from reputable Academies or Associations (Sample of Recommended Scopus Indexed Journals and Refereed Conferences are mentioned in the Faculty Evaluation Criteria in the Research Policy Document).

Faculty members are encouraged to conduct good research in their own areas of broad specialization. Generally, Business Education provides a solution to corporations and contributes the practical aspects for students' learning, in this connection, Research committee will also maintain a research culture in order to explore relevant research areas and identify funding opportunities for Faculty and Students. This component is evaluated by Research & Innovation Council **(Refer Annexure-G- FES-Research Committee Evaluation Form)** as per items in table 11 of the FES.

ii. Publications, Patents, Conferences, and Other Research Output/Participation (Academic/ Industry)

a. Granting of Research Points

Based on the Faculty's Research and Scholarly Contribution, the Research Points are granted, and the details of the same are presented in Table 5.6 below

Table 5.6: Publication Evaluation Criteria/Details of Research Points (RP)

Category	Research and Scholarly Contribution	Research Points	Max. units considered
1	SCOPUS Q1/A* / WOS Impact factor of journals (3-100) where research is published	10	No limit
2	SCOPUS Q2/A / WOS Impact factor of journals (2-2.9) where research is published	8	No limit
3	SCOPUS Q3/B / WOS Impact factor of journals (1-1.9) where research is published	5	No limit
4	SCOPUS Q4/C / WOS Impact factor of journals (0.1-0.9) where research is published	4	No limit
5	Patent / Utility model awarded (recognized by the MOHESR, UAE)	10	No limit

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6	Working Model/Prototype of Product developed- get International award	15	No limit
7	Working Model/Prototype of Product developed- get National award	12	No limit
8	Working Model/Prototype of Product developed- leads startup	20	No limit
9	Successful Completion of Consultancy or funded Research Project (excluding publications etc.,) with funding of less than or equal to AED 50,000	15	No limit
10	Successful Completion of Consultancy or funded Research Project (excluding publications etc.,) with funding of more than AED 50,000	20	No limit
11	Full Book	10	2
12	Edited Book	8	2
13	Citations (only SCOPUS indexed journals for previous calendar years). Every 25 citations will be considered as one Unit	1	4
14	Peer-reviewed National/International Journals (Non-Indexed)	1	4
15	Journal publication with a co-author from one of the QS/ THE/ Shanghai top 200 universities (points to be added to each HUC author in addition to the Total Research Points as stated in categories 1-4 only).	2	No limit
16	Cases published with any of the following reputed international case houses: HBS, Ivey, Babson, Dartmouth.	10	No limit
17	Cases published with other reputed international case houses associated with the QS/ THE/ Shanghai top 200 universities.	8	No limit
18	Book Chapters.	6	1
19	Paper presented in national/International Conferences by reputed universities, associations, etc. (Proceedings are SCOPUS/IEEE indexed.	2	2
20	Paper presented in national/International Conferences by reputed universities, associations, etc.	1	2

21	Editorial work (Editor-in-chief, Associate editor, Paper editor, Keynote Speaker, Conference chair… etc.)	2	4
22	Reviewed research paper for SCOPUS /SCI/IEEE journals, preferred by WOS database	.5 points for each paper reviewed	4
23	Publication of Knowledge Update article on the HUC website	2	4
24	Supervising/ Evaluation of Ph.D./DBA per candidate	2	4
25	Participation in a funded joint research project with other universities.	10	1

Note: An additional **2 RP** will be added in each Research and Scholarly Output, in case it has a collaboration/co-authored with at least one HUC student.

D. Sharing of research points (RP)

Research papers co-authored with faculty members not affiliated with HUC will get full RP, whereas co-authored with HUC faculty member(s) will get RP in equal proportion. For example, 3 authors from HUC, will get one-third of equivalent RP, as per the Category defined in Table 5.6 above.

E. Academic Rank Based Minimum Research Points (RP) to be achieved during The Academic Year (1st September till 31st August)

The Total Research Points achieved by individual faculty either individually or through point sharing will be aggregated into Total Research Points Earned (TRPE), and every faculty member in HUC has to meet the following minimum criterion:

Table 5.7: Details of Minimum Research Point (RP)

Position	Total Research Points Earned (TRPE)	Minimum Research Points
Instructor	8	A minimum of a total of 8 RP from all categories.
Senior Instructor	12	A minimum of a total of 12 RP from all categories.
Lecturer	24	A minimum of a total of 16 RP from categories 1-12 is mentioned in the evaluation criteria
Assistant Professor	32	A minimum of a total of 20 RP from categories 1-12 is mentioned in the evaluation criteria.
Associate Professor	36	A minimum of a total of 24 RP from categories 1-12 is mentioned in the evaluation criteria.

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Professor	42	A minimum of a total of 30 RP from categories 1-12 is mentioned in the evaluation criteria.

XII. Evaluation of faculty's research contribution

The percentage achieved by any faculty member will be the average percentage score of Total Research Points Earned (TRPE) and percentage score of the condition. The average score will be calculated by dividing the faculty score by the minimum required score.

$$\text{Formula} = \frac{\left[\frac{[A]}{[C]} + \frac{[B]}{[D]}\right]}{2}$$

[A]. Total points earned from 1-10 category
[B]. Total points earned (including all the categories)
[C]. Minimum number points required in category 1-10 (as per table 5.6) according to the rank (as per table 5.7 above)
[D]. Total Research points required for the rank (as per table 5.7 above)

Example

Professor who score 105 total research points which includes 25 from category 1-10, then the average score will be
[A] = 25 (Points earned in Category 1-10)
[B] = 105 (Total research points earned)
[C] = 30 (Minimum points required from the table 5.7 for Professor)
[D] = 42 (Total Research Points required (TRPE) – Benchmark

Average score = (25/30+105/42)/2 = 166%

D. FES – Services to community

i. Introduction

Services to Community are defined as contribution by the faculty members towards the society with respect to themes decided by HUC and if the faulty member wants to pursue their areas of interest & expertise must take approval from Community Services committee. It provides an opportunity to the institution and its members to engage in achieving their responsibility towards the society.

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Table-12 Community Services		
S. No	**Description**	**Teaching Focus**
1	Contribution to HUC's Social Activities (100%) Only initiator 60% Only Contributor 30% Only Participant 10%	5
	Total Weight	

This component is evaluated by Services Committee (Refer Annexure-H- FES-Services to Community Committee Evaluation Form) as per items in table 12 of the FES.

ii. Contribution to HUC's Social Activities

Explanation of the Component:

Social activities are defined as those activities which directly benefit the society at large. These activities based on HUC theme of Community services (not limited to) are broadly classified as participating in awareness campaigns on health, environment, conservation and recycling of resources, adult education, and conducting / organizing charity programs during natural calamities, drugs, traffic or any other issues which arise from time to time pertaining to the society. If the faculty member wants to pursue their areas of interest & expertise, the faculty member must take approval from Services committee. Faculty members can also actively associate with international, national community service agencies and submit a report.

E. Services to University

i. Introduction

Faculty members are encouraged to contribute to Horizon University College through contributing to various committees, conduct faculty and staff development programs, conduct workshop for school students and contribute to HUC's branding and marketing activities

Table -13 Services to University		
Table	**Description**	**Weight (%)**
1	Contribute to various committees, conduct faculty and staff development programs, conduct workshop for school students and contribute to HUC's branding and marketing activities	2.5%
	Total Weight	**2.5%**

Deans and HOGE will evaluate services to university components

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F. Academic Support Services Evaluation

i. Introduction

Faculty members in addition to their teaching activities are required to manage administrative activities, self-management & development of various academic resources for the smooth conduct of the academic operations as per the relevant policy and procedures.

Table -14 Academic Support Services		
Table	**Description**	**Weight (%)**
1	Following Policy & Procedure (TED)	2.5%
2	Administrative and Examination Deadlines (Admin & Examination Controller)	
3	Developing Library Services (Library)	
4	Developing IT services (IT)	
	Total Weight	**2.5%**

VP-ASO will evaluate faculty members on the above parameters based on the inputs received from TED-Incharge, Deputy Director of Administration and Examination, Head of Library and Head of Computing.

G. Program Chair (School of Business/School of Computing) Evaluation

Program Chair is responsible for monitoring academic operations and ensuring its smooth conduct. The evaluation component is given in table 19 (Annexure O – Program Chair – FES - School o Business / School of Computing Evaluation). Program Chair of respective schools will evaluate faculty members based the following criteria.

Table 15 –Program Chair (SOB and SOC)		
S. No	**Description**	**Weight (%)**
1	Adherence to class schedule and assessment schedules	3
2	Overall Academic Delivery	4.5
	Total	7.5

Note: If Program Chair Position is not available for any school then rating will be prorated with Dean's Rating.

H. Dean (Dean – School Of Business/ Dean – School of Computing) Evaluation

The evaluation component is given in below (Annexure N - FES - Dean – School of Business / Dean – School of Computing Evaluation). Head of General Education will also evaluate General Education Faculty members along with the respective Deans and average rating will be considered for General Education Faculty members under this component.

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Table 16 – Dean (Dean SOB and Dean SOC)		
S. No	**Description**	**Teaching Focus (%)**
1	Contribution to National Accreditation activities (MOE Program Initial accreditation/Reaccreditation)	3
2	Contribution to International Accreditation (AACSB/ABET etc.)	
3	Contribution to Co-Curricular activities (Student Seminar, Knowledge update, Newsline, IE committees)	
4	Contribution to Conferences and workshop	
5	Overall Academic Performance	2
	Total	5

I. Self-evaluation by faculty members

i. Introduction

The faculty member will award the value under this component based on his/her self-assessment in regard to performance as per the job description including Teaching, Research and Services. The evaluation component is given in table 19 (**Refer Annexure B - FES-Faculty Self Evaluation Form)**

Table 17. Self-Evaluation		
S.No	**Description**	**Faculty Self Evaluation (%)**
1	Self-Evaluation **a)** Teaching **b)** Research **c)** Services	**5**
	Total Weight	

J. Goal Setting Evaluation

VP-IRQA VP-AO, and respective Deans/HOGE Evaluation is based on the achievement of institutional goals set by the faculty member at the beginning of the academic year approved by Goal Setting Review committee. The faculty members have one full year to achieve their institutional goals and Evaluation will take into account evidences provided towards achievement of the goals by the faculty member. Refer goal setting manual for further details.

II. Part Time (Adjunct) Faculty Evaluation

In case of part time (visiting and adjunct) faculty the process of renewal of contract is initiated two months before the starting of next semester. Based on FES performance evaluation for the existing contract period, the FES Committee recommends to the respective Dean's (School of Business/ School of Computing) either to renew or reject the renewal of the Faculty member's contract based on the

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Faculty standing as per the FES criteria of rating scale mentioned above. If the Faculty members fall "Below Expectation" the Faculty member's contract is not renewed for forthcoming semesters.

Evaluation of visiting and adjunct faculty members is conducted on semester basis evaluating faculty members knowledge of subject matter, teaching and student learning, grading and assessments. Sources of evaluation for Visiting & adjunct faculty members are students formal feedback, course file evaluation, Dean/Program Chair's/Head General Education/Discipline Leader's evaluation based on classroom observation. The details of evaluation are given in the below table:

Table 18: Part Time Faculty Evaluation

Component	Sub Components	Weight	Evaluators
Academic Quality Assurance (AQA)	Teaching Effectiveness Delivery Curriculum design & Class Management	**70**	Students, VP-IRQA, Dean/Program Chair/Head General Education/Discipline Leader
Academic Support Services Evaluation (ASE)	Following Policy & Procedure – TED Administrative and Examination Deadlines – Admin Meeting Deadlines As Per Institutional Calendars – IRQA Developing Library Services Developing IT services	**30**	Deputy Director Administration and Examination, IRQA, Head of Library, Head of Computing

III. Evaluation During Probation Period for Newly Joined Full Time Faculty Member

HUC ensures that its selection process identifies and recruits the candidates who best fits into the position. To assess the suitability of the new appointee to the working environment of organization the employee is placed on probation for a period of six months. The purpose of probation is to thoroughly assess the abilities, ethics, work culture and the compatibility of the probationer with the working environment of HUC.

Procedure for Evaluation of Probation for newly recruited Faculty Member:

Step- 1: Faculty member joins HUC

Step-2: Interim review is conducted to assess the performance of the staff member through Observation by Head of Department and informal feedback from various Departments

Step-3: If the performance is found satisfactory then the normal probation is continued till 6 months else the staff member is placed under remediation process to improve their performance

Step-4: At the end of the probation period (6 months) final evaluation is carried out through the following reviews

i. Final student's academic faculty feedback
ii. Review of Teaching Effectiveness Committee (Peer Review/ Course Material Development / Assessment Tools / Creativity etc.)
iii. Review of Research and Ethics Committee in terms of Research Plan.
iv. Review of Community Engagement and Social Impact Committee in terms of Services plan for coming Academic year.

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v. Review by Program Chairs, Dean (School of Business and School of Computing) and -TED.

Step-5: TED forwards the final review report with either of the following recommendations for President review and approval

i. Confirmation
ii. Conditional probation with remediation process till end of the year
iii. Rejection

Step-6: Based on the approval from President, TED calls a meeting for the President, Program Chairs, Dean (School of Business and School of Computing), and probationer and issues the letter of confirmation/ conditional probation with remediation process/ rejection to the candidate and gives a fair chance to both the parties for clarification of issues involved, if any.

Note: The candidates who are under condition probation with remediation process will be evaluated under annual Faculty evaluation and decision will be taken on continuation/separation based on the outcome of the annual faculty evaluation.

IV. Evaluation of Academic Support Staff

A. Introduction

HUC is committed for systematic evaluation of Academic Support Services Staff annually to acknowledge, encourage the exceptional operational performance and identify professional development opportunities in an academic year. Staff evaluation is done through "Staff Evaluation System" (SES).

B. Goals

The formal performance evaluation system is designed to:

i. Acknowledge the exceptional performance in operations
ii. Provide a formal means of constructive, open and honest communication with supervisor
iii. Enhance employee development through performance feedback and identification of future professional development activities
iv. Measure and document job performance as a basis for making promotion, compensation and other personnel management decisions
v. Improve employee's job satisfaction and morale

C. Process Flow

Step 1

SES Committee consists of Vice President - Academic Support Operation (VP-ASO) and TED-Incharge as permanent members for every year evaluation

Step 2

VP-ASO orients staff members on goal setting, objectives and guidelines for the evaluation at the start of the academic year

Step 3

Heads of Departments finalize their institutional goal as specified in the goal setting manual guidelines and submit it to TED Department at the start of the academic year. VP-ASO reviews and approves the goals setting for the academic year.

Step 4

Formal evaluation process is initiated with TED sending emails to all staff members to indicating the start of the online evaluation process.

Step 5

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After the end of the spring semester, the HOD and Staff members award the grades under the self-evaluation component and HODs present the status of achievement of goal set at the beginning of the academic year VP-ASO with evidence of achievement.

Step 6
VP-ASO evaluates the achievement status of goal set at the beginning of the academic year by the HOD based on the evidence provided .

Step 7
The staff members logs on to the portal and complete their allotted evaluation components.

Step 8
IRQA Department compiles the online evaluation report and submits the results to the SES Committee.

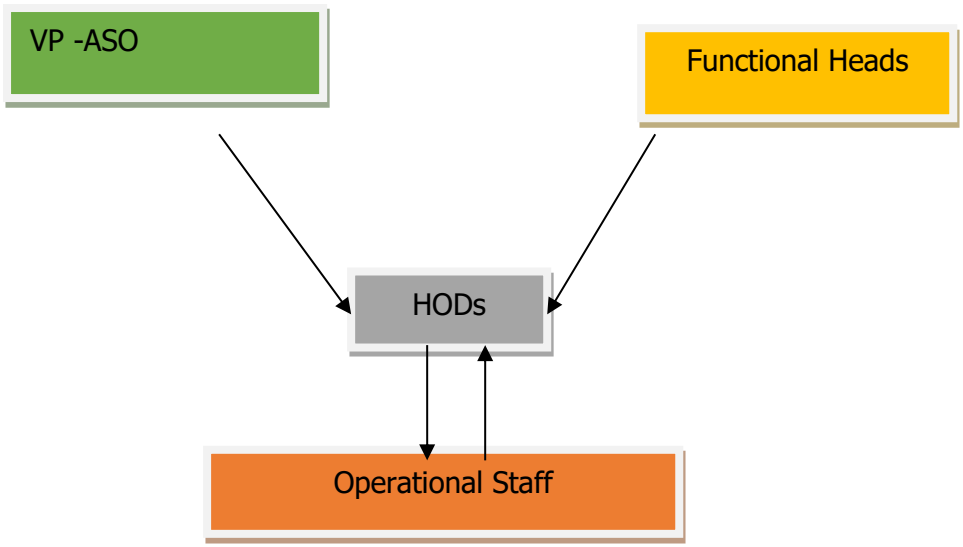
Step 9
SES committee discusses outcomes of the evaluation with staff members and suggestions for improving the weak areas.

Step 10
Staff Evaluation Committee forwards its recommendation to the President for his approval.

D. Dissemination of data and decision making

The SES committee reviews the evaluation report and discusses the feedback and appraises individual staff members for necessary actions. SES evaluation report also helps in identifying staff development programs & planning staff recruitment.

SES Framework



E. Components of the SES System

i. Head of Department

The evaluation component and its corresponding weights are given below:

Table 1 – HOD Evaluation component

Evaluation Components	Weights
a. SES component	80%
b. Institutional Goal Setting Component	20%
Overall rating	100%

a. SES Component

Table 2 – HOD SES component

S. No	Component	Weights
1	Functional Head based on JD and general evaluation parameters	50%
2	Operational Staff evaluation based only on general evaluation parameters	25%
3	Rating from Students Feedback (Applicable for Departments dealing with Students)	20%
4	Self-Evaluation	5%
5	Total	100%

b. Goal setting component – Refer goal setting manual

For IRQA Department Overall academic support services students rating will considered

ii. Operational Staff

The evaluation component and its corresponding weights are given below:

Table 3 – Operational Staff evaluation component

S. No	Component	Weight (%)
1	Functional Head based on general evaluation parameters	30%
2	HOD based on JD and evaluation parameters	45%

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3	Rating from Students Feedback (Applicable for Departments dealing with Students)	20%
4	Self-Evaluation	5%
5	Total	100%

For IRQA Department Overall academic support services students rating will considered

iii. Support Staff

The evaluation component and its corresponding weights are given below:

Table 4 – Support Staff evaluation component

S. No	Component	Weights
1	Head of Maintenance/Respective HODs	30
2	Head of Finance	30
3	TED-Incharge	40

F. Evaluation Guidelines

i. HOD Evaluation Guidelines

a. SES Evaluation

Performance evaluation of HODs is carried out by objectively measuring staff member's ability to meeting requirements of job descriptions, managerial capabilities, leadership abilities and communication skills. The evaluation is done by VP-ASO, Respective UC/ Functional Head, Operational Staff (as applicable), Students (as applicable). All the evaluations are carried out as per the matrix below.

Table 5 - Head of Department Evaluation Matrix

	Components	Proposed weight (%)
Section 1	Achievement of Departmental Goals	**10%**
Section 2	Employee Performance as per JD (particular employee JD will be available in the online system for the evaluator to review and evaluate)	**40%**
	General Evaluation parameters	
Section 3	Interpersonal and Communication Skills	**5%**
Section 4	Productivity/Quantity of Work	**5%**
Section 5	Relationships with Clients	**5%**
Section 6	Work Habits	**5%**
Section 7	Staff Management	**5%**
Section 8	Leadership	**10%**

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Section 9	Overall Management	**15%**
	Total (Standard)	**100%**

Section 1: Achievement of departmental goals

1. **Explanation of the Component**

   Measures the achievement of department goals during the academic year

2. **Evaluation Guidelines**

   Departmental goals achievement status is measured through evidences presented in semester and annual closing reports.

Section 2: Employee Performance as per JD

1. **Explanation of the Component**

   Measures the HOD''s performance according to each component mentioned in the job description

2. **Evaluation Guidelines**

   Evaluator to evaluate HOD's performance as per HOD's JD through evidences presented in semester and annual closing reports.

Section 3: Interpersonal and Communication Skills

1. **Explanation of the Component**

   It is a measure of ability to effectively provide necessary information clearly and in a timely fashion, listens carefully and has ability to express opinions and decisions clearly.

2. **Evaluation Guidelines**

   The interpersonal and communication skills are evaluated based on following statements:

   i) Makes clear, effective oral communication and presentations.
   ii) Writes clear, concise and complete communication.
   iii) Communicates appropriate information timely to the management, other departments and subordinates.
   iv) Provides timely and relevant information to HUC community and external agencies.

Section 4: Productivity

1. **Explanation of the Component**

   Measures HOD's ability to exceed expectations in terms of volume of work, assigned tasks, complete projects and assignments

2. **Evaluation Guidelines**

   The Productivity component is assessed according to the following statements:

   i) Percentage of work accomplished by the department with accuracy during the semester
   ii) Assigned tasks are completed within specified time frame by the individuals;
   iii) Departmental operational calendars are followed

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Section 5: Relationships with Clients

1. **Explanation of the Component**

   Measures the ability to communicate effectively with senior administration, peer administrators or managers, and subordinates; obtains and disseminates information to others with a "need to know;" represents the HUC appropriately and effectively among the external public and private constituencies.

2. **Evaluation Guidelines**

   The Relationships with Clients are evaluated using the following statements:

   i) Responding courteously and promptly to all internal and external clients.
   ii) Conveys positive image of the department.
   iii) Exhibits ability to adapt to people from different cultures.
   iv) Maintains calm, professional approach to work related pressure.
   v) Maintains confidentiality of information of HUC; uses discretion when discussing these matters.
   vi) Works in coordination with other departments and faculty to provide departmental services.

Section 6: Work Habits

1. **Explanation of the Component**

   Measures the ability to meet deadlines, allocates and delegates the work effectively to right persons, systematic and methodical in completing the task, proactive and has problem solving attitude.

2. **Evaluation Guidelines**

   i) The work habits are evaluated using the following statements.
   ii) Regular and punctual to attend office work.
   iii) Follows procedures for requesting leave and reporting absence, and provides necessary documentation.
   iv) Uses work time appropriately for work activities; attends meetings promptly.
   v) Demonstrates flexibility in scheduling and accepting work assignments to meet needs of the department and prioritizes the work as per the requirement of the department.
   vi) Manages stress, conflict, frustration and does not affect the normal functions.
   vii) Follows official dress code and presents in a professional manner.
   viii) General Appearance and grooming is appropriate.

Section 7: Leadership

1. **Explanation of the Component**

   Measures HOD's ability to provide leadership, goals setting and develop strategies for attaining goals. Develops team spirit and plans, organizes, directs and controls effectively the various activities of subordinates. Provide opportunity for developing technical and personal skills. Trains employees and reposes trust and inculcates values and ethics.

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2. **Evaluation Guidelines**

The leadership qualities are evaluated using the following statements:

- **i)** Selects trains and develops employees through proper orientation of policies, procedures and work ethics.
- **ii)** Provides ongoing feedback; actively solicits employee inputs and encourages staff development.
- **iii)** Appropriate allocation of work to staff so as to achieve optimum productivity; encourages employee involvement in planning and organizing work.
- **iv)** Delegate authority through clearly stated objectives and assigned accountability.

Section 8: Personnel Management

1. **Explanation of the Component**

Measures ability to develop and maintains smooth and effective working relationships with supervisors, peers and subordinates; display personal concern and professional respect for subordinates; reinforce and support subordinates as appropriate; foster cooperation between subordinates and peers and among employees working in cross-functional work groups; Hold subordinates accountable for their performance while assuming personal responsibility for actions of subordinates.

2. **Evaluation Guidelines**

The leadership qualities are evaluated using the following statements:

- **i)** Plans, organizes and allocates equitable work according to the staff abilities.
- **ii)** Takes necessary decisions appropriately.
- **iii)** Fosters team spirit and cooperation among departmental staff members and cooperates with other departments.
- **iv)** Motivates team to accomplish goals and capable of getting the work done.
- **v)** Acknowledges and appreciates the contribution of departmental staff.
- **vi)** Contributes valuable suggestions for improving the system, process and operations.
- **vii)** Acts as a communication link between the management and the staff.
- **viii)** Has the trust of employs and maintains high morale of employs.
- **ix)** Solve the departmental issues.

Section 9: Overall Management

1. **Explanation of the Component**

Measures HOD's leadership skills, judgment, initiatives, Effective management of projects, subordinates, budget, performance management process and organizational change to produce positive results

2. **Evaluation Guidelines**

The overall Management capability will be assessed according to the following statements:

- **i)** Encourages and demonstrates qualitative performance.

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ii) Collect information, materials and people into a coherent, logical and effective unit.
iii) Consistently reaches sound decisions as solutions to problems.
iv) Responsible and exhibits mature managerial/professional behavior.
v) Contributes to HUC through business development/ image building.

b. HOD Self Evaluation

HOD's award grades under the self-evaluation component based on the SES Components. IRQA Department compiles the self-evaluation report and forwards it to SES committee along with the SES report

c. Students Evaluation

Students evaluate the services provided by each department through academic supports services feedback conducted at the end of the academic year (**Annexure A1)** and the feedback rating will be included in the HOD's Evaluation. IRQA Department compiles the feedback report and forwards it to SES committee along with the SES report

d. VP-ASO and/or Functional Head (Registrar/Dean) evaluation

Each HOD's will be evaluated by their corresponding Area Heads to whom they are reporting and the evaluation will be based on the SES components.

e. VP-ASO evaluation

Head of Departments are required to finalize the institutional goal to be achieved and submit it to TED department for VP-ASO review. After the spring semester the HODs are required to present the status of achievement of goals to SES committee. VP-ASO evaluate the achievement status of the goals set at the beginning of the academic year and the same will be included in the HOD's Evaluation.

ii. Operational Staff Evaluation Guidelines

a. SES evaluation

Performance evaluation of staff is carried out by objectively measuring staff member's ability to meet the requirements of job descriptions, operational responsibilities and meet deadlines. The evaluation is done by HOD, respective functional heads and Students (as applicable). The Head of departments are required to indicate the accomplishment of tasks and make necessary notes in case of in complete works so as to make the evaluation objective and measurable both quantitatively and qualitatively. All the evaluations are carried out as per the evaluation tools attached in the Annexure.

Table 6 - Operational Staff Evaluation Matrix

	Components	Weights
Section 1	Contribution to achievement of Departmental goals during the academic year	**10%**

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Section 2	Employee Performance as per JD (particular employee JD will be available in the online system for the evaluator to review and evaluate)	**40%**
	General Evaluation parameters	
Section 3	Job Knowledge	**10%**
Section 4	Quality of Work	**10%**
Section 5	Judgment/ Problem-Solving	**5%**
Section 6	Interpersonal and Communication Skills	**5%**
Section 7	Productivity/Quantity of Work	**5%**
Section 8	Innovation (Simplify the work procedure)	**5%**
Section 9	Relationships with Clients	**5%**
Section 10	Work Habits	**5%**
	Total (Standard)	**100%**

Section 1: Contribution to achievement of departmental goals

1. **Explanation of the Component**
   Measures the contribution of the staff towards achieving the departmental goals corresponding to the job description of the staff.

2. **Evaluation Guidelines**
   The achievement status of the departmental goals are evaluated based on the evidences presented in the semester and annual closing report of the department.

Section 2: Employee Performance as per JD

1. **Explanation of the Component**
   Measures the Employee's performance according to each component mentioned in the job description

2. **Evaluation Guidelines**
   Evaluator to evaluate employee's performance as per HOD's JD through evidences presented in fortnightly and monthly reports.

Section 3: Job Knowledge

1. **Explanation of the Component**
   Measures demonstrated job relevant knowledge and essential skills gained through experience, education and/or specialized training.

2. **Evaluation Guidelines**
   The Job knowledge are evaluated using the following statements:

   i) Follows HUC policies/protocols in carrying out job responsibilities.
   ii) Clear understanding of job responsibilities, roles and duties.
   iii) Has a necessary competency in accomplishing job duties.
   iv) Responds to the inquiries as per the rules and regulations
   v) Consults with others to clarify issues when required.

Section 4: Quality of Work

1. **Explanation of the Component**

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Measures demonstrated ability to provide accurate, reliable output and confirms to policy and procedures.

2. **Evaluation Guidelines**
   The Quality of work are evaluated using the following statements:

i) Produces accurate and reliable output/service.
ii) Provides complete and effective service to internal & external clients.
iii) Documents, files, reports have clear, complete and accurate correspondence with internal and external clients.
iv) Consistent improvement seen in terms of quality of work, meeting deadlines and accuracy.

Section 5: Judgment/Problem-Solving

1. **Explanation of the Component**
   Measures performance in identifying and resolving problems; following through on assignments; and initiating or modifying ideas, methods, or procedures.

2. **Evaluation Guidelines**
   The Judgment /Problem Solving are evaluated using the following statements:

i) Identifies key issues to be addressed, records and keeps appropriate parties well informed about the issues.
ii) Analyzes issues and responds appropriately according to the priorities considering holistic effects of the decision.
iii) Responds to problems perceived by others and takes action in a timely manner.
iv) Capable of providing solution to the problems when needed, involves others to find effective solutions.
v) Uses outside resources and consultations to the extent; seeks advice/approval when appropriate.

Section 6: Interpersonal and Communication Skills

1. **Explanation of the Component**
   It is a measure of ability to effectively provide necessary information clearly and in a timely fashion, listens carefully and has ability to segregate issues in accordance to importance, priority and relevancy to the operations and communicate the policy and procedures to the stakeholders.

2. **Evaluation Guidelines**
   The Interpersonal and Communication skills are evaluated using the following statements:

i) Listens effectively and clarifies the issues with the student/staff.
ii) Makes clear, effective oral presentations.
iii) Develops clear, concise and complete written materials.
iv) Communicates appropriate information to HUC Community.

Section 7: Productivity/Quantity of Work

1. **Explanation of the Component**

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Measures ability to exceed expectations in terms of work volumes and ability to complete assigned tasks with accuracy and assignments before deadline

2. **Evaluation Guidelines**

The Interpersonal and Communication skills are evaluated using the following statements:

- **i)** Percentage of work accomplished with accuracy during the semester.
- **ii)** Assigned tasks are completed within specified time frame;
- **iii)** Departmental operational calendars are followed as per the job description.

Section 8: Innovation

1. **Explanation of the Component**

Measures the ability to contribute to new ideas, uses new methods for improved efficiency.

2. **Evaluation Guidelines**

Innovation Skills will be assessed according to the following statements:

- **i)** Contributes new ideas and methods and implements necessary actions.
- **ii)** Uses new methods for improved efficiency.
- **iii)** Demonstrates initiative in taking charge of new assignments and task.
- **iv)** Adapts to changing priorities, new ideas and methods.

Section 9: Relationships with Clients

1. **Explanation of the Component**

Measures the ability to develop and maintain positive and functional relationships with internal/external clients that helps in building coordination among the various functional teams.

2. **Evaluation Guidelines**

The Relationships with Clients are evaluated using the following statements:

- **i)** Responding courteously and promptly to all internal and external clients.
- **ii)** Conveys positive image of the department.
- **iii)** Exhibits ability to adapt to people from different cultures;
- **iv)** Maintains calm, professional approach to work related pressure.
- **v)** Maintains confidentiality of information of HUC; uses discretion when discussing these matters.
- **vi)** Works in coordination with other departments and faculty to provide departmental services.

Section 10: Work Habits

1. **Explanation of the Component**

Measures staff member's ability to meet deadlines, ability to complete the tasks systematically and methodologically. Demonstrates flexibility towards work timings and shares responsibilities with others. Cooperative and is proactive in accomplishing tasks.

2. **Evaluation Guidelines**

The work habits are evaluated using the following statements:

- **i)** Regular and punctual to attend office work.
- **ii)** Follows procedures for requesting leave and reporting absence, and provides necessary documentation.

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iii) Uses work time appropriately for work activities; attends meetings promptly.
iv) Demonstrates flexibility in scheduling and accepting work assignments to meet needs of the department and prioritizes the work as per the requirement of the department.
v) Manages stress, conflict, frustration and does not affect the normal functions.
vi) Follows official dress code and presents in a professional manner.
vii) General Appearance and grooming is appropriate.

b. Operational Staff Self Evaluation

Operational award grades under the self-evaluation component based on the SES Components. IRQA Department compiles the self-evaluation report and forwards it to SES committee along with the SES report.

c. Students Evaluation

Students evaluate the services provided by each department through academic supports services feedback conducted at the end of the academic year and the same will be included in the operational staff evaluation. IRQA Department compiles the feedback report and forwards it to SES committee along with the SES report

G. Evaluation during the probation period for newly joined staff

HUC ensures that its selection process identifies and recruits the candidates who best fits into the position. To assess the suitability of the new appointee to the working environment of organization the employee is placed on probation for a period of six months. The purpose of probation is to thoroughly assess the abilities, ethics, work culture and the compatibility of the probationer with the working environment of HUC.

Procedure for Evaluation of Probation for newly recruited Staff Member:

Step- 1: Staff member joins HUC

Step-2: Interim review is conducted to assess the performance of the faculty member through interim Faculty feedback, Teaching Effectiveness and Research Committee and Dean's Input

Step-3: If the performance is found satisfactory then the normal probation is continued till 6 months else the faculty member is placed under remediation process to improve their performance

Step-4: At the end of the probation period (6 months) final evaluation is carried out through the following reviews

i. Observation and Informal feedback from various Departments
ii. Review of Staff Performance as per the Job Description by Head of Department

Step-5: Review of HOD's Recommendation report by TED-Incharge and VP-ASO

Step-6: TED forwards the final review report with either of the following recommendations for President review and approval

i. Confirmation
ii. Conditional probation with remediation process till end of the year
iii. Rejection

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Step-7: Based on the approval from President, TED-Incharge calls a meeting for the President, VPs and probationer and issues the letter of confirmation/ conditional probation with remediation process/ rejection to the candidate and gives a fair chance to both the parties for clarification of issues involved, if any.

Note: The candidates who are under condition probation with remediation process will be evaluated under annual staff evaluation and decision will be taken on continuation/separation based on the outcome of the annual staff evaluation.

H. Ratings and awards

Table 8 – Ratings Scale

Percentage	Scale
90 – 100	Outstanding
80 – 89	Exceeds Expectation
70 – 79	Meets Expectation
Below 70 – [under observation]	Below Expectation

Employee whose ratings fall below 70% will be kept on observation status and will be required to improve their performance in the next semester immediately preceding the evaluation, failing which the management will reserve the right to initiate corrective action.

V. Evaluation of University Council members

A. Introduction

The HUC process of evaluation of University Council (UC) Members includes evaluation of their performance towards operations and development of HUC on annual basis. University Council Members evaluation is done through "University Council Evaluation System" (UC).

B. Goals

The formal performance evaluation system is designed to:

i. Measure the achievement status of goals set at the beginning of the academic year
ii. Measure the leadership skills of UC members and Committee Chairs demonstrated during the academic year
iii. Appraise the free and fair inter and intra communication within HUC
iv. Encourage integration of feedbacks for improvement of decision making skills of UC members
v. Incorporate the feedback inputs for the development of UC and Committees functioning

C. Process Flow

Step-1:
President discusses with UC Members on Institutional Goal Setting at the start of the academic year.

Step-2:
UC members finalize their institutional goal as specified in the guidelines and submit it to President at the start of the academic year.

Step-3:

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Formal evaluation process for UC members is initiated by TED by sending emails to President, University Council members, Faculty Members and Head of Departments about the activation of the online evaluation forms.

Step-4:
After the end of the spring semester, UC members award the grades under the self-evaluation component and UC members, present the achievement status of institutional goals set at the beginning of the academic year to President with evidence of achievement.

Step-5:
The evaluators log on to the portal and complete their allotted evaluation components.

Step-6:
IRQA Department compiles the online evaluation report and submits the results to the TED Department which further disseminates to President

Step-7:
President discusses the outcomes of the evaluation achievement status of goals set at the beginning with the UC members.

Step-8:
TED prepares minutes of meeting based on the discussion with the individual UC members submits the report to the President along with the recommendation for necessary decisions.

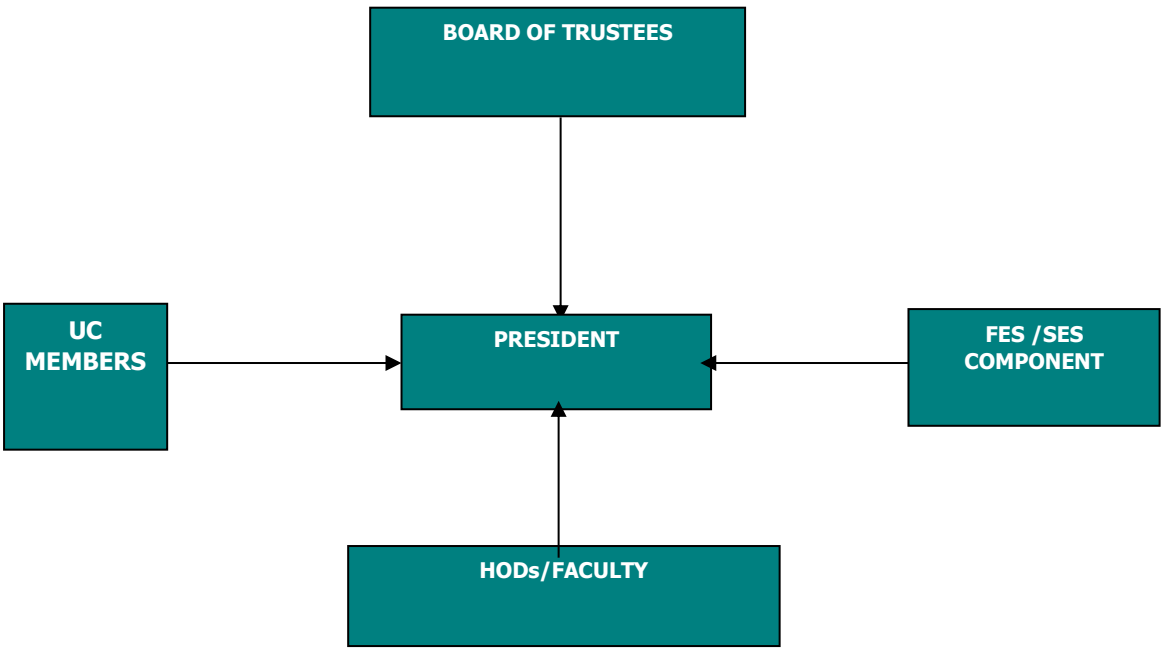
Note : President's Goal setting and evaluation outcomes are reviewed by Board of Trustees

D. Dissemination of data and decision making

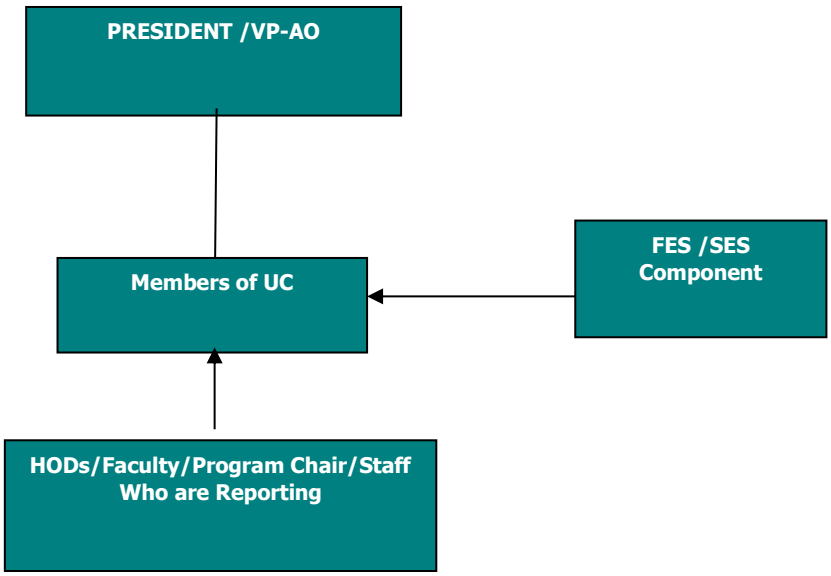
The President reviews the evaluation report and discusses the feedback and appraises UC members for necessary actions. UC member's evaluation report also helps in identifying training and development programs for improving the functioning of UC.

E. UC Evaluation Framework

i. President's Evaluation Framework



ii. **University Council Members Evaluation Framework (Functional Heads/UC Members)**



I. Components of the UC Evaluation System

Table 1 – UC Evaluation Component

Evaluation Components	Weights
UC component	80%
Institutional Goal Setting Component	20%
Overall rating	100%

A. UC Chair - President

i. Board of Trustees evaluates the overall performance of President (Chair of UC) based on the goals, overall functioning of the HUC in achieving its objectives.

ii. Functional Heads (UC members) evaluate President based on the formal and informal inputs received from various sources (As per questionnaire).

iii. Faculty members and HODs also evaluate President as per the questionnaire.

iv. Apart from the operational evaluation, President is also evaluated as per Faculty evaluation System.

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Table 2 – UC Chair - President's Evaluation components

S. No	Component	Weights
1	Board Of Trustees Evaluation	35
2	UCMembers	30
3	Faculty Members	25
4	Self Evaluation	5
5	Overall Students Feedback	5
	Overall	**100**

B. Vice President-(IRQA/AO/ASO)

i. President evaluates the overall performance of **Vice President-IRQA, Vice President-AO and Vice President-ASO** based on the goals, overall functioning of the HUC in achieving its objectives.

ii. Functional Heads (UC members) evaluate VP-IRQA/VP-AO/VP-ASO based on the formal and informal inputs received from various sources (As per questionnaire).

iii. Faculty members and HODs also evaluate VP-IRQA/VP-AO/VP-ASO as per the questionnaire.

iv. Apart from the operational evaluation, VP-IRQA/VP-AO/VP-ASO is also evaluated as per Faculty evaluation System.

Table 2 - VP-IRQA/VP-AO/VP-ASO Evaluation components

S. No	Component	Weights
1	President Evaluation	40
2	UC Members	15
3	Faculty Members	15
4	Self Evaluation	5
5	Overall Students Feedback	5
6	FES – Teaching Effectiveness(as per FES Criteria)	20
	Overall	**100**

C. Dean (School of Business and School of Computing)

i. President, Vice President-AO and Functional Heads (UC members) evaluate Dean - SOB and Dean - SOC based on the formal and informal inputs received from various sources (As per questionnaire).

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ii. Faculty members and reporting HODs also evaluate Dean - SOB and Dean - SOC as per the questionnaire.

iii. Apart from the operational evaluation, Dean - SOB and Dean - SOC is also evaluated as per Faculty evaluation System.

Table 3 - Dean - SOB and Dean - SOC's Evaluation components

S. No	Component	Weights
1	President	30
2	Vice President-AO	10
3	UC Members	15
4	Faculty Members and Reporting HODs	10
5	Self Evaluation	5
6	FES– Teaching Effectiveness(as per FES Criteria)	20
7	FES – Research And Professional Development(as per FES Criteria)	10
	Overall	**100**

D. Dean of Research and Innovation

i. President, Vice President – Academic Operations and Functional Heads (UC Members) evaluates Dean Research based on the formal and informal inputs received from various sources (As per questionnaire).

i. Interacting HODs and Faculty members also evaluate Dean of Research and Innovation

ii. Apart from the operational evaluation, Dean of Research and Innovation is also evaluated as per Faculty Evaluation System which is included in the below table.

TABLE 7 – Dean of Research and Innovation **Evaluation components**

S. No	Component	Weights
1	PRESIDENT/VICE PRESIDENT – ACADEMIC SUPPORT OPERATIONS	40
2	UC MEMBERS	15
3	FACULTY MEMBERS AND INTERACTING HOD'S EVALUATION	10
4	FES – TEACHING EFFECTIVENESS(AS PER FES CRITERIA)	10
5	SELF EVALUATION	5
6	FES – RESEARCH (AS PER FES CRITERIA)	20
	Overall	**100**

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E. Registrar

i. President, Vice President – Academic Support Operations and Functional Heads (UC Members) evaluates Registrar based on the formal and informal inputs received from various sources (As per questionnaire).
ii. Faculty members and Reporting HOD also evaluate Registrar as per the questionnaire.
iii. Student feedback on Administration is also considered for evaluation of Registrar.
iv. Apart from the operational evaluation, Registrar also evaluated as per Faculty evaluation System.

S. No	Component	Weights
1	President /Vice President- ASO	40
2	UC Members	15
3	Faculty Members Evaluation and Reporting HODs	10
4	FES – Teaching Effectiveness(As per FES criteria)	10
5	Self-Evaluation	5
6	Student Feedback	20
	Overall	**100**

F. Director of Academic Engagment and Impact (DAEI)

i. President and VP-AO evaluate DEI based on the formal and informal inputs received from various sources (As per questionnaire).
ii. Faculty members and reporting HODs also evaluate DEI as per the questionnaire.
iii. Apart from the operational evaluation, DEI is also evaluated as per Faculty evaluation System.

TABLE 3 – DAEI Evaluation components

S. No	Component	Weights
1	President/VP-AO	40
2	UC MEMBERS	15
3	FACULTY MEMBERS AND REPORTING HODs	10
4	SELF EVALUATION	5
5	FES – TEACHING EFFECTIVENESS(AS PER FES CRITERIA)	30
	Overall	**100**

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G. HEAD OF GENERAL EDUCATION (HOGE)

ii. President, Vice President – Academic Operations and Functional Heads (UC Members) evaluates HOGE based on the formal and informal inputs received from various sources (As per questionnaire).

iii. Interacting HODs and Faculty Members evaluate HOGE as per the questionnaire.

iv. Student feedback

v. Apart from the operational evaluation, HOGE is also evaluated as per Faculty evaluation System which is included in the below table.

TABLE 6 – HOGE Evaluation components

S. No	Component	Weights
1	PRESIDENT/VICE PRESIDENT – ACADEMIC SUPPORT OPERATIONS	40
2	UC MEMBERS	15
3	FACULTY MEMBERS AND INTERACTING HOD'S EVALUATION	10
4	FES – TEACHING EFFECTIVENESS(AS PER FES CRITERIA)	10
5	FES – RESEARCH (AS PER FES CRITERIA)	10
6	SELF EVALUATION	5
7	STUDENT FEEDBACK ON GENERAL EDUCATION FACULTY	10
	Overall	**100**

H. Director Public Relations (DPR)

i. President, Vice President-IRQA and Functional Heads (UC Members) evaluate DPR based on the formal and informal inputs received from various sources (As per questionnaire).

ii. Interacting HODs and marketing staff also evaluate DPR

iii. Student feedback on Marketing, Corporate Relations department is also considered for evaluation of DPR.

iv. Apart from the operational evaluation, DPR is also evaluated as per Staff Evaluation System which is included in the below table.

Table 8 - DPR's Evaluation components

S. No	Component	Weights
1	PRESIDENT /VICE PRESIDENT ACADEMIC SUPPORT OPERATIONS	40
2	UC MEMBERS	15
3	ALL HODs	20
4	SELF EVALUATION	5

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5	STUDENT DEPARTMENT FEEDBACK (MARKETING ,CORPORATE RELATIONS AND MEDIA AND COMMUNICATION)	20
	Overall	**100**

F. Goal Setting Evaluation

Goal setting evaluation is based on the achievement of institutional goals set by the UC member at the beginning of the academic year approved by evaluation committee. UC members have one full year to achieve their institutional goals and Evaluation will take into account evidences provided towards achievement of the goals by the UC member. Refer goal setting manual for further details.

G. Evaluation during probation period for newly joined UC members

For Academic UC members: Refer to Procedure for Evaluation of Probation for Academics (Faculty Evaluation System - FES). Additionally, they are evaluated on their administrative task performance by President and Vice President-IRQA/Vice President-AO (Vice President-IRQA and Vice President-AO by President).

For Academic Support Services UC Members:

Refer to Procedure for Evaluation of Probation for Academic Support Services (Staff Evaluation System - SES). Additionally, they are evaluated on their administrative task performance by President and Vice President-IRQA/Vice President-AO**For Academic UC members:** Refer to Procedure for Evaluation of Probation for Academics (Faculty Evaluation System - FES). Additionally, they are evaluated on their administrative task performance by President and VP-OP/VP-ASO.

For Academic Support Services UC Members:

Refer to Procedure for Evaluation of Probation for Academic Support Services (Staff Evaluation System - SES). Additionally, they are evaluated on their administrative task performance by President and VP-ASO.

H. Evaluation Guidelines

The evaluations process is carried out through the online evaluation forms which are attached as Annexure in UC Evaluation Manual.

I. Ratings and awards

Table 8 – Ratings and awards

Percentage	Scale
90 – 100	Outstanding
80 – 89	Exceeds Expectation
70 – 79	Meets Expectation
Below 70 – [under observation]	Below Expectation

President and UC Members whose ratings fall below 70% will be kept on observation status and will be required to improve their performance in the next semester immediately preceding the evaluation, failing which the management will reserve the right to initiate corrective action.

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5. j Nepotism/Employment of Relatives.

Policy number	HUMR_POLICY_11
Policy name	Nepotism Policy
Policy version	Version 3
Standards applicable	MOHESR Standard 5: Faculty and Professional Staff
Policy owner	Talent Empowerment Department
Date of policy development	18 July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	25 August 2026
Approved by	President

For HUC to function in the best interest of the stakeholders and the community in general, it is expected to be free from the influence of the decisions of family members of the investors / board members that may not be in best interest of the normal functioning of the institution.

Relative is defined as a parent, parent-in-law, child, spouse, brother, sister, grandparent, grandchild, son-in-law, brother-in-law, daughter-in-law and sister-in-law.

Nepotism policy of HUC is designed to prevent relatives of the Board members to be active participants in the day-to-day operations and decision making relating to hiring and firing of employees, reviews of policies & procedures, budget allocations and formulation of strategic plans and its implementation. Relatives of employees of the institution are not placed in a direct supervisory line with respect to each other to avoid any kind of conflict of interest while executing their responsibilities. The nepotism policy mentioned above is not to be construed to limit the hiring, promotion, or employment opportunities of any group of applicants.

The nepotism policy applies to any person who is employed as a full, part-time, student or temporary employee by HUC. The related employees however are not eligible to participate in the process of review, recommendation and/or decision making in any matter concerning hiring, opportunity, promotion, salary, retention, or termination of a relative as defined. This ensures hiring processes remain merit-based, aligned with **OBEF** standards of **fairness and institutional Strategic Goal 2: Talent Development & Meritocracy**

As per the policy, no contracts can be offered to the relatives of the members of the board/employees of HUC. However, the contract can be awarded to the relative members if the application has undergone the due process of competitive bidding wherein a prior public disclosure to public and open tenders with public notice procedures have been followed

A. Remedies for employees and contracts

i. Employee:
The institution may resolve any violation of this policy by voluntary transfer, or if an agreement cannot be reached, by involuntary transfer, from a unit or position, or by termination as applicable.

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ii. Contracts:

In case of contracts been awarded that breach the Nepotism policy will stand null and void and the contracts will be awarded to the next best bidder. In addition, any exceptions will require full disclosure in the public domain and internal audit verification, in line with Strategic Plan compliance framework

5. k Faculty/Staff Discipline Policy

Policy number	HUMR_POLICY_12
Policy name	Faculty/Staff Discipline Policy
Policy version	Version 4
Standards applicable	MOHESR Standard 5: Faculty and Professional Staff
Policy owner	Talent Empowerment Department
Date of policy development	18 July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	25 August 2026
Approved by	President

The purpose of the disciplinary procedure is to streamline and ensure smooth operation within the framework of HUC Policies & Procedures. The HUC believes that most Employees work satisfactorily. However, to promote and maintain effective work ethics and practices, it is essential to lay down procedures to deal with those cases of capability, conduct, disregard of rules and regulations, which arise from time to time. The disciplinary procedures include identifying the nature of indiscipline and the correction factors range from a verbal warning to separation.

The disciplinary procedure is initiated by the TED by forming an ad hoc Employee Disciplinary Action Committee consisting of Vice President (AO/IRQA), and one more Member is co-opted based on the nature of the issue. The procedure for any disciplinary action is as given under corrective measures.

A. Categories

The three broad categories covered under the procedure are given below:

i. Dereliction of responsibilities
ii. Indiscipline or Misconduct
iii. Gross misconduct

When one of the above-mentioned categories is found, an Employee will be subjected to this procedure, regardless of occupation, or position, may be warned, or dismissed by management in accordance with the provisions of this policy. The VP-AO or VP-IRQA will determination of category for disciplinary action shall be reasonable, based on the provisions of this policy, and be factually supported. A single disciplinary action may include one or more categories.

B. Dereliction of responsibilities

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Disciplinary procedures would be applied after ensuring that the reason of the problem is related to negligence, motivation, and commitment of the Employee. Categories include but are not limited to:

i. Failure to produce a sufficient quantity of work,
ii. Failure to produce work of acceptable quality,
iii. Failure to produce accurate work,
iv. Failure to produce work on time,
v. Poor manner of work performance,
vi. Continued tardiness, absenteeism, or other abuses of leave

For problems related to inherent disciplinary issues, action would normally not be initiated without prior counseling and corrective measures being explored and given a chance. However, if it is established that the capability problem is related to negligence, motivation or commitment of the employee, formal action will follow.

C. Indiscipline or Misconduct

Indiscipline or Misconduct occurs when an employee exhibits any severe or pervasive behavior and could result in discipline, including willful or negligent actions or behaviors by an Employee that are unacceptable in the employment context (either on or off the job), that may disrupt the workplace, and/or that may constitute abuse of any person for whom (or property for which) the HUC has responsibility. These include but are not limited to:

i. Violence or other aggressive or disruptive behaviors,
ii. Illegal activities,
iii. Willful violations of Federal/State law or regulations or HUC policies
iv. Insubordination,
v. Misuse of HUC property,
vi. Refusal or failure to carry out reasonable instructions
vii. Smoking in non-designated areas
viii. Distribution of unauthorized pamphlets or literature
ix. Breach of any of the HUC regulations
x. Engaging in any other professional activity outside the HUC without the prior written consent of the President
xi. Gambling on the premises
xii. Failure to maintain/obtain credentials or the falsification of credentials, or
xiii. Professional misconduct.
xiv. Breach of research ethics in research work

D. Gross Misconduct

Gross Misconduct occurs when an employee's actions (or inaction):

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i. Result in death or serious bodily injury, or create conditions that increase the chance for death or serious bodily injury, to employee(s), Member(s) of the public, and/or to person(s) over whom the HUC has responsibility, or
ii. Results in loss of (or damage to) HUC property or funds that results in a serious impact on the HUC and/or work unit.
iii. Theft of HUC property
iv. Criminal offence
v. Creating negative influence on others
vi. Instigating other staff members against policy
vii. Indecent conduct
viii. Taking any other paid employment or remunerative activity
ix. Reporting for duty whilst under the influence of alcohol or drugs
x. Acts of incitement
xi. Harassment or actual acts of discrimination
xii. Breach of duty regarding confidential information
xiii. Taking gifts or favors from students to award unduly higher grades, revealing the question papers or any other exam related confidential matter.
xiv. Taking gifts or favors from the employees to tilt the decision in their favor.
xv. Failure to declare an interest which may be contrary to the best interests of HUC.
xvi. Disrespecting colleagues, senior management or staff.
xvii. Employees are not allowed to be involved in any sort of fund-raising activity for any cause without prior permission from the Dean (School of Business and School of Computing). If any such incident is considered as a Breach Contract and will lead to immediate termination with forfeiting of all benefits accrued till, then.

E. Corrective Measure

The level of action will depend on the seriousness of the offence. TED will convene a meeting with the ad-hoc Employee Disciplinary Action Committee as mentioned above to decide the corrective measures. In case of decision of written warning or dismissal the TED Head must hold a "Pre-Disciplinary Meeting" with the Employee to provide him with an opportunity to address concerns before it makes the disciplinary decision. Other than the Committee one more Employee may be present at the pre-disciplinary meeting either to counsel or to witness the proceedings.

1. Verbal Warning

Incidents which warrant formal disciplinary action that arise out of the Employee's work, omission, conduct, tardiness or absence record, will call for the employee being formally informed why his services are deemed unsatisfactory. The first warning, unless it is a serious matter shall be verbal.

2. Written Warning

Failure to heed the verbal warning and improve, or if the act is repeated, or a more serious offence is committed, or there is involvement in a subsequent but different offence, and which warrants disciplinary action will result in a written warning. The warning will also state that further penalty will be considered if there is no satisfactory improvement.

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3. **Final Written Warning**

In the event of failure to improve despite verbal & written warning and the conduct remaining unsatisfactory, or if the offence is sufficiently serious to warrant only one written warning, but insufficiently serious to justify dismissal, a Final Written Warning shall be given to the Employee. When the final written warning is issued, the Employee is put under scrutiny for the period of one semester. Failing to comply will lead to termination with immediate effect.

4. **Dismissal**

The disciplinary penalty of dismissal with immediate effect will be applied when further misconduct is committed within the observation period of a final warning or where gross misconduct occurs. Disciplinary action taken against you will be based on the following procedure:

Offense	First Occasion	Second Occasion	Third Occasion	Fourth Occasion
Dereliction of responsibilities	Formal Verbal Warning	Written Warning	Final Written Warning	Dismissal
Misconduct	Written Warning	Final Written Warning	Dismissal	
Gross Misconduct	Dismissal			

In all other cases warnings will be issued for misconduct, irrespective of the precise matters concerned, and any further breach of the rules in relation to similar or entirely independent matters of misconduct will be treated as further disciplinary matters and allow the continuation of the disciplinary process through to dismissal if the warnings are not regarded.

F. Authority to Take Disciplinary Action

i. The responsibility to deal with and initiate disciplinary action including written warning would be with the VP-AO, and Dean (School of Business and School of Computing)/HOD, TED In-Charge & TED.
ii. The responsibility to deal with final written warning lies with the VP-AO, Dean (School of Business and School of Computing), TED In-Charge & TED.
iii. President shall be responsible for dealing with dismissal cases after the employee's appeal.
iv. Employee Disciplinary Action Committee
    a. Employee Disciplinary Action committee will comprise of the, VP-AO, President- ASO, TED In-Charge & VP-IRQA.

Note:

HUC may suspend employees for up to 30 days with one half pay during the disciplinary

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5.l Faculty and Professional Staff Appeals

Policy number	HUMR_POLICY_13
Policy name	Faculty and Professional Staff Appeals
Policy version	Version 3
Standards applicable	MOHESR Standard 5: Faculty and Professional Staff
Policy owner	Talent Empowerment Department
Date of policy development	18 July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	25 August 2026
Approved by	Vice President-Academic Operations

A. Introduction

HUC recognizes the need for appeals policy for Faculty and staff members who may appeal for the review of the decisions by appropriate authorities. This appeal can be against the process of enquiry or non-compliance of policy or decisions which are non-commensurate to the offence. Otherwise, the staff may report a Grievance as per the Grievance Policy and Procedure for Faculty and Professional Staff. This policy aligns with HUC's commitment to fairness, inclusivity, and compliance with MOHESR Standard 5 as emphasized in the Strategic Plan Priority 3: Enhancing People & Culture and Governance.

B. Purpose

To enable the employees of HUC to exercise their right to appeal against decisions which are contrary to the policies and procedures laid down.

C. Grounds of Appeal

This policy applies to Faculty and Staff members employed at HUC on a contractual basis and not to temporary or part time employees.

An employee may appeal for the review on following grounds:

i. Review of applications rejected for promotion contrary to the HUC Promotion Policy and Procedures.
ii. Review of rejected applications of current employees for appointments to advertised positions
iii. Decisions awarded by the committees which are contrary to the policy and procedures in redressing the issue at hand
iv. Any biases that may have prompted decisions by the officials which are not within the framework of policy and procedures
v. Unsatisfactory decisions awarded while redressing the grievances

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D. Timeframe for Appeal

The Employee may appeal against the decisions within 15 days of receiving the decision or communicated through any appropriate media (email, SMS, telephonic conversation or any other appropriate mode) to the next higher authority.

The Appeal committee shall give its recommendations to the President within 15 days and the President shall review the report and communicate the committee's decision to the appellant within 10 days of receiving the decision from the committee.

E. Formation of Appeals Committee

The President has a right to form an ad hoc employee grievance committee and appoint members based on the nature of appeal and expertise required for resolving the issue. The President appoints the Chair of the committee to review the appeal. The committee shall consist of 3 or 5 members as required.

F. Responsibilities of the Committee

i. Upon receiving the appeal, the Chair of the committee calls for a meeting of members.
ii. The members review the decision, and the relevant documents submitted to the committee.
iii. Any additional information required will be sought from the department concerned to have a holistic understanding of the issue.
iv. The Committee reviews the documents related to the appeal and if necessary, may invite the aggrieved party to hear the grounds of appeal and its justification.
v. The committee evaluates the arguments of both the parties and submits the report to President.
vi. The President communicates the decision of the Appeals Committee.
vii. If the grievance is not resolved the matter will be referred to President by the aggrieved party, the decision of the committee will be final for resolving the issue.
viii. If still the matter is not resolved, the aggrieved party may search for alternative dispute resolution methods.

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5.m Faculty and Professional Staff Grievances

Policy number	HUMR_POLICY_14
Policy name	Faculty and Professional Staff Grievances
Policy version	Version 4
Standards applicable	MOHESR Standard 5: Faculty and Professional Staff
Policy owner	Talent Empowerment Department
Date of policy development	18 July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	25 August 2026
Approved by	President

A. Grievance Policies & Procedures

The Grievance Procedure provides guidelines for Employees to lodge a formal grievance/complaint against an injury caused in the due process of administrative operations, policy matters or individual(s) action to seek remedy within HUC.

Grievance is a matter of concern for HUC therefore all matters brought to the notice of the management through the Grievance procedure are resolved in a professional manner. It must be noted that grievance procedure can only be invoked in cases as stated within the section "Definition of Grievance" below.

A grievance procedure is not a formal judicial proceeding and therefore is not required to comply with rule of evidence that is applicable in a court of law. To the extent that any provisions of this procedure conflict with any applicable law, the superior law of the land prevails.

i. Applicability

The Grievance redressal Procedure shall apply to Employees may seek redressal through this process.

ii. Grievance Policy

A Grievance is a formal complaint made by an employee that his/her terms or conditions of employment at HUC, or ability to act in his/her professional or academic capacity at HUC is significantly impaired due to serious violation because of one or more of the conditions listed below:

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a. Violation of academic freedom as defined in this manual

1. Discrimination based on age, disability, ethnic or national origin, gender, race or religion
2. Violation or misapplication of HUC contractual provision, practice, procedure, regulation or rule
3. Violation of accepted standards of behavior in the workplace of the HUC as stated in this manual.

b. Timeframe for Grievance Redressal

The Employee may apply for Redressal of the grievance within 15 days of receiving the decision or communicated through any appropriate media (email, SMS, telephonic conversation or any other appropriate mode) to the next higher authority.

The Employee Grievance Committee shall give its recommendations to the TED within 15 days and the TED shall communicate the committee's decision to the aggrieved party within 10 days of receiving the decision from the committee.

c. Procedure of Grievance Redressal

The order in which adversarial parties may try to resolve their disputes is as stated below:

1. **Informal Attempts at Conflict Resolution**

   Before a formal grievance is filed, a potential grievant should attempt to resolve the grievance informally with the concerned parties or may take the help of arbitration within the HUC.

2. **Notice of Grievance**

   If informal approaches to resolve grievance fails, then Employee with grievance must file a "Grievance form" available with TED and must be submitted to the TED. The "Grievance form" shall contain a concise statement of the reasons that led to the grievance. The statement must also specify the remedy. The grievant must file the notice within 7 working days of the grievance.

d. Formation of an Employee Grievance Committee

VP-ASO in consultation with TED In-Charge, form an Employee Grievance Committee of three (3) Members from a pool of eligible Employees who are not party to the grievance. The VP-ASO and TED In-Charge must ensure that the appointees to the Grievance Committee are free from perceived bias, conflict of interest or such previous association with the issues that are raised by grievance and/or hold close association with the parties to grievance. No person must be involved in the pending grievance process that has rendered a previous judgment on parties to the grievance on hand.

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The Employee Grievance Committee will receive a copy of the "Grievance Redressal Form" along with supporting documents filed by the parties to the grievance.

e. Mandate of the Grievance Committee

The responsibility of the Employee Grievance Committee is to recommend what action should be taken and suggest a time frame for compliance. In reaching its recommendation, the Committee should consider the relief requested by the grievant(s), but the Committee has wide discretion and may recommend appropriate relief within HUC Guidelines and Regulations.

The type and extent of relief by the Committee's discretion may be influenced by its views on factors such as:

1. Whether the violation was intentional or unintentional
2. Whether the violation involved negligence or was a result of reasonable misinterpretation of responsibilities
3. The likelihood of the immediate or possible future harm involved and its magnitude.
4. In case the Employee's continued presence would hamper or prejudice the investigation, the Employee may be suspended, for a period, which would be as brief as possible. The employee under suspension would not be allowed to enter the premises unless accompanied by a designated senior Employee. HUC may suspend employees for up to 30 days, with one half pay during a disciplinary investigation. An employee will be entitled to reimbursement of all withhold pay if the employee is ultimately cleared of wrongdoing.

f. The Grievance Hearing

Once a "Grievance Redressal Form" (Available with TED) has been appropriately filed and all necessary information has been included, the VP-ASO along with and the TED In-Charge will convene the organizational meeting of the Employee Grievance Committee within three working days of receipt of notice from aggrieved party/parties to:

1. Elect a chair
2. Establish procedures necessary for a fair and orderly meeting
3. Forward a copy of duly filled "Grievance Redressal Form" to all parties against whom the grievance is filed
4. Solicit documents or other hard copy or electronic evidence from parties to the grievance

The way the oral proceedings are conducted will be determined by the Chair of the Employee Grievance Committee in consultation with the Members of the Committee through the documentation of the proceedings. At the discretion of the Committee, parties and their advisors may be allowed to question the witnesses.

g. The Findings of the Grievance Committee

The proceedings of the hearing by the Committee shall be recorded and a report of its deliberations and its recommendations, specifying the rational(s) for its recommendations are submitted to the President to help him arrive at final decision in the case. Once the Committee has completed its receipt of oral and written evidence, it shall meet in executive sessions to consider its conclusion and recommendations. In executive session, only Members of the

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committee shall be present. The Committee's recommendation must be submitted within five (5) days of completion of its deliberations. Copies of the Committee's recommendations and report shall be forwarded to the parties of the grievance.

h. The Final Decision of the President

The President decision shall be submitted to the parties as soon as possible, ordinarily within five working days of receipt of the Committee's recommendations. The President decision will be submitted to the parties in writing and sent to the office address of the parties at the HUC.

The President decision in all cases will be final.

Unless confidentiality is waived in writing by all parties, participants are required to maintain confidentiality of the proceedings. Information concerning grievance may be provided to appropriate officials of the HUC on a need-to- know basis. The person so informed shall be bound by the confidentiality requirements.

5.o Probation Period

Policy number	HUMR_POLICY_16
Policy name	Probation Period
Policy version	Version 5
Standards applicable	MOHESR Inspection Directorate Standard 6a
Policy owner	Talent Empowerment Department
Date of policy development	27 December 2021
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	25 August 2026
Approved by	President

HUC places all new employees on a probation period (maximum six months) to assess role fit, behaviors, and performance against HUC values and job standards. Probation outcomes and evidence are recorded in the employee file and are used for confirmation decisions.

A. Procedure for Evaluation of Probation for UC:

i. For Academic UC members:

Note: Refer to Procedure for Evaluation of Probation for Academics. Additionally, they are evaluated on their administrative task performance by President.

ii. For Academic Support Services UC Members:

Note: Refer to Procedure for Evaluation of Probation for Academic Support Services. Additionally, they are evaluated on their administrative task performance by President.

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B. Procedure for Evaluation of Probation for Academics:

i. Interim Students Feedback in 3rd or 4th week
ii. Final student's feedback as per the IE Calendar
iii. Review of Teaching Effectiveness Committee (Peer Review/ Course Material Development / Assessment Tools / Creativity etc.)
iv. Review of Research Committee in terms of Research Plan.
v. Review of Services Committee in terms of Services plan for coming Academic year.
vi. Review by Program Chairs, Dean (School of Business and School of Computing, TED In-Charge and TED.
vii. The President recommendation report (Based on above mentioned feedback)
viii. TED forwards the recommendation to the President for approval/ rejection.
ix. Based on President approval/ rejection TED issues the letter of confirmation/ rejection to the candidate and gives a fair chance to both the parties for clarification of issues involved, if any

C. Procedure for Evaluation of Probation for Academic Support Staff & Training (CCL):

Step 1: Staff member joins HUC

Step 2: Interim review is conducted to assess the performance of the employee (In case if the employee is trainer) through interim Faculty feedback, Teaching Effectiveness and Research Committee and Dean's Input

Step 3: If the performance is found satisfactory then the normal probation is continued till 6 months else the employee is placed under remediation process to improve their performance

Step 4: At the end of the probation period (6 months) final evaluation is carried out through the following reviews

i. Observation and Informal feedback from various Departments
ii. Review of Staff Performance as per the Job Description by Head of Department

Step 5: Review of HOD's Recommendation report by TED and TED In-Charge

Step 6: TED forwards the final review report with either of the following recommendations for President review and approval

i. Confirmation
ii. Conditional probation with remediation process till end of the year
iii. Rejection

Step 7: Based on the approval from President, TED calls a meeting for the President, VP-ASO, TED In-Charge and probationer and issues the letter of confirmation/ conditional probation with remediation process/ rejection to the candidate and gives a fair chance to both the parties for clarification of issues involved, if any.

Note: The candidates who are under conditional probation with remediation process will be evaluated under annual staff evaluation and decision will be taken on continuation/separation based on the outcome of the annual staff evaluation

D. Terms & Conditions during Probation Period

i. All employees are hired on probation for the first six months of their employment. If an employee is on probation, HUC provides a minimum of 14 days written notice of the intention of terminating the employment contract.
ii. If an employee decides to resign during the probationary period, the employee must:
   a. Give 1 month notice if resigning to join another employer in the UAE, or
   b. Give 14 days' notice if the employee /plans to leave UAE.

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Leave during probation. Employees are not eligible for 'paid annual leave' during their probation. Government/ public holidays remain paid. Paid sick leave does not apply during probation; HUC may allow unpaid sick leave on a case-by-case basis upon submission of a medical report. Any approved days off extend the probation calendar day-for-day.

iii. During the Probation period the newly hired employee will be entitled to all paid Government Holidays, and Health Insurance.
iv. Confirmation of probationer is based on the recommendation of immediate supervisor and respective UC member to President based on various inputs.
v. On confirmation, the employee is eligible for all benefits and additional perks from the date of appointment.
vi. In case of the probationer failing to successfully complete the probation period to the satisfaction of the management, in all respects, a letter of rejection is issued terminating the contract.

5.p Golden Visa and Green Visa Policy

Policy number	HUMR_POLICY_17
Policy name	Golden Visa and Green Visa Policy
Policy version	Version 5
Standards applicable	NA
Policy owner	Talent Empowerment Department
Date of policy development	1 April 2022
Review date	25 August 2025
Date of recent modification	25 August 2025
Date of Review Date	25 August 2026
Approved by	President

- **Goal 5 – Reputation & Excellence:** Talent attraction/retention with compliant processes.
- **Goal 1 – Excellence in Academics:** Continuity safeguards for teaching and student experience.

Alignment with OBEF Framework

Supports **Pillar 5** by evidencing workforce stability and compliance. KPIs and validator-ready artifacts will demonstrate robust governance of sponsorship transitions.

A. Golden Visa

The UAE Government launched the Golden visa to provide a long-term visa to foreign talents who can contribute significantly to the UAE's economy. By eliminating the need for a sponsor, individuals who meet the eligibility criteria can apply for the Golden visa.

The Golden visa is a long-term residence visa which enables foreign talents to live, work or study in the UAE while enjoying exclusive benefits. Investors, entrepreneurs, scientists, outstanding students and graduates, humanitarian pioneers and frontline heroes are among those eligible for the Golden visa.

HUC facilitates eligible employees applying for Golden visa by issuing a letter of no objection. Employees seeking NOC for a Golden Visa from HUC need to follow the steps mentioned steps:

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i Employees seeking NOC for a Golden Visa from HUC must submit an official application to the Talent Empowerment Department. (Refer form "**Request for No Objection letter to apply for Golden / Green Visa"**)

ii The application will be forwarded to the President for approval.

iii HUC shall pay the applicable visa cancellation fee

iv HUC shall provide supporting documents including salary certificate, No objection letter and medical insurance required by the employee to for apply for the Green Visa.

B. Green Visa

The UAE Government launched the Green Visa with the purpose of retaining talented people in the country who can contribute significantly to the UAE's economy. By eliminating the need for a sponsor, individuals who meet the eligibility criteria can apply for the green visa.

The UAE Green Visa now comes with a 5-year residence track for skilled professionals, freelancers, investors and entrepreneurs. The new visa has more benefits for expats, including flexible grace periods (that reach up to 6 months).

The new and improved system of entry and residence aims to attract a talented workforce from around the world.

This visa category is to attract talented individuals. The new track provides a 5-year residency for skilled employees without a sponsor or employer.

HUC facilitates eligible employees applying for green visa by issuing a no objection letter. Employees seeking NOC for a Green Visa from HUC need to follow below mentioned steps:

i. Employees seeking NOC for a Green Visa from HUC must submit an official application to the Talent Empowerment Department. (Refer form "**Request for No Objection letter to apply for Golden / Green Visa"**)

ii. The application will be forwarded to the President for approval,

iii. Faculty can apply through the HUC Immigration system for Green Visa.

iv. Talent Empowerment Department will provide necessary support to faculty for applying Green Visa through the typing center.

v. HUC shall pay the applicable visa cancellation fee

vi. HUC shall provide supporting documents including salary certificate, No objection letter and medical insurance required by the employee to for apply for the Green Visa.

C. Guidelines for Employees Seeking a Golden / Green Visa

The guidelines for HUC Employees applying for a Golden / Green Visa are as follows:

i. The employee will bear full expenses of the Golden/Green visa.

ii. HUC visa will be canceled once the employee applying for golden/green visa receives formal approval, and same is submitted to HUC's Talent Empowerment Department.

iii. The Employee undertakes to follow HUC policies and procedures according to the signed employment contract. The terms and conditions of employment contract will remain unchanged.

iv. Benefits / allowances given to employees (Accommodation, Furniture, Tickets, and Group Medical insurance) will be as per HUC policy.

v. The Employee must share a copy of his new visa / ID and any other formal documents with TED as and when required.

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vi. In case the employee resigns or is terminated by HUC, Gratuity and other benefits will be as per HUC policy and UAE law.
vii. In case, the issuance of Golden/ Green visa is rejected for any reason by concerned authorities, HUC shall not be held responsible, and the employee will bear all expenses for issuance of a new visa upon receiving HUC Management approval.
viii. For application refer Annexure-I

5q. Handling of legal issues

Policy number	HUMR_POLICY_18
Policy name	Handling of Legal Issues Policy
Policy version	Version 4
Standards applicable	MOHESR Standard 5: Faculty and Professional Staff
Policy owner	Talent Empowerment Department
Date of policy development	18 July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	25 August 2026
Approved by	President

A. Introduction

HUC resolves legal issues in a manner consistent with UAE Federal laws, MOHESR regulations, and institutional policies. This aligns with **Strategic Plan Priority 5: Risk Management and Compliance.**

The Internal Legal Affairs Committee may consult Legal Advisor / Consultant appointed by HUC on all legal matters based on the severity and the implications of the matter.

B. Formation of Committee

The President has a right to form an ad hoc internal Legal Affairs Committee and appoint members based on the nature or severity of the issue. The President appoints the Chair of the Legal Affairs committee to review the issue. The committee shall consist of 3 or 5 members as required. At least one member of the committee shall be from the TED to ensure alignment with employment and labor law.

C. Responsibility of the Committee

The committee is responsible for identifying, reviewing the legal issues and also evaluates and investigates the cases presented to them for decision making. The committee also consults the Legal Advisor or Consultant to seek for professional legal assistance. (To be further updated by TED from TED policy manual)

D. Process Flow

i. The Chair of the Legal Affairs Committee and TED calls for a meeting of its members.
ii. The members review the decision and the relevant documents submitted to the Legal Affairs Committee.

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iii. Any additional information required will be sought from concerned department to have a holistic understanding of the case / issue.

iv. The Legal Affairs Committee and TED reviews the documents related to the issue / case and evaluate the opinions of both the parties

v. The Legal Affairs Committee and TED will consult the Legal Advisor or Consultant to seek for professional legal assistance before submitting the report to the President.

vi. President communicates the report of the Legal Affairs Committee and TED to the BOT and the decision to resolve the issue is taken.

Frequency and authority of review

Components	Preparation of Plans	Preparation frequency	Review frequency	Timeline	Responsible to implement	Reasons for amendment	Approval Authority
Legal issues policy	Legal Affairs committee	As and when required	Yearly	July	TED	Based on the Legal requirement	President

5r. Working Hours policy

Policy number	**HUMR_POLICY_21**
Policy name	Working Hours Policy
Policy version	Version 6
Standards applicable	MOHESR Standard 5: Faculty and Professional Staff
Policy owner	Talent Empowerment Department
Date of policy development	18th July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	25 August 2026
Approved by	President

A. For Academics (Faculty & Faculty with Administrative Responsibility)

HUC observes 36 hours' work schedule on a weekly basis (5 days in a week) wherein 8 hrs. per day may be worked out in different combinations as per Academic schedule.

B. For Academic Members with Administrative Responsibilities

HUC observes 48 hours' work schedule on a weekly basis (5 days in a week) wherein 8 hrs. per day may be worked out in different combinations as per given for Academic Faculties.

UC requires additional time commitment beyond their normal working hrs. These positions are not eligible for any straight shifts due to the split schedule operations of HUC. The UC members are academic and academic support employees with additional administrative responsibilities and are eligible for additional benefits & perks.

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Day	Monday To Friday	Saturday *(For Weekend Duty Only)*
Straight Shift	09:00 AM to 19:00PM	09:00 AM to 17:00PM
Split Shift	Morning Shift 09:00 AM to 14:00 PM	
	Evening Shift 17:30 PM to 22:00 PM	

C. For Academic Support Services Staff & Training (CCL) Staff Members

HUC observes 48 hours work schedule on a weekly basis (5 days in a week) wherein 9.5 hrs. Per day may be worked out in below schedules assigned for the respective position.

Day	Monday To Thursday	Saturday *(For Weekend Duty Only)*
Straight Shift	09:00 AM to 19:00PM	09:00 AM to 17:00PM
Split Shift	Morning Shift 09:00 AM to 14:00PM	
	Evening Shift 17:30 PM to 22:00PM	

Note: Working days are five in a week and any two days will be off days as per the duty schedule of individual employees. In case weekend duty is allocated, weekday schedule will be applicable and might vary. New labor law recognizes flexible working arrangements with mutual consent.

D. For Part Time Employees

Part Time Faculty and Staff need to adhere to work timings as mentioned and agreed in their respective contract and schedules.

Academic Part Time Members Work Timings			
Day	**Teaching Load**	**Administrative Load**	**Total Hrs**
Shift As Per Schedule	3 Credit hr	1 hr	4

E. Working Offsite

i HUC may allow working from home (International/National) option in adverse situation to ensure safety and continuity of operation.

ii Working hours will be the schedule as followed by others working from office.

iii Staff will be required to LOG IN/OUT using the attendance portal.

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iv Concerning department head should ensure that staff is doing the required allocated tasks.
v Staff should be available online on Teams during the working hours.

F. Policy Outline

i It is mandatory for all Faculty Members to attend work regularly as per the specified time and are required to comply strictly and accurately with faculty shift schedule.
ii It is mandatory for all Staff members to attend for work regularly as per the specified time and are required to comply strictly and accurately with "Automated Attendance System" i.e., attendance recording procedure of HUC as payroll is integrated with attendance system.
iii Faculty Member willing to alter work timings are required to do it after due approval from Head of General Education and inform to TED. Staff Member willing to alter work timings are required to do it after due approval from TED In-Charge and inform to TED.
iv All employees need to adhere to official work timings and report to work on time. Last minute information of Late coming or early leaving will not be entertained. Late coming or early leaving by half an hour or more without prior approval will result in disciplinary action. Non-adherence on more than 2 occasions in a month will be subjected to review and result in call for explanation and counseling by TED. If nonadherence persists than for each 4 late comings in a month, there will be half day leave deduction from Annual leave. In case annual leaves are exhausted then such late coming will be considered loss of pay (LWP) and employee is required to give a written explanation.
v All Faculties with Administrative responsibilities should be open to dedicating extra working hours in case required.
vi Part-time Faculty Members are required to dedicate 1 office hr duty for each 3 credit hours of teaching.
vii All the absences must be notified to TED in advance in the form of duly filled leave form along with approval from Head of Department, Program Chairs, Dean (School of Business and School of Computing), TED In-Charge, VP- ASO, VP-AO and President.
viii In case of sick leave absence must be notified to TED and the leave form should be supported by medical certificate duly attested by competent authority. Frequent sick leaves will require an employee to submit fitness certificate from the doctor at their own expense and will be subject to review.
ix If the leave form is not filled within the same day of leave or joining day, then TED is authorized to deduct the leave from the balance annual leave in employee's account which will not be reverted in any circumstances.
x Absence from office without information or pre-approval will result in disciplinary action.
xi During Ramadan HUC observes timings as per guidelines of UAE government as per the policy.
xii The decision to close HUC other than official holidays, alter basic workweek or standard work hour's rests with the President or his nominee which is relevant for private sector announcement by the Government.
xiii Unless official information regarding a holiday is not communicated to an employee it is considered HUC is working. In case holiday is subjected to moon sighting HUC may be compelled to change announced holiday at last moment keeping operations of university into consideration.
xiv The Adjunct Faculty Members are required to work based on the class schedule from Administration Department, total number of credits and an additional hour of administrative work per credit as mentioned in their contract. The Adjunct Faculty Members must complete all task (Administrative / Invigilation duties) allocated to them during a particular semester.

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xv The Adjunct Faculty Members are required to do the punching in and out of the Biometric System. Failure in adhering the same will result in deduction in their Salary unless information and approval has been obtained from TED.

xvi For all official meetings outside the HUC, TED should be intimated at least 24 hours in advance. Last minute intimation to TED/Dean (School of Business and School of Computing) will not be entertained. Employees are also required to make sure that the meeting is encoded in the CMS and required to submit report of the proceedings of meeting to Dean (School of Business and School of Computing) and TED.

xvii For the Part-time faculty, it is compulsory that for every 3 hours of scheduled class allocation, there would be a one-hour administration duty.

MOHESR CAA Standard 6. Students

6. a Undergraduate Admissions

Policy number	ADMN_POLICY_15
Policy name	Undergraduate Admission Requirement
Policy version	Version 9
Standards applicable	MOHESR CAA Standard 6: Students
Policy owner	Administration
Date of policy development	18 May 2020
Review date	7 August 2025
Date of recent modification	7 August 2025
Next review date	23 June 2026
Approved by	President

A. Admission Requirement for the Bachelor of Business Administration Program

An applicant seeking admission for the Bachelor of Business Administration program is required to fulfill the following conditions:

i. High School Qualification
ii. English Language Proficiency
iii. Personal Interview

Please refer below sections for details of the above requirements:

i. High School Qualification

a. Applicants must hold a **Higher Secondary School Certificate (Grade 12)** with Pass Grade in all subjects. For **UAE curriculum**, this is typically the **Emirates Secondary School Certificate** or its equivalent. For other **curriculum**, applicants must have a recognized higher secondary school qualifications.

b. Student with any equivalent qualification from an institution in UAE must have the documents attested by the Ministry of Higher Education and Scientific Research. For qualifications obtained outside UAE, attestation is required from the relevant authorities of the country in which the qualification was earned.

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c. Students from public or private schools within and outside the country are required to submit one of the following documents as applicable:
    1. Certificate of completion of the secondary school education, attested by the Ministry of Higher Education and Scientific Research or the Emirates Schools Establishment for high school qualification acquired from the public schools within the country.
    2. An equivalency issued by the Ministry of Higher Education and Scientific Research for a certificate of completion of secondary school studies acquired from the private schools within the country or acquired from the schools outside the country.

ii. English Language Proficiency

Prospective student is required to fulfill **any one*** of the following English Proficiency requirements for admission to Bachelor of Business Administration program as given below, and shall be submitted at the time of admission:

a. A minimum score of 80% or B grade in Higher Secondary School English language subject.
b. A minimum score of 1100 in EmSAT Achieve English (Emirates Standardized Test)
c. A minimum score of 500 in Institutional Test of English as Foreign Language (TOEFL-ITP), (or 61 in TOEFL iBT or 173 in TOEFL CBT) (certificates will be accepted upon verification by the ETS)
d. A minimum score of 5.0 in International English Language Testing System (IELTS - Academic)

***Note:**

1. *Institutional TOEFL / IELTS score only from recognized testing centers or AMIDEAST is acceptable*
2. *Applicants, who have completed their Higher Secondary School Certificate in English medium are not required to submit any proof of English Proficiency.*

iii. Personal Interview

The prospective student is required to pass the personal interview set by the institution.

B. Conditional Admission Requirement for the Bachelor of Business Administration Program

Applicants can be admitted on conditional admission to the Bachelor of Business Administration program under the following circumstances:

i. In case equivalency is delayed, the applicant may be conditionally admitted for one semester provided the applicant shows the evidence that the application for equivalency is under process and submits an undertaking to submit the equivalency within one semester.
ii. If the applicant does not obtain equivalency stipulated in High School Requirements (Section A (i)), then he/she is required to submit the **Letter of No Objection*** for Conditional Admission issued by the Ministry of Higher Education and Scientific Research containing the following details:
    a. Eligible preparatory courses
    b. Duration of the conditional admission

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**All the bridging courses offered as per Letter of No Objection for Conditional Admission are considered as zero credit courses, and are not included in CGPA calculations.*

iii. If the applicant seeking admission to undergraduate program does not meet the English Language Proficiency requirements mentioned in above Section A(ii) the student may be accepted conditionally for one Semester, and needs to:
   a. Enroll into English bridging Course, and achieve a score of 80 and above.
   b. During the Conditional Admission, the student may register for a maximum of four General Education Courses except for any English courses during Fall/Spring Semester.

iv. In case the student is enrolled under conditional admission, the student will be accepted for **final admission** if one of the following conditions, under which he/she was admitted, are fulfilled during the conditional admission period otherwise the conditional admission will be cancelled without any refund. In such cases, the student will have no financial or academic claims against the University
   a. Submission of the equivalency mentioned in Section 1(c).
   b. Passing the English bridging course of HUC with a **minimum grade B**.
   c. Passing the preparatory courses mentioned in the Letter of No Objection for Conditional Admission issued by MOHESR with a minimum **grade B**.

C. Admission Requirement for the Bachelor of Science in Information Technology/ Bachelor of Science in Computer Science Program

An applicant seeking admission for the Bachelor of Science in Information Technology/ Bachelor of Science in Computer Science program is required to fulfill the following conditions:

i. High School Qualification
ii. English Language Proficiency
iii. Personal Interview

Please refer below sections for details of the above requirements:

i. High School Qualification

a. Applicants must hold a **Higher Secondary School Certificate (Grade 12)** with Pass Grade in all subjects. For **UAE curriculum**, this is typically the **Emirates Secondary School Certificate** or its equivalent. For other **curriculum**, applicants must have a recognized higher secondary school qualifications.
b. Student with any equivalent qualification from an institution in UAE must have the documents attested by the Ministry of Higher Education and Scientific Research. For qualifications obtained outside UAE, attestation is required from the relevant authorities of the country in which the qualification was earned.
c. Students from public or private schools within and outside the country are required to submit one of the following documents as applicable:
   1. Certificate of completion of the secondary school education, attested by the Ministry of Higher Education and Scientific Research or the Emirates Schools Establishment for high school qualification acquired from the public schools within the country.

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2. An equivalency issued by the Ministry of Higher Education and Scientific Research for a certificate of completion of secondary school studies acquired from the private schools within the country or acquired from the schools outside the country.

ii. English Language Proficiency

Prospective student is required to fulfill **any one*** of the following English Proficiency requirements for admission to Bachelor of Science in Information Technology/ Bachelor of Science in Computer Science program as given below, and shall be submitted at the time of admission:

a. A minimum score of 80% or B grade in Higher Secondary School English language subject.
b. A minimum score of 1100 in EmSAT Achieve English (Emirates Standardized Test)
c. A minimum score of 500 in Institutional Test of English as Foreign Language (TOEFL-ITP), (or 61 in TOEFL iBT or 173 in TOEFL CBT) (certificates will be accepted upon verification by the ETS)
d. A minimum score of 5.0 in International English Language Testing System (IELTS - Academic)

***Note:**

1. *Institutional TOEFL / IELTS score only from recognized testing centers or AMIDEAST is acceptable*
2. *Applicants, who have completed their Higher Secondary School Certificate in English medium are not required to submit any proof of English Proficiency.*

iii. Personal Interview

The prospective student is required to pass the personal interview set by the institution.

D. Conditional Admission Requirement for Bachelor of Science in Information Technology/ Bachelor of Science in Computer Science Program

Applicants can be admitted on conditional admission to the Bachelor of Science in Information Technology/ Bachelor of Science in Computer Science program under the following circumstances:

i. In case equivalency is delayed, the applicant may be conditionally admitted for one semester provided applicant shows the evidence that the application for equivalency is under process and submits an undertaking to submit the equivalency within one semester.
ii. If the applicant does not obtain equivalency stipulated in High School Requirements (Section C(i)), then he/she is required to submit the **Letter of No Objection*** for Conditional Admission issued by the Ministry of Higher Education and Scientific Research containing the following details:
    a. Eligible preparatory courses
    b. Duration of the conditional admission

    **All the bridging courses offered as per Letter of No Objection for Conditional Admission are considered as zero credit courses, and are not included in CGPA calculations.*
iii. If the applicant seeking admission to undergraduate program does not meet the English Language Proficiency requirements mentioned in above Section C(ii), the student may be accepted conditionally for one Semester, and needs to:
    a. Enroll into English bridging Course, and achieve a score of 80 and above.

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b. During the Conditional Admission, the student may register for a maximum of four General Education Courses except for any English courses during Fall/Spring Semester.

iv. In case the student is enrolled under conditional admission, the student will be accepted for **final admission** if one of the following conditions, under which he/she was admitted, are fulfilled during the conditional admission period otherwise the conditional admission will be cancelled without any refund. In such cases, the student will have no financial or academic claims against the University

a. Submission of the equivalency mentioned in Section 1(c).
b. Passing the English bridging course of HUC with a **minimum grade B**.
c. Passing the preparatory courses mentioned in the Letter of No Objection for Conditional Admission issued by MOHESR with a minimum **grade B**.

E. Admission to People of Determination

HUC admits People of determination after a due process of understanding the learning abilities and the approaches of teaching. HUC facilitates the special needs student by allocating additional time and resources to help them learn without sacrificing the syllabus and the rigor required in it.

Upon meeting the admission requirements, the candidates shall be interviewed by the concerned teaching faculty members under the guidance of a committee, which shall be formed as and when required and the outcomes of the interview are recorded and communicated to the candidate and the President for necessary actions. The interview shall be focused on:

a. To understand the nature of shortcomings
b. To understand the learning abilities, assessment modes, additional time required for completion
c. To understand the learning abilities through computer
d. To understand their skill levels in assessing

6c. Transfer Admission

Policy number	ADMN_POLICY_17
Policy name	Transfer Admission Policy
Policy version	Version 12
Standards applicable	CAA Standard 6: Students
Policy owner	Administration
Date of policy development	6th May 2020
Review date	12th August 2025
Date of recent modification	12th August 2025
Next review date	23rd June 2026
Approved by	DSOB and DSOC

A. Transfer of Credit (TOC) Committee Structure

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Committee	Chair	Members
Transfer of Credit	Registrar	DSOC, DSOB, Subject Expert related to TOC Request, Deputy Director - Administration

The TOC committee consists of the above mentioned members to facilitate the TOC students receiving appropriate mapping with the existing courses of HUC as per the requirements given below.

B. Objectives of TOC Committee

1. To review mapping of the course and TOC Application
2. To review and approve TOC Application
3. To issue the final TOC approval letter to students

C. Transfer Admission Requirement for Undergraduate Programs

HUC accepts students who wish to transfer from a federal or licensed institution in the UAE, or a foreign institution of higher learning based outside the UAE and accredited in its home country.

Transfer of credit is granted under the following conditions:

i. Applicants seeking transfer to an Undergraduate (BBA/BBA in Accounting /BSIT/BSCS) program offered at HUC must meet the direct entry requirements for admission to Undergraduate programs.

ii. Transfer applicants need to have obtained minimum 80% score in English language subject in their high school or they must have completed their Higher Secondary School Certificate in English medium. In addition, they shall provide a letter that courses for which they are seeking transfer, were taught in English.

iii. Applicants seeking Transfer admission cannot be conditionally admitted under any circumstances

iv. In case an applicant is transferring from an Internationally accredited university, approved by relevant academic regulatory authority of the country of origin, and has completed at least 30 credits taught in English; such students can be directly admitted into the undergraduate program upon submission of IELTS / TOEFL score, which was already submitted to the previous university at the time of admission

v. The student must be in good academic standing and still eligible to return to the current or former institution.

vi. Students who are not in good standing may get transfer only to a different major / concentration

vii. The course contents mentioned in the Course Syllabus of the previous institution should match to a minimum of 75% of the HUC Syllabus of the corresponding course thereby ensuring similarity in the course learning outcomes.

viii. The student must attend a minimum of 50% of the credit hours of their study plan at HUC.

ix. The credit hours completed must be equivalent or higher to the corresponding courses offered at HUC.

x. The students must have passed the course with a minimum of 'C' grade or equivalent.

xi. No transfer can be awarded for Capstone and protected courses of HUC.

xii. Once TOC is granted and the Graduation plan is signed by the student, the student cannot challenge the TOC decision during the progression of course.

xiii. A student is placed in the Senior Level status only after completing all the balance courses till the junior level.

xiv. Incase student changes the area of study the student will have to re-apply for TOC.

xv. Prohibit accepting credit twice for substantially the same course taken at two different institutions.

xvi. The grades of transferred courses will not be included while calculating the student's Grade Point Average (GPA).

xvii. The processing fees of TOC is non-refundable and is charged (as per applicable fee structure).

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xviii. Transfer admission students will not be included in the toppers list.

xix. Once the TOC is granted, it will be informed to student along with the graduation plan for review & consent with signature.

xx. This TOC process once approved is applicable only for the mentioned intake.

xxi. TOC students understand that even if they are left with less number of courses at any level, they cannot be granted courses from next level until they have successfully completed level which they are in, as per HUC policy.

xxii. Once the acceptable transfer of credits is decided, the student is informed about the applicable fee based on the courses accepted for transfer of credits and the student can then proceed for registration.

xxiii. Students seeking transfer of credits in the undergraduate program offered at HUC are eligible for a merit-based scholarship of a maximum 50% on tuition fees upon meeting the criteria specified in the Scholarship Policy. However, there will be no reduction in fees for the courses that are awarded as transfer of credit.

D. Documents Required

Transfer admission students must submit following documents

a. The official transcript from accredited institutions
b. Detailed syllabi (Credit Value, Level, detailed course content, learning outcomes/objective and indicative learning resources)
c. An official letter from the previous institution
d. All documents mentioned in the admission requirements
e. Applicable processing fee (non-refundable) must be paid for evaluation
f. Once a student will change his/her concentration, he/she must reapply for the TOC with applicable fee.

E. Criteria for Approval of Institutions for accepting Transfer Admissions

HUC will accept transfer of credits only from the Institutions, which fulfill any of the following criteria:

a. Accredited by the Ministry of Higher Education and Scientific Research, UAE
b. Accredited by the Central or Regional accreditation bodies in the United States of America
c. Accredited by the UGC Grants Commission of India
d. Accredited by the HEC Grants Commission of Pakistan
e. Approved by the Quality Assurance Agency in Education, U.K.
f. Accredited/recognized by the Ministry of Higher Education for all other countries from where the student is seeking admission

Note:

1. *For transfer from one program to another within HUC, the TOC application must be resubmitted. However, the fee structure for the respective program to which the student is transferred shall be applicable.*
2. *In case the student was granted any scholarship / fee waiver, the percentage of scholarship / fee waiver shall remain same. However, the amount of discount shall be calculated based on the new fee structure applicable for the specific school.*

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F. Transfer Admission Process

Transfer admission applicants must submit the TOC application form along with supporting documents at least 4 working days before the application deadline published on HUC's website. The TOC committee shall review the TOC application along with supporting documents and award credits to the courses from the previous institution which are equivalent to HUC courses based on the transfer admission requirements for respective program The TOC application is processed and the committee's decision is communicated to the applicant within 4 working days of receiving the application.

i. Process Flow

Step 1

Marketing & Admissions department receives the TOC applications for admission and forwards to the TOC committee.

Step 2

The committee processes the applications as per the TOC policy and forwards the approved applications to the Administration department.

Step 3

The Administration department issues the tentative TOC granted form to the student based on the approval by the TOC committee

Step 4

After verification of required documents and registration requirements, administration department prepares the graduation plan and issues the final TOC letter.

Step 5

Administration registers the students in respective courses offered in the same semester or different semesters based on the availability of courses during semester.

6. de Recognition of Prior Learning and Advanced Standing.

Policy number	ADMN_POLICY_18
Policy name	Recognition of Prior Learning and Advanced Standing
Policy version	Version 4
Standards applicable	MOHESR CAA Standard 6: Students
Policy owner	Administration
Date of policy development	16 July 2019
Review date	07 August 2025
Date of recent modification	07 August 2025
Next review date	23 June 2025
Approved by	President

A. Introduction

The National Qualification Authority defines Recognition of Prior Learning as: "the assessment of previously unrecognized skills and knowledge achieved outside the formal education and training system". HUC RPL and Advanced Standing policy assesses the previously attained unrecognized

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knowledge and skills against the requirement of formal qualification in terms of outcomes to be achieved (Program or course learning outcomes).

RPL and Advanced Standing regulations apply to all forms of recognition of prior learning, including transfer of academic credit and admission with advanced standing. The RPL and Advanced Standing applicant will be awarded credit when they have demonstrated that they have Successfully met the learning outcomes and assessment criteria of the program.

B. The Policy

This policy is aimed at awarding exemption, or seeking equivalency or recognition of prior learning to avoid repetition of courses for which the learner is skillful and competent to demonstrate and continue further studies based on the experiential learning. It also avoids duplication of studies by the student who has acquired knowledge and skills from non-recognized or accredited bodies.

Exemption is granted to the courses after the candidate exhibits the ability based on the evaluators recommendation. The exempted courses will appear on the transcript without any credit score or value.

Recognition of prior learning is the acceptance of non-credited learning certificate or experience certificate for partial or full credited course or courses in the area of specialization, the recognized credits / courses are reflected in the transcript without any credit score or value being reflected. The RPL for a program will be based on specific certifications, diplomas, work experiences in the related fields and equivalency will be awarded upon verifying the validity and authenticity of issuing authority or its equivalency approved by MOHESR CAA or NQA.

C. Requirements

Prior learning certificate, or diploma or any other means of document that establishes the validity and reliability of the prior learning acquired by the learner including the work experience.

Submission of the documents with proper attestations to authenticate the level of the certificate, and portfolio of work experience along with evidences of achievements if any which can be considered for validating the experiential learning.

D. Guide for Applying for the Program

i. RPL and Advanced Standing applicants also needs to submit an evidence-based portfolio of the work experience or competencies acquired through certificates and work experience attested by approving agency of that country.
ii. Job descriptions of the work or statements of work, roles and responsibilities or projects done
iii. Reference letters detailing relevant skills and competencies connected to the program applied
iv. Submit attested testimonies of certificates at the time of application
v. HUC RPL and Advanced Standing committee will assess RPL and Advanced Standing application and the Portfolio, to verify whether the applicant has achieved the learning outcomes including knowledge, skills and responsibilities required for a particular course that the applicant applied.
vi. A challenge examination will be conducted on courses to assess the level of learning and the ability to meet the academic rigor requirements of undergraduate programs.
vii. Minimum grade for consideration is 'C+' grade with grade point 2.5 over 4 scale.
viii. Prospective students who are seeking credit based on formal and/or non-formal prior learning need to submit the application with requisite fee.
ix. No grades will be assigned for transferred credited courses.

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x. The result of assessment will be formally communicated to the applicant by the RPL and Advanced Standing committee

xi. No more than 50 % of the total program credits will be awarded for any RPL and Advanced Standing application.

xii. Issue a letter of admission

E. RPL and Advanced Standing Committee

The RPL and Advanced Standing committee consists of Dean of school and subject experts in the domain of skill sets or competency as deemed necessary, quality unit representative and administration/ registration office representative. The committee evaluates as per the assessment form requirements and recommends or rejects the student on the grounds of meeting of non-meeting the admission requirement. The committee shall review the RPL and Advanced Standing application as per the assessment form and award partial or full credits to be transferred to HUC program without any value of credit being transferred in the transcript. Criteria for evaluation can be decided by the evaluators consisting of Dean, Quality unit and administration department – it could be a challenge exam/s, followed by demonstration of skills in the form of small project work that can assessed and an interview. Upon satisfaction the evaluators can recommend credit transfers – minimum grade required to qualify is 'C +' that is 2.5 on a scale of 4 points awarded by the evaluators. HUC grading policy would be used for evaluation.

F. Criteria for Awarding TOC For RPL and Advanced Standing

S.No.	Nature of Certificate (Diploma / Certificate) mapped with Level 6 and 5 of QF Emirates	Number of years of work experience	Issuing authority	Maximum Transfer of credits awarded by HUC
1	Diploma	5 years	Approved by MOHESR	50% of total credits
2	Certificate – Level 5	10 years	Approved by MOHESR	50% of total credits

G. Public Disclosure

This policy would be displayed in the public disclosure sources with giving details about method of claiming RPL and Advanced Standing procedures to be followed, exams to be undertaken, the maximum limit of courses in the program that can be awarded as mentioned in the policy, display of credits score in the transcript.

Public disclosure and guidance: apart from the display of the RPL and Advanced Standing policy the intending learner can visit the dean of school or the registration department for further details or send mails to clarify any further details.

The method of awarding exemption, equivalency and recognition of prior learning and Advanced Standing is stated in the policy for any further details the candidate can consult registration department.

H. Appeal Process

The candidate after receiving the communication from the administration office may accept or challenge the decision of the committee by appealing through mail . In case of challenge the candidate must follow the below process.

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a. Make an appeal in one week time from the date of receipt of the communication from HUC.
b. Upon receiving the appeal from the candidate the committee shall review the concerns and if necessary will address the issue and communicate the decision to the candidate within 10 days with proper reasons for declining or revoking of the earlier decision and revised communication.
c. The candidate must refer to the case and the issue in clear terms through a letter.
d. Appeals can be made with necessary fee for consideration.
e. The candidate may submit any further documents as evidences to support in case of decline and the reasons are clearly specified.
f. All appeals must be made to the Dean for consideration.

The candidate upon receiving the revised communication on prior learning exemptions can accept or appeal to the Dean for second time for any further clarification and is required to follow the instructions given by the Dean for any further consideration else it can be considered as final word from the dean. The candidate is also free to give his comments or feedback through mail after the process is completed.

A. Sample RPL and Advanced Standing TOC Assessment Form

Name: Date:

Student ID:

Bachelor of Science in Information Technology

Concentration in Enterprise Computing [JAN 2022 Intake]

Certification Requirements

BS IT Core Courses (63 Credits)	CODE	Prior learning Certificates and years of experience in relevant fields	Recognition status of issuing agency	ACCEPTED TOC
Core Courses (51 credits)				
Digital Logic	BIT1101			X
Principles of Programming Language	BIT2102			X
Computer Organization	BIT2103			X
Web Design and Development	BIT2104			X
Data Structures and Algorithm Analysis	BIT2105			X
Database Management Systems	BIT2106			X
Human-Computer Interaction	BIT2107			X
Computer Architecture	BIT2108			X
Innovation(P)	BUS3102		Protected course TOC Can not be awarded	
Operating Systems	BIT3209			X
Computer Networks	BIT3111			X
Information Technology Project Management	BIT3112			X

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Mobile Application Development	BIT3113			X
Information Technology and Ethics	BIT4117			X
Big Data Analytics	BIT4118			X
Computing Project(P)	BIT4219		Protected course TOC Cannot be awarded	
Information System Audit and Control	BIT4220			X
Elective Courses (Any two Courses) (6 Credits)				
Distributed Database Systems (E)	BIT3110			X
Data Warehousing and Data Mining (E)	BIT3114			X
E-Commerce(E)	BIT3115			X
Internet of Things(E)	BIT3116			X
Casptsone Courses (6 credits)				
Strategic Information System Management (C)	BIT4121		Capstone Courses: No TOCs can be awarded	
Internship (C,S)	IND 4101			

General Education (36 credits)	CODE	EQUIV UNIT		Accepted TOC
Introduction to Information Technology	CIS1003	1213111		Awarded Tentatively
Economics	ECO 1001			X
English	ENG1001			X
Business Communication	ENG1102			X
Core Life Skills and Happiness	GEN1001			X
UAE Society	GEN1002			X
General Science	GEN2004			X
Basic Arabic	GEN2005			X
Advanced Arabic	GEN2006			X
Islamic Culture	GEN2007			X
Critical Thinking & Problem Solving	HUM1001			X
Mathematics - I	MAT1004			X
Mathematics - II	MAT1105			X

Major Requirements (21 credits)	CODE	EQUIV UNIT	Accepted TOC
Major Core Courses (15 credits)			

Software Engineering	ITE3110		X
E-Supply Chain Management	ITE3111		X
IT Infrastructure and Emerging Technologies	ITE3112		X
Business Process Modeling	ITE4113		X
Enterprise Information System Security	ITE4114		X
Major Elective Course (Any one course) (3 Credits)			
High Performance Computing (E)	ITE4117		X
Cloud Computing (E)	ITE4118		X
Knowledge Management Technology(E,P)	ITE4015	Protected course TOC Cannot be awarded	
Major Capstone Course (3 Credits)			
Enterprise Systems (C)	ITE4316	Capstone Courses: No TOCs can be awarded	

Category	Total Credits	TOC awarded Tentatively (Maximum 60 Credits can be awarded)
General Education Courses	36	3
Core Courses	63	0
Major Courses	21	0
Total Credits	120	3

Criteria for awarding TOC for RPL and Advanced Standing

S.No.	Nature of Certificate (Diploma / Certificate) mapped with Level 6 and 5 of QF Emirates	Number of years of work experience	Issuing authority	Maximum Transfer of credits awarded by HUC
1	**Diploma**	**5 years**	**Approved by MOHESR**	**50% of total credits**
2	**Certificate – Level 5**	**10 years**	**Approved by MOHESR**	**50% of total credits**

* TOC will be awarded for anyone of these

** The scheduling of these courses is subject to number of students opting for this course as an elective.

Tentatively the student can be awarded 3 credits as TOC against the transcript. The complete TOC evaluation will be done upon receiving the original transcript or certificates and relevant experience in the field of specialization.

This is subject to presenting the original transcript for audit as well as the accreditation status of the institution, where the student is

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The TOC Awarded shall not make any difference to the length of the degree program and courses will be allotted as per the 4-year plan of the BSCS degree on offer. A tentative graduation plan will be given along with the admission kit

Head of TOC

Committee

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6. Student Records

Policy number	**ADMN_POLICY_19**
Policy name	Student Records
Policy version	Version 5
Standards applicable	MOHESR CAA Standard 6: Students
Policy owner	Administration
Date of policy development	16th July 2019
Review date	25th August 2025
Date of recent modification	25th August 2025
Next review date	13th June 2026
Approved by	Registrar

The documents maintained in HUC normally fall in three categories viz:

i. Administrative records
ii. Academic records
iii. Financial records

A. Administrative Records

Administrative records comprise of the personal profile of each and every student of HUC and consist of the following:

i. **Enrolment Form:** Each student fills up the enrollment form at the time of registration. The form lists the personal information, passport and visa details, the major area of the program the student has opted for, educational qualifications, work experience, registration payments, the terms and conditions on which the admission is given. Once the result of the entrance examination is available, the administration department updates the file. This document is maintained only till the student qualifies for and attends the graduation ceremony.

ii. **Directory Information:** The directory information consists of data regarding the address, telephone number, mobile number, email address etc. This record is stored electronically soon after the student is registered. It is also available as a hard copy in the enrolment form. The record is updated as and when the student informs of a change. Normally, this information is also updated every year by floating an address update form.

iii. **Record of Entry Level Qualifications:** A copy of the higher secondary school certificate is maintained in the personal file of the student. While accepting this document, the student is required to show the original certificate to HUC officials, who verify and attest the copy of the certificate.

iv. **Results of Personality And Interest Tests: (Optional) :** A record of the results of the personality and interest tests are kept in the Administration Dept. The record will be maintained till the student graduates.

v. **Record of Discipline:** In case the student has been involved in any incidents of indiscipline, a record of the incident is kept in the student's personal file.

vi. **Attendance Record:** The student's attendance is recorded in the system through software.

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vii. **Letter of Admission:** A copy of the letter of admission and the fee payment schedule is filed in the personal records of the student.

viii. **Copy of Passport:** A copy of the passport along with the visa information is filed in the personal record of the student.

ix. **Miscellaneous Documents:** Copies of letters issued to the student, undertaking forms submitted by the student, proof of mitigation, DAC letter email communication and any other correspondence with the student, are also filed in the personal file of the student.

x. **Student engagement records**
Evidence related to academic, community service, extracurricular events and competitions participated by students, research participation and awards/certificates received

xi. **Graduation Information and Copies of Transcript:** Copies of all transcripts issued to the students, grade warnings, letters of probation and suspension if any, and the graduation information forms a part of the academic profile, which is filed in the personal file of the student. Graduation Board's recommendation for graduation and Graduate information survey must be maintained along with these records.

Transcripts and Degree completion authentications are securely stored with defined access rights, either in soft or hard copy, and are accessible for a period of not less than fifty (50) years.

xii. **Accessibility to The Records:** Only the following personnel have access to the records unless specified by the student:

1. President
2. Vice Preisdents
3. Registrar
4. Dean – School of Business
5. Dean – School of Computing
6. Deputy Director-Administration
7. Administrative Officers
8. Filing Clerk in the Administration Department
9. MOHESR Officials

B. Academic Records

The Administration Department maintains the academic records of each student. The records Comprise of the following:

i. **Curriculum Requirement:** Students enrolled each year follow a particular curriculum. The administration department keeps a record of the applicable curriculum. The record is transferred to the electronic archive after the student graduates.

ii. **Details of Transfer of Credits:** All documents related to the transfer of credits such as the transcripts, course description, and the details of accepted transfers, are kept with the administration department for each such student. The details of transfer of credits accepted are transferred to the student's electronic records.

iii. **Details of courses undertaken and the grades awarded:** As and when the student takes the courses, and, appears for the examinations, his/her profile is updated in the software. The details

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of credits undertaken and the grades awarded, the GPA and the CGPA of the student is available through the software. The record is transferred to the electronic archive once the student graduates. Letters issued to students in case of non-satisfactory academic progression must also be maintained in their academic records. These records are very important since the student's performance and graduation depends on the accuracy of such records. It is the responsibility of the Administration and Examination Department to maintain accurate records.

iv. **Hard Copies of Transcripts Issued, and, The Degrees Awarded:** A grade report is issued to each student at the end of every semester. A consolidated grade report is filed in the student file at the end of the academic year. Official transcript will be issued only with the Degree. However a student may request for interim transcripts by paying the necessary fees. A copy of every issued transcript is kept in the student's personal file. The hard copies of degrees are retained by the administration department for a period of four years after the student graduates from the HUC, thereafter, the copies are destroyed. However, the electronic copies are retained for at least a period of 50 years.

v. **Assessment records, Copies of Coursework / Examination Scripts:** The Examination Department maintains the evaluated continuous assessment copies for each course, final examination scripts, records of student academic integrity issues reported if any, and plagiarism report with similarity index for course work submitted by the students, grade changes with approval if any for assessment, grade appeal form submitted by students with decision on appeal. The assessment records along with rubrics must be maintained in physical format for a period of four years , however the electronic format must be stored indefinitely**.**

vi. **Internship records**
The Administration department must maintain records related to internship, which include internship offer letter, student's internship feedback form, feedback submitted by the internship employer/external supervisor, internship report submitted by student.

vii. **Student Appeal record**
Any appeal forms/ email requests submitted by the students and the decision of its approval / rejection must be maintained with appropriate evidence.

viii. **Professional certifications and licenses**
Details of Professional certifications, licenses and micro credentials obtained by the student must be maintained with relevant evidence.

ix. **Accessibility To the Records**
Only the following personnel have access to the records unless specified by the student:

1. President
2. Vice Presidents
3. Registrar
4. Dean – School of Business
5. Dean – School of Computing
6. Deputy Director-Administration
7. Administrative Officers
8. Filing Clerk in the Administration Department
9. MOHESR Officials

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C. Financial Records

Records of all financial affairs related to a student including the total fees payable, installments paid, fee payment invoices, any fee reductions, scholarships awarded, refund paid if any, transportation fees, any other miscellaneous fees and the current balances are maintained by the Finance Department. The main document related to the student is the ledger that is stored electronically and transferred to electronic archives as a permanent record.

i. Accessibility to the Records

Only the following personnel have access to the records unless specified by the student:

1. President
2. Vice Presidents
3. Registrar
4. Dean – School of Business
5. Dean – School of Computing
6. Deputy Director-Administration
7. Administrative Officers
8. Filing Clerk in the Administration Department
9. MOHESR Officials

D. Method and Duration of Keeping and Destroying Records

Documents such as graduation requirement records, transcripts and degree certificates related to students are kept in fire-proof cabinets with proper locking system for a period of four years after the student graduates from the HUC thereafter, the hard copies are destroyed after scanning the copies which will be retained as electronic copies for at least a period of 50 years. All documents that need to be destroyed are put through paper shredder. Records related to KPI submissions, institutional reporting, or external validations must be retained in alignment with OBEF audit cycles and HUC internal quality assurance reviews.

E. Off-Site Continuous Backup of Electronic Database

All student records including the student directory, course information, attendance, assessment records, transcripts and degree certificates are kept in electronic format in a centralized manner. The accessibility of these records is limited to HUC's administrative staff with an access password. HUC has an off-site continuous electronic backup for all student records. An automatic back-up of these records shall be taken on a daily basis which is stored in the Cloud Server / Off-Site Server. These records will be kept for a period of 50 years. The centralized student records system will include indexing for data fields required in MOHESR audits and institutional effectiveness dashboards. The system will ensure access-controlled retrieval for validation by authorized personnel.

F. File Scanning

All files of registered students of HUC are maintained as soft copy. Once the final registration is complete the student records are scanned and a soft copy of the same is maintained and the backup is stored at the appropriate secured places as per backup policy, to enable HUC retrieve the information during emergency contingency. Scanned records must be appropriately tagged to support sampling, such as by year, program, student status, or type of documentation, in accordance with OBEF validation protocols.

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G. Updating Student Data

Any change in the student's personal details should be updated by filling up by student data update form. This form is available in student portal upon student request the data is updated in the computer as well as student personal file. The students are solely responsible in providing the updated data. This data is mostly used for communication between HUC and the students. Dependent & Non-Dependent students must submit the correct guardian details to HUC.

H. Student Visa/Passport/Emirates Id Expiry Check

Registration department regularly carries out verification of data in order to assess the expiry dates of documents required to stay in the country so that renewal of these documents can be undertaken within the specified time limits. The registration department informs the concerned department and students regarding the status at least 6 months before the date of expiry.

I. Reconciliation of Active Student List

Registration department reconciles the active student list with the finance department on a monthly basis so as to assess the exact number enrolled in HUC and follow up for the necessary action

J. **Institutional KPI Integration and Validation Readiness**

a. The student records system supports Horizon University College's institutional KPIs as outlined in the Strategic Plan 2025–2028 and in compliance with the MOHESR Outcome-Based Evaluation Framework (OBEF).
b. The Registrar's Office and IRQA are jointly responsible for the stewardship of student data used for KPI monitoring, accreditation submissions, and institutional audits.
c. All required student-related data points—such as active enrolment, withdrawals, deferrals, graduations, academic standing, disciplinary actions, and internship completions—must be periodically extracted from the SIS and included in institutional dashboards.
d. Evidence packs shall be maintained in line with the OBEF 3R Sampling Protocol (Representative, Random, Reliable) to ensure audit readiness. This includes logs, forms, approvals, academic warnings, and graduation board decisions.
e. Evidence related to graduate destination surveys, employment tracking, degree conferrals, and disciplinary decisions shall be archived for a minimum of five (5) years in both digital and physical formats where applicable, unless superseded by other retention clauses.

6.g Student Information Release

Policy number	ADMN_POLICY_20
Policy name	Student Information release
Policy version	Version 2
Standards applicable	MOHESR CAA Standard 6: Students
Policy owner	Administration
Date of policy development	16 July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	President

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HUC accords all rights of privacy to its students. HUC will not disclose any information about the student's academic and nonacademic records without the consent of the student. The exceptions could be the following:

a. President and Dean of respective Schools
b. CAA & MOHESR Officials
c. Another University / College where student might be interested in joining, on student's request.
d. Person(s) or organization(s) providing financial support
e. Accreditation Agencies
f. Judicial Orders
g. Academic Advisors/Mentors

Information regarding name, age, address, telephone number, date & place of birth, major field of study, degrees awarded, and participation in extra-curricular activities etc. may be provided at the discretion of the HUC. A student may withhold the release of the above information through a written request to the administration.

6. h Degree Audit Policy

Policy number	ADMN_POLICY_21
Policy name	Degree Audit Policy
Policy version	Version 2
Standards applicable	MOHESR CAA Standard 6: Students
Policy owner	Administration
Date of policy development	16 July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	Registrar

On completing the graduation requirement and the student is eligible for the award of the degree the registration department carries out a thorough check of graduation candidacy status sheet and cross checks with the concerned departments for declaring the student eligible for the award of degree. Any incompletion found during the audit the student is informed to fulfill the requirement to able to qualify for receiving the degree.

Process of Candidacy sheet:

i. Step 1: Graduating students file to be prepared by Administration which includes the following:
   a. Copy of attested/equivalency - high school / O level certificate/degree
   b. Copy of TOEFL / EmSAT/ IELTS
   c. Copy of the transcripts
   d. Copy of TOC confirmation
   e. Final Statement of Account
   f. Candidacy sheet containing clearance from all departments
   g. Graduation Application form

ii. Step 2: Graduation Board will verify the following components are met:
   a. Entry requirements
   b. Academic requirements

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c. Graduation Requirements
d. Financial Requirements
e. Departmental clearance
f. Signing on certificates

A. MOHESR Portal Updation

After issuance of the degree; the registration department uploads the required documents to the MOHESR DMS Portal www.amricon-dms.com for the attestation process of the student.

The uploaded documents are as follows:

a. Copy of Emirates ID.
b. Copy of Previous Study Certificate. [If the certificate is granted by a foreign country, the high school certificate must be equalized by the Ministry of Higher Education and Scientific Research]
c. Copy of Transfer Transcript.
d. Copy of Academic Certificate.
e. Copy of the Transcript.

6. i Grade Revision and Approval Policy

Policy number	ADMN_POLICY_22
Policy name	Grade Revision and Approval Policy
Policy version	Version 1
Standards applicable	MOHESR CAA Standard 3
Policy owner	Administration
Date of policy development	8th September 2025
Review date	-
Date of recent modification	-
Next review date	-
Approved by	Registrar

I. Purpose

The purpose of this policy is to outline the procedures for grade submission, revision, and approval to ensure fairness, accuracy, and accountability in the academic assessment process. This policy is aligned with the MOHESR Outcome-Based Evaluation Framework (OBEF) KPI 2.1 – Assessment Quality Review and HUC Strategic Plan Goal 1 (Excellence in Academics) and Goal 5 (Institutional Reputation & Excellence). It ensures grade revisions uphold assessment integrity, fairness, and are governed by validated learning outcomes. All students, concerned department staff, and faculty members of HUC must abide by this policy.

II. Objectives

i. To ensure transparency and consistency in the evaluation and grading process.
ii. To provide a structured process for revising and approving grades.
iii. To safeguard the integrity of academic records.
iv. To provide students with a fair opportunity to appeal grades when necessary.

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III. Procedures

i. Grade Submission

a. Faculty members must submit grades within the timeline specified by the Administration department.
b. All grades must be entered into the Academic Management system and approved electronically by the concerned Discipline Leader and Program Chair.
c. Once approved, grades are considered official and recorded by the Registrar's Office.

ii. Reasons for Grade Revision

Grades may be revised due to the following reasons:

a. **Clerical or administrative errors:** Mistakes in recording or calculating grades.
b. **Grade Appeal:** Student challenges regarding grading accuracy, following formal procedures, Disagreement with marks or grade obtained in a course, or evident discrimination in assignment of grades as per rubrics
c. **Faculty-initiated review:** Instructor identifies an error or oversight in the grading process.
d. **Mitigating circumstances:** Such as illness, accident, death in family, or other documented issues affecting assessment.

Note:

1. Grade revisions are permitted only for genuine errors or substantiated appeals.
2. Grade changes for reasons other than academic performance such as student complaints without evidence, personal requests, etc. are not permitted.
3. Once approved and updated in the student's file, grades are final and cannot be changed further.

iii. Grade Revision initiated by Faculty

a. A faculty member may request grade revision if an error in calculation, data entry, or evaluation is identified.
b. The revision request must be submitted within 7 working days of grade submission.
c. All revisions must be approved by the respective Discipline Leader, Program Chair, School Dean and Registrar
d. The Grade revisions must be updated and documented in the students' academic records by Administration department

iv. Grade Revision Timelines (Service Level Agreements)

To ensure consistency and fairness, the following service level commitments must be followed for all grade revisions and appeals:

a. Student must submit the grade appeal form along with the applicable fee within 2 working days of result publication
b. Acknowledgement of student appeal: within 1 working day
c. Completion of independent re-mark: within 3 working days
d. Final decision and communication: within 7 working days
e. Refund of appeal fee will be initiated where the appeal is upheld

Note: These timelines apply to appeals related to final exam results.

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v. **Student-Initiated Grade Appeal**

a. Appeals related to Continuous assessment

1. In case of student concerns related to continuous assessment of individual tests or other assessed work that are components of the final grade in a particular course, the student must first approach the respective faculty member in a timely manner to address their concern.
2. If a resolution cannot be reached, the student may approach the Dean of the respective School who will review the relevant justifications / evidence presented by the student and may refer the matter to the Moderator for an informed decision.
3. The marks for any continuous mode of assessment can only be reviewed and finalized before conducting the final exam

b. Appeals related to Final exam

1. In case of student concerns related to the Final exam, he /she can initiate a formal appeal process by submitting the Grade Appeals form to the Administration department within 2 working days of the results publication.
2. The appeal form must highlight the grounds on which the appeal is being made. Documentary evidence, if available, must be enclosed to support the student's appeal case
3. Student must pay the applicable Grade Appeals fee to the Finance department
4. Administration department will verify the duly filled form and required documents based on the grounds of appeal and forward it to the respective School
5. A Grade Appeals committee formed by the school shall review the appeal and take an appropriate decision
6. The decision of the Grade Appeals committee shall be final

IV. Roles and Responsibilities

i. Faculty must ensure accurate grading, initiate revisions when necessary, and respond to appeals.
ii. Discipline Leaders and Program Chairs are responsible for reviewing revision requests and address appeals to ensure fairness.
iii. Deans have the responsibility to approve final decisions on grade revisions
iv. The Grade Appeals Committee is responsible for reviewing the appeal related to final exam and take a decision
v. The Administration department must maintain official grade records and implement approved grade changes.
vi. Students who have concerns related to grades due to genuine reasons as stated above must submit timely and evidence-based appeals.
vii. The Registrar shall serve as the institutional steward of evidence for all grade changes and appeals. The Registrar is responsible for ensuring validator-ready documentation is maintained and retained for a minimum of five (5) years in alignment with the MOHESR OBEF "3R Sampling Protocol" (Representative, Random, Reliable).

V. Policy implementation and review

This policy will be implemented by the faculty members and the Administration department. It will be reviewed annually by the School Deans in consultation with the Registrar and updated if required to ensure alignment with the community engagement goals of HUC.

VI. Institutional KPI Governance and Reporting

This policy is monitored under OBEF KPI 2.1: Assessment Quality Review. All grade revisions and appeal outcomes must be documented in the Student Information System (SIS), linked to audit logs, and included in annual quality assurance reviews conducted by the IRQA Department. A

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consolidated record of grade appeals, justifications, re-evaluation outcomes, and decisions will be maintained for institutional dashboards and MOHESR validation.

6.j Career Services

Policy number	STSR_POLICY_01
Policy name	Career Services
Policy version	Version 3
Standards applicable	MOHESR CAA Standard 6: Students
Policy owner	Corporate Affairs Office
Date of policy development	18 July 2019
Review date	3rd September 2025
Date of recent modification	3rd September 2025
Next review date	15th June 2026
Approved by	DAEI

I. Introduction

The Career Services Policy outlines the framework, standards, and procedures for providing career development, guidance, employment support, and internship and placement opportunities to students and alumni of Horizon University College (HUC).

II. Career Counseling to students

The Corporate Affairs and Outreach department provides career counseling to students. The purpose of the career counseling is as follows:

a. To provide career counseling and guidance to students and alumni.
b. To provide career development and job search counseling to both undecided and decided students in both individual and group settings
c. To build partnerships with employers, recruiters, and industry stakeholders
d. To facilitate internships and employment opportunities through collaborations with industry, government, and nonprofit sectors
e. To develop a general knowledge and understanding of the related professions represented by HUC programs and maintain familiarity with the education, training and career opportunities and expectations
f. To conduct regular outreach activities, including workshops, classroom sessions, and presentations to student clubs and organizations
g. To collaborate with key faculty members for recruitment opportunities
h. To implement advertising strategies to increase student participation in career services, including on-campus recruiting and online platforms
i. To provide timely information on employment and internship opportunities to appropriate faculty, organizations, and students
j. To participate in employer development activities, including company visits, advisory boards, on-campus recruitment, and development of job and internship leads
k. To identify online resources for a variety of career issues, academic majors and career fields
l. To organize and coordinate career fairs, employer panels, and other outreach programs.
m. To enhance awareness and visibility of career development. Activities across campus

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n. To encourage faculty members to post jobs and internships received directly to ensure equal access for all students
o. To provide consultation support to departments for discipline-specific career-related events
p. To maintain professional development of career services staff through engagement with relevant professional associations
q. To develop and enhance the Career Development portal in coordination with the Computing department.
r. To provide career assessment and interpretation to undecided students through services offered by the Peer Career Program (training is provided)
s. To organize and plan seminars and workshops on career planning and development.
t. To evaluate students' background, education, and training, to help them set realistic goals
u. To guide students in making decisions about their careers, such as choosing a new profession and the type of degree to pursue
v. To support students in developing employability skills, including CV writing, interview preparation, networking and workplace readiness
w. To train students in job search strategies and application processes
x. To assist students in locating and applying for jobs, by teaching them strategies to find openings and how to write a resume
y. To advise students on addressing workplace challenges, including conflict resolution and professional conduct.

III. Procedures related to career services

A. Internship Opportunities

The Corporate Affairs & Outreach Department coordinates with industry partners to identify suitable internship opportunities for undergraduate students.

a. Students must complete the **Professional Skills Development Program (PSDP)** before registering for the Internship course.
b. The Career Counselor assists students in resume preparation, interview readiness, and post-employment support.
c. Internship opportunities are communicated through the student portal and official channels.

i. Procedure:

a. Organize workshops each semester (resume writing, mock interviews) in coordination with the Academic Planning and Enhancement Committee.
b. Receive internship requirements for eligible students from the Administration Department, including:
    1. Specialization details
    2. Contact information
    3. Passport-size photo
    4. Passport/visa copies
    5. UAE National ID copy
    6. Letter of Consent from the student
    7. Updated CV/resume
    8. HUC Supervisor's contact details
c. Share internship opportunities with students after initial verification.
d. Ensure companies provide official offer letters, copies of which are submitted to the Corporate Affairs Office.

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e. Conduct in-house orientation for interns with support from Corporate Affairs, Administration, and Supervisors.
f. Monitor student progress through assigned HUC supervisors.
g. In case of withdrawal or non-joining, students are responsible for securing alternative placements.
h. Students must submit internship project reports upon completion.
i. Administration records internship placements and organizations engaged.
j. Corporate Affairs sends official "Thank You" letters to participating companies.

B. Placement Services

The Corporate Affairs & Outreach Department provides placement support to current students, graduating students, and alumni.

i. Participation requires successful completion of the PSDP program.
ii. Placement effectiveness is measured by conversion ratios and employment outcomes.
iii. The Administration Department coordinates placement activities.

a. Role of Corporate Affairs and Outreach department:

1. Conduct resume writing and mock interview workshops every semester.
2. Identify national, regional, and international job opportunities.
3. Maintain and update the employer database.
4. Display verified opportunities on the career portal, student plasma screens, SMS, and other channels.
5. Coordinate employer requests (Need Analysis Form, Student Placement Request Form) and match CVs accordingly.
6. Conduct job description (JD)–based workshops with faculty support.
7. Organize campus recruitment weeks and placement drives.
   Submit semester-wise placement reports detailing organization, student, position, and salary.
8. Maintain records of placement activities through monthly and annual reports.

C. Campus Interviews

Corporate Affairs & Outreach department invites companies, banks, government agencies, and business houses to conduct on-campus recruitment drives for students and short-term program participants.

D. Career Fairs

i. Career Fairs are organized twice annually, in January and May, following the completion of the Fall and Spring semesters.
ii. Career Fairs provide a structured platform for employer-student engagement and job matching.

E. Student Networking Opportunities

The Corporate Affairs & Outreach Department facilitates networking between students and the corporate sector.

i. For Students:

Opportunity for participation in seminars, summits, guest lectures, industry visits, and CEO lecture series.

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ii. For Alumni:

a. Engagement in international conferences, alumni lecture series, and CEO lecture series.
b. Alumni shall be encouraged to actively participate in mentoring programs, networking sessions, and recruitment initiatives.
c. Alumni data shall be used responsibly and only for professional development purposes.

iii. Procedure:

a. Identify and organize networking events (seminars, conferences, business meets).
b. Notify students via plasma displays and official communication channels.
c. Orient students on networking skills, professional etiquette, and expected behavior.
d. Provide visiting cards to participating students.
e. Coordinate logistics with the Finance Department (transportation, refreshments).
f. Gather feedback in collaboration with Alumni Office.
g. Submit post-event reports.

IV. Evaluation of Career Services

i. Career Services will be reviewed annually to ensure alignment with HUC's strategic goals and labor market needs.
ii. Feedback from students, alumni, and employers will be systematically collected and analyzed.
iii. Reports will be submitted to the Institutional Research and Quality Assurance (IRQA) Unit as part of institutional effectiveness and accreditation requirements.

6. l Student Finance

Policy number	STUDENT FINANCE
Policy name	FINA_POLICY_01
Policy version	Version 7
Standards applicable	MOHESR CAA Standard 6: Students
Policy owner	Finance Department
Date of policy development	18 July 2019
Review date	23rd October 2025
Date of recent modification	23rd October 2025
Next review date	8 May 2026
Approved by	President

I. Fee Structure

HUC Student Finance policy deals with Tuition Fees and all other Miscellaneous Fees. This policy is implemented after the final approval from the Board of Trustees.

A. Tuition Fees

Tuition Fees are charged per credit and remains the same for the students once they register with the university. A payment plan is developed for each student to cover his / her program tenure.

B. Miscellaneous Fees

Miscellaneous fees refer to all the applicable fees and services except for Tuition Fees, such as Convocation fee, Hostel fees, Transportation fees, re-examination fees, etc. Full list of all

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Miscellaneous fee particulars are available in the Miscellaneous Fee Structure included as Annexure and is provided in the LMS.

C. Fee changes

Tuition Fees are charged per credit and remains the same for the students once they register with the university provided that they continue and complete the program. Any case of postponement will be dealt with according to Section III. A of the "Withdrawal Cancellation Postponement and Re-activation policy". Tuition Fees & Miscellaneous Fees is subject to change annually and once changed is applicable for new admissions and continuing students.

Miscellaneous & Additional Fees are subject to change annually and are applicable from the start of the New Academic Year for continuing and new students, in which case the details will be published by the Finance Department before the start of each Academic Year. The changes in the Miscellaneous & Additional Fees will be communicated to students through either SMS or emails and will be published on the website, catalog, and notice board before the start of each academic year. Students are required to take note of such changes in their Learning Management System under Financial Section.

II. Fees Collection

A. General Terms & Conditions

i. Students will be issued Fees Payment Plan upon their admission and will form the base for their payment schedule. Any change in the student's graduation plan due to, Satisfactory Academic Progression (SAP) status, postponement, reactivation, and late re-registration will result in change of Fees Payment Plan.

ii. The current fee structure and payment plan exclude the summer semester. Students who wish to register in the summer semester must contact the SSD Department to submit an application. Upon approval, the Finance Department will issue a revised payment plan, which will subsequently be updated on the student portal.

iii. Students are required to pay fees using Wallet/ Online/ Cash/Postdated Cheque, as per the fee payment plan issued to the student at the time of the admission. The fees should be paid before 10th of the month. Payment against the Cheque(s) can be done 5 days prior to the date of the presenting the Cheque(s).

iv. Continuing Students have to complete their semester registration as per the Semester registration policy.

v. Students with outstanding dues will have their academic records withheld and will not be allowed to register for the next semester (Refer Semester Registration Policy).

vi. Scholarships and Fee waiver discounts will be applicable from the first semester onwards. If students cancel their admission before completion of the program, the fees will be calculated as per the original fee structure and the scholarships and Fee waiver granted will be revoked and refund, if applicable, will be processed as per the Refund terms and conditions given below.

vii. In the event that student would like to avail visa letter from HUC, Fees Payment Plan for VISA Letter will be applicable. Visa letter will be issued only for a period of one year upon submission of all required documents.

viii. Miscellaneous fees need to be paid in advance before the necessary service is availed (Refer Miscellaneous Fees Structure).

ix. Student enrolling for repeating course(s) (maximum up to 5 in a semester):

1. Must pay in advance for the repeating course fees as mentioned in the Miscellaneous Fees Structure using Wallet/Online/ Cash / Postdated Cheque.
2. A new graduation plan will be provided upon Successful completion of the repeating course(s).
3. Along with regular semester courses (as per program teach-out plan) will be charged with semester fees as per the Fees Payment plan, along with the repeating course fees as mentioned in the Miscellaneous Fees Structure, to be paid as per clause (h.1 above)

x. In line with the Federal Decree-Law No. 8 of 2017 issued , the Value Added Tax (VAT) will be effective on all Tuition and applicable Miscellaneous fees as of 1st January, 2018

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The following procedures will have to be abided by the students, who choose to pay the tuition fees by Post-dated Cheques:

1. All Cheque(s) should be made payable to **Horizon University College LLC** and the date mentioned on the Cheque(s) should not be later than the 10th of every month.
2. If the student is submitting Cheque(s) not from their account, then an authorization letter from the issuer must be furnished along with issuers valid Emirates ID.
3. No exchange of Cheque(s) is allowed, however, cash payment against a cheque can be done 5 days prior to the date of the Cheque.
4. In the event of a Cheque being dishonored, the student will be charged with Cheque Return charges as mentioned in the Miscellaneous Fees Structure and further acceptance of Cheque(s) from the student will be denied.
5. In case of postponement (as per WCPR policy) the Cheque(s) will not be returned but will be deferred to the next semester.
6. In case of cancellation (as per WCPR policy), the fees accrued till the date of cancellation will be charged, future date Cheque(s) will be returned, and further debits as per the Fees Payment Plan will be stopped.

B. Introduction of VAT

As per the UAE Ministry of Finance executive regulation for the federal decree law no. (8) Of 2017 Value Added Tax (VAT) of 5% will be introduced in the country with effect from January 01, 2018. The Regulation defines VAT as the 5% tax imposed on the import and supply of goods and services at each stage of production and distribution, including what is a deemed supply, with the exception of specific supplies subject to the zero rate and what is exempted as specified in the Decree-Law.

III. Refund terms and conditions

A. Refund terms and conditions for the Undergraduate Programs

i. Non-Visa Applicant

a. Application fees are non-refundable. However, if students wish to cancel their admission before commencement of the program, other fees including deposited post-dated Cheque(s) will be refunded.
b. If a student is not meeting the admission criteria before commencement of the batch, the conditional admission will be cancelled. The application fee is nonrefundable and remaining fee paid including PDC will be refunded.
c. The tuition fees will be calculated until the date of official cancellation by the student or their guardian, outstanding fee if any has to be paid before issuance of any academic or non-academic documents. (Refer WCPR policy)
d. If a student transfers his/her application to the next semester and then decides to cancel thereafter, A.i.2 will be applicable.
e. If a student wishes to postpone after commencement of the semester (even if the student has not attended any class), postponement fee as per the published Miscellaneous Fee Structure of current academic year will be applicable.
f. If a student wishes to cancel his/her admission after commencement of the semester (even if the student has not attended any class), the first installment fees are non-refundable and Tuition fees is prorated until the date of cancellation.

ii. Visa Students – Local

Students availing visa facility staying within UAE and meet the admission requirement may join the main program directly. However, in case of refund below terms are applicable

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a. Application fees are non-refundable. However, if students wish to cancel their admission before visa application and commencement of the program, other fees including deposited post-dated Cheque(s) will be refunded
b. If a student cancels his / her admission after the visa is applied and before commencement of the program, there will be no refund of the visa fee, and the first Installment. Additionally, the visa cancellation fees () shall be paid by the student as per the government charges. (Refer WCPR policy)
c. If a student wishes to cancel their admission after visa approval and commencement of the program, the visa cancellation fees, tuition fees accrued until the date of cancellation (excluding scholarship/fee-waiver granted), and any other miscellaneous fees due, must be paid before the release of any academic & non-academic documents. Postdated Cheque(s) submitted towards the fee of the next semester, will be refunded after deductions of any outstanding dues. (Refer WCPR policy)
d. If a student doesn't meet the admission criteria before commencement of their program, their conditional admission will be revoked and there will be no refund of visa fee and the first Installment. Additionally visa cancellation fees () shall be paid by the student as per the government charges.
e. If visa is rejected by the Immigration and Naturalization authorities, HUC will deduct AED 1,000.00+ VAT as service charges from the visa fees and refund the remaining fees.
f. If visa of the student is rejected on health grounds by the Immigration and Naturalization Authorities, the first installment fee & visa fee will be non-refundable.
g. If a student does not attend any class for 2 consecutive weeks from the commencement of the class, HUC has the right to cancel the visa and no refund is applicable, visa cancellation charges has to be paid by the student.
h. Postponement to the next intake is not allowed after commencement of the semester. (Refer WCPR policy)

iii. Visa-Embassy Letter Case

Students availing visa letter facility and meet the admission requirement may join the main program directly. However, in case of refund below terms are applicable

a. Application fees are nonrefundable
b. If the student wishes to cancel before commencement of the semester and issuance of visa letter AED 1,000/- plus VAT will be deducted.
c. If the visa is rejected before the commencement of classes and the student wishes to discontinue and returns the original visa/embassy letter issued by HUC, the fees paid excluding the First Installment Fee will be refunded.
d. In case student wishes to cancel his admission after receiving the letter from HUC and before commencement of the semester, , HUC will inform the concerned Immigration Authorities for the cancellation of student's admission, with no refund of semester fees.
e. If the student wishes to cancel his admission after commencement of the program, fees accrued until the month of cancellation excluding scholarship/fee waiver granted must be paid before the release of any academic & non-academic documents. Postdated Cheque(s) submitted towards the fee of the next semester, will be refunded after deductions of any outstanding dues.
f. If the student does not attend any class for 2 consecutive weeks from the commencement of the class, HUC has the right to cancel/revoke the letter issued with the concerned authority, no refund is applicable.
g. Postponement to the next intake is not allowed after commencement of the semester.

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h. If a student is not meeting the admission criteria before commencement of the semester , the conditional admission will be cancelled. There will be no refund of the application fees and first Installment. HUC will inform the concerned Immigration Authorities for the cancellation of student's admission. Postdated Cheque(s) submitted towards the fee of the next semester, will be refunded only once student submits, within 15 days, the proof of visa cancellation.

iv. Visa Students – Overseas

HUC provides visa to international students as per its policy and subject to all student meeting the admission requirements. However, in case of refund below terms are applicable:

a. If a student wishes to cancel before visa application & commencement of the semester, application fees are nonrefundable and remaining amount will be returned back, deducting the bank transfer charges.
b. If a student cancels their admission after the visa is received but before commencement of the program and arrival to UAE, there will be no refund of visa fee and the first Installment. Additionally visa cancellation fees shall be paid by the student as per the government charges.
c. If the student wishes to cancel his admission after arrival to UAE (Visa approved) and commencement of the program, the tuition fees accrued until the date of cancellation (excluding scholarship/fee-waiver granted), are nonrefundable. Miscellaneous fees (Visa Deposit & Hostel Deposit), if applicable, will be refunded. Postdated Cheque(s) submitted towards the fees of the next semester, will be refunded after deductions of any outstanding dues. (Refer WCPR policy). HUC will inform the concerned Immigration Authorities for the cancellation of students admission in order to get the visa canceled, visa cancellation charges has to be paid by the student.
d. Students not meeting the admission placement test requirements before commencement and after arrival to UAE, will have their conditional admission revoked, and they will be advised to join the English preparatory classes (refer Miscellaneous Fees structure). In case student decides to cancel, then the first installment & Hostel fees (for one semester) is non-refundable whereas miscellaneous fees (Visa Deposit & Hostel Deposit), if applicable, will be refunded. HUC will inform the concerned Immigration Authorities for the cancellation of students admission in order to get the visa canceled, visa cancellation charges has to be paid by the student.
e. If the student's visa is rejected by the Immigration and Naturalization authorities, HUC will deduct USD 500.00 as service charges from the visa fees and refund the remaining fees.
f. If the student's visa is rejected on health grounds by the Immigration and Naturalization Authorities; in such cases, the first installment fee & visa fee will be non-refundable. The miscellaneous fees (Visa Deposit & Hostel Deposit) if applicable, will be refunded, after deduction of any other outstanding fee.
g. If a student does not attend any class for 2 consecutive weeks from the commencement of the class, HUC has the right to cancel the visa and no refund is applicable, visa cancellation charges has to be paid by the student.
h. Postponement to the next intake is not allowed after commencement of the semester. (Refer WCPR policy)

B. Refund terms and conditions for Students enrolled with Scholarship/Fee Waiver

1. Scholarships and Fee waiver discounts will be applicable from the first semester onwards. If students cancel their admission before completion of the program, the fees will be calculated as per the original fee structure and the scholarships and Fee waiver granted will be revoked and refund, if applicable, will be processed on prorate basis.

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2. If the student wishes to cancel the program in between, fees accrued till the date of cancellation excluding scholarship/fee waiver granted must be paid before the release of any academic & non-academic documents.

C. Transportation fees

Transportation fee as per the published Miscellaneous Fee Structure of the current academic year, to be paid in advance for a minimum period of one month and no refund is applicable if the student wishes to cancel it in the middle of the month.

D. Miscellaneous Fees

Miscellaneous fees is nonrefundable, and needs to be paid in advance to initiate the service process.

E. Refund in Case Class Size Policy is not Met

ii. If class size is not met at the beginning of the program:

1. Student will be shifted to another major / concentration as per the undertaking form signed by the student at the time of admission in which case the fees paid will be adjusted
2. If the student, after shifting to another major / concentration at HUC, wishes to cancel his/her admission within one week of commencement of the semester, fees paid will be refunded.

iii. If class size is not met at any stage during the conduct of the program:

1. If the class size policy is not met at any stage during the conduct of the program, the student will be given an option to shift to another major/concentration without any financial charges.
2. After joining the new major / concentration and if the students are not satisfied and decide to cancel their registration, then the "Withdrawal, Cancellation, Postponement and Re-activation policy (WCPR)" will be applicable.

F. Refund in Case of course withdrawal, postponement, cancellation/ dismissal from the institution

Refer to "Withdrawal, Cancellation, Postponement and Re-activation policy (WCPR)" for details

IV. Scholarship / fee waiver

Refer to Scholarhsip policy for details.

6. m Student Disciplinary Action for Academic violations

Policy number	STSR_POLICY_02
Policy name	Student Disciplinary Action for academic violations
Policy version	Version 5
Standards applicable	MOHESR CAA Standard 6: Students
Policy owner	Student support Department
Date of policy development	16 July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	President

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Any kind of violation of the academic code of conduct as specified below is liable for punishment.

As the name indicates Academic Violations are related to the Academic processes related to

1) Classroom delivery,
2) Assessment (Formative, Continuous and Summative Assessments)
3) Post Assessment activities including Academic Preventive and Corrective Actions

The following incidents are indicative academic violations but not limited as specifically described:

A. Academic violations

a. Violation of the rules of honesty and integrity in the above academic process and academic conduct by any means, whether the violation occurred by the student alone or in association with others.
b. Any cheating or attempted cheating in the exam and disrupting the orderly conduct of the exam (Assessments).
c. Refraining from or inciting non-attendance to lectures or practical training in workshops, laboratories, internships, or other activities that are part of the program requirements
d. Any infringement on the intellectual rights of others, whether by copying, quoting or through various means.
e. Involving in the act of plagiarism while completing Assignment(s), Case study(s), proposal(s), term paper(s), project(s), dissertation, thesis, or any other academic submission related to the course.
f. Copying work produced by a person or generative AI tools.
g. Using the words, images, source code, ideas, or any work created by someone else or generative AI tools without acknowledgement.
h. Presenting false credentials and fabrication of data during academic submissions.

B. Disciplinary Action Committee-Academics

HUC has a Disciplinary Action Committee-Academics in place to make fair decisions on the academic violations committed by a student.

The objective of this committee is to hear from both parties including the student involved in the academic violation and the faculty member who has reported the academic violation to decide the course of action to prevent recurrence of such misconduct in the future.

The Disciplinary Action Committee-Academics (DAC-Academics) consists of the following members:

a. Dean of the respective school, Chairman of DAC-Academics
b. Registrar
c. A faculty member not involved in the disciplinary violation case.
d. The Advisor of the student
e. Class Representative
f. Student Counselor
g. Deputy Director-Administration

C. Identification and Reporting:

Academic violations are generally reported by the faculty member who identifies it during course delivery, evaluation of assessments or while conducting any academic activity. For example. The designated invigilator would identify and record any incident of misconduct while writing exams. Upon identifying and recording the Academic violations as mentioned above, it would be reported to the respective Disciplinary Action Committee-Academics.

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D. Disciplinary Action Decision for academic violations:

At HUC, a Disciplinary Action Decision for academic violations is usually taken as follows:

Levels of Disciplinary Action	Authorized Personnel / Department
Verbal warning / Sensitization	Faculty Member or Authorized Professional Staff
Written warning	Dean -of Schools
Suspending the student for more than 7 working days	DAC-Academics
Permanent expulsion from HUC	Disciplinary Action Committee: Academics
Cancelling registration / the academic degree given to the student	Disciplinary Action Committee: Academics

Note: HUC Management can cancel the degree in case any falsification or deceitful information or records are discovered after the completion of the degree.

The Disciplinary Actions Committee-Academics has the right to seek input from whomever it deems appropriate. The decisions made by this committee are communicated to the student concerned, a copy of the written decision is filed in the student's file and the punishment decided by the committee should be served by the student.

E. Levels of Disciplinary Action, Responsible Authority

The level of disciplinary action will depend on the number of, and/or the extent of violation. The Dean of respective School carries the right to apply any level of punishment for an academic violation depending on the seriousness of the indiscipline act committed by the student.

F. Appeal in case of academic violations:

In case of Academic violations, the students can initially appeal for a revaluation /reconsideration to the respective faculty members through the Learning Management System; provided they have any kind of valid grievances. They must explain the entire issue to the faculty member and seek reprieve for the situation.

The concerned faculty member will be responsible for looking into the issue to ensure that fairness is maintained throughout. Otherwise, the faculty member may refer the case to the respective Head/Program Chair/Dean for further action.

If not resolved, the academic violations will be presented by the Dean of the respective school to the DAC-Academics to seek their input.
The decision of the DAC-Academics will be final in case of academic violations and the student cannot appeal further.

6. ae Student Disciplinary Action for Non-Academic violations

Policy number	STSR_POLICY_02
Policy name	Student Disciplinary Action for non-academic violations
Policy version	Version 5
Standards applicable	MOHESR CAA Standard 6: Students
Policy owner	Student support Department
Date of policy development	16 July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	President

Any kind of violation of the behavioral code of conduct or non-academic violation as specified below is liable for punishment.

The following incidents are indicative non-academic violations but not limited as specifically described.

A. Non-academic violations

Non-academic violations are not related to the core academic process. It's related to the general ethical code of conduct.

Some of the specific non-academic violations are as follows:

a. Acts that violate the college's regulations or tamper with its facilities, including hacking HUC's electronic information system and adversely affecting reputation through social media platforms
b. Any act or statement that affects religious beliefs or the state's reputation or violates good conduct, behaviour and established etiquette.
c. Impersonating a college student.
d. Providing incorrect data or information in official papers or various means of communication, whether written or electronic, or any forgery in official documents related to HUC, or obtaining them illegally, or using them with knowledge of their forgery.
e. Any assault, insult, or abuse directed by a student towards faculty and staff members, or students.
f. Issuing or distributing flyers, newspapers, or magazines, or sending them via e-mail or various social media, or collecting funds or signatures, before obtaining prior written approval from the competent authority of the college, or misusing the approval granted to practice any of these activities.
g. Smoking inside HUC's campus
h. Everything that contradicts public taste in dress and appearance.
i. Bringing or using narcotic and prohibited substances of all kinds inside the college buildings and facilities.
j. Theft or attempted theft within the college campus, whether in kind (money, equipment, tools, devices...)
k. Any attack (piracy) on the college's website and its official electronic accounts, or any electronic violation of privacy for all college members.
l. Provoking tribal or sectarian strife, inciting them, or stoking strife.

B. Disciplinary Action Committee-Non-Academics

HUC has a Disciplinary Action Committee-Non-Academics in place to make fair decisions on any misconduct, misbehavior or other non-academic violations committed by a student.

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The objective of this committee is to hear from both parties including the student involved in the academic violation and the faculty/staff member who has reported the non-academic violation to decide the course of action to prevent recurrence of such misconduct in the future.

The Disciplinary Action Committee-Non-academics (DAC-Non-Academics) consists of the following members:

i. Registrar, Chairman of DAC-Non-Academics
ii. Program Chair
iii. Faculty members nominated by the Chairman of DAC-Non-Academics
iv. The Advisor of the student
v. DAEI
vi. President of Student Council
vii. SSD-Incharge

C. Identification and Reporting:

Behavioral misconduct or non-academic violations are generally reported by an authorized Professional Staff or Head of department or faculty who has witnessed the aforementioned incident. Upon identifying and recording the Non-Academic misconduct as mentioned above, it would be reported to the respective Disciplinary Action Committee-Non-Academics.

D. Disciplinary Action Decision for non-academic violations:

At HUC, a Disciplinary Action Decision for non-academic violations is usually taken as follows:

Levels of Disciplinary Action	Authorized Personnel / Department
Verbal warning	Administration department
Written warning	Administration department (Maximum 2 written warnings)
Depriving the student of given privileges	Administration department (1 to 2 weeks)
Temporarily preventing the student from attending HUC	Administration department (Suspension not exceeding 7 working days)
Suspending the student for more than 7 working days	Disciplinary Action Committee: Non-Academics
Permanent expulsion from HUC	Disciplinary Action Committee: Non-Academics

Note: HUC Management can cancel the degree in case any falsification or deceitful information or records are discovered after the completion of the degree.

The Disciplinary Actions Committee-Non-Academics has the right to seek input from whomever it deems appropriate. The decisions made by this committee are communicated to the student concerned, a copy of the written decision is filed in the student's file and the punishment decided by the committee should be served by the student.

E. Levels of Disciplinary Action, Responsible Authority

The level of disciplinary action will depend on the number of, and/or the extent of violation. The Registrar carries the right to apply any level of punishment for any non-academic violation depending on the seriousness of the indiscipline act committed by the student.

F. Appeal in case of non-academic violations:

The Registrar presents the case of non-academic violation to the Disciplinary Action Committee-Non-Academics at the time of the meeting/hearing. This committee hears from both parties and takes

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appropriate decision. If the student is not satisfied with the committee's decision, he/she has the right to appeal to the President or Vice President within five working days of receiving the DAC-Non-academic committee's decision.

The decision of the President or Vice President will be final in case of NON-academic violations and the student cannot appeal further

6. n. Student Attendance.

Policy number	ADMN_POLICY_23
Policy name	Student Attendance
Policy version	Version 5
Standards applicable	MOHESR CAA Standard 6: Students
Policy owner	Administration
Date of policy development	21 July 2019
Review date	7 August 2025
Date of recent modification	7 August 2025
Next review date	15 June 2026
Approved by	Registrar

Attendance is mandatory for students in all the classes during the conduct of a course. Absence from classes prevents a student from getting full benefit of a course. Accordingly, absence can result in lower grades due to missed continuous assessment.

The HUC acknowledges that individual circumstances may prevent a student from attending class or classes. It is the University's policy to excuse the absence of students that result from the following causes:

1. Illness of the student
2. Accident
3. Death in family
4. Compelling circumstances beyond the student's control.
5. National /military services
6. Representation/involvement in HUC approved events

However, the attendance of a student to appear for the final examination/assessment of the semester/term MUST be at least 75% or above, of the total hours allocated to a course with mitigated absence.

The minimum attendance required to appear for the final examination/assessment in a course is 75% of total credit hours for Undergraduate students. Student having less than 75% attendance in a course have to repeat the course in next offering by paying applicable fee.

The student is responsible for all materials covered and announcements made during his/her absence. Students claiming mitigated absence may apply to the Student Support Department with copy to the concerned faculty members in writing and furnish documentary support of their assertion that absence resulted from one of the above mentioned causes. However, all absence mitigation is restricted up to a maximum of 25% of the total hours allocated to a course.

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Enforcement of the class attendance policy lies with the faculty. However, the decision of a faculty to withdraw a student from class due to poor attendance will be as per HUC policy.

A. Absence and Appeal

Student is expected to attend all classes but in case his/her attendance is between 65% to 74.9% due to unavoidable circumstances (mentioned above) may apply for waiver with necessary documentary proof to the Student support Department at least 10 days before start of final examination/assessment. A committee consisting of Registrar and VP-AO in consultation with Dean of respective school will review such cases and appropriate decision will be taken subject to approval of President of the University. Only approved cases will be allowed to appear in final examination/assessment. Unapproved cases need to repeat the course in next offering by paying applicable fee.

B. Eligibility for Final and Re-sit Examination

Student having 75% or above attendance and approved cases (of 65%-74.9%) will be eligible for appearing in final and/or resit examination/assessment. All other cases will be required to repeat the course in next offering by paying applicable fee. .

If the student does not attend all courses in a particular semester his/her name will be dismissed from the HUC and has to apply for the re-registration and in such case new academic policy (if applicable) will be applied.

6. o. Gender Equality Policy

Policy number	ADMN_POLICY_16
Policy name	Gender Equality Policy
Policy version	Version 1
Standards applicable	MOHESR CAA Standard 6
Policy owner	President's Office
Date of policy development	11th August 2025
Review date	-
Date of recent modification	-
Next review date	-
Approved by	President

A. Introduction

The gender equality policy of HUC outlines its commitment to providing equal opportunities, fair treatment, and mutual respect for all students, faculty, and staff, irrespective of gender. Aligned with HUC's Diversity, Equity, and Inclusion Policy, this document is also guided by the MOHESR Outcome-Based Evaluation Framework (OBEF), Pillar 5: Institutional Reputation and supports the HUC Strategic Plan Goals 1 (Excellence in Academics) and 5 (Institutional Reputation & Excellence). This policy promotes not only compliance with national regulations but also institutional excellence through measurable equity and inclusion practices.

B. Objectives:

i. To explicitly prohibit any kind of discrimination, harassment, and violence based on gender or gender identity.

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ii. To promote inclusion and diversity by fostering an inclusive environment that values the diverse skills and perspectives of people of all genders.
iii. To ensure equal opportunity by eliminating gender bias in attitudes and practices related to access, participation, and progression in learning, working, and research.

C. Policy requirements

i. For students

a. Foster a supportive and inclusive classroom culture that values and respects diverse perspectives.
b. Implement equitable admission practices and equal access to financial aid that promote diversity within the student body, including targeted outreach to underrepresented genders.
c. Establish and enforce clear policies and procedures for reporting and addressing incidents of discrimination, sexual harassment, and gender-based violence.
d. Equal opportunities for students to participate in clubs, committees, class representative bodies and student council regardless of their gender.

ii. For Employees

a. Commit to fair and transparent recruitment and selection processes based on merit, with proactive measures to attract, support, and retain a diverse workforce.
b. Ensure a safe, inclusive, and respectful work environment for employees
c. Ensures equal remuneration for equal work, eliminating gender-based disparities in remuneration.
d. Encourage equitable gender representation in governance bodies, committees, and leadership positions and ensure that data on gender composition in leadership roles is tracked and reported institutionally.
e. Ensures equitable opportunities for promotion and career advancement, ensuring that no individual is disadvantaged on the basis of gender.
f. Adopt flexible and inclusive workplace practices, including family-friendly policies such as maternity and parental leave, to support staff in balancing professional and caregiving responsibilities.
g. Provide equal access to professional development opportunities and career support programs to foster the growth and progression of all staff, irrespective of gender
h. Adopt stringent measures against gender-based harassment and bullying
i. Require all gender-related complaints and harassment cases to be logged and stored in a centralized system for a minimum of five (5) years, in line with MOHESR audit requirements and internal quality assurance protocols.

D. Policy implementation and review

The Registrar and TED-Incharge shall oversee the implementation of the gender equality policy and ensure that all employees and students of HUC receive training to increase their understanding of gender equality and related issues. The policy will be reviewed annually and updated if required to ensure alignment with evolving best practices and legal requirements. The implementation effectiveness of this policy will be evaluated annually through review of institutional KPIs, training participation logs, and documented improvements in gender parity across student and staff populations. Data will be archived in a validator-ready format for MOHESR audits.

E. Institutional KPIs and Reporting

a. Gender-disaggregated data on student enrolment, faculty/staff hiring, leadership representation, and club/committee participation will be collected and reported annually.

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b. The Registrar and TED-Incharge, in coordination with the IRQA Department, will be responsible for preparing annual dashboards and reports aligned with OBEF KPI 5.1 and relevant Strategic Plan indicators.
c. These reports will inform institutional decision-making and will be used to demonstrate the university's commitment to measurable equity outcomes during MOHESR evaluations.

6p. Student Activities

Policy number	STSR_POLICY _03
Policy name	Student Activities
Policy version	Version 5
Standards applicable	MOHESR CAA Standard 6
Policy owner	DAEI
Date of policy development	18th July 2019
Review date	7 August 2025
Date of recent modification	7 August 2025
Next review date	15 June 2026
Approved by	VP-AO

A. Introduction

Student Activities are an important element of learning process, in order to develop the students in a holistic manner, committees and clubs are formed to Plan, Organize and Conduct various activities throughout the academic year and helps students hone their managerial and leadership skills.

B. Formation of Committees and Clubs

Formation of student activity committees and clubs is initiated by the DAEI by giving a presentation about the various committees and clubs, their formation, roles, responsibilities and functions. The DAEI invites interested students to register online through their portal for membership of various committees and clubs based on their areas of interest, after receiving the nominations DAEI conducts an election to constitute a formal body of elected members to execute the functions of the committee. The committees and clubs have an executive body comprising of head, core members and chaired by faculty or staff members only to provide guidance and assistance when required. The chairs of the committees are nominated by DAEI and approved by the President. The duration of the committee is one academic year.

C. Functions of Committees and Clubs

a. To plan a yearly calendar of activities and inform the student community.
b. To prepare the budgets and get approvals
c. To coordinate for necessary infrastructural support to conduct activities
d. To conduct the planned activities
e. To review and provide feedback
f. To recommend appreciation for outstanding performance of the team members
g. To conduct pre and post activity meetings

D. Process Flow

a. Students are informed about the importance of committees, clubs, membership, roles and responsibilities
b. Members are enrolled in various committees
c. Heads are elected

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d. Activities and budgets are planned
e. Activities are reviewed and feedbacks provided
f. Activities are conducted
g. Reports are recorded and disseminated to the President

E. Tenure and Authority

Responsibility to form a committee or club	Responsibility to inform and conduct election	Responsibility to conduct student activities and prepare budgets	Responsibility to form, amend committees and approval of budget	Tenure of the committees and clubs
DAEI	DAEI	DAEI	President	One academic year except CR which is semester wise

HUC focuses on the overall development of the students through essential extracurricular and co-curricular activities at various levels. DAEI coordinates the formation of these committees and conducts the elections of student committee heads. New students are given a presentation about the committees, by Events Coordinator in the beginning of each academic year and interested candidates can fill up the committee registration form available with Student Events Coordinator or on the student portal. The committees' membership is offered on a nondiscriminatory basis and is open to all students. Budget will be allocated for each clubs/committees. Each committee is chaired by a Faculty member or Staff member. Student Events Coordinator is responsible for organizing the year round extracurricular activities on campus and coordinating for intercollegiate activities. Responsibilities include:

i. To plan a yearly calendar of events and activities.
ii. To coordinate for necessary event-based technical and monetary support to students.
iii. To inform the Administration & Examination Department about attendance mitigation cases as per the institutional policy for students participating in extracurricular activities.
iv. To acknowledge student effort.

The Events Coordinator along with the committee head (student) will be responsible for:

i. Allocating staff and student for various events throughout the year.
ii. To prepare the basic structure of all the events and communicate the same to the respective event heads.
iii. Monitoring and participating in the regular meetings of the committee members for various events.
iv. Assisting the event heads in the smooth flow of the events.
v. Coordinating for student participation in various Inter-University competitions.
vi. Coordinating with the Finance Department for financial requirements of the Committee.

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F. Flow

Step 1: The students' events coordinator will give orientations to all students in their class rooms explaining the importance of these committees.
Step 2: Allocating budget for each club.
Step 3: Events coordinator will ensure that all details of the committees are uploaded in student's portals.
Step 4: Events coordinator should coordinate with IT department to make sure that online registration is activated.

G. Responsibilities of Student Interested in Membership

i. To fill up the online committee membership form before deadline.
ii. To read various announcements related to events and activities on notice boards, portal and poster on a regular basis.
iii. To apply for participation in any event well before the announced deadline.
iv. To contact the Events coordinator if interested to get a platform to showcase their talent in any field.
v. To take prior permission from the DAEI office to use any of the HUC facilities for any extracurricular activities.
vi. To take prior permission from the Dean's office to miss any classes in order to practice for any event.
vii. To take prior permission from the DAEI office to stay back in HUC during afternoon break for any extracurricular activities.

H. Student Events Clubs

Following are the active clubs at Horizon University College:

i. Performing Arts Club

The Performing art club consists of three (3) sub – clubs which are Dance and Music, and Drama.

Dance and Music Club

a. Purpose of the Club

The aim of the Dance Club is to provide an open and supportive environment for further enhancement of various dance/music forms, student choreography, and student performance. In addition, talent hunt would be conducted to discover new dancers/musicians.

It is an opportunity for all students to choreograph and perform dance pieces for their peers, faculty, and family. People of all backgrounds, cultures, majors, and genders are encouraged to participate.

b. **Benefits of Joining the Club**

1. Participation in University College's events and competitions as a dancer.
2. Being in the spotlight!
3. Gaining additional skills and talents from other members by sharing.

Drama Club

a. Purpose of the Club

The aim of the Drama Club is to provide an opportunity for the students interested in theater to participate in all aspects of drama and enable them to stage dramas on their

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own. Students will be involved in all phases of play production such as performance, direction, design, technical support, backstage crafts, publicity, etc.

b. Benefits of Joining the Club

1. Participate in the University College plays.
2. Develop and share your talent and skills in play production.
3. Build strong social ties with fellow club members.
4. Have fun!

ii. Community Service Club

a. Purpose of the Club

The basic aim of this club is to enable students to give something back to the society in general. It will also help them to face reality and get a better understanding of the world around them thus helping in providing an overall education, which does not limit itself just to classrooms.

Since most of the events get media exposure it will also be a way to promote HUC's efforts and interest in helping the unfortunate.

b. Benefits of Joining the Club

1. Participate in the University College plays.
2. An added benefit of learning something new outside university books.
3. A chance to feel the realities of the world.
4. An opportunity to feel responsible about someone else other than yourself.
5. An eye opening and life long experience.

iii. Toastmaster & Debate Club

a. Purpose of the Club

At Toastmasters, members learn by speaking to groups and working with others in a supportive environment. A typical Toastmasters club is made up of 20 to 30 people who meet once a week for approximately an hour. Each meeting gives everyone an opportunity to practice: Members learn how to plan and conduct meetings. Members present one-to two minute impromptu speeches on assigned topics. Two or more members present speeches based on projects from manuals in Toastmasters' proven communication and/or leadership programs. Projects cover topics such as speech organization, vocal variety, language, gestures and persuasion.

Every prepared speaker is assigned an evaluator who points out speech strengths and offers suggestions for improvement. 'Toastmasters' produces results. Around the world, more than four million men and women of all ages and occupations have benefited from Toastmasters training. Thousands of corporations, community groups, universities, associations and government agencies now use Toastmasters training.

The purpose of the Debate Club is to provide opportunities for students to build communication skills through practice and participation in intramural and interscholastic speech and debate competitions; develop and pursue excellence in public speaking and oration in collegiate level. It aims to give club members practice in public speaking and to debate on various topics.

b. Benefits of Joining the Club

1. Learn to communicate more effectively.
2. Become a better listener.
3. Improve your presentation skills.

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4. Increase your leadership qualities.
5. Become more Successful in your career.
6. Build your ability to motivate.
7. Reach your professional and personal goals.
8. Increase your self-confidence.
9. Increase your leadership potential.
10. Builds self-confidence.
11. Enhances public speaking skills and debate techniques.
12. Develops decisive awareness and personality.

iv. Outdoor Adventure Club

a. Purpose of the Club

The primary purpose of the Outdoor Adventure Club is to provide regular outdoor activities, promote interest in the outdoor activities, and encourage the practice of limited impact outdoor ethics for HUC students. Using adventure in its many forms, we aim to expand and diversify student experiences, and provide experiential education that accentuates lessons learned in the classroom.

b. Benefits of Joining the Club

1. Opportunity to experience outdoor activities.
2. Leadership development, relationship building and environmental responsibility.
3. Provide a place to plan trips, meet new people, learn new skills, and try new types of activities.
4. Promote personal growth.

I. Student Academic Clubs

i. The Finance Club

a. About the Club

The Finance Club in School of Business focuses on activities and events related to finance and financial management. It provides students opportunities to learn, network, and gain practical experience in the field of finance. The finance club plays a crucial role in enhancing students' understanding of finance, fostering connections in the industry, and providing opportunities for professional development. The club is a valuable resource for students pursuing careers in finance, investment banking, financial planning, and related fields.

b. Objectives of the Club

The club aims to become the key link between its members and the professional world. The club supports and prepares members to become professionals in the areas of finance through a wide range of career-oriented events and opportunities, including industry insights, training and interview preparation carried out by industry experts.

The main objectives of the club are,

1. To improve the practical knowledge of students through various activities.
2. To conduct events such as guest lectures, student competitions, finance games, simulations and visits to stock exchanges.
3. To support the learning process of students of courses related to Finance in discipline

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c. Scope of the Club

Students having interest in finance can join the club and get opportunities to interact with people from across the industry. The club focusses of emerging trends in finance such as FinTech, Crypto currency, Trading, Merger and Acquisition, Asset Management and financial services etc. Club also provides member centric training opportunities such as financial modelling, mock-interview, panel discussions and company presentations, helping members to gain edge over the other students in job market. Club hosts a broad range of events on many different topics, where members can get in touch with alumni, students from other universities, and today's leaders.

ii. The Accounting Club

a. About the Club

The Accounting Club at School of Business is a student club dedicated to fostering interest and knowledge in accounting-related topics and providing opportunities for students to develop their accounting skills and connect with professionals in the field. It serves as a valuable resource for students pursuing careers in accounting, auditing, taxation, and related fields. It offers a supportive community for accounting enthusiasts, facilitates learning and skill development, and provides a bridge to the professional world by establishing connections with established professionals and firms in the industry.

b. Objectives of the Club

Following are the objectives of the accounting club

1. To become the key link between its members and the professional world.
2. To supports members to become professionals in the areas of accounting.
3. To conduct career-oriented events such as industry insights, training, and mock interviews, seminar, workshops by industry experts.

c. Scope of the Club

Students having interest in accounting can join the club and get opportunities to interact with people from across the industry. The club focusses on educational enrichment, professional development, networking, hands on learning, community engagement, accounting software proficiency, career exploration, mentorship programs, professional certifications and industry exposure etc. Club hosts a broad range of events on many different topics, where members can get in touch with alumni, students from other universities, and today's leaders.

iii. Marketing Club- "RIDA ALEUMALA"

a. About the Club

The Marketing club offers wide range of activities to inculcate marketing skills among club members. The club provides holistic picture of marketing from theoretical aspects, through marketing games, industry interaction, guest lectures, group discussions, sales management techniques, sales acumen to name a few. In this competitive world, the RIDA ALEUMALA Club intends to groom marketing students to become techno savvy industry ready and also to embrace the changing marketing dynamics.

b. Objectives of the Club

To sharpen and develop marketing skills through learning by doing.

1. To foster the acumen in the field of marketing.

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2. To keep members updated about emerging trends in marketing.
3. To involve members to resolve marketing issues through creative marketing techniques.
4. To develop the practical knowledge of members through various activities such as guest lectures, student competitions, marketing games, and industry visits.

c. Scope of the Club

Club will be a platform for planning and implementation activities to exercise the understanding of marketing in practical aspects to advance their career. Moreover, these activities will equip the members to face the competitive world by organizing events and participating in inter and intra college activities. This student-centric club engages marketing students for inclusive development, fun filled approach and enriches the professional competency.

iv. Management Club

a. About the Club

The management club provides a platform to the members to connect professionals from corporate, public and Not-for-Profit organizations. The club organizes activities and events for enhancing management skills and competencies of the members in multiple domains of management. Club also provides opportunities to the members to network and expose them for professional certifications.

b. Objectives of the Club

The Management Club operates with the following objectives:

1. To develop the practical knowledge and skills of management through various activities.
2. To conduct events such as guest lectures, student competitions, business games, and industry/plant visits etc.
3. To support the members for domain specific networking, professional membership and certifications.

c. Scope of the Club

All students of the school are welcome to this Club for developing their management skills and competencies. The scope of this club comprises of domains such as general management, public administration, operations management, innovation, entrepreneurship, economics, decision sciences, information systems etc. The club invites professionals, Alumni, entrepreneurs for sharing their knowledge and experience with club members. The club organizes industry/plant/government and non-government organizations visits, seminars, workshops etc. for club members to acquire managerial competencies.

v. HR Club (Hayyakum Club)

a. About the Club:

Hayyakum Club aims to develop students' educational, leadership and social skills in order to scaffold them to communicate effectively and participate in scholarly activities. It also provides the opportunity to practice valuable leadership and life skills.

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Meaning of Hayyakum : The word Hayyakum is considered one of the most popular words in the Arab countries, which expresses a sincere welcome, especially for dear guests, and has been used since a long time.

This word can be used for HR Club as this discipline engages with people management and believes in welcoming people around the globe.

b. Objectives of Hayyakum Club:

1. To encourage students' participation in a variety of activities to improve their performance and develop their scientific and leadership skills.
2. To raise the spirit of cooperation among students and encourage them to take responsibility.
3. To provide support to new students by guiding and assisting them in their new academic life.
4. To conduct events focused on contemporary issues in Human Resources Management and Leadership.

c. Scope of Hayyakum Club

This club welcomes all students of the university to learn and participate in developing interpersonal communication and leadership skills. The club invites leaders and HR managers and practitioners, Alumni, eminent personalities, entrepreneurs for sharing their knowledge and experience with club members. The club also organizes HR forums, CEO lecture series, seminars, workshops etc. for club members to acquire HR competencies.

vi. Coding Club

a. About the club

Student Activities are an important element of learning process, in order to develop the students in a holistic manner, committees and clubs are formed to Plan, Organize and Conduct various activities throughout the academic year and helps students hone their managerial, leadership and IT skills.

The HUC Coding Club provides participating students an opportunity to learn the basics of computer programming in a team setting. The club's main focus will be to inculcate a culture of programming in HUC using different programming platforms.

b. Objectives

The Primary objective of this club is to inculcate a culture of programming at HUC.

1. Providing students with a platform where they can discuss and share their ideas with fellow students.
2. Building a group of students who are strong in programming who could represent our university in programming competitions.

c. Why a Coding Club?

Programming is a very essential skill to possesses, especially in this day and age. This club will strive to help students start or advance their programming pathways. A coding club builds a network of programmers who can acquire and impart knowledge among each other. Moreover, the skills developed will help our IT students in their programming courses.

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d. Functions of the coding club

1. To plan a yearly calendar of activities and inform the student community.
2. To conduct the planned activities
3. To review and provide feedback
4. To recommend appreciation for outstanding performance of the team members
5. To conduct pre and post activity meetings

e. Activities

Following are the activities associated with this club:

1. Offering programming boot camps open to all students.
2. Conducting competitive programming competitions within the university.
3. Participating in the competitions worldwide.
4. Conducting student seminars.
5. However, the club is not restricted to the above activities.

vii. HUC IEEE Student Chapter

a. About HUC IEEE student Chapter

Horizon University College (HUC) Student Chapter of Institute of Electrical and Electronics Engineers (IEEE) is a student organization, which helps them to learn theory, practical applications in the engineering field including the computer science and information technology specialization. IEEE main purpose is to promote innovation in technology, which will benefit the society in general.

b. Objectives of the Student Chapter

1. To provide platform for students to enhance their technical skills in the areas of computer science and information technology
2. To conduct workshop and technical awareness programs for students
3. To encourage project activity among students
4. To prepare students to present papers in the IEEE international conferences

viii. Hult Club

a. Purpose of the Club

The Hult Club at HUC is aimed at organizing an On-Campus competition under the name Hult Prize. This competition which is conducted annually challenges students to develop innovative solutions to address social and environmental challenges. The teams will work together to develop an innovative and scalable business idea. The event will feature a keynote speaker and a panel of expert judges from various industries, who will evaluate the teams' proposals and select the winning team. The winning team will advance to the next round of the competition and get a chance to compete for a $1 million prize to fund their social enterprise.

ix. Horizon Entrepreneurship and Innovation Club (SEIC)

a. About the club

Student's Horizon Entrepreneurship and Innovation Club is part of Horizon Entrepreneurship and innovation centre, which helps to promote innovation and entrepreneurial skills among the student community. It helps the students from generating ideas till preparing the business plan. It conducts regular training programs and guest lectures for the student community.

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b. Objectives of the club

1. To provide a platform to generate innovate ideas
2. To Promote entrepreneurial skills among the students
3. To help students in preparing business plan
4. To conduct competitions, and training programs in the areas of innovation and entrepreneurship for students

J. Student Committees

The 4 student committees at HUC are as follows:

i. Events Committee

Events committee is responsible to coordinate and organize year round events in the HUC. Also, this Committee will be responsible to coordinate the Inter - University activities and competitions. Committee head will be elected by the committee members and the chairperson would be the Events Coordinator.

The Events Coordinator along with the committee head (student) will be responsible for:

1. Allocating staff and student for various events throughout the year.
2. To prepare the basic structure of all the events and communicate the same to the respective event heads.
3. Monitoring and participating in the regular meetings of the committee members for various events.
4. Assisting the event heads in the smooth flow of the events.
5. Coordinating for student participation in various Inter – University competitions.

ii. News and Media Committee

The News and media committee is responsible for contributing to all photography of events and student activities. It also contributes to the Newsline Magazine.

The purpose of the News and Media club is to provide committee members with different opportunities for creative expression. The members of the committee will share their artistic skills with the school community through such projects as scenery work for university activities and banners/posters for various events. The committee presents students with an opportunity to practice their artistic abilities, express themselves though art, and contribute to the student life community.

The HUC publishes “Newsline” magazine once in a year. This publication involves contributions from students & faculty members and also highlights the year round activities. Students are permitted to work for the magazine for an academic year and re-appointment is subject to performance.

The committee shall comprise of:

1. Chairman (Faculty Member)
2. Students
3. English Faculty
4. Deputy Director-Administration
5. In-house IT department

The Newsline Committee shall be responsible for:

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1. The publication of the Newsline.
2. For collecting and contributing articles (report on events / general)
3. Encourage students to contribute articles
4. Select and edit manuscripts
5. Plan the page layout
6. Proof read the draft copy
7. Circulate/distribute the final copy

iii. Class Representative Committee

The Class Representatives Committee consists of one representative elected once in a year from each class. Elected Class Representatives thereafter elect the President and Vice-President of the Class Representative Committee. The Class Representatives Committee also consists of Heads of Departments and Head of Advisor/Mentor.

Responsibilities of Class Representatives:

1. To discuss student affairs, academic and academic support services related matters.
2. Are solely responsible for the representation of respective student affairs and programs.

6q. Student Council

Policy number	STSR_POLICY _04
Policy name	Student Council
Policy version	Version 5
Standards applicable	MOHESR CAA Standard 6: Students
Policy owner	DAEI
Date of policy development	18th July 2019
Review date	1st September 2025
Date of recent modification	1st September 2025
Next review date	15th June 2026
Approved by	President

A. Introduction

HUC Student Council (HSC) is a student representative body, elected by the students of the university in order to conduct the activities of student council in the best interests of the students within HUC policies and procedures framework. HSC is involved in managing and coordinating with the student life department to execute academic and non-academic activities that promote student body welfare and satisfaction and strive for their overall development during their learning journey. The purpose of the HSC is to foster a positive student culture and promote the general interest and welfare of students. The Council's activities, participation data, and outcomes will be monitored through institutional KPIs and reported annually to IRQA for inclusion in community engagement and reputation dashboards.

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This policy aligns with the MOHESR Outcome-Based Evaluation Framework (OBEF)—specifically Pillar 6: Community Engagement and Pillar 5: Institutional Reputation—and supports HUC Strategic Plan Goals 3 (Graduate Employability & Partnerships), 4 (Community Engagement), and 5 (Institutional Reputation & Excellence). It establishes democratic representation, inclusive participation, KPI-based monitoring, and audit-ready evidence management.

B. Objectives

i. To execute the functioning of HSC in a fair and democratic manner as per the HSC manual.
ii. To serve the student body in enhancing their welfare.
iii. To promote an environment conducive to educational and personal development of students.
iv. To promote affinity towards the university and foster professional culture and mutual respect among the student fraternity.
v. Create a sense of ownership of the university and its activities amongst the student population
vi. To represent the student body and communicate the views of the students on matters of general concern that enhance knowledge, skills and competencies to the management of HUC.
vii. To table students' views on academic program needs and other facilities that are relevant, have currency in the market and enable them to find placements in the job market.
viii. To promote interaction with student councils of other universities.
ix. To promote student business ideas and to create awareness on campus about student-owned businesses, once reviewed by the Board.
x. To assist in organizing and promoting activities related to the Student life unit and report to the Director of Academic Engagement and Impact on related matters. .
xi. To participate in curricular and co-curricular competitions and showcase their talents.
xii. To organize events that enhance the values, ethics; and network with peers, alumni, and industry to become valuable citizens of the larger community.

C. Key Functions

i. Uphold the student body position in high esteem and execute the roles and responsibilities as specified in the manual of the student council, and uphold the dignity of the position.
ii. Call for an agenda from student body members and communicate the date of meetings well in advance.
iii. Conduct meetings of the student body as per the protocols on the pre-defined calendar dates, record the minutes of the meeting in a structured manner, communicate the proceedings/decisions and report to the student body and the student support service in charge.
iv. Plann activities, propose a budget for the Council and seek approval of planned activities and budget for each academic year.
v. Communicate with the management on matters relating to students' views, concerns, suggestions and recommendations.
vi. Promoting formal communications within the university to keep the student body informed of activities through Student Council notice boards, emails, HUC social media platforms, HUC website, producing regular campus newsletters or any other means of communication that is easily accessible to students.
vii. Supporting the academic, socio-cultural development of students to t foster their overall personality development and preparedness to meet the societal needs.
viii. Participating in the Institutional Standing committees and contribute towards improving the services rendered to students for their benefit.

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ix. Assisting in the induction and/or mentoring process for freshman students
x. Assisting the university clubs and committees and enabling clubs to execute as per the established calendar for the academic year.
xi. Promote the culture of a competitive environment by facilitating student participation in external and internal competitions.

D. Student Council Body

i. Formation of Student Council body

The student council body is formed through secret ballot election. In case of students not coming forward for submission of candidature, another notification will be sent and if no one comes forward, nomination of office bearers will be based on merit or selection by the Student Council Advisory Committee (SCAC).

The student body will be oriented to the process and procedure of forming the student council and the process of election, criteria for election, eligibility for different positions and the decorum to be maintained while conducting campaigns.

In exceptional cases where elections cannot be conducted (e.g., emergencies, insufficient nominations), the SCAC may propose an interim council for up to one term, subject to the President's approval. Fresh elections must be scheduled at the earliest feasible time.

ii. Orientations on Student Council Purpose & Process of Election

a. Orientation on the formation of student council
b. Orientation on electoral purpose
c. Orientation on the electoral process
d. Orientation on the role and responsibility of the student council
e. Orientation on campaign focus
    1. Campaigns must focus on the welfare of students, development of activities, and participation and contribution to achieve HUC mission and vision.
    2. Campaigns can be done through meetings, speeches, posters and any other acceptable means of communication approved by the electoral committee.

The student council body comprises the elected office bearers and other elected members of the committees, class representatives, and any other approved members nominated by the President of HUC.

a. President
b. Vice President
c. General Secretary
d. Council Treasurer
e. Public Relations Officer
f. President and Vice President of all active clubs and committees in the university – including class representatives from all batches.
g. International students representatives (if applicable)
h. Hostel students representatives (if applicable)

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E. Process of Student Council Advisory Committee Formation

i. Formation of the electoral committee
   a. 3 members should make up the committee- Registrar, DAEI, active student (nominated by DAEI) & full time faculty (nominated by HUC President).
   b. Tenure for 1 academic year

F. Functions of Student Council Advisory Committee

ii. Meeting to define the process of student council formation
iii. Decide dates of submissions of applications, finalizing list of applicants, election dates and result publication
iv. Guiding the student council in executing their functions
v. Resolve disputes amongst the student council and various student bodies.
vi. Responsible for maintaining discipline and order amongst office bearers
vii. Receiving appeals from students, faculty members and other stakeholders on functioning of office bearers
viii. Investigating cases against members of student council, by the Disciplinary Committee (DAC)
ix. After the findings of the DAC, SCAC shall issue a letter of warning to student council members or expel/impeach them from the student council office (in a written format)
x. Oversee KPI setting and monitoring for Student Council participation and engagement
xi. Ensure validator-ready evidence (election artefacts, minutes, decisions, activity logs, complaints/disciplinary outcomes) is compiled and archived.
xii. Submit an annual SCAC report (representation, participation, activities, issues resolved) to DAEI and IRQA.

G. Criteria for Student Council Formation

To be a part of the student council member, one has to be an elected member for the respective position based on secret ballot.

To participate in the elections, the students must meet the following criteria:

i. Be an active student of HUC, having at least 1 academic year before graduation, and registered for the current semester.
ii. Minimum CGPA of 2.5 (undergraduate student). Incase upon election student does not qualify for the CGPA requirement; they will be on probation for a semester until they are able to attain it.
iii. Should have a clean record in academics, discipline matters and high standard of conduct without any legal issues.

Requirements for each designation:

   a. President: Senior level (priority) and Junior students
   b. Vice President: Junior Level and above
   c. General Secretary: Sophomore and above
   d. Council Treasurer: Sophomore and above
   e. Public Relations Officer: Sophomore and above

To be elected by the student council the following procedures must be followed.

a. Candidates intending to contest for each of the post must submit the application
b. The candidate must fulfill the eligibility criteria and submit a formal application expressing his/her intent in prescribed form request

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c. Submit all documents establishing his/her registration for the semester and academic standing within stipulated electoral deadlines.
d. All applications will be scrutinized for eligibility, and only eligible candidates are declared to be in the race for elections
e. After declaring the list of eligible candidates for the election, sufficient time will be awarded to decide to remain or withdraw from the race for elections.
f. If more than 1 candidate is eligible for the position, then elections will be held on the due date to elect the candidates for the positions.
g. For all the positions, all eligible student body of HUC will have the right to cast their votes upon showing their HUC Student ID (which will be verified based on the list of eligible students provided by the Administration department.
h. 1 day of election will be held for each morning, evening and weekend students
i. There will be separate online voting sheets for morning, evening and weekend students
j. Voting will be done online via student LMS portal.
k. Election will be held for each student council position.
l. Students can only vote once – monitored by their unique student ID
m. The secret ballot votes are counted in front of the electoral candidates by the electoral committee
n. Once elected members have been announced, there can be no change unless deemed necessary by the Board
o. Candidate(s) with majority votes will be declared elected for the position.
p. In case of a tie, the finalization of the elected candidate will be decided on by a coin-toss in front of the student body, and the decision will be final.
q. In case of a dispute in counting, a re-counting will take place and the winning candidate will be decided on the second counting, and the decision will be final.
r. Upon election, members will hold office positions for a period of one year
s. In case of Force Majeure or Exceptional Circumstances wherein the elections cannot be held due to unforeseen reasons (e.g., regulatory delays, accreditation transitions, emergencies, or insufficient nominations), the President may allow:
    i. The Student Council Advisory Committee (SCAC)to appoint an interim council.
    ii. Extension of the current council's term until fresh elections are feasible.

H. Orientation to Elected Student Council

Orientation will be on the purpose, objectives, roles and responsibilities of the student council in furthering the vision and mission of HUC.

Orientation on abiding by the guidance from the Student Council Advisory committee.

Orientation on abiding by the HUC policy & procedures on integrity and an understanding of the electoral by-laws.

I. Student Council By-Laws

Student Council members shall be responsible to abide by the university policy & procedures and refrain from politicization, or explicitly demonstrating affinity towards any political lobbying or engage student council or student body towards any ideology that contravenes the law of the land.

It should also promote integrity, ethical behavior, fairness and remain non-discriminate towards any class, creed, gender, race, religion, economic status, nationality and take oath to maintain the code of conduct.

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Defining the positions:

1. President: Is the head of the student council body and is responsible for keeping the body united, and conduct the business of the council in a fair and rational manner without any biases to achieve the objectives of the student council.
2. Vice-president: is the second in command in authority and is responsible for conducting the business of the student council on behalf of the president in his/her absence or as assigned.
3. General Secretary: the position is responsible for planning, organizing, conducting and recording minutes of meetings and communicating with other stakeholders. He/she is also responsible for conducting the business of student council on behalf of the president in his/her absence or as assigned.
4. Council treasurer: the position is responsible for managing the financial books of the student council, and responsible for reporting on financials at regular intervals to the student council body and the SCAC.
5. Public Relations Officer: the position is responsible for disclosing information to the media and other stakeholders on the activities of the student council.

J. Duties Of Student Council Members

i. President

a. Addressing views and concerns of the student body and communicating the same with the Board.
b. Propose new strategies for changes in the university
c. Responsible for presiding over meetings of the council
d. Prepare the agenda for each meeting along with the secretary
e. Where a vote is held at a Council meeting, and the votes are divided equally, the Chairperson(president) generally has the casting vote
f. Review proposed activity plans by Clubs and Committees and present to the Board for approval
g. Serves as the primary contact between the student body and management.
h. Represents the student body on issues regarding all university academic and non-academic programs and events.
i. Shall be the representative and spokesperson of the student body.
j. Reports on HSC work to DAEI, engages and apprises the Council members.
k. Holds full executive authority of the HSC and chairs meetings.
l. Monitor duty allocations and strengthen the spirit of partnership and teamwork between students, administration, faculty and staff members of the institution.
m. Ensures complete Alumni registration and connects with the Alumni and coordinates all relationships and possible events for them.
n. Ensures all academic-related issues are tabled before the concerned bodies.

ii. Vice President

a. Assisting the President in carrying out his/her duties
b. Assuming the role of the President if absent
c. Assisting core members in the day-to-day decisions and follow-ups with clubs and committees
d. Implement deadlines and overview the activities on the consolidated calendar

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e. Represents the HSC on on-campus committees in the absence of the President or when required. In addition, he/she will be in direct contact with students to solve their non-academic problems and raise them with the proper authorities.
f. Responsible for informing the President on the progress of council initiatives.
g. Ensure student feedback is taken and shared with relevant departments.

iii. General Secretary

a. Prepare the agenda for each meeting along with the President
b. Circulate agenda to the council members in advance or at the start of the meeting
c. Include 'Any other agenda' during council meetings
d. Keep record/minutes of Council meetings and any decisions taken by the Council.
e. Maintain and manage the consolidated calendar of activities of clubs and committees
f. Maintain record of all Council meeting attendees
g. Maintain the archives of documents and paperwork regarding visits, inaugurations, activities, events, etc.

iv. Council Treasurer

a. The Treasurer is responsible for managing the Student Council budget and keeps a complete account of all expenditures.
b. Any payments made by the Treasurer should be countersigned or endorsed by another member of the Council or a faculty/staff designated for this purpose.
c. The council treasurer may advise and assist club & committees with their assigned annual budget
d. For proposed new club & committee activities, the budget will first be reviewed and amended, if required, by the Council Treasurer before it is presented to the President
e. Be responsible for collecting, managing, and distributing funds for and from the various events and activities organized by the HSC.

v. Public Relations Officer

a. Responsibility for promoting good communication between the Council and the student body
b. Responsible for informing the students about any Open Council meeting scheduled via portal, posters on campus, social media posts etc.
c. Responsible for promotion of any Student Council events or activities along with the Media Committee
d. Assist the secretary in all internal communications regarding scheduled meetings, agendas and decisions made
e. The Public Relations Officer shall be the primary contact between the HSC and all parties outside the University.
f. He/she shall be responsible for dealing with all external parties with whom the HUC collaborates.
g. The Public Relations Officer will ensure that transparency is maintained in communication with off campus entities and promote the institution's image.

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K. Declaration of Election Results

The SCAC declares the elected body, and based on their submission of results, the President approves the formation of the student council. Thereafter, there is communication on approved results to the student body via established HUC formal communication channels.

L. Induction of New Student Council Members

The SCAC and SSD will conduct the student council's induction as follows:

a. Oath taking ceremony- administering the oath by President or any person assigned by the President.
b. Brief orientation on various roles and responsibilities
c. Handover of the student council manual

M. **Documentation, Archiving & OBEF Sampling**

a. The following artefacts must be archived (digital, with secure access) for five (5) years: election notifications, candidate applications and eligibility checks, voter lists and turnout, ballot/e-voting records, campaign guidelines, meeting agendas and approved minutes, activity proposals/approvals, budgets and expense records, complaints and DAC decisions, SCAC reports.
b. Evidence shall be indexed by year, program, cohort/mode, and committee to support OBEF 3R sampling (Representative, Random, Reliable).
c. Public communications (e.g., results, calls for nominations, major decisions) should be posted on official channels and retained in the archive.

N. Conduct Of Meetings

a. Student council meetings will be held twice in a semester or as and when necessary
b. Council meetings open to the general student body will be held once a semester
c. The meetings will be led by the President and Vice President based on the agenda provided by the General Secretary
d. During meetings, any grievances, policies, or infrastructure changes that are not under the direct authority of the council must be noted and shared with the Board
e. Council members will lead all the events and activities of the Student Life unit

6. r Student Publications and Media

Policy number	STSR_POLICY_05
Policy name	Student Publications and Media
Policy version	Version 3
Standards applicable	MOHESR CAA Standard 6: Students
Policy owner	Media and Communication department
Date of policy development	18 July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	DAEI

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A. Introduction

Students Publication Policy is aimed at developing the written communication skills among the students and inculcates the habit of writing articles, composing poetry, news items and exhibit artistic and photographic talents. The policy focuses on mobilizing and motivating students to Plan, Collect, Edit and Publish articles in internal and external publications.

B. Formation of the Committee

The formation of publication committee is by the approval of President. The chair of the committee is nominated by DAEI and approved by the President and has tenure of two years. The chair of the committee initiates co-opting members of the publication committee. The internal publication committee is formed by registering students and electing the Editorial Board for the academic year. The committee comprises of faculty member as the chair of committee, English faculty member to provide guidance, Editor in Chief, Editors, Reporters, Proof Readers and Designers.

C. Functions of the Committee

i. To encourage and mobilize students to write original articles, composing poetry and news items for internal and external publications
ii. To Plan and design the structure of the internal publications
iii. To collect, edit and publish internal publications
iv. To maintain originality and ethical practices in publications
v. To generate funds for the internal publications
vi. To review and provide feedback about the quality of the publications

D. Process flow of the committee

i. Chair of Publication Committee invites the candidatures of students interested to be members of the publication committee
ii. The Editorial Board is elected
iii. The roles and responsibilities of Student Editors, Reporters, Proof Readers, Designer and other members are assigned by the Editor in Chief
iv. The planning, designing and structure of internal publication is prepared
v. Preparation of budgets
vi. Information is disseminated to student body, faculty members and other stakeholders to contribute the written/artistic piece of work to the editorial board
vii. Review the works for originality and quality of the works within the publication ethics
viii. Selecting, composing, designing and editing the works for the internal publication.
ix. Finalizing, Coordinating and executing the publications
x. Distributing the publication to the stakeholders
xi. Submitting the feedback and financial report on the publication activity.

Tenure and Authority

Table 3.9.1

Responsibility to form the publication committee	Responsibility to inform and conduct election	Responsibility to publish and prepare budget	Responsibility to form, amend committees and approval of budget	Tenure of the student members
President	Chair of publication committee	Publication Committee	President	One academic year

6. s. Student Rights and Responsibilities

Policy number	STSR_POLICY_06
Policy name	Student Rights and Responsibilities
Policy version	Version 2
Standards applicable	MOHESR CAA Standard
Policy owner	Student support Department
Date of policy development	18 July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	Registrar

A. Student Rights

i. Students have the right to freedom of expression in the classroom. It is the responsibility of the faculty member to ensure that each student in the classroom is provided an atmosphere which is conducive to freedom of expression by encouraging discussion and permitting exception to the views he/ she has presented.

ii. Students have the right of expression in the classroom and the responsibility to learn from the course of study according to the standards of performance established by the faculty. Student behavior in the classroom should contribute to the learning process.

iii. Students will have the right of timely access to an assigned advisor, the right to receive pertinent and accurate information as needed for academic and career planning and the right to make their own decisions.

iv. Students of HUC who believe they have been subjected to any form of discrimination or have been denied access to services, have the right to file their grievance with the Student support Department

v. Students have the right to appeal against marks or grades awarded which they are not satisfied.

vi. Students have the right to participate in extra-curricular and co-curricular activities depending on their skills and capabilities

B. Student Responsibilities

The student shall be responsible for conducting themselves as follows

i. Students shall conduct themselves with reasonable consideration for all other persons within the HUC.

ii. Students shall not indulge in any behavior likely to bring the HUC to disrepute.

iii. Students shall comply with any reasonable instruction issued by any member of staff of the HUC.

iv. No student will tender false or deliberately misleading information.

v. Male and female students are not allowed to move together or sit together in class rooms.

vi. A student shall not use, or incite others to use physical violence while in the HUC premises.

vii. A student shall not damage, threaten to damage or incite others to damage any equipment or property of the HUC while on premises.

viii. Students shall comply with the fee policy of the HUC.

ix. Students shall comply with all regulations pertaining to the use of library and other HUC facilities.

x. No student shall create excessive noise, write on walls, make rude remarks, and use abusive or unreasonable behavior in the HUC premises. Violators will be suitably punished.

xi. Malicious or willful damage to HUC property or the property of any student or member of staff will lead to severe disciplinary action.

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xii. Students are supposed to switch-off smart devices and mobile phones in the classrooms and handover to the security before entering for examinations.
xiii. Students should adhere to the class timings as per the rules & regulations in force.
xiv. Smoking is prohibited in HUC as per the UAE Law. Any violation will lead to fines.
xv. Chewing of tobacco or any other form of betel etc. is prohibited. Anyone found to be violating this will be penalized.
xvi. Writing & drawing on desks is strictly prohibited. Any violation will lead to fines.
xvii. Eatables & drinks are allowed outside the HUC building or in the cafeteria only.
xviii. Students using bus should strictly comply with the rules and regulations of transport.
xix. Students shall not litter or throw rubbish. A littering fine as per fees applicable is imposed on violations.
xx. Students shall not remove, deface or damage the premises, equipment or property belonging to the HUC.
xxi. Students will be required to make good, in whole to the satisfaction of the Management of the HUC, any damage caused to the HUC property.
xxii. The HUC accepts no responsibility to any private property being lost or damaged in the HUC premises.
xxiii. Students bringing vehicles shall observe car-parking regulations in force as well as the speed within the college boundaries.
xxiv. Students are not allowed to bring their friends / outsiders (except parents) to the HUC. In case of emergency they may contact the Administration & Examination Department for approval.
xxv. Student must carry their HUC Identity Card when they are inside the campus.
xxvi. Playing cards in any form in the HUC campus is strictly prohibited

6. t. Student Counseling

Policy number	STSR_POLICY_07
Policy name	Student Counseling
Policy version	Version 4
Standards applicable	MOHESR CAA Standard 6: Students
Policy owner	Student support Department
Date of policy development	18 July 2019
Review date	7 August 2025
Date of recent modification	7 August 2025
Next review date	15 June 2026
Approved by	Registrar

A. Introduction

Student Counseling Policy is aimed at comforting the students in the first month of joining the HUC by orientating them on various Academic and Academic Support Service aspects of HUC. The counseling continues throughout the tenure of the students in HUC on various dimensions of academic related issues, performance issues, career issues and graduation requirement. Student Counseling also helps students to take maximum benefit of facilities and services rendered by HUC as a student and as an Alumnus. The Academic Counseling at the Undergraduate level is carried out by the Academic Advisor, .

B. Formation of Academic Advising Committee

The structure of student counseling is divided into Academic and Academic Support Services Counseling. The Academic Counseling is carried out by academic advisors (faculty members)

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appointed by the Dean of Respective Schools based on the closest expertise relevant to the student's major/concentration field of study. The coordination of Academic Advising activity is the responsibility of Academic Advising Committee headed by a chair who is also appointed by the President. The Academic Support Services counseling is provided by the SSD.

C. Counseling for Academic Issues

Every student is assigned to an Advisor at the time of admission and a maximum of 30 students are assigned to each advisor. The Academic Counseling Services carried out by Advisors is aimed at assisting students to resolve their issues related to Academic Progression, Performance, Satisfactory Academic Progression (SAP), Graduation Requirements, Change of Majors/Concentration and any issues related to Academics. Also in case of any students with special needs, additional counseling is provided by the faculty and staff in addition to SSD. Academic Counseling is extended to assist students in reducing test/exam anxiety, improve study habits and help involve in active learning to attain academic goals. The Academic Counseling also involves allocation of additional time, personal and peer coaching within the working time frames of HUC. Academic advising calendar is followed to carry out counseling and orientation on a semester basis.

D. Counseling for Academic Support Service Issues

Academic Support Service Counseling by SSD is aimed at informing the students about the sources and procedures of resolving student's issues relating to the academic support services. In case of Academic and academic support service issues are overlapping with each other the Advisors will be consulted for resolving the issues.

E. Orientation

A detailed orientation is carried out in the first week as per the HUC policy. It also makes students aware of the availability of various learning resources, IT, and student development activities. The counseling also aims at the student's awareness about various policies, procedures and the hierarchy of the authorities they can approach to smoothly resolve their issues.

The counseling continues at the sophomore, junior and senior levels. Counseling at sophomore level is aimed at orienting students about changes in fee payment structure, GPA requirements. The counseling at senior level is aimed at meeting graduation requirements, career counseling including placement and pursuing higher studies, alumni relations, internship, dissertation, capstone course and the academic awards.

F. Confidentiality

All matters related to students' Counseling information are sensitive therefore all efforts will be taken to maintain confidentiality of the matters and the privacy of the student is maintained and protected. Information would be revealed only to concerned authorities involved in decision making in relation to that matter. In case of any external agency like Police, Court, Ministry Officials require this information may be provided on request and due consideration.

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G. Tenure and Authority

Responsibility to form the Academic advising committee	Allocation of students to the advisors/Mentor	Counseling academic support services issues	Responsibility of carrying out academic advising (providing feedback and report)	Responsibility to compile the overall academic advising report with recommendation
President	Registrar	SSD	Advisor	Academic advising committee chair (Registrar)

H. Counseling Process

Flow

Step 1 Checklist of different counseling's will be prepared by Admin
Step 2 Calendar is prepared by Admin taking care of the progress of the semester
Step 3 Data is accessible online or can be obtained from Administration when required
Step 4 All forms and letters should be signed by students and uploaded in their portal

The counseling process at Horizon University College includes addressing the student needs for academic and career development. HUC ensures to maintain confidentiality of the interactions with students and helps them resolve or cope with problems and developmental concerns.

I. Counseling to New Students

i. Provisional Admission Counseling

If students fail to provide all the admission related documents within the first two weeks of admission at HUC then he/she is granted Provisional admission until they submit the complete documents as per the admission policy. such students are counseled by SSD / Marketing in order to encourage them to submit all the necessary documents and secure a confirmed seat for the course.
Counsel the new stduets about the importacnce of submitting all necessary documents for their scholarship as per what they have have signed in the underatking letter , inform them that if the doecuments or admission requirements are not met ; their scholarship will be cancelled .
(Refer Provisional Admission letter)

ii. TOC Counseling

SSD counsels students who joined HUC as Transfer of Credit from other university. These students are counseled on one to one base regarding the academic requirement, the SAP policy, graduation requirement and the learning resource facility. A complete graduation plan is also given to them based on the subjects approved by the President after considering the TOC courses awarded from the previous university. The department counsels the student on the progress of courses at each level along with the prerequisite information. Later on, every year the academic progress of the student is monitored by Administration .

(Refer TOC application form)

J. Counseling to Continuing Students

i. Provisional Admission Counseling

If students fail to provide all the admission related documents within the first two weeks of admission at HUC then he/she is granted Provisional admission until they submit the complete documents as per the admission policy. such students are counseled by SSD in order to encourage them to submit all the necessary documents and secure a confirmed seat for the course.
(Refer Provisional Admission letter)

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ii. TOC Counseling

SSD counsels students who joined HUC as Transfer of Credit from other university. These students are counseled on one to one base regarding the academic requirement, the SAP policy, graduation requirement and the learning resource facility. A complete graduation plan is also given to them based on the subjects approved by the President after considering the TOC courses awarded from the previous university. The department counsels the student on the progress of courses at each level along with the prerequisite information. Later on, every year the academic progress of the student is monitored by Administration .

(TOC application form)

iii. SAP Counseling

SAP counseling is carried out to those students who have low satisfactory academic progress levels as per the qualitative and quantitative standards required under the SAP policy.

Satisfactory Academic Progress (SAP) is measured by way of qualitative progress (grade-point average) and quantitative progress (hours earned) as per the SAP poilicy. SAP is monitored during the Spring semester for all students with low CGPA.

SSD receives the list of students not meeting the SAP requirements from administration department at the end of each semester. Each student is called individually by the Student Counseling Coordinator and the impending situation is explained. Necessary improvement measures are pointed out to the student in order to increase his/her GPA.

iv. Graduation Counseling

Students are provided with graduation counseling around two semesters prior the graduation date.

Students are counseled for graduation on the following points-

1. Number of credits completed
2. Number of remaining subject in order to graduate.
3. Review of CGPA, GPA of Capstone course, GPA of Major course and any repeating courses or failure course.
4. PSDP is compulsory for students in their fourth year.

Note: If the student does not meet the above criteria then Administration counsels student further.

ReferStudent Exit interview form

v. Withdrawal & Repeating Course Counseling

During the first week of the semester only a student can withdraw the course without payment. It will not reflect in the transcript but if the students wishes to withdraw the course after one week of the commencment, then he/she will be charged for the course as per the policy and it will be reflected in the transcript as 'W' (Withdrawn) and the students will have to repeat the course next semester if it is offered.

Administration will review the graduation plan of the withdrawn/failed student on receiving the list from administration. This process is carried out each semester to help students reduce the financial and academic burden. SSD counsels the students who have failed or a student wanting to increase his/her CGPA to repeat the course. Students are allowed to repeat the course only twice during the program.

vi. Low Attendence Counseling

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Student with less than 50% attendance by the end 3rd week of are called to the SSD to discuss the reasons for their low attendance and the consequences for not maintaining the required attendance. They are made aware of the importance of regularity in attending classes and coordinate with advisors and class teachers to further counsel the student so as to cope up with the academic requirements. They will also be informed of not being allowed to attend the final examination and the cost and time impligation in completing the course.

vii. Low CGPA Student Counseling

The SSD receives the list of students having a low GPA from the Administration. The Students Services Department will call these students and counsel them to improve their GPA and if required a meeting is arranged with advisor and concerned faculty for additional counseling.

Students are also made aware of the fact that if they do not reach the benchmarks set for the course for that particular year then student will go through probation, final warning and suspension or is advised to repeat the entire course.

viii. Exam Absentees Counseling

List of students who miss the mid-term or final exams is forwarded by the Administration department to SSD at the end of the examination session on day to day basis. SSD calls these students and tries to understand and evaluate the reasons which caused them to remain absent during the exam.

In case a serious issue is prevelant, students are encouraged to fill the mitigation form and the process is explained.

ix. Mitigation Counseling

SSD contacts the students who miss an examination and is called for mitigation counseling. The student is asked to submit necessary documents proving his/her reason to have missed the exam. The documents are forwarded to the adhoc Mitigation committee who decides the possibility of retaking the exam. The student is also made aware of the possibility of rejecting the mitigation appeal by the committee if the circumstances and the evidences of the proof not convincing.

Mitigation is applicable in case of

1. Accident
2. Death of immediate family
3. Hospitalization
4. Religious reason (Haj)

(Mitigating Circumstances Form)

x. Resit Counseling

If the student fails in the Final examination, the student Counseling Coordinator calls and motivates the student to appear for a resit exam and explains the consequences in failing to do so.

(Resit application form from Admin Manual)

xi. Financial Outstanding Counseling

Finance department forwards to SSD a list of students with a financial outstanding before the start of the mid-term exam. SSD then counsels the students to pay their outsatnding fees before the examintation.

Students with outstanding fees of two months and above are encouraged to pay monthly fees in installments and the same applies for the final exam as well.

Students are encouraged and advised to discuss any financial issues with SSD so that necessary steps and measures can be taken. SSD makes such students aware of the various scholarship opportunities available at HUC to help them through their academic year.In order to support them

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further, their resume are forwarded to the Corporate Affairs Office to help them secure part time or full time jobs.

xii. Postponement & Reactivation Counseling

HUC policy allows a Student to postpone his/her studies by one semester once in an academic year.

Postponements are allowed in the following cases-

1. Death in the family
2. Financial problems
3. Work pressure
4. Travelling out of country
5. Hospitalized

Students intending to postpone a semester have to approach the SSD who will handover them the postponement application form, ask them to meet their advisors and assist them in completing the application form.

The SSD will also followup with the students who have postponed a semester at the end of the semester and encourage to reactivate his program. They are given the reactivation form which is forwarded to Finance for the new fee structure applicable and then to the Administration depratment for the new graduation plan.

xiii. Cancelation & Exit Interview Counseling

When a student approaches the SSD for admission cancelation he/she is thoroughly counseled and the reasons behind cancelation is understood. Once he signs the cancelation form, SSD forwards the same to various other departments like Finance, Administration, Library and TED. Upon Successful clearance from all the departments the students' admission is considered to be cancelled.

Exit interview is carried out where the student is asked to answer a questionnaire. The student is given full confidence of confidentiality of the information he/she supplies. The purpose of the exit interview is for departmental improvement.

xiv. Visa Student Counseling

Students who have opted for university VISA are counseled by the SSD to complete the course within the stipulated time. Students on university VISA are continuously counseled throughout their academic period for low GPA, low attendance and date of graduation and VISA renewal.

The Human Resource Department sends the list of Visa students whose visa renewal is due to the Administration . The Administration issues a letter detailing out information on the Visa charges, documents and provide the application form to be filled up for completeing the renewal process. All the required documents along with the duly filled application form is forwarded by Administration to the finance department and later on to the TED department. A list of graduating Visa students is sent by the Administration department to the SSD, who will send them a letter informing about the cancellation of their visa post completion of their graduation.

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6. u. Health Services

Policy number	SPOR_POLICY_02
Policy name	Health Services
Policy version	Version 4
Standards applicable	MOHESR CAA Standard 6: Students
Policy owner	Sports Department
Date of policy development	18 July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	President

A. Introduction

HUC is committed to provide emergency health services to the students, employees and visitors whenever required. The Sports and Health Services Department regularly plan, monitor and support the health related needs of its stakeholders. It has a clinic and nurse to support the activities and services.

B. Facilities

i. Clinic equipped with necessary equipment
ii. Isolation room
iii. Oxygen Cylinder
iv. BMI scale

C. Services

i. To have a MOU with a hospital/clinic for the medical support whenever required
ii. To provide a clinic equipped with necessary equipment
iii. To keep a medical file for each student
iv. Approved number of qualified first-aiders
v. To provide continuous health education program for the students and staff
vi. To provide an environment that contributes to the cultural, social, moral, intellectual, and physical development of students

D. Health Services Policy

The Health Policy provides a framework for the management of any health related emergencies to HUC's stakeholders. While everyone is responsible for their own health, any unforeseen emergencies in terms of health need to be addressed to safeguard the life of each and every member of the staff, faculty and students when they are in the campus. This includes:

i. Provide necessary guidelines and orientations to maintain good health
ii. Regular health camps
iii. Conduct BMI tests
iv. Implement measures to prevent accidents and injuries
v. Ensure adequate emergency arrangements are in place
vi. Ensure consultation and communication on health matters is undertaken timely

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vii. Provide sufficient funds and resources to meet all stated objectives and to meet legal compliance requirements for health and safety
viii. Conduct regular inspections and audits of Departments, Services, and Sections to ensure compliance with health and safety requirements.

This Policy is readily available to all Faculty members, staff and students, through various media formats such as notice boards, induction, training and the HUC intranet site.

The Policy is reviewed annually to monitor its effectiveness and to ensure that it reflects changes in legislation or corporate requirements. Interim reviews will also be undertaken as appropriate. For all Health and Safety Policies, the custodian is the Head-Sports & Health Services Department of HUC

6. v. Academic Advising

Policy number	STSR_POLICY_08
Policy name	Academic Advising
Policy version	Version 4
Standards applicable	MOHESR CAA Standard 6: Students
Policy owner	Student Support Department
Date of policy development	18 July 2019
Review date	7 August 2025
Date of recent modification	7 August 2025
Next review date	15 June 2026
Approved by	Registrar

A. Introduction

HUC has an effective academic advising scheme that has helped the academic performance of students in the past. The objective of academic advising is to help students achieve a higher degree of academic performance through the processes of planning and development of their study, growth, and a career that would lead to a prosperous future, while they are studying in HUC. A faculty member of HUC, who has the closest expertise relevant to the student's major field of study, is assigned to the group of students as 'Advisor (Undergraduate) '.

Every student is assigned to an Advisor at the time of admission and a maximum of 30 students are assigned to each advisor. The advisor provides the student with information about courses, accessing University facilities and academic support units, and guidance on how to perform better in their courses and programs of study.

The following are the goals of the Academic Advising :

i. Monitoring the progress of the students continuously.
ii. Implementing and communicating information about academic policies, procedures and graduation requirements.
iii. Assisting students in clarifying their academic goals and objectives.
iv. Providing individual and/or group advising opportunities to assist students in achieving academic success.
v. Making referrals and directing students to appropriate academic support units and resources.
vi. Demonstrating a high level of professionalism and consistently maintaining confidentiality in advising/ counseling matters.

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a. Student's Rights

Students will have the right of timely access to an assigned advisor, the right to receive pertinent and accurate information as needed for academic and career planning and the right to make their own decisions.

b. Student's Responsibilities

The following are the responsibilities of the students to make the scheme work effectively for their optimum benefit:

1. Make an effort to get to know their advisor .
2. Maintain an academic advising and career-planning file.
3. Know the degree requirements and other relevant academic policies and procedures.
4. Complete academic requirements in a timely manner.
5. Initiate timely career and academic inquiries and discussions with advisor.
6. Make regular progress in appointments and also meet advisor for assistance when questions or problems arise.
7. Prepare a list of questions or concerns prior to meeting with the advisor.
8. Be considerate to the advisor's schedule of advising appointments and arrive promptly.
9. Take responsibility of their decisions.
10. Provide regular feedback of Academic Advising scheme and the advir.

c. Student Feedback

60% attendance is required for the feedback.

Flow

Step 1 Allocating Advisors by the Advisory committee
Step 2 Admin will allocate the advisees to different advisors .
Step 3 IT and Admin will make sure that the name of the advisor is reflected in the students' portal
Step 4 IT will ensure that the Advisory list for each advisor is uploaded in the advisor's advisory system
Step 5 The chair will send the details of different advisory meet
Step 6 SSD will ensure that All Advisors are keeping their advisory hours on their notice boards of theIRQA Departments
Step 7 The chair will send the advisors all points he wants them to raise during the first/second Advisory meet and ask them to send their feedback
Step 8 Advisors will present the progress of their advisory to the Chair during MT exam week
Step 9 Final report and presentation will be submitted by advisors to the chair
Step 10 Taking the feedback from the IRQA department
Step 11 The feedbacks are discussed with Advisors during their annual evaluation meeting

B. New Students

i. Each undergraduate student is assigned a faculty who will act as their advisor and guide them regularly for their academic and career progression. . These advisors provide proper orientation to all their advisees and the primary purpose of this orientation is to familiarize with them and inform them who their advisors are. During this session, they are also notified about their duties and responsibilities as advisee, importance of academic progression and academic quality assurance. All advisees have to update their personal details with the advisors to enable the ease of communication between the two and timely provision of advising services to them.

ii. The advisors inform their respective advisees on the various academic services like provision of Course syllabus including assessment tools, study material, grade improvement policies. Students

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are also informed on the usage of portal services for checking attendance, assessment marks, grades and for various other requests, making online requests and interacting with faculty to understand their progress in the course. Students are told that any issues faced by them on the above academic matters should be immediately addressed to the concerned advisors who will help in resolving them at the earliest.

iii. At the same time they are made aware of the requirements of various academic support services units which include document submission to different department for completing the admission formalities, collection of rental books and timely return, payment of fees on schedule & late payment fees , Checking of statement of account, de-activation process adopted by various department, locker usage and timely return of key, and participation in Co-curricular & Extra-curricular activities.

iv. Students are informed about the procedure for appealing in case of any grievance with regards to grades, late submission, attendance, re-quizzes and portal activation.

C. Continuing Students

The advisors provided an orientation to the TOC students who start their Programs at the intermediate stage similar to the new Students. (Refer section II-A above). They are also oriented on the study material, Course delivery package, assessment and usage of portal services to access their attendance information, assessment marks, and grades and also to make various online requests. TOC students are encouraged to interact with the faculty for course progress by using their official id.

The information on the alumni club and its activities is provided to the **senior students**.

The advisors focus on re-enforcing academic services / issues faced by the continuing students related to Course syllabus & Assessments, Grade Improvement, Online request, etc. They provide information on the requirements for Internship/Internship Project.

The advisors also focus on re-enforcing academic support services / issues faced by continuing students with regards to submission of relevant documents required by various departments. The advisors orient them on the requirements of graduation, Internship/Internship Project, , Scholarship, Rewardship.

The advisors remind them about the collection of rental books and returning on time, timely payment of fees & late payment fees, checking of statement of account, de-activation process by various department, usage of locker and returning key on time, and participation in Co-curricular & Extra-curricular activities.
Students are informed about the grievance and appeal procedures related to grades, late submission, attendance and re-quizzes and portal activation.

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6. w Student academic integrity and plagiarism policy

Policy number	ACAD_POLICY_08
Policy name	Student Academic Integrity and Plagiarism Policy
Policy version	Version 9
Standards applicable	MOHESR CAA Standard 6: Students
Policy owner	Academics
Date of policy development	21 July 2019
Review date	16th October 2025
Date of recent modification	16th October 2025
Next review date	16th June 2026
Approved by	Dean-School of Business and Dean-School of Computing, Head of General Education

A. Introduction

The main purpose of the Student Academic Integrity and Plagiarism Policy is to foster a culture of academic honesty and enrich institutional repositories with high-quality original and genuine work. It also aims to empower learners and researchers to write academic articles free of all kinds of plagiarism and unfair means and maintain academic integrity as per national/ international standards.

B. Plagiarism

Understanding Plagiarism:

A learner or researcher is expected to use available and existing work of other researchers or individuals or Artificial Generative Intelligence (using generative artificial intelligence tools) only with proper attribution and acknowledgment, in the form of references and citations. Otherwise, it is considered plagiarism.

Examples:

i. Copying work produced by a person or generative AI tools.
ii. Using the words, images, source code, ideas, or any work created by someone else or generative AI tools without acknowledgment.
iii. Every source and tool used in a paper must be identified in the list of references.

Plagiarism is an adoption or incorporation of another's work/idea without proper attribution or citation of the source and associated references. Students must strictly not indulge in the act of plagiarism while completing their, Assignment(s), Case study(s), proposal(s), term paper(s), project(s), dissertation, thesis, or any other academic submission related to the course. Every source and tool used must be in APA format at the end in the references section. The student must read, understand, and comply with the academic integrity and plagiarism policy. In case of any clarification, they must approach the concerned faculty member/academic supervisor/advisor.

Scope of Plagiarism:

In brief, the following acts will be covered under plagiarism.

i. Paraphrasing materials or ideas of others without identifying the sources.

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ii. Using sources of information (published or unpublished) without referencing the source.
iii. Directly quoting the words of others without using quotation marks or indented format to identify them.
iv. Verbatim quotation without proper referencing
v. Cut and paste from any electronic/print media without proper referencing
vi. Inaccurate citation
vii. Self-plagiarism- the author reuses significant portions of his or her previously published work without attribution.
viii. Use of any generative Artificial Intelligence based applications including Chat GPT.
ix. Any figure that is directly extracted or used from other sources without providing the source name

C. Training for Students on Academic Integrity and Plagiarism

i. All the students will be provided an orientation session on academic integrity and plagiarism at the beginning of their first semester organized by the Students Support Department.
ii. The faculty members need to orient the students about the plagiarism policy and its consequences in the relevant assessment components.

D. Academic Submission and Plagiarism Detection

HUC has integrated Turnitin Plagiarism Software, and Code Plagiarism Checker available and integrated into the Learning Management System, thus enabling the faculty members to identify possible instances of plagiarism and /or similarity detection. Following is general information and rules related to the submission of all academic work of the students:

i. **Turnitin** (Plagiarism Detection Software): This is integrated into the student LMS, and students must upload their submissions on or before the deadline for evaluation. Students will be allowed to submit only once in the Turnitin (Plagiarism Detection Software) which is integrated into the students' LMS as per the details provided to them by the respective faculty members. There won't be any opportunity for resubmission. As such, students are expected to be sure from the very beginning that their work is original and free of all kinds of plagiarism.
ii. In case of Lab Assessments involving software codes, **Code Plagiarism Checkers** such as Codequiry and or Staunch will be used by faculty members to check the similarity of source codes and their syntax.
iii. Students must upload only their assessments (no playing with fonts, changes of spelling, usage of spinning software, inserting image files, etc.) to obtain similarity index reports.
iv. Students will be required to make submissions only once and strictly before the submission deadline. However, in case student is unable to submit the assignment within the stipulated timeline due mitigating/emergency circumstances such as sickness, accident, death in family, a mitigating circumstance form must be submitted by the student through the Learning Management system and if approved the late submission of assignment may be accepted.

E. Violations related to Academic Work and Applicable Penalty

Students are expected to follow the submission rules, instructions, and the timeline set by the respective faculty members. Non-compliance with the set rules and instructions would lead to penalties deemed appropriate for academic work. Students violating the guidelines related to the Plagiarism/similarity index will be awarded zero for respective assessment, students' name will be reported in the Academic Management System to record the violation and reflect it in the student's

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academic profile in order to update other faculty members as well. Repeated academic violation by the same student will be subject to investigation and further action by the Disciplinary Action Committee as specified in clause G and H.

Further, the process to achieve Zero tolerance including Artificial Intelligence (AI) and acceptable similarity index for plagiarism, is as follows:

i. Submitted Assessments that are detected with plagiarism shall not be accepted by the faculty member.
ii. Any assessment prepared using AI tools such as ChatGPT etc. is considered as an academic misconduct and shall not be accepted by the faculty member. Faculty shall award zero marks to such assessments.
iii. Any submission of academic work with unacceptable Similarity Index by Turnitin software or Code Plagiarism Checker will be awarded ZERO marks. However, to implement a zero-tolerance policy for Plagiarism, before final submission, the faculty would encourage students:
    1) Write, and use their (student's) own words.
    2) To acknowledge and attribute references and give citations while paraphrasing in one's own words.
    3) Provide APA citations as applicable to text or image-generated by AI tools.
    4) Identify similarity of seminal words, definitions, 'coined terms' codes, and common terminologies that cannot be changed and classify and judge it as "similarity without any alternatives" using the Faculty's judgment.

F. Other Academic Offenses

The following are other students' academic offenses which will invite action by DAC.

i. Presenting False Credentials

Students get the academic work done by an outsourced agency or individual and submitting as their work.

ii. Cheating

a. Using material not permitted by the faculty during exams, including stored information on electronic devices.
b. Copying answers from another student on exams or assignments.
c. Altering graded exams or assignments and submitting them for re-grading.
d. Submitting same content for two different assignments/assessments.
e. Altering exam answers and requesting that an exam be re-graded.
f. Cooperating with or helping another student.
g. Fabricating information such as data for a computer lab exam.
h. Other forms of dishonest behavior, such as another person taking an exam in one's place.

iii. Facilitating Academic Dishonesty

a. Allowing another student to copy an assignment or problem set that is supposed to be done individually.
b. Allowing another student to copy answers during an exam.
c. Taking an exam or completing an assignment for another student.

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iv. Collusion

a. The work that has been done with others is submitted and passed off as solely the work of one person.
b. Working with others without permission from your faculty to produce work, which is then presented as your independent work.

v. Fabrication Of Data

a. The falsification of data, information, or citations in any formal academic exercise.
b. Includes making up citations to back up arguments or inventing quotations. Fabrication predominates in the natural sciences, where students sometimes falsify data to make experiments "work". It includes data falsification, in which false claims are made about the research performed, including selective submission of results to exclude inconvenient data to generate bogus data.

vi. Deception

Providing false information to faculty concerning a formal academic exercise. e.g., giving a false excuse for missing a deadline or falsely claiming to have submitted work.

vii. Sabotage

Acting to prevent others from completing their work. This includes cutting pages out of library books or willfully disrupting the experiments of others.

G. Disciplinary Action Committee-Academics

i. Composition

The Disciplinary Action Committee-Academics (DAC-Academics) consists of the following members:

h. Dean of the respective school, Chairman of DAC-Academics
i. Registrar
j. A faculty member not involved in the disciplinary violation case.
k. The Advisor of the student
l. Class Representative
m. Student Counselor
n. Deputy Director-Administration

ii. Role of the DAC-Academics

The Disciplinary Action Committee-Academics is responsible for making fair decisions on the academic violations committed by a student.

The committee shall hear from both parties including the student involved in the academic violation and the faculty member who has reported the academic violation to decide the course of action to prevent recurrence of such misconduct in the future.

H. Inquiry Case of Suspected "Other Academic Offenses" (As Mentioned Above)

i. When a student is suspected of other academic offenses, the respective faculty members shall report it to the Program Chair/Dean who shall arrange an initial investigation with the student.
ii. If not resolved, the academic offense will be reported to the Dean of the respective school to be resolved in DAC-Academics
iii. The allegation is fully explained to the DAC-Academics and the student is allowed to have his/her say to defend himself/herself.

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iv. The DAC-Academics will submit its recommendation and decision along with the minutes of investigation to the office of the respective Dean for implementation.

v. The decision of the DAC-Academics will be final in case of academic offense specified above under Other Academic offense and the student cannot appeal further.

vi. Students having a record of unfair means will not be included in the toppers or Dean's list.

vii. The report of this inquiry procedure will be placed in the student file, logged in the Academic Management System, and will be communicated to the faculty and Academic Advisor of the concerned student.

I. Recommended Actions in case of repeated academic offense

i. In the case of a first offense, a strict warning is issued to the student against committing an offense. Students who committed the first instance of academic offense with low severity will be given verbal warning.

ii. In case of a second offense in any component, all the assessments will be awarded zero an 'F' grade will be recorded in the transcript and the student will have to repeat the course.

iii. In case of a third offense, the student will be awarded 'F' Grade in all the courses of the current semester.

iv. In case of a fourth offense, the student will be dismissed from the University and Dismissal will be reflected in their transcript with no refund of any of the Fees Component.

v. Student will not be re-admitted, and no appeal will be accepted.

vi. All the details of the offense will be recorded in the Student File, and their Academic Profile.

J. Levels of Disciplinary Action in case of academic misconduct and responsible Authority

The level of disciplinary action will depend on the instances or severity of violations. The concerned faculty member, Dean of respective School and DAC-Academics have the right to impose different levels of punishment for academic violations as mentioned below depending on the seriousness of the indiscipline act committed by the student.

At HUC, a Disciplinary Action Decision for academic violations is usually taken as follows:

Levels of Disciplinary Action	Authorized Personnel / Department
Verbal warning	Faculty Member or Authorized Professional Staff
Written warning	Dean -of Schools
Suspending the student for more than 7 working days	DAC-Academics
Permanent expulsion from HUC	Disciplinary Action Committee: Academics
Cancelling registration of the student	Disciplinary Action Committee: Academics

The Disciplinary Actions Committee-Academics has the right to seek input from whomever it deems appropriate. The decisions made by this committee are communicated to the student concerned, a copy of the written decision is filed in the student's file and the punishment decided by the committee should be served by the student.

K. Appeal process

The students can initially appeal for a revaluation /reconsideration to the respective faculty members through the Learning Management System explaining the entire issue and seeking reprieve for the situation; provided they have any kind of valid grievances. The concerned faculty member will be

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responsible for looking into the issue ensuring fairness is maintained throughout. Otherwise, the faculty member may refer the case to the respective Head/Program Chair/Dean for further action.

L. Review of the Policy

The Plagiarism policy shall be reviewed every year or as and when deemed appropriate by the Deans.

6. x. Student Appeals

Policy number	STSR_POLICY_09
Policy name	STUDENT APPEALS
Policy version	Version 5
Standards applicable	MOHESR CAA Standard 6: Students
Policy owner	Student Support Department
Date of policy development	18 July 2019
Review date	7 August 2025
Date of recent modification	7 August 2025
Next review date	15 June 2026
Approved by	Registrar

A student can initiate an academic appeal process when he/she is dissatisfied with the marks assigned by the faculty / instructor in the continuous mode of assessment or final exam grades in any course/s.

A. Grounds of Appeal

The student may appeal **only** against the marks/grade awarded in a course under the following circumstances.

1. Material and significant administrative error has taken place.
2. Disagreement with marks or grade obtained in a course
3. Evident discrimination in assignment of grades as per rubrics

It is important for students to understand the allocation of marks/grades to each mode of assessment is based on the Assessment and grading policy.

B. Appeals related to Continuous assessment

1. In case of student concerns related to continuous assessment of individual tests or other assessed work that are components of the final grade in a particular course, the student must first approach the respective faculty member in a timely manner to address their concern.
2. If a resolution cannot be reached, the student may approach the Dean of the respective School who will review the relevant justifications / evidences presented by the student and may refer the matter to the Moderator for an informed decision.
3. The marks for any continuous mode of assessment can only be reviewed and finalized before conducting the final exam

C. Appeals related to Final exam

1. In case of student concerns related to the Final exam, he /she can initiate a formal appeal process by submitting the Grade Appeals form to the Administration department within 2 working days of the results publication.
2. The appeal form must highlight the grounds on which the appeal is being made. Documentary evidence, if available, must be enclosed to support the Student's appeal case
3. Student must pay the applicable Grade Appeals fee to the Finance department

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4. Administration department will verify the duly filled form and required documents based on the grounds of appeal and forward it to the respective School
5. A Grade Appeals committee formed by the school shall review the appeal and take an appropriate decision
6. The decision of the Grade Appeals committee shall be final

D. Appeal hearing

A Grade Appeals committee is formed by the respective School constituting the following members:

a. Dean of respective school (Chair)*
b. Registrar
c. A faculty member other than the concerned faculty from the same discipline assigned by the Dean

* Vice President-AO to replace the Dean in case the course under consideration is delivered by the Dean.

i. The committee shall review the Grade appeal form along with necessary documents and take an appropriate decision within three (3) working days of receiving the form from the respective School.
ii. The committee may request the views of the concerned faculty member.
iii. The Committee will communicate through the Chair its decision to the Administration department. Decisions of the appeal committee are deemed as final. Administration department shall implement the required actions and communicate the Committee's decision to the concerned student within two working days.

E. Plea for Consideration of Mitigating Circumstances for Final Examination (First Sit)

Refer Examination policy for details.

Grade Appeal Form

(applicable for Final exam only)

PART I (To be filled by Student)

Full Name:		Student ID:
E-mail:		Contact Number:
School:	Academic Year:	Semester:
Program Title: ☐ BSIT ☐ BSCS ☐ BBA ☐ BBA in Accounting		
Course Title:		Course Code:
Instructor's Name:		Final exam Grade Received:
I hereby submit my grade appeal along with the supporting documentation against.		
☐ Material and significant administrative error has taken place ☐ Disagreement with marks or a grade obtained in a course ☐ Evident discrimination in assignment of grades as per rubrics		
Documentary evidences included :		
Signature of Student		***Date***

PART II (For Finance Department use)

Fee Paid:	Payment Receipt Number:	Date of Payment:
Signature of Receiver		***Date***

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PART III (For Administration Department use)

☐ Grade Appeal form received in the Administration Department ☐ Relevant documents if applicable	Date of submitting the form to School:

PART IV (For School use only)

The following members of the grade appeal committee have reviewed the student's appeal along with the information and documents presented in this case.			
1.		2.	3.
Committee's Decision	Appeal Granted YES ☐ NO ☐		If YES then provide the basis of Committee's Decision.
	Final exam marks	**Student Grade**	
Previous			
Revised			
1. *Chair's signature*	**2. *Signature of committee member***		**3. *Signature of committee member***

PART V (For Administration department use only)

	Required Action (Please Tick)	**Name**	**Signature and Date**
☐	Form received from School with Committee's decision		
☐	No data entry or grade change is required		
☐	Revised final exam marks and grade have been entered in the System		
☐	Committee's decision has been notified to the student		
☐	This form with committee's decision and the attached documents have been placed in the student file.		

I certify that all required actions on the left have been processed in an appropriate and professional manner.

_____

(Name and Signature)

Date:

The instructions for using this form are given below.

Instructions:

1. Students must submit the Grade Appeal form only in case of concerns related to final exam grade within 2 working days of the results publication
2. They must fill the required details in Part I of this form and proceed to Finance department for payment of applicable fee.
3. Finance department will fill the required details in Part II and confirm the receipt of applicable Grade Appeal fee from the student.
4. Upon confirmation by Finance department, Student will submit the form to Administration department along with required documents.
5. Administration department will verify the duly filled form and required documents, fill up the details in Part III and forward it to the respective School
6. The Grade Appeals committee, formed by the respective school, shall review the appeal and take an appropriate decision within three (3) working days of receiving the form from the respective School. The Committee's decision is noted in Part IV.
7. The respective school will forward the form including the committee's decision to the Administration Department for further processing.
8. The Administration Department shall note down the required actions based on the committees' decision in Part V and communicate the information to concerned student within 2 working days of receiving the committee's decision.
9. Finally, the Registrar shall sign this form certifying that all required actions have been completed and the student has been informed about the outcome of the grade appeal.

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6. y. Student Grievances

Policy number	STSR_POLICY_10
Policy name	Student Grievances
Policy version	Version 3
Standards applicable	MOHESR CAA Standard 6: Students
Policy owner	Student Support Department
Date of policy development	18 July 2019
Review date	13 October 2025
Date of recent modification	13 October 2025
Next review date	15 June 2026
Approved by	Registrar

I. Introduction

Horizon University College (HUC) recognizes the importance of having a clear and structured system to address and resolve student dissatisfaction. Continuous efforts are made to minimize errors, reduce recurrence of issues, and improve academic and non-academic services.

Students wishing to raise a suggestion or complaint (other than grade-related matters) must complete the Complaint/Suggestion Form available on the Learning Management System (LMS). The Student Support Department reviews the submission, communicates with the relevant department head, and ensures that all required remedial actions are taken. A written response is then provided to the student.

Student grievances, complaints, and suggestions are also reviewed during Class Representative Meetings, held twice each semester.

II. Principles of the Grievance Procedure

HUC's grievance resolution process is guided by the following principles:

i. **Fairness:** All complaints must be reviewed impartially, and conclusions must be drawn after hearing each point of view.
ii. **Confidentiality:** Information will remain confidential unless disclosure is required by law.
iii. **Timeliness:** Complaints must be processed within the timelines defined below.
iv. **Communication:** All concerned parties will be informed of the progress of the grievance until closure.

III. Timelines for Grievance Handling

Required Action	Timeline
Acknowledgement of receipt of complaint and communicating timelines based on severity	**Within the same day**
Resolving minor grievances and responding to the student	Within 2 working days
Resolving major or complex grievances and responding to the student	Within 5 working days
Communication of final decision to the student by the Student Support Department	Immediately upon resolving the issue

IV. Procedure

Step 1: The student must first attempt to resolve the issue by approaching the concerned faculty or staff member directly.

Step 2: If unresolved, the student submits the Complaint/Suggestion Form via the LMS.

Step 3: Upon receipt, the Student Support Department gathers relevant information from all concerned parties.

Step 4: The Student Support Department arranges a meeting between the involved parties to attempt resolution.

Step 5: If unresolved, the matter is referred by the Registrar to the President. The President's decision is final and binding within the institutional framework.

Step 6: If the issue remains unresolved even after the President's decision, the student may pursue further steps **within the HUC framework** or under **UAE legal provisions**, as applicable or UAE legal framework

6z. Alumni Relations

Policy number	STSR_POLICY _11
Policy name	Alumni Relations
Policy version	Version 5
Standards applicable	MOHESR CAA Standard 6: Students
Policy owner	Corporate Affairs Office
Date of policy development	4th August 2019
Review date	1st September 2025
Date of recent modification	1st September 2025
Next review date	15th June 2026
Approved by	President

A. Introduction of HUC Alumni Association

The official name of the alumni association is the Horizon University College Alumni Association, hereinafter called 'HUCAA'. HUCAA represents the graduates from both School of Business and School of Computing of the Horizon University College Campus.

The Alumni Association was initially established in the year 2001 with the first Alumni meet. The efforts to increase the registrations to the association are revised from year to year. The Alumni Association provides a platform to HUC alumni for their active involvement in various events & projects.

The policy aims to ensure strategic tracking of alumni engagement, outcomes, and employer feedback, contributing to institutional quality assurance and accreditation.

B. Alumni Office

The Alumni Office is located in the campus of Horizon University College and is supported by dedicated personnel, responsible for the overall functioning of the Alumni Office. The purpose of the alumni office is to establish communication with HUC alumni, update alumni database, conduct professional development activities for alumni, organize events and develop the industry network.

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The Alumni Office strengthens the Alumni relations through various social, academic and cultural activities. It is responsible for strengthening alumni relations, maintaining up-to-date database and records of graduates, ensuring alumni registration in the Alumni Association immediately after graduation, conducting the Graduate Destination Survey (MOHESR) Graduate Information Survey (HUC) as well as collecting the Alumni survey annually to obtain the latest information on their career progression and professional development. The Alumni Office shall collaborate with IRQA to report alumni KPIs annually, including engagement rate, employment relevance, certification uptake, and alumni satisfaction. These reports will be archived in validator-ready format for MOHESR 3R Sampling (Representative, Random, Reliable) and institutional audit purposes.

C. Formation Of Alumni Council

The Alumni Council is formed through the election of members every year. It comprises of following members:

i. President (Alumni)
ii. Vice President (Alumni)
iii. Alumni Liaison Officer (Faculty or HUC representative)
iv. Head of Student Committees
v. Staff members of the University [Student Support Department, Corporate Affairs and Finance]

Note: In case of Force Majeure or Exceptional Circumstances wherein the elections cannot be held due to unforeseen reasons (e.g., regulatory delays, accreditation transitions, emergencies, or insufficient nominations), the President may allow:

1. The Student Council Advisory Committee (SCAC) to appoint an interim council.
2. Extension of the current council's term until fresh elections are feasible.

D. Objectives of Alumni Council

The objectives of the Alumni Council are as follows:

i. To plan and conduct various events and activities for HUC Alumni
ii. To coordinate with various departments for conducting alumni programs and activities
iii. To share information about various HUC events with Alumni to attend/participate.
iv. To make persistent and coordinated efforts to improve Alumni relations
v. To strengthen ties between the university and alumni
vi. To maintain up-to-date information on the career progression and professional development of Alumni
vii. To encourage the Alumni to participate in various events such as alumni meet, workshops, seminars, etc.
viii. To encourage alumni and prospective graduates to participate in the self-development and professional development programs set up by the Alumni Affair and other departments
ix. To guide alumni and prospective graduates through the process of seeking job opportunities by providing them with various counseling services
x. To serve the community
xi. Help the department plan the programs and activities targeted at the HUC Alumni
xii. Help the departments manage and implement the alumni programs and activities
xiii. Provide advice to the department's director about alumni programs and activities
xiv. Represent HUC alumni in all activities in which the department participates

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E. Alumni Association Membership:

i. Eligibility:

Any Person who has graduated with a degree from Horizon University College shall be eligible to become Member of the Alumni.

ii. Membership Categories:

The membership of the Alumni shall consist of the following categories and qualifications:

a. **Member:**

Any HUC Alumni can become a Member of the Alumni Association. A Member shall have the right to vote in the election of the alumni. A member will also be included in all university events and activities, invited to alumni meets, training programs and special guest lectures.

b. **Fellow Member:**

Any HUC Alumni with 5 consecutive years of membership of the Alumni will be promoted to become Fellow Member. A fellow member has an all access card to facilities to the university, which include gym, library and recreation center.

c. **Honorary Member:**

A faculty member of HUC, shall be considered an Honorary Member automatically. Faculty member shall cease to be an Honorary Member if he/ she leaves HUC. The honorary members will not have the right to vote.

Any HUC alumni with 10 consecutive years of membership of the Alumni will be promoted to become an Honorary Member. An Honorary member has an all access card to facilities to the university, which include gym, library and recreation center. They would also be included to be a part of the governance and important decisions made related to the university.

F. Benefits of Alumni Association Membership:

HUC Alumni Association provides the following services to its Alumni Association members:

i. Access to HUC Alumni Portal for membership and career development
ii. Accessibility to Alumni database of the University for networking activities, lifelong learning, socializing and sharing information with fellow alumni
iii. Accessibility to Horizon University College Publications
iv. Opportunity to participate in the Alumni Ambassador Program
v. Sharing Alumni Testimonials on Social Media and Website of the University
vi. Participating in Alumni Referral Program
vii. Receive invites & passes to reunion parties.
viii. Organize or participate in the social and cultural events and activities of the University
ix. Opportunity to participate in Short Certification - Reboot & Executive Development Program through CCL for Up skilling
x. Discounts or Scholarship benefits for Alumni who wish to further their educational qualification at HUC
xi. Receive Job Placement Through Alumni Network
xii. Mentoring from other Alumni for Startup Businesses and Career Growth Initiatives
xiii. Alumni Association members can also benefit from the placement services, career services, counseling services, etc.

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xiv. Involvement in organizing participating & contribution to the University college academic activities including Professional Skill Development workshops & seminars, career workshops etc.

xv. Alumni Professional Learning and Experience Practical Insight through Corporate MOUs

xvi. Opportunity to obtain Professional Certifications Membership. Following are some of the Professional Certifications available to Alumni based on their field of study:

a. Microsoft Programs & Courses
b. EC Council Membership and Courses on Ethical hacking and Digital Marketing
c. RED Hat Academy Certification
d. CISCO Certification on Networking, Cyber Security and Innovation & Entrepreneurship
e. IBM Certification on Block chain Technology
f. Google Certification
g. Robo for Robotics
h. Machine Learning
i. Big Data and DBMS from ORACLE Academy
j. EUMMAS Academy membership for 1 Year and Professional Certification

G. Facilities and Services Offered to Alumni

i. Administration Services to Alumni

The Office of the Administration in the university provides a range of services to alumni, including providing transcripts, verification of enrollment/degree, and readmission to the University continuing education or additional degree pursuit.

ii. Access to Computer Lab

Over 200 computers are available in 4 computer laboratories with different configurations to match the requirements of the curriculum. All the computers have Internet accessibility. Assisted by a lab officer, Alumni gets access to use this facility with prior appointment.

iii. Classrooms

Graduates of HUC can utilize the Classroom resources if required for their organizational Training or Learning Departments to conduct training programs in collaboration with HUC.

iv. Multi-Gym

HUC has a well-equipped gym, which may be use by its Students Alumni, Staff and faculty. Gym users have to ensure they register their names with the Student Support Department before they can use the well-equipped Gym facilities. Students can use this facility between 11.00 A.M. to 7 P.M from Sunday to Thursday wherein the days allocated to boys are Sunday, Tuesday and Thursday and for girls it is on Monday and Wednesday. Boys and girls are not allows to use the gym simultaneously.

v. Multi-Purpose Hall

The Hall facility can be utilized for conducting Workshops for Alumni Association or even further facilitation can be done to their organizations if they require the hall for any of their events

H. Events and Activities for Alumni

CAO organizes events for Alumni in coordination with Alumni Office round the year to strengthen and improve ties. Alumni can benefit from HUC in the following ways:

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i. Alumni requests: Alumni can send their requests to Administration for any documentation; letters, transcripts etc. and the same would coordinate with the respective department/s to address the request.

ii. Placement Assistance: Corporate Affairs Office keeps the alumni informed of the upcoming job opportunities and takes measures to increase their placement chances. HUC does not guarantee job placements.

iii. Continuing Education: Administration sends regular information to alumni regarding various types of courses running in the college in order to keep the learning process alive.

iv. HUC events: Alumni are kept up-to-date about various HUC events to attend/participate.

I. Feedback from Alumni

The Alumni Office at HUC deputes dedicated personnel **for maintaining alumni relations, conducting the GDS survey, coordinating with alumni for regular updates, and alumni engagement. Alumni officer** collects feedback from the Alumni in the following areas:

1. Alumni survey forms to be collected annually for updates related to the employment status, current employer details, offer letters with job confirmation, current job positions, relevance of job to area of study, updates on job promotions if received, name of the internship organization, and information on whether they received job offer post work placement, licenses and certifications obtained after graduation
2. Proper alumni tracking with Employer contact details, collection of feedback from employers on the job skills of alumni, record of offer letter.
3. Annual update of Alumni data, including employment details, update of employer details, licenses and professional certifications.
4. Graduate Destination Surveys (GDS) conducted by Ministry of Higher Education and Scientific Research (MOHESR) after one year of graduation
5. Need Analysis surveys conducted among Alumni to gather opinions on the new proposed programs or concentrations
6. Alumni Suggestion to the Management for their learning & Knowledge gain. Alumni have their representation in the Curriculum development and academic board where they actively submit proposals for their continuing learning.
7. Events feedback related to Alumni events

J. Feedback from the Employers of Alumni

a. The Corporate Affairs Office at HUC coordinates with Employers to collect feedback in following areas:

1. i. Feedback from Employers is collected on the job skills of alumni and workplace performance of alumni, enabling HUC to identify potential gaps and take steps for continuous improvement. Employers engagement also helps to determine the performance of our graduates in the respective Markets.
2. Employers are requested to participate in HUC's Program Review and suggest changes in curriculum, required integration of emerging skills and technologies into courses to ensure academic programs align with market needs
3. Employer feedback data shall also be aggregated into institutional KPIs on graduate performance, skills alignment, and curriculum relevance. These data sets must be stored securely and be readily retrievable for validation during MOHESR audits.

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6.ab. Student Study Mode Policy

Policy number	ADMN_POLICY_28
Policy name	Student Study Mode Policy
Policy version	Version 3
Standards applicable	MOHESR CAA Standard 3: Educational Programs
Policy owner	Administration
Date of policy development	28 April 2021
Review date	7 August 2025
Date of recent modification	7 August 2025
Next review date	15 June 2026
Approved by	Registrar

A. Introduction

This policy intends to classify the student mode of study between full-time and part-time and to be identified during the enrollment. This study mode will reflect in student transcript. Except to the extent that a contrary intention is expressed, this policy binds the HUC, staff, students and affiliates.

B. Credit Points and Student Workload

i. The full-time credit load for undergraduate student is between 12 to 18 credits per regular semester

ii.

iii. Students undertaking less than 12 undergraduate per regular semester will be considered as studying part-time.

iv. In Full time mode students can undertake less than 12 undergraduate per regular semester in case student is in last semester and less no. of credits required for graduation.

v. Students cannot normally be allowed to undertake more than 6 credits in the summer term.

vi. Exceptions to these limits can only be made for a maximum of an additional 3 credits for students in their final graduation semester or term.

C. Policy and Procedure

i. Weekend program for undergraduate is considered as part-time.

ii. If a student's program of study is offered on either full-time or part-time basis, He/She cannot change his/her mode of study from full-time to part-time during his/her studies.

iii. If a student's program of study is offered on part-time basis, He/She cannot change major/concentration during the course of their studies.

iv. Maximum number of courses offered to the part time students will be 9 for undergraduate program

v. Part time mode will be reflected in the student transcript.

vi. All other policies will remain same.

D. Start Dates and Application Deadlines

The application process is the same regardless of whether you are applying for a full-time or part-time for undergraduate and graduate program (Refer HUC undergraduate admission policy). There is, however, a difference in application deadlines for FT and PT program.

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E. Undergraduate Admissions

The Undergraduate (BBA. BSIT and BSCS) Admissions policies and procedures support employees with admission processes. This is continually updated and includes latest advice and guidance from MOHESR.

F. Mode Of Payment

Mode of payment and registration to semester will as per HUC policy.

6.ac. Policy on extremism, radicalization and terrorism

Policy number	ADMN_POLICY_29
Policy name	Policy on extremism, radicalization and terrorism
Policy version	Version 2
Standards applicable	Inspection Directorate Standard 8: Student Provision
Policy owner	Administration
Date of policy development	26 December 2021
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	Registrar

A. Introduction

HUC is very much conscious about safety and security of the students and its staff at all the times during their presence in the university campus. We strongly condemn any acts that may lead to terrorism in all its forms and commit ourselves toward defeating terrorism, extremism and radical ideas by any of its constituents be it students, staff or faculty. Any affiliations to organizations that fuel terrorism promoting or posting any kind of posts that are in non-compliance of UAE law of combatting terrorism, extremism are dealt severely, students or faculty are debarred or terminated with immediate effect, and police are informed.

B. Procedures to Ensure Safety and Security of Students and Employees in the Campus

In order to protect the students and staff, HUC provides round the clock security in the campus. Some of the acts of security followed at HUC are as follows:

i. Recording in and out of people, cars and vendors
ii. Visitors Identity cards are checked and retained till they exit
iii. Passes are issued to visitors entering the campus
iv. In case of any fights or brawls between individuals or groups security guards come into action and incidents are recorded
v. In case of further escalation university police are informed
vi. Posting or pasting of banners, thoughts, ideas and articles related to in the campus or any of the public disclosure sources of the university are prohibited and strict legal action will be initiated
vii. Faculty , students and staff are strictly prohibited from discussing political affiliations or such radical thoughts that may fuel extremism or terrorism are dealt seriously and police is informed about
viii. Books, journals or any reading or websites relating to such extreme thoughts are prohibited

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ix. Websites and social media platforms are kept free from such posts by alumni or other stakeholders.

x. Faculty members are cautioned to refrain from deviating from the academics and not indulge in any form of fanning radical thoughts.

6.ad. Transportation Policy

Policy number	ADMN_POLICY_45
Policy name	Transportation Policy
Policy version	Version 2
Standards applicable	-
Policy owner	Sports and HSE
Date of policy development	17 November 2022
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	President

i. Introduction

The Transportation policy has been established to facilitate the students and staff to commute from the place of residence to the University College and back to place of residence and ensures safe transportation for those travelling to and from HUC campus.

ii. Purpose

The purpose of this policy is to ensure the safety of students and staff while using HUC transport facility for daily commutation or for university organized events and activities located within UAE.

iii. Role of HUC in Providing the Transportation Facility

HUC has entered into a contract with Swiftline Transport Company to provide transportation to the students and employees availing transport services.

Swiftline is required to provide transportation on agreed terms stated in the contract between both the parties. The transportation provider must ensure the compliance to following road safety requirements:

i. Having well maintained licensed vehicles authorized to operate in UAE with a permit for providing transportation services

ii. Having well trained and experienced drivers with valid driving license, integrity and reasonable communication skills

iii. Vehicles equipped with basic health and safety equipment like first aid, fire extinguishers and digital surveillance systems

iv. Ensure buses are free of defects and meet, but are not limited to the following safety requirements:
   a. Seating capacity not exceeded
   b. Clean and hygienic
   c. Ventilated and air-conditioned
   d. Free from pests
   e. Working seat belts

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f. Emergency exit doors are free from defects and alarmed
g. Maintenance records.

The services of the transport provider would be evaluated to continue, to refine terms and to discontinue the services based on the status of evaluation. Continuation will be considered upon satisfactory services.

iv. Transportation Services to Students

i. Submission of Transportation request form

In order to avail the transport service for any specific month, students have to submit the **Transport request Form** online through the LMS before 5th of the month, in which they require the transportation service.

While submitting the online request, students must choose his/her Pick Up and Drop-off location and the specific month for which the HUC transport service is required. The applicable fees based on the location chosen must be paid to ensure reservation of their seat in the bus for the specific month.

ii. Transportation fees and mode of payment:

a. The applicable transportation fees is calculated based on the pick-up and drop off location chosen by the student and it will be displayed on LMS after submission of the Transportation request form on LMS.
b. Student is required to pay the fees amount displayed on LMS.
c. The fees can be paid through one of the following two options A) Online Payment. B) Off Line Payment
d. In case of Option A, Student is required to make the online payment for transportation fees through Debit/Credit Card.
e. In case of Option B, Student is required to pay the transportation fees to HUC's Finance Department within 24 hours of the submitting the online request on LMS.
f. Failure to make the transportation fee payment within the stipulated time will result in automatic cancellation of the online request and an email notification of the cancellation will be sent to the student.
g. The Deputy-Director of Finance will verify the Successful receipt of transportation fee payments either online or offline as mentioned above.
h. A seat will be reserved in the Bus for all students whose payment of Transportation fees has been received and confirmed by the Deputy-Director of Finance.
i. Registered Student will receive an email notification including details of the Bus number, Pickup as well as Drop off Location and Driver's Contact Number

iii. Roles and responsibilities of students using the transportation services

The students should always behave in an orderly manner causing minimal inconvenience to the other students. Any dispute in the bus or regarding transportation will be reported to the Deputy Director-Administration and the designated staff will try to reach an amicable solution. Any unruly acts in the University transportation will result in expulsion of the student from the vehicle and the facilities will be terminated till a further decision on the matter is decided.

a. For the pick-up, be ready and prepared for the bus at the time specified by the driver.

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b. Students, who have not registered by submitting the online request are strictly not allowed travel in the bus. Registered students are not allowed to invite other students to travel in the bus with them in any circumstances
c. It is strictly not allowed for any student to travel in a different bus from the bus he/she has been assigned. Students can only travel in the bus in which they have been assigned.
d. It is strictly not allowed for any student to be dropped off or picked up from any other location other than the registered pick-up/drop-off location.
e. The student must maintain proper conduct throughout the ride, any reported misconduct will be investigated and the DAC committee will take appropriate action.
f. Food and drinks are strictly not allowed in the bus.

iv. Terms and conditions for using transportation service

a. The booking will be cancelled automatically If payment is not done within 24hrs of submitting the online request and the student will receive an email notification regarding the cancellation.
b. In case of route change, student has to pay the difference in the amount based on the new pickup and drop off location
c. The student must submit the form by the cut-off date otherwise the system will not accept the request for that month.
d. The transportation fees is payable for the entire month even if the request is submitted in the middle of the month.

v. Responsibility and authority

Department	Designated staff	Responsibility	Authority
Finance department	Cashier	Receive Transportation fees for offline payment mode	-
	Deputy-Director Finance	i. Verification of successful receipt of transport fees through online and offline ii. Coordinating with Transportation company for the transportation contract	Approval receipt of payment
Administration	Deputy Director Administration	i. Check availability of seat in the bus to registered students ii. Reporting student disciplinary issues occurring in the bus to DAC	
Office of the President	President	-	Approval of the contract with the Transportation company

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v. Transportation Services to Employees

i. Transportation to HUC faculty and staff members

HUC provides fully air-conditioned transportation free of cost to academic support service staff at the Supervisor rank and below staying within the Emirate of Sharjah. The transportation facility is also available free of cost to other employees including faculty members as well as staff members from Assistant Manager rank onwards staying within the Emirate of Sharjah for an initial period of one semester from the date of joining HUC. Transportation service provided by HUC is additional support and is not the part of individual's package. Employees shall be picked and dropped from the designated stops to HUC campus as per their shift timing.

ii. Rules for employees using the transport facility:

a. Employees willing to avail the transportation should fill the **"Transport Availing Form"** available with TED by providing the details of location of residence (if, possible landmarks near your location for easy identification) and phone contact number.
b. Based on the information available, the TED in coordination with drivers, prepares the route plan with time of pick up and drop. Pickup and drop locations are decided by the driver and the TED after lot of consideration, keeping in mind convenience of most of the employees who are availing the official transportation. It is altered from time to time as per the practicality of route, and no undue request to change the route at any time is appreciated & entertained .
c. The drivers will communicate individual timings to the employees where they will pick-up / drop off as required.
d. Employees have to make sure that they report to the designated stops earlier than the timings given to them.
e. Employees will be given the contact numbers of the drivers so that they can directly coordinate with the drivers.
f. Reimbursement of any kind of transportation is not allowed unless it is preapproved by TED.

iii. Roles and responsibilities of employees using the transportation services

a. Employees should reach designated locations for the pick-up at the time specified by the bus driver.
b. Employee must maintain proper conduct throughout the ride, any reported misconduct will be investigated and appropriate action will be taken.
c. Employee are refrained from bringing food and drinks in the bus.
d. Employees must avoid changing the location of pick up and drop without prior approval

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MOHESR CAA Standard 7 . Health, Safety and Environment

7. a. Health and Safety.

Policy number	HSEM_POLICY_01
Policy name	Health and Safety Policy
Policy version	Version 4
Standards applicable	MOHESR CAA Standard 7a
Policy owner	Health Safety & Environment Management Committee
Date of policy development	18 July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	President

A. Introduction

Under the UAE Health & Safety Code, we are committed to undertake proactive measures to maximize safety performance at HUC. This objective is in compliance with HUC's legal obligations. The Health and Safety Policy provides a framework for the management of health and safety throughout HUC's undertakings. It is a specific requirement that all Departments and Sections have clear allocation of responsibilities in place for managing health and safety, and detail their organizational arrangements and processes for identifying hazards, assessing and controlling risks, and ensuring compliance with the Policy.

B. Facilities

i. Fire Extinguishers
ii. Fire Alarms
iii. Emergency Exit Plans

C. Services

i. First-Aid facilities and Medical Room
ii. Multi-Gym
iii. Health Tips
iv. Mock drill
v. MOU with medical centers
vi. Implement measures to prevent accidents and injuries
vii. Provide information, instruction, training and supervision as appropriate
viii. Provide and maintain a safe working environment for employees and students, ensuring adequate facilities and welfare arrangements are in place
ix. Conduct regular inspections and audits of Departments, Services, and Sections to ensure compliance with health and safety requirements.

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D. Head-Sports' Responsibility – HSE Committee

Head-Sports is responsible for the planning, development and implementation of HUC Health and Safety Management Policies.

Head-Sports fully accept that the effective management of health and safety is fundamental to enable HUC to minimize the impact of accidental loss during activities and will help us to meet our budget targets and the quality and efficiency of our performance. To support this commitment, we will regard legal or statutory requirements as setting the minimum standard we must achieve to ensure health and safety that will take precedence over all other operational activities. Wherever required, unsafe activities will be suspended until appropriate control actions are implemented.

To assist in managing health and safety, the Head Sports Department of HUC has been appointed as University Health and Safety Head to co-ordinate health and safety and ensures that management objectives are an integral part of our activities and continuous improvement programs.

HUC employs a competent staff as Head of Health and Safety to support the management team and staff by providing health and safety management assistance, and wherever necessary, additional support is provided through external consultants. We will ensure that enough number of competent personnel are appointed to assist the Management in meeting their responsibilities.

While it is a principle duty of all Managers/HODs to actively maintain and improve health, safety and welfare of all persons in their area of accountability; success in achieving this goal, and maintaining appropriate standards of health and safety, can only be achieved through the full co-operation and commitment of all concerned, whether manager, safety representative or employee.

Everyone must be responsible to refrain from activities that are dangerous or for which they have not received appropriate instructions, training or correct equipment in order to carry out the task safely..

E. Health and Safety Policy

The Health and Safety Policy provides a framework for the management of health and safety throughout HUC's undertakings. It is a specific requirement that all Departments and Sections have clear allocation of responsibilities in place for managing health and safety, and detail their organizational arrangements and processes for identifying hazards, assessing and controlling risks, and ensuring compliance with the Policy. This includes:

i. Implement measures to prevent accidents and injuries
ii. Conduct risk assessments and take appropriate action on findings
iii. Provide and maintain safe environment and equipment
iv. Ensure safe systems and methods of work
v. Provide arrangements for safe handling, transportation and storage of articles and substances
vi. Provide information, instruction, training and supervision as appropriate
vii. Provide and maintain a safe working environment for employees and students, ensuring adequate facilities and welfare arrangements are in place
viii. Provide personal protective equipment in line with risk assessments and safe systems of work
ix. Ensure adequate emergency arrangements are in place
x. Ensure consultation and communication on health and safety matters is undertaken timely
xi. Provide sufficient funds and resources to meet all stated objectives and to meet legal compliance requirements for health and safety

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xii. Conduct regular inspections and audits of Departments, Services, and Sections to ensure compliance with health and safety requirements.

This Policy is readily available to all Faculty members, staff and students, through various media formats such as notice boards, induction, training and the HUC intranet site.

The Policy is reviewed annually to monitor its effectiveness and to ensure that it reflects changes in legislation or corporate requirements. Interim reviews will also be undertaken as appropriate.

For all Health and Safety Policies, the custodian is the President of HUC.

F. Safety in Classrooms and Labs

HUC classrooms and computer labs are well equipped with safety equipment and has proper exits so as to meet any eventuality. For example, if there is fire, regularly refilled fire extinguishers are available and faculty, staff and students are given regular training on handling fire incidents. In case of short circuit of electrical gadgets MCB trippers are installed and smoke detectors and sprinklers are installed.

Seating arrangements in the labs and classrooms are designed ergonomically to safe guard from the computer usage related health issues.

This Policy is issued to all members of staff and students, and is readily available to all through various media formats such as notice boards, induction, training and the HUC intranet site. It is also freely available to external parties.

The Policy is reviewed annually to monitor its effectiveness and to ensure that it reflects changes in legislation or corporate requirements. Interim reviews will also be undertaken as appropriate.

i. Safety Do's and Don'ts

Do's	Don'ts
1. You should know the location of the fire extinguisher and the first aid box and how to use them in case of an emergency.	1. Do not eat or drink in the computer lab, avoid stepping on electrical wires or any other internet cables.
2. You should read and understand how to carry out an activity thoroughly before coming to the laboratory.	2. Do not open the CPU/Monitor/Keyboard particularly when the power is turned on.
3. You should report in case of fires or accidents to your faculty members / computer lab technician immediately.	3. Do not insert metal objects such as clips, pins and needles into the CPU/Monitor/Keyboard.
4. You should report any exposed electrical wires / internet cables or broken plugs to your faculty members / computer lab technician immediately.	4. Do not remove anything / touch the system / connect or disconnect any plug or electrical wire without faculty / technician's permission.

G. Evaluation of Health and Safety

i. Health and safety Policy is displayed in the Sports notice board and in the students & staff portals
ii. Emergency evacuation plan is displayed for the attention of staff & students
iii. Fire Exits, Fire Extinguishers, Fire Hose reels, Assembly points etc. are displayed
iv. These policies are adhered and orientations are given to staff & students at the start of each semester
v. Fire & Safety training is conducted for staff & students

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vi. Periodical audits are conducted as per calendar, to ensure that the health & safety standards are maintained
vii. Any gaps identified in the audit will be rectified immediately
viii. An external agency is also contracted for auditing and maintaining the fire & safety equipment.

H. Action Plan in the Event Of Fire

i. Raise the Alarm; by operating the fire alarm system
ii. Call Fire Brigade; follow procedure. (Call 997 from a mobile number)
iii. Fight the fire; if safe to do so, by using an appropriate fire extinguisher
iv. Evacuate; the building using the nearest available exit. DO NOT USE LIFTS
v. Proceed; to the designated assembly point
vi. Do not re-enter; until told it is safe to do so

I. Medical Emergency Management

i. Scene survey; Check if there is any danger. Make sure the scene is safe and if unsafe remove any danger if safe to do so
ii. Assess response; Treat the patient in the position found. Call ambulance if required. (Call 998 from a mobile number)
iii. Shout for help; and do a secondary survey if trained to do so
iv. Open Airway
v. Check breathing; if breathing is normal, manage life threatening conditions. If appropriate place patient in recovery position and call for an ambulance. (Call 998 from a mobile number)
vi. Summon help; Send or go for help. Ask for an AED. If alone call for ambulance first
vii. Give CPR if trained and; if required
viii. Continue CPR until help/ambulance comes or till the patient breath normally.
ix. Manage any other life threatening situations

7. b. Equipment and Software Replacement.

Policy number	**COMP_POLICY_01**
Policy name	Equipment and Software Replacement Policy
Policy version	Version 2
Standards applicable	MOHESR CAA Standard 7: Health, Safety and Environment
Policy owner	Computing Department
Date of policy development	18 July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	VP-IRQA

A. Equipment and Software Replacement Policy

The computing department Laptop, All-in-one PCS, (A10),Desktop Computer (PC), network, storage & other IT related asset equipment replacement and upgrade policy for HUC in order to utilize the benefits of next-generation office environments, simplify technical support issues, and increase HUC's ability to deploy new solutions to business problems.

Laptop & Desktop computers, by their nature are relatively inexpensive computing devices that have a limited life compared to other office equipment. The rule of thumb for obsolescence of laptop/ desktop computers is 3-4 years. However, changing business practices, new technology and new software applications can impose increased demands on computing power that can force a more frequent replacement cycle for staff / student affected by the changing business practices or those using the new technology or software.

Guidelines & procedures are required to maintain a replacement cycle of personal computer equipment within the useful and expected lifetime of the equipment, while preventing a proliferation of aging, obsolete, out-of-warranty, unsupported, and incompatible systems.

i) Upgrading is expensive because, more often than not, multiple system components must be upgraded in order to achieve the intended performance improvement.
ii) The purchase price of the various hardware components needed to accomplish an upgrade will exceed the purchase price of a new computer.
iii) The cost of labor to install an upgrade to existing hardware will far exceed the cost of labor to install a new PC.
iv) Upgraded PCs have uncertain maintenance profiles and support costs.
v) There is no increase in residual value of upgraded PCs.
vi) Upgrading PCs tend to increase the overall complexity in the installed hardware base.

The following is a general guideline for replacing Laptop/PCs & IT assets. All departments should consult with computing department for assistance in determining their specific replacement needs. Replacement schedules vary according to ageing policy.

The ageing table facilitates the department in taking decision regarding replacement of old stock and purchase of new stock. Expired or damaged stocks are listed for discarding from the stocks after due approval from the finance department after proper audit is carried out. On approval, the list of discarded items are forwarded to CRDC and President for their approval. Technology equipment often contains parts, which cannot simply be thrown away. Proper disposal of equipment is both environmentally responsible and often required by law. In addition, hard drives, USB drives, Tonner, Cartridge, speaker, mice, keyboards, printers, scanners, backup tapes, PC, Monitor and any computer/technology equipment or peripheral devices. Therefore, IT department calls disposal item collection agency such as (Beea'h) to collect from University campus.

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7. c. Data Security.

Policy number	COMP_POLICY_02
Policy name	Data Security
Policy version	Version 3
Standards applicable	MOHESR CAA Standard 7: Health, Safety and Environment
Policy owner	Computing Department
Date of policy development	18 July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	VP-IRQA

Data Security policy guidelines of HUC are aimed at maintaining security of information regarding its Students, Faculty and Staff. It also provides guidelines on the security of institutional data relating to its policy, procedures and operations. This policy outlines the responsibility of authority of data generation, recording, and modification, accessing, publishing and discarding the data. The policy guideline envisages appropriate procedures for the Protection of Confidentiality, Availability, Privacy, and Integrity of information at HUC. The policy also includes physical security of equipment's where information is processed and stored, sources of maintaining the regular backup to avoid loss of data due to intentional, accidental, or natural causes that may affect the normal functioning of the institution.

A. Responsibility of Maintaining Data Security

Responsibility of maintaining security of data related to the institution and its stakeholders primarily rests with the President. The authority to give access to data is with the President. The President authorizes the respective Department Heads and the staff involved in operations to have access to the data for the day to day Planning, Executing, Evaluating and reporting the operations.

The custody of data is with the Head of the Department relating to their department and the authority to share the information with the other operational department is limited to the extent of meeting the institutional requirement. This information can be transferred through electronic, verbal or documentary forms.

B. Certain critical data recording, maintenance, modification requires approval from the President.

Accessibility to the Data

Data type	Authority to Maintain data	Authority to access	Authority to approve to access data
Students			
Administrative records	Administration & Examination	1.President 2. Program Coordinator 3. DESE 4.Vice President-IRQA 5. Vice President-AO	President

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		6. Deputy Director – Administration and staff of Administration	
Academic records	Administration	1. President 2. DSOB, DSOC 3. Registrar 4. Deputy Director – Administration and staff of Administration	President
Financial records	Finance and Administration	1.The President 2. Deputy Director – Administration and staff of Administration 3. Deputy Director of Finance and Finance department staff	President
Faculty and Staff	Human Resources Department	1. President 2. Registrar 3 HR In charge 4. HR department staff	President
Operational data	Head of Concerned department	1. President 2. DSOB, DSOC 3. Head of Concerned department 4. Staff of concerned department	President
Institutional level data	IRQA department	1. President 2. DSOB, DSOC 3. IRQA department staff	President

Note: The above data can be accessed by BOT, MOHESR officials & their representatives and law enforcing officials upon the permission of President. Authority to amend data security policy rests with President.

C. Method of Keeping and Destroying Records

Documents such a graduation requirement records, transcripts and degree certificates related to students are kept in fire-proof cabinets with proper locking system for a period of four years after the student graduates from the HUC thereafter, the hard copies are destroyed after scanning the copies which will be retained as electronic copies for at least a period of 50 years. All documents that need to be destroyed are put through paper shredder.

D. Off-Site Continuous Backup of Electronic Database

All student records including the student directory, course information, attendance, assessment records, transcripts and degree certificates are kept in electronic format in a centralized manner. The accessibility of these records is limited to HUC's administrative staff with an access password. HUC has an off-site continuous electronic backup for all student records. An automatic back-up of these records shall be taken on a daily basis which is stored in the Cloud Server / Off-Site Server. These records will be kept for a period of 50 years.

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7. d. Appropriate use of technology resources.

Policy number	COMP_POLICY_03
Policy name	Appropriate Use of Technology Resources
Policy version	Version 3
Standards applicable	MOHESR CAA Standard 7: Health, Safety and Environment
Policy owner	Computing Department
Date of policy development	18 July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	VP-IRQA

The Computing Department provides information technology resources at HUC to the students such as portal services and email services. HUC student can use their personal devices like Laptop, iPad, iPhone, Kindle etc. in the HUC campus as per following guide lines.

1. The HUC will provide assistance to on-campus students connecting personal computers to the HUC campus network.
2. The HUC will not install operating systems or application software on student systems other than that required to gain access to HUC's networks.
3. HUC does not take the responsibility of repairing any student-owned equipment, software, or operating system files.
4. Students are responsible for keeping personal computers virus-free. Students who are knowingly or unknowingly propagating viruses on the HUC network will be disconnected from the network.
5. Student should not use the external storage media such as USB/CD/DVD/Pen Drive etc. on the HUC network without the approval of concerned faculty member, staff or Computing Department.
6. Student should not use HUC printing resources from their personal devices such Laptop, iPhone, iPad, Blackberry etc. without approval of Computing Department.

A. Guideline on HUC Network Usage with Student Owned Devices

i. Acceptable Devices

Students may access the student wireless network with any device with Wi-Fi (802.11 b/g) connectivity. Students may only access the network with devices that are their own personal property.

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ii. Content Filtered

Access through Cyberoam (as per HUC's Internet Access Policy) to the Internet will be provided for student owned devices.

iii. Personal Responsibility

The HUC assumes no responsibility for the loss of, theft of or damage to any personal devices that a student connects to the student wireless network through Wi-Fi, wired or any information on that devices.

iv. Security

Students shall not impair the security of the HUC network. This expectation includes but is not limited to:

1. Students are expected to maintain up to date antivirus and antispyware protection on all devices that are connected to the HUC student wireless network. Devices without up to date security programs may be denied access to the network of HUC.
2. Students are expected to safeguard all network passwords. Students should not share network passwords with others and should change passwords every fortnightly. Students are expected to notify to Computing Department immediately if they believe their student account has been compromised.
3. Students are expected to log onto the student wireless network only with their account and not to allow others to use their account.

v. Inappropriate Use

The HUC network is a shared network where all users are obliged to use the resource responsibly. Students are provided access to the HUC student wireless network through their personal devices primarily for educational purposes only. Incidental personal use of the network is acceptable, but students should not use the network for personal activities that consume significant network bandwidth or for activities that violate HUC policy or UAE law. These include but are not limited to:

1. Students are allowed to use only approved online academic/business games through HUC network.
2. Downloading software, music, movies or other content is in violation of licensing requirements, copyright or other intellectual property rights.
3. Downloading, viewing or sharing inappropriate content, including pornographic, defamatory or otherwise offensive material.
4. Conducting for-profit business.
5. Using hacking tools on the network or intentionally introducing malicious code into the HUC's network.
6. Conducting any activity that is in violation of HUC policy or UAE law.
7. Using any software or proxy service to obscure either the student's IP address or the sites that the student visits. Disabling, bypassing, or attempting to disable or bypass any system monitoring, filtering or other security measures.
8. Accessing or attempting to access material or systems on the network that the student is not authorized to access.

vi. No Expectation of Privacy

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The HUC can and does monitor internet access and activity on the HUC's network, including but not limited to sites visited, content viewed and email sent and received. The HUC may examine a student's personal device and search its contents if there is a reason to believe that HUC policies, regulations, or guidelines regarding access to the network or use of the device have been violated.

vii. Disruptive Activity

Students should not intentionally interfere with the performance of the student wireless network and the HUC's overall network.

viii. Unauthorized Networks

Students may not create unauthorized wireless networks to access HUC's student wireless network. This includes establishing wireless access points, wireless routers and open networks on personal devices.

Unauthorized copying computer program(s) from the HUC Computer System is prohibited.

ix. Consequences of Inappropriate Use

Students who misuse HUC's student wireless network will be subject to discipline which may include loss of access to student wireless or all internet access and/or other appropriate disciplinary or legal action in accordance with the HUC Policy.

B. HUC Issued SIM Cards Policy

i. Introduction

The purpose of this policy is to facilitate the marketing, PRO, Corporate Affairs, Finance, CCL & IT staff (eligible upon approved of management) in their jobs by increasing communication within the organization and especially amongst each other and to prevent them from the hassle of purchasing SIM Cards/Hand Sets.

ii. Objective

This policy has been introduced to:

a. Clearly define who is entitled to a mobile line (SIM card) issued and how the costs of purchasing the asset plus ancillary equipment, and the rental and call costs will be met;

b. streamline statement administration and payment, and the reimbursement of the costs of business calls;

iii. Scope

This policy covers the usage of a mobile phone by permanent Horizon University College staff (eligible upon approved of management) where the regular use of a mobile phone is necessary or useful to meet the requirements of the job.

iv. Responsibility

The preparation of this policy, procedure, forms, letters, and its revision along with justification & obtaining approval from the Management and its implementation and monitoring is the responsibility of Finance Department.

v. Rules

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The University College will provide the official SIM to all entitled employees of Marketing, PRO, Corporate Affairs, Finance, CCL & IT staff (eligible upon approved of management) after they have signed an Agreement. This SIM card must be returned upon transfer / discontinuation of the services with the University College.

This facility is provided for official purpose. Monthly Billing Statement would be received at the Finance Department. Any bill exceeding the entitled limit would be debited from the respective monthly salary of the concerned employee.

vi. Mobile Call Limits

HUC shall provide allowances to specific employees for making business calls based on their departmental requirement ranging from Dhs. 30 to Dhs. 300 (As per individual agreement). The business call expenses are exclusive of international incoming roaming calls, international outgoing calls and international data and sending international SMS. In case the call expenses exceed beyond this range, the staff has to bear the excess amount. The staff may either pay this amount in cash to Finance department before 20th of every month or Finance shall deduct the excess amount from his/ her salary. We hope that this would not only improve the coordination and communication amongst the team members, but also would result in better organizational management.

a. Apart from the above, any additional bill/invoice in a particular month which exceeds the threshold level of individual agreement with employee will pay the amount in cash to the Finance Department before 20th of every month or Finance Department may deduct the amount from their monthly salary.
b. For any international calls for the purpose of marketing activities, the employee will use through their mobile phone only.
c. The local and international call, SMS and data package from the HUC provided mobile line will be utilized for official purposes.
d. Any billed amount exceeding the provided plan will be payable by the individual users.
e. Any staff traveling on international assignment will not be paid any additional per diems for calls and if the University College or vice versa wishes to get in touch on emergency will be done through this line.
f. The safeguard use of handset and SIM issued is responsibility of the individual. Report any damage or loss will be paid or shouldered by the individual.
g. In case of loss of SIM card, the employee must inform the University College as soon as possible to avoid any misuse of the SIM and will be replaced SIM card or pay the amount as per actual to replace the lost SIM card.
h. I acknowledge that I have read and understood the terms and conditions of this agreement and further agree to abide by all the terms and conditions set forth herein.

(Signature of the User) Finance Department / Signature & Stamp

Details of the asset are given below:

vii. Delivery Note

Description of the SIM Card: ---, Mobile No ---, Serial No ---

I have received the above stated items and I am satisfied with their working condition.

Issued by/ Name	**Issued to / Name**
Signature / Date	**Signature / Date**

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C. Laptop / Desktop Usage Policy

All the employee of HUC agrees to the following conditions for using the laptop provided by the university college:

1. HUC provides Laptop / Desktop to all the staff of HUC Campus office & International office.
2. I will only use the laptop for University-related, educational purposes. I will not install and/or download any unauthorized software and/or applications.
3. I will use the laptop on the HUC Server only in the University Campus.
4. I will abide by the University's Acceptable Computer Use Policy (see attached).
5. I will notify the LSS (Computing Dept.) immediately if I experience any problems with the laptop.
6. Whenever I will go for annual vacation, I will submit the Laptop / Desktop to the IT Department for maintenance / upgrade / services.
7. When I return the laptop, I will power on the laptop in front of a staff member in order to ensure that the laptop is in working condition. Failure of laptop to power on at the time of return will result in a call to the Help Desk. Check-in will be suspended and/or a note will be added to my file until the problem is identified and resolved.
8. We are highly recommending to the all the employee not to store or Saving personal data and if they are storing or saving personal data HUC IT Department has no liability if the Hard Disk damaged. It is user's responsibility to take care of their personal data.
9. I accept any and all responsibility for the laptop computer, power cord, and network card between the time I accept possession and the time I return the same. I understand that failure to comply will result in loss of privileges and/or other sanctions it may even result in withdrawal of service provided.
10. If loss or damage to equipment occurs, I agree to pay any repair and/or replacement costs, which are incurred. NOTE: The Computing Dept. is responsible for determining market value and/or damages, and for the collection of costs, if necessary. (if any internal / external damage employee will pay for the actual cost.
11. I will save all work on my D-drive. Any work saved on the laptop other than D-Drive will be deleted once the laptop is returned. If you save in C-Drive LSS is not responsible for loosing data.
12. I understand that I am solely responsible for the security of laptop while it is checked out to me and I will not leave it unattended at any time.
13. I will, along with a staff member, inspect the laptop for any visible damage(s) and make note of any problems such as the examples listed below: Keyboard, Power Cord, Screen, USB Drive, Mouse & Other.
14. The laptop issued is a Horizon University College property the same can be requested for use for other purposes without causing any hindrance in any individual works.
15. Laptop should be used for only official purposes as it will contain official data. The laptop can be carried home over weekend or holidays.
16. Computer access is provided only for activities that support education, research, administrative processes, and other University-sanctioned pursuits. All internet activities must be consistent with this purpose.
17. All current faculty, staff, and students may access Horizon University College's computer systems by obtaining proper University authorization. When a staff/Faculty is no longer registered that individual's account will be deleted from the system. Users are expected to

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refrain from deliberately performing acts that will impair the operation of any facet of the computing resources of the University or the resources of any recipient of the information. such acts include permeating computer viruses, sending excessively large mailings, large print jobs, batch programs, and "junk mail" including chain letters.

i. Violations include but are not limited to:

a. Commercial activities for personal gain.
b. Knowingly creating, displaying or transmitting threatening, racist, sexist, obscene or harassing language and/or materials, including electronic mail (email)
c. Games
d. Copyright and licensing violations,
e. Violation of personal privacy,
f. Disclosing/sharing one's access code/password,
g. Vandalism and mischief that incapacitates compromises or destroys University resources and/or violates federal and/or provincial laws.
h. Procedures for dealing with violations: Violations of this policy are subject to policy-defined disciplinary action as decided by the committee. Policy review: This policy will be reviewed annually to account for changes in technology and University planning.

D. Archiving of Photograph & Video Policy

The HUC photograph and video resource will be safeguarded / protected. As an institutional asset, photograph and video resource will be protected from deliberate, unintentional, or unauthorized alteration, destruction and/or inappropriate disclosure or use in accordance with established institutional policies and practices.

The HUC photograph and video resource will be shared based on institutional policies, are not owned by a particular individual, unit, department, or system of the University. The photograph and video resource will be made accessible to all authorized users and systems.

The HUC photograph and video resource will be managed as an institutional resource. Photograph and video resource organization and structure will be planned on functional and institutional levels. Photograph and video resource usage and photograph and video resource sources will be managed through centralized server.

E. Gaining Remote Access or Using Third Party Software

Remote access involves setting up a VPN (Virtual Private Network) connection between the remote PC/Laptop using Dell SonicWall (SRA 4600) VPN client software and a special gateway router that allows access to the university network over the internet. This remote access requires a high-speed connection to the internet via an ISP. Access is granted to users by login, using an account name and password combination. when actively connected to the HUC network, all the traffic to and from the remote attached PC/Laptop is through the VPN secure tunnel, excluding internet browsing so users will not above to access internet browsing such as checking mails, searching in google & other activities.

HUC provides remote access so that authorized personnel have access to HUC network services from outside the campus. Remote access is strictly controlled and made available only to Administrators

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(Head-Computing department), IT Staff, and faculty & authorized personnel with a defined official work needs, at the discretion of the President's approval.

Any other employee wants to access the system remotely has to take the written approval from President's office. All the employees are responsible for adhering to all of IT policies and procedures, not engaging in illegal activities, and not using remote access for interests other than those for HUC. It is the remote access user's responsibility to ensure that the remote worksite meets security & configuration standards. This includes configuration of personal PC/Laptop, routers and Wi-Fi-networks.

i. Rules and Regulations of VPN Access

a. VPN access is provided through the IT Dept. no other department may implement VPN services.
b. Only the VPN client software (Dell SonicWall SRA 4600) distributed by IT may be used.
c. VPN account names and passwords will be assigned by an IT administrator or authorized delegate.
d. It is the responsibility of employees and third parties with VPN privileges to ensure that unauthorized users are not allowed access the HUC network.
e. All network activity during a VPN session is subject to HUC policies and may be monitored for compliance.
f. Dual (split) tunneling is NOT permitted during VPN sessions to the HUC network.
g. All computers connected to the HUC network via VPN or any other technology must use the most up-to-date anti-virus software that meets or exceeds the corporate standard. Proof of compliance may be required prior to the assignment of a VPN account.
h. VPN users will be automatically disconnected from the HUC network after thirty minutes of inactivity. The user must then logon again to reconnect to the network. Pings or other artificial network processes are not to be used to keep the connection open.
i. The VPN gateway is limited to an absolute connection time of 24 hours.
j. Users of computers that are not HUC-owned equipment must configure the equipment to comply with HUC's VPN and Network policies.
k. By using VPN technology with personal equipment, users must understand that their machines are in fact HUC network, and as such are subject to the same rules and regulations that apply to HUC-owned equipment.
l. HUC employees must discuss the viability of remote access with their immediate supervisor. If the supervisor approves, enter a request for VPN services via portal services request form for Faculty and Staff upon request, provide proof of anti-virus compliance to the IT network administrator.
m. The IT network administrator or delegate will provide the software and setup instructions. Install the VPN software on the target computer as instructed. A computer capable of providing appropriate network connectivity.
n. Broadband connection to the Internet via a local Internet Service Provider (ISP)
o. Internet interface device (provided by and connects to the ISP network)
p. Ethernet network interface in computer (connects to ISP interface device)
q. VPN Client Software (provided by IT) and installation instructions
r. Any employee found to have violated this policy may be subject to disciplinary action as per TED policy guidelines.

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7. e. Equipment and Software Technical Support.

Policy number	COMP_POLICY_04
Policy name	Equipment and Software Technical Support
Policy version	Version 2
Standards applicable	MOHESR CAA Standard 7: Health, Safety and Environment
Policy owner	Computing Department
Date of policy development	18 July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	VP-IRQA

A. Computer and Network Usage Policy

The purpose of the computer and network usage policy is to plan, implement & maintain IT infrastructure to support the academic and academic support service departments in providing teaching, learning, research and departments to extend services to the HUC community. This usage policy codifies what is considered appropriate usage of computers and networks within HUC and determines the rights and responsibility of the users and the Computing Department.

i. Procurement of Hardware & Software

HUC procures only authorized licensed hardware and software from certified vendors as per the requirements and the directions of strategic plan arising after assessments made at the end of academic year.

ii. Regulations for using Information Resources

HUC community users must respect the rules & regulations of Computing Department in order to optimize the computing services.

a. Modification or Removal of IT Equipment

Users must not attempt to modify or remove computer equipment, software or peripherals that are installed in the system. Any such attempts will consider breach of regulations and the individual would be subjected to disciplinary action.

b. Access and Use of Other's ID

All users must use only their personal id and passwords. Any unauthorized means of accessing HUC's computers, networks or other information technology resources is liable for disciplinary action.

c. Email

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The email services provided by HUC must be used only for official purposes in communicating with faculty, staff & student and external stakeholders. Any misuse of email services by users or sending chain-letters, unsolicited bulk electronic mail either locally or off-campus is prohibited and is considered as breach and strict action may be initiated on the defaulters.

d. Repro-graphics

Repro-graphic services are provided to faculty, staff & students to facilitate in accomplishing the academic and academic support service activities. The repo-graphics must be used for all the legal documents. Using repro-graphic services for un-authorized and illegal material is strictly prohibited. HUC users are requested to use eco-friendly approaches while printing and photocopying.

e. Unauthorized or Destructive Programs

All computer users of HUC must not intentionally develop or use programs which may disrupt computer networks. The use of any unauthorized or destructive program may lead to disciplinary action.

f. Unauthorized Access

Computer users of HUC must refrain from gaining access to unauthorized information resources which are prohibited by law in UAE. Giving password to others and enabling them to access is considered unauthorized access and such persons will be liable for disciplinary action.

g. Reporting Problems

All the users of HUC IT services are responsible to provide information to the computing department regarding the problems encountered with respect to the network, security and other IT services. This will enable to the department to rectify the problems and provide uninterrupted service to the users.

h. Password Policy

Users are requested to avoid misuse of personal email id, portal, class room & ERP id. The users are advised to change their password at regular intervals. If the user is not changing the password within 30 days, the system may force the user to change the password (Password must be minimum eight (8) characters with first letter capital followed by any four alphabetic and numeric characters each).

i. Monitoring

Computing Department technician reserves the right to examine all data stored in the machines with Internet connection to ensure compliance with all regulations and policies. The network / system administrator may review files and communications to maintain system integrity and ensure that students are using the system responsibly.

j. BYOD Smart Classroom

The computing department provides smart classroom to enhance e-learning in the classroom. This facility will enable the faculty & students to use the IT resources effectively in improving the presentation skills and display of information from other sources stored.

k. Assignment of IP address to faculty, staff & student

The computing department assigns static IP address to all the staff and faculty members in order to resolve issues which may arise in case of any dispute. Some dynamic IP addresses are also maintained by the computing department for assignment to part time faculty members as per the requirement. For the student's Wi-Fi access dynamic IP address are issued automatically in the Firewall and router.

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B. Internet and Wi-Fi Policy

Faculty, staff and students of the HUC are provided with User ID and password which enables them to access computer resources.

i. Academic Use

Internet resources are made available to students to support their studies. It is inappropriate for students to use these resources for personal gains.

ii. Authorized Access

Faculty, staff and students are provided with the computer resources. All computers (PC's and Notebooks) in the HUC are interlinked with the Ethernet and / or Wireless Local Area Network (WLAN). The HUC Internet service is accessed via a Cyberoam Firewall, which monitors sites and restricts those which may be in breach of the following rules:

a. Each student can gain access to internet access with data transfer facility to a maximum limit of 20 GB every month for academic purpose. On reaching the maximum limit the student may avail additional data transfer limit with the permission of Head Computing Department.
b. Each user issued with a unique id and password to use internet facility.
c. The students can also access the HUC Wi-Fi network within the campus from their personal Laptops/ iPhone/ iPad/ Tablets etc.
d. Improper use of HUC network by any student will be subjected to the HUC disciplinary action.
e. The HUC management reserves the right to withdraw certain Internet sites and services for any reason and may from time to time gain access to the search history of individual information may be used as evidence in disciplinary or legal proceedings.
f. HUC does not install jammers, robots as per the UAE's internet policy however students are requested to use mobile phones judiciously without disturbing the proceeding of the class / learning environment of the HUC.
g. Wi-Fi Policy Inside Classroom: The students can also access the HUC Wi-Fi network inside the classroom as per the requirements of learning environment within the classroom from their personal Laptops/ iOS/ iPad/Any Android, devices or Tablets etc. Student can access as per the faculty's guidelines inside the classroom to access the internet to meet the deadline of assignment, quizzes, online quiz (SCORM), project work etc.

C. Students Internet Usage

Internet facility is provided to the students only for educational purpose. The following policy require strict adherence. Any infraction thereof could result in disciplinary action as per HUC policy & such users will be debarred from use of the information technology services of HUC. Unacceptable conduct by internet users includes the following and is liable for disciplinary action:

a. The site falls under the prohibited content categories of the UAE's internet access management policy.
b. Obscene & criminal activities which are against the local laws and abusive in nature to gender, race, religion & community.
c. Misrepresenting themselves or needlessly revealing their email address, personal contact information, financial information or phone / mobile / fax numbers of oneself, fellow students, colleagues or HUC in any of the web registrations, email or chat.
d. Blogging, posting anonymous messages, accessing or exploring on-line locations and instant messaging or downloading any music videos, movie trailers or videos of any type or violating copyright law including unauthorized downloading of software from the Internet, including games, music files or commercial screensavers.

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e. Downloading / transmission of any material violating any national or international law or HUC policy, this includes, but is not limited to, copyrighted materials, licensing agreements, threatening materials, materials protected by trade secret or educational material.
f. Commercial activities, productive advertisement, political issues, gambling, coaching, observing or using internet for personal financial or commercial gain or falsifying permission, authorization or identification documents or do commercial activities including purchasing products or services through internet.
g. Intentionally wasting finite resources, e.g., on-line time, unauthorized chatting etc.

D. Computer Lab Usage Policy

Rules and regulations for using HUC computer Lab (All the users should strictly abide by the below specified guidelines)

i. Computer Labs should be used exclusively for the benefit of HUC community to create an environment of learning and speed of services.
ii. Do not allow his/her id & password to be used by anyone other than Computing Department staff.
iii. Do not damage any of the equipment in the computer
iv. Do not download and store culturally undesired/unwanted files in the system.
v. Do not modify the configuration of equipment, until the permission of Computing Department staff is obtained.
vi. Do not bring any pirated software and install on any of the workstations in the computer lab.
vii. Do not bring any eatables or drinks inside the computer lab.
viii. Do not use mobile phones inside the computer lab.
ix. The students must comply with the instructions from a member of Computing Department staff.
x. Uses of mobile phones / smoking are strictly prohibited in computer lab.
xi. Deliberate damage to, or loss of, materials, equipment or furniture is a breach of these regulations, will brought to the notice of President. Under such circumstances the student may be required to pay for any damage to the property he/she has caused then they should compensate the HUC for any loss it may have suffered.

The HUC accepts no responsibility for personal property lost or damaged at the HUC premises, including in computer lab.

E. Guideline on HUC Network Usage with Student Owned Devices

i. Acceptable Devices

Students may access the student wireless network with any device with Wi-Fi (802.11 b/g) connectivity. Students may only access the network with devices that are their own personal property.

ii. Personal Responsibility

The HUC assumes no responsibility for the loss of, theft of or damage to any personal devices that a student connects to the student wireless network through Wi-Fi, wired or any information on that devices.

iii. Security

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a. Students shall not impair the security of the HUC network. This expectation includes but is not limited to:
b. Students are expected to maintain up to date antivirus and antispyware protection on all devices that are connected to the HUC student wireless network. Devices without up to date security programs may be denied access to the network of HUC.
c. Students are expected to safeguard all network passwords. Students should not share network passwords with others and should change passwords on regular basis. Students are expected to notify to Computing Department immediately if they believe their student account has been compromised.
d. Students are expected to log onto the student wireless network only with their account and not to allow others to use their account.

iv. Inappropriate Use

The HUC network is a shared network where all users are obliged to use the resource responsibly. Students are provided access to the HUC student wireless network through their personal devices primarily for educational purposes only. Incidental personal use of the network is acceptable, but students should not use the network for personal activities that consume significant network bandwidth or for activities that violate HUC policy or UAE law. These include but are not limited to:

a. Students are allowed to use only approved online academic/business games through HUC network.
b. Downloading software, music, movies or other content is in violation of licensing requirements, copyright or other intellectual property rights.
c. Downloading, viewing or sharing inappropriate content, including pornographic, defamatory or otherwise offensive material.
d. Conducting for-profit business.
e. Using hacking tools on the network or intentionally introducing malicious code into the HUC's network.
f. Conducting any activity that is in violation of HUC policy or UAE law.
g. Using any software or proxy service to obscure either the student's IP address or the sites that the student visits. Disabling, bypassing, or attempting to disable or bypass any system monitoring, filtering or other security measures.
h. Accessing or attempting to access material or systems on the network that the student is not authorized to access.

v. No Expectation of Privacy

The HUC can and does monitor internet access and activity on the HUC's network, including but not limited to sites visited, content viewed and email sent and received. The HUC may examine a student's personal device and search its contents if there is a reason to believe that HUC policies, regulations, or guidelines regarding access to the network or use of the device have been violated.

vi. Disruptive Activity

Students should not intentionally interfere with the performance of the student wireless network and the HUC's overall network.

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vii. **Unauthorized Networks**

Students may not create unauthorized wireless networks to access HUC's student wireless network. This includes establishing wireless access points, wireless routers and open networks on personal devices. Unauthorized copying computer program(s) from the HUC Computer System is prohibited.

viii. **Consequences of Inappropriate Use**

Students who misuse HUC's student wireless network will be subject to discipline which may include loss of access to student wireless or all internet access and/or other appropriate disciplinary or legal action in accordance with the HUC Policy.

F. Office 365 Policy

Office 365 includes Office Online and works with Office desktop programs. user can also use Office 365 to share and collaborate with people inside and outside HUC on documents stored in OneDrive. Use Office Online to view and edit Word, Excel, PowerPoint, and OneNote files in a web browser. Store documents in Office 365 and access them seamlessly in Office desktop applications as old as Office 2007. User can stream Office desktop applications to PC/Laptop without a download. Access and edit documents from your phone, tablet, or other mobile device. Collaborate on Word, Excel, PowerPoint, and OneNote files, including simultaneous co-authoring. User are provided with 50 GB storage in Microsoft Office 365 (Mail Exchange 2013) and 25 GB storage in the OneDrive

7f. IT management & security policy.

Policy number	COMP_POLICY_05
Policy name	IT Management & Security Policy
Policy version	Version 2
Standards applicable	MOHESR CAA Standard 7: Health, Safety and Environment
Policy owner	Computing Department
Date of policy development	15 August 2021
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	VP-IRQA

A. Introduction

This policy is an addendum to policies that already exists in IT Policy Manual, and will override the framework defined earlier during normal mode of operations. This policy was developed by E-Learning task force to meet the E-Learning contingency requirements, and guides the management,

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monitoring and security of Information resources including E-Library, Learning Management System, Synchronous Learning Access Servers, and Data Centre Operations, which included ERP servers.

B. Purpose

The purpose of Information Security and maintenance policy is to ensure that Cybersecurity triad of **Confidentiality** (guides the type of information that can be accessed based on roles), **Integrity** (guides that information is not altered, and is trustworthy) and **Availability** (guides on continuous availability of information using Maintenance, Replacement and Redundancy of the Hardware and Devices) is guided in a strategic way. This policy will provide the framework for redefining the other security policies that exists in the IT Policy and Procedure manual.

C. Objectives

1. The objective of this policy is that critical university data resources can be accessed only by authorized people and sensitive information is protected from the reach of unauthorized access, thus maintaining **Confidentiality & Integrity** of Information Resources.
2. To ensure that network infrastructure is reliable, and there is an active failover in case the primary resources are disrupted, thus ensuring high level of Resource **Availability**.
3. To provide a framework for replacement, and maintenance of devices in order to experience disrupted services.

D. Policy Framework

i. Domain Access Policy

This policy specifies the guidelines to access the resources accessible using unified authorization credentials.

a. The IT resources available for member's access can only be accessed, if a member is a part of horizonuuniversity.ac.ae domain.
b. Windows Active Directory Server Authentication controls the access to server resources, irrespective of the devices and the location of resource access.
c. Every member (faculty, student or staff), at the time of their joining is provided a unique Active Directory userid, wherein the staff and faculty's access is either based on their roles (example ssd@hu.ac.ae, finance@hu.ac.ae, dean.soc@hu.ac.ae, etc.), or based on their names (for faculties: firstname.lastname@hu.ac.ae), or based on their 5 digit enrollment id's (for students: 15771@hu.ac.ae)
d. Access credentials should not be shared or given to anyone other than the user to whom they were assigned.
e. The E-Mail Server is hosted in Microsoft Azure cloud, and can only be accessed through MS-TEAMS or Office365 portal using their valid domain credentials.
f. The Password Protection Policy regulates the Password for all the members. (Refer Section 1.2)
g. The access to domain is automatically disabled once a member leaves the organization (Faculty & Staff: Resignation, Termination or suspension; For Students: Graduation, transfer etc.) though the mails are retained for a period of three (3) months, beyond that the mailbox is automatically cleaned, and account is deactivated.
h. In case student's files a Cancellation Request, the account is disabled as soon as the application is processed by the Registration Department.
i. The E-Learning Resources (Learning Management, Online Examination Server, e-Library Access, and Synchronous Learning (MS-TEAMS)), are also governed by the Domain access policy, and Synchronous Learning Policy (Section 1.3)
j. Access logs for domain authentication shall be monitored and retained for a minimum of one year.

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k. Users must access university systems only through secure, approved networks and devices, and must avoid the use of public or untrusted Wi-Fi when handling institutional data.
l. All access to institutional systems must comply with UAE cybersecurity laws and regulations, and any suspicious or unauthorized access attempts must be reported immediately to the IT Department.

ii. Password Protection Policy:

The core purpose of this policy is to ensure, every user of hu.ac.ae domain, creates strong passwords, and changes regularly to avoid identity or data theft.

a. All system level passwords irrespective of their authority level should be changed after 90 days
b. All user level passwords must be changed after 90 days, and cannot be reused again.
c. In no circumstances password should be communicated in clear text (Example: over the E-Mail).
d. All passwords should adhere to the Password Construction Guidelines described in below clause.
e. Should be minimum Eight (8) Characters across all the systems.
f. Should contain uppercase letters (A-Z), lowercase letters (a-z), based 10 digits (0-9), and special characters such as: &, % etc.
g. Not be a dictionary word or proper name.
h. Should not be the same as user ID.
i. Not be identical to previous Ten (10) passwords.
j. Not be transmitted in the clear or plaintext.
k. Should be reset by authorized user only.
l. Multi-factor authentication (MFA) must be enabled for all administrative and cloud-based accounts where available.
m. Users must immediately report any suspected password compromise, unusual account activity, or unauthorized access attempts to the IT Department.
n. Passwords used for university systems must not be stored in browsers, shared drives, or written down in accessible locations, to ensure protection against unauthorized access.

iii. Bring Your Own Device (BYOD) Policy

The Computing Department provides information technology resources at HUC to its members such as E-Learning services. HUC student can use their personal devices like Laptop, iPad, iPhone, Kindle etc. in the HUC campus as per following guidelines.

a. HUC will assist on-campus students connecting personal computers to the HUC campus network.
b. HUC will not install operating systems or application software on student systems other than that required to gain access to HUC's networks.
c. HUC does not take the responsibility of repairing any student-owned equipment, software, or operating system files.
d. Students are responsible for keeping personal computers virus-free. Students who are knowingly or unknowingly propagating viruses on the HUC network will be disconnected from the network.
e. Student should not use the external storage media such as USB/CD/DVD/Pen Drive etc. on the HUC network without the approval of concerned faculty member, staff or computing department.
f. Student should not use HUC printing resources from their personal devices such Laptop, iPhone, iPad, Blackberry etc. without approval of computing department.

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iv. E-Learning Servers, Data Center Security, Backup & Redundancy

a. Server Infrastructure is hosted over the Microsoft AZURE secure cloud data center, with a backup at Etisalat Hor-Al-Anz (Dubai) data center that provides 99.99% up-time, and Active-Active failover.
b. The access to datacenter is prohibited, and only after raising a ticket by the Head of Computing department, can a person visit to rectify the issue.
c. All the Operating System, and Database Servers operate under the legal Microsoft License Agreement, and it is prohibited to install any software apart from tested applications in the production server.
d. Any modification to the database or application should be tested in test server, and after a thorough review can be updated on the Production server.
e. The server resources are protected with Firewalled security, the access to these resources is restricted to specified software team using 256-bit encrypted IPSEC VPN tunnel.
f. Any faculty or admin member wishing to access the E-Learning or Campus3K ERP, need to access it using secured VPN client software installed on their system. This software should be disabled in the campus, as access is already through a secured site-to-site VPN tunnel.
g. Data Centre operates under Virtualization platform wherein a new server can be allocated based on the needs of the resources.
h. A table of all the Virtual Servers, along with their processing power, memory allocated, and the Head of Computing Department in a secured location maintain Disk Space carved.
i. All the data on the servers is backed up on real-time basis on Storage Area Network.
j. IT Department must maintain 2X storage, to ensure the exponential growth of data is catered to.
k. The Hard Disk Drives of Storage Area Network and Servers must be replaced after every 3 years.
l. All the Data resources are block replicated using Active-Active Failover policy.
m. A Storage Area Network working on RAID-5 provides the central storage services to all the Server machines, and is connected to Data Redundancy Site using a secured tunnel.
n. The Data Redundancy Site must have the same capacity of primary SAN storage, and replication is enabled on a dedicated Internet Leased Line over a 256-bit encrypted tunnel.
o. The Data center should retain the capacity of 10 U size to accommodate two addition servers, one switch and backup device in case of contingent additions.
p. All the devices must be under service warranty, with a storage capacity planning of 5 years. After that data should be archived on digital media in the data center.

v. Hardware and Software Maintenance & Security Policy

Horizon University College has a well-defined procedure for maintaining the IT assets deployed for providing access to Information resources. The policies governing its maintenance is defined below:

a. All-in-One Desktop, Laptops & Smart-Devices (ADLS):

1. The IT Team maintains a full list of ADLS devices, along with their ageing history.
2. All the devices are installed with legal version of Operating System, and licensed Microsoft productivity apps.
3. A repository of Asset allocation amongst its members is maintained by IT department, and the same needs to be returned in case the member decides to leave the University.
4. The device can be accessed using the member's unique login domain credentials provided during their time of joining the campus. (Refer Domain Access Policy)
5. In order to support the Mobility, devices are pre-installed with a secured Virtual Private Network app, that can be accessed from distant location.
6. It is strongly recommended to use the devices for educational purpose and install only licensed and recommended application, as the logs are captured by central active directory server on regular intervals.

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7. The Use of USB/Disk Drives is strictly prohibited, and Office-365 productivity tools should be used strictly for information sharing.
8. All the devices are updated with latest version of auto-updated Anti-Virus and Internet Security Suites. In no circumstance this service should be disabled by its faculty members, as this service is provided to assets deployed and distributed by IT department only.
9. IT team has a full time service teams, which has call based agreements with 3rd party service providers to provide the support to its members.
10. The IT Team will only service the devices provided by the HUC, and in no way will provide repairing services to personal devices and gadgets owned by the members. Though the access related issues will be troubleshooted by the IT Team.
11. The Printing services for faculties is based on print quota allocation of 1000 pages per month, though this quota is just a monitoring benchmark, and in case of urgent requirements, a mere information over mail to the IT department will suffice the justification for an increase.
12. The Printing Services for students is paid, and can be accessed using top-up credit on their student id cards.
13. In case a device is having a hardware malfunction, an alternate device will be allocated to its member. In all other cases, members need to back up their data in Microsoft One Drive, before presenting their devices to the IT Team.
14. The IT Team conducts a regular maintenance of its assets and may ask the member to present the device in their center.
15. All the devices in this category has an estimated lifetime of 3-5 years, though the device can be retired based on its working condition by the Head of Computing department.
16. All the devices are adhering to Microsoft Licensing Policy, and is governed by Microsoft School Agreement.

b. Communication Equipment's, Security Devices, Cables, and WiFi

1. This policy is applicable to all active (Routers, Switches, Firewalls) and passive components (Racks, Patch Panels, Cables, and Patch Cords) deployed within the campus.
2. The services offered by IT within the campus is powered over a robust Fiber optic backbone that interconnects various sections of the campus together.
3. The access to Data Centre resources can be achieved by plugging the RJ-45 connections from the University campus.
4. In order to access the resources, a private static IP address will be allocated by IT department, and is Administratively protected to allow any changes.
5. The IT team always maintains 25% of equipment's and 2 rolls for Cat6A cable, and 1000 mtrs of Single Mode Fiber cable in its stock should the need arises.
6. HUC has a policy to modify its cable infrastructure every 5 years, though this policy can be modified based on the recommendation of Computing Resource Development Committee.
7. The Firewalls deployed by the University are always under manufacturer's warranty and an Active subscription is maintained for its operation.
8. All the packets and Frames are filtered using Deep Packet Inspection to prevent any Intrusions.
9. An additional level of security in context to Gateway Antivirus Suite is installed on Edge devices to block any unauthorized access.
10. In order to access WiFi services, students can access by authenticating themselves using CISCO two-factor pre-authentication services.
11. Guests can access the services, by entering their mobile number, and an access code is send using SMS service on their active numbers. The access is limited to one hour only.

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12. All the traffic (inbound and Outbound) is actively monitored by the Active devices, Wi-Fi Controllers and the Firewalls.
13. The IT department reserves the right to deactivate any host in case it is found to be broadcasting traffic or propagating virus or Trojan.
14. All the devices in this category has an estimated lifetime of 3-5 years, though the device can be retired based on its working condition by the Head of Computing department.

c. Social Media Policy

The policy defined by HUC covers medium and modes of social media platform including (WhatsApp, Facebook, LinkedIn, Twitter, and Wikipedia) and other blogging and posts based online sites that includes blogs, posts created under the patronage of Horizon University College but is not limited to them. The underlying document also holds coverage over the usage of social media for both a personal or professional purpose, during office hours or on their personal time to the degree that it may have an impact on the operations of the organization. The following policy governing under this.

1. Staff refrain from posting any HUC information on a public platform without the proper approval from the authority.
2. Staff should be aware that HUC is able to track the materials and details that employees are making available via social media. Staff to make full use of their discretion when publishing material that is neither disrespectful nor damaging to HUC, its staff or clients.
3. Staff should refrain to print or post or disclose any information considered confidential. If question arises what is deemed appropriate, then staff should check with the HR dept. and/ or their respective HOD's.
4. If employees experience a situation that tends to become antagonistic with social media, employees may disengage respectfully from the conversation and request guidance from a supervisor / HOD.
5. Social, tribal, political remarks or videos should not be shared in this group.
6. Staff must ensure that all social media activity respects UAE cultural values, religious norms, national symbols, and applicable cybercrime laws, avoiding any content that could be viewed as offensive or inappropriate within the local context.
7. Staff must not post photos, videos, opinions, or forwarded content that may negatively impact HUC's reputation or be misinterpreted as representing the institution, whether shared during or outside work hours.

E. Review Of The Policy

This policy was reviewed and endorsed by both the Deans of both the Schools and the Head of Computing department. The President subsequently approved the policy after reviews.

7g. Learning Management System Policy

Policy number	**COMP_POLICY_06**
Policy name	Learning Management System Policy
Policy version	Version 2
Standards applicable	-
Policy owner	Computing Department
Date of policy development	20 May 2020
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	VP-IRQA and VP-AO

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A. Introduction:

The Learning Management System is the core component for E-Learning Services offered by the Computing Department to its members. This policy aims at improving student's success by providing collaborative, synchronous, as well as asynchronous mode for communication and collaboration.

B. Purpose:

The core purpose of Learning Management System is to provide an online collaboration platform between the students, faculties, and Academic Support Services. The LMS aims at enhancing student's experience by providing an access to asynchronous and synchronous communication tools, and support resources.

C. Objectives

1. To provide a platform that is robust, open-sourced, and provides a range of communication tools such as e-mail, discussion groups, calendars, E-Board, Video-Conferencing, Attendance, and support services.
2. To provide an environment, that acts as a fallback to anytime, anywhere access, by providing an access to all Learning Material in the known formats, and provides real-time buffering and playback to all multimedia contents.
3. To provide an environment where electronic library can be integrated, and provides an integration with known publishers using api integration.

D. Learning Management System Policy

Horizon University College, maintains a robust Moodle based Learning Management System, that is fully maintained by in-house Learning Management System team. The policy specifies the guidelines for the optimum utilization of LMS services, and are stated below:

i. The LMS server can only be accessed using the **userid** provided to all the members of horizonuniversity.ac.ae domain. (Refer to Domain Access Policy)
ii. All users of the LMS are responsible for maintaining the security of usernames, passwords and any other access credentials assigned.
iii. The faculty members can share the resources with the student members based on the weekly plan specified in Course Syllabus, for the individual courses allocated to them.
iv. Faculty members are expected to understand and follow the UAE copyright law and ensure that online resources are directly related to the course content and are available to only students enrolled in the course.
v. The students should be notified explicitly that the materials used are subject to copyright protection while using study materials, case studies, simulations etc. from various sources.
vi. HUC is not responsible for the accuracy, integrity, and/or legality of the content uploaded to the LMS by its students, or faculty. The University is not responsible for content linked from LMS to external web sites.
vii. Only the students, faculties, and accredited agencies may be granted access to the LMS resources.
viii. User must update their browsers, though it is recommended to use Google Chrome for optimum performance.
ix. User must regularly update their profiles, and pictures. As the profile picture forms the base for face authentication that is mandatory to give online exam.
x. The Video resources to be shared with a student should be in the form of an external hyperlink, embedded within the course. Direct upload of external video contents is prohibited, as it might lead to infringement of copyright laws.
xi. All subjective assessment should be defined as per the weekly submitted plans and must be linked to Turnitin with an option of less than 20% matching criterion.

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xii. For the purpose of quality control, the President, Vice President-AO, Vice President-IRQA , Dean(s), can request course access from LMS Staff, and review the course contents to perform assessment activity.

xiii. Faculties can use Moodle Authoring tools to create summative and formative assessments for practice. All the assessments are subjected to randomizer, shuffling, and versioning, whereas the results can be centrally administered and marked using the LMS Marking engine.

xiv. The Discussion Groups within a course can be invoked to generate student responses on a particular topic. These Groups can be archived based on the request of the faculty.

xv. Faculty teaching the same subject can import the contents from the same course taught previously.

xvi. It is recommended to have a bandwidth of 10Mbps for accessing Learning Management System.

xvii. Student's landing page provides an access to Dashboard, which contains:

a. **Digital Noticeboard:** where all the approved announcements can be displayed.
b. **Calendar:** It's an integrated link to the University Calendar, which can be used to display upcoming academic and non-academic events.
c. **Course Allocation:** Access to the courses allocated in this semester.
d. **Library:** The Channel, and the services student can avail using e-Library
e. **Departments:** The Links to the Department, to raise their request and communicate with them using mails and MS-Teams.
f. **Request System:** All the traditional paper based requests, can be availed using e-Requests, and is linked to the payment gateway.
g. **Appointment System:** All the institution departments and faculties, can share their appointment calendar in ERP. Based on the availability the student can seek an appointment from the concerned staff or faculty.
h. **Improvement:** This acts as a loopback, wherein all the suggestions raised by students are treated with strictest confidentiality, and are routed to SSD for improvement of services
i. **Student Profile:** Provides the access to student profile, wherein few fields such as contact details, picture can be modified, but is subjected to approval from the administration.

xviii. **Issues:** Student can notify the LMS team either through Video-Conferencing using LMS Team Channel, through email to lms@horizonuniversity.ac.ae, or through sending a WhatsApp: +971-56-1197407 message.

xix. **Training:** The LMS department organizes various webinars for faculties and students, the details of which is published on the e-Board of the LMS Landing Page. Members can also access the LMS user manual for a quick review of the features, or can call back on the channels specified in 1.1.18.

E. Review of the Policy

This LMS policy shall be reviewed at the beginning or every semester or as and when deemed appropriate by the E-Learning Department. The updated/amended policy will be placed for approval of the President before implementation

7h. Hardware and Software Maintenance Policy

Policy number	COMP_POLICY_07
Policy name	Hardware and Software Maintenance Policy
Policy version	Version 1
Standards applicable	Inspection Directorate Standard
Policy owner	Computing Department

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Date of policy development	7 September 2022
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	VP-IRQA

A. Introduction

The policy aims at planning the current and futuristic requirements of hardware, software and its maintenance at regular intervals. It also includes entering into agreements with the vendors to supply, maintain and renew the contracts with advanced versions available in the market. The policy also is used to evaluate the vendor performance in order to renew, modify or discontinue the contracts.

B. Purpose

The purpose of this policy is to establish guidelines for the replacement, servicing, upgradation and renewing of recurring licencing for all hardware peripherals and soft wares to avoid interruption, maximize support to stake holders and maintain HUCs hardware and software assets in a manner to avail uninterrupted IT services for learning and to provide administrative services.

C. Scope

The scope of this policy is applicable for procurement, maintenance and renewals of licenses in all of the workstation like Labs, classrooms, laptop, peripherals, interactive panels, computers and associated software that are being used by Students, Faculty and Staff members inside the University campus.

D. Policy

i. Replacement of hardware

Replacement of the equipment are usually carried out based on the ageing table. Sometimes the increase in cost of maintenance or frequent breakdowns of the equipment may also be the reason for replacement of the equipment with advanced versions or upgrade to facilitate the improvements in teaching, learning and administrative services. The first preference will be always to exhaust the existing stock of hardware and if required additional procurement will be made to replace the hardware equipment. For further details, please refer Equipment and Software replacement policy.

ii. Upgradation of hardware and software

Upgradation of hardware and software aims at fulfilling the needs of teaching, learning and providing administrative services to the stakeholders in a n effective and efficient manner. Since in the IT sector the software and hardware developments are rapid and are at regular intervals, it is essential to incorporate the advanced versions to facilitate teaching and learning. Therefore when renewals or replacements are undertaken, the availability of latest or upgraded versions are evaluated and suitable ones are procured.

iii. Renewal of licenses

At the time of procurement of licensed versions of hardware and software, the details of date of procurement and the renewal dates are recorded for the purpose of timely renewal of licenses so that the operations of the institution and the teaching and learning processes are not affected. The responsibility of renewal of licenses including seeking necessary approval of budgets from concerned authorities lies with the Head of Computing department.

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iv. Servicing

Servicing is an important element of the hardware equipment in the institution. HUC adopts preventive and corrective servicing policy. Preventive servicing of the equipment is carried out by regularly maintaining the hardware as per a predefined calendar.

Corrective maintenance is carried out due to wear and tear of the components on a case to case basis. The corrective maintenance is usually covered under the Annual Maintenance contracts with different vendors.

v. Vendor evaluation

All vendors supplying hardware and software will be retained and continued or the terms and conditions are revised based on satisfactory vendor evaluation carried out on selected parameters.

1. Compliance to terms and conditions mentioned in the contract
2. Prompt services within the timeframe specified in the contract
3. Quality of services provided
4. Reliability of services
5. Cost of services

E. Review of the policy

The policy will be reviewed upon requirement or yearly basis and necessary updates will be carried out by the Head of Computing department.

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MOHESR CAA Standard 8. Learning Resource Center

8. a. LRC/Library Policy, Procedures and Regulations

Policy number	**LIBR_POLICY_01**
Policy name	Library Policy, Procedures and Regulations
Policy version	Version 4
Standards applicable	MOHESR CAA Standard 8: Learning Resource Centre
Policy owner	Library
Date of policy development	22 July 2019
Review date	7 August 2025
Date of recent modification	7 August 2025
Next review date	12 June 2026
Approved by	Vice President-Academic Operations

A. Acquisition Procedures

i. Orders

a. Book Requisition by faculty members may be applied through the portal. The LRC staff checks duplication of the book. If the LRC already holds the title, it will be informed to the faculty concerned and his/her request will be eliminated.

b. If not the LRC Staff searches each 'title in print' to verify the accuracy of the information and the availability of the title in the market. Each order form must include the Title, Author, ISBN number, Edition/year, publisher information and price etc.

c. The order forms will be processed by the HOL in consultation with DEAN – School of Business and DEAN – School of Computing and sent to President for final approval.

d. The approved requisition will be processed to obtain quotations from vendors, the vendors prices will be reviewed and compared to place the order

i. Receiving and Invoicing

a. The received items are verified for accuracy of shipment. The order card is matched with the item, and a processing slip listing the date received and the price of the item is placed in a pocket with the order card to be given to the Librarian. The item is then received and invoiced in KOHA Software.

b. The Acquisitions assistant notes the date received the budget account and the amount to be paid on the invoice and then prepares a Cheque request for the Finance Department. A copy of all documentation is retained for LRC records.

c. The Cheque requests are then given to the Librarian to be entered into the budget spreadsheet.

B. Collection & Development

i. Objectives

The primary goal of the Library is to support objectives of HUC.

The objectives of collection development are:

a. To support the HUC curriculum
b. To strengthen the collection
c. To provide services for the research and information needs of the HUC community.

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ii. Selection Responsibility

The process of selection, acquisition and organization of learning resources is a cooperative venture between the Learning Resource Development Committee (LRDC) which comprises of faculty members of different subject areas, President, Dean - School of Business, Dean- School of Computing, TED-Incharge, Subject Experts & the Head Librarian. The requisition of books also may come from the Program Review Committee and the course reports that may require adding, removing, acquiring new reference books, case studies, databases, simulation games, etc. The acquisition process is initiated after the submission of requests by the faculty. The requests are discussed by HOL in the LRDC Committee and finally approved by President.

C. Collection Development Activities

i. Library Resource Development Committee (LRDC)

HUC organizes three meetings in a year on semester basis. During the meeting, Members discuss the areas of improvement in the collection development. Members suggestion are amended as appropriately in due consultation with Deans by HOL required approval obtained from the President. HUC conducts various collection development activities which include organizing and participating in the Book Fairs, receiving input from faculty members and procure various reference titles in order to meet the requirements of strategic plan. The collection development ratio will be maintained as 60% online resources and 40% print resources as per the strategic directions.

ii. Library Resource Planning Review

Library resources will be maintained as per the Resource Adequacy Feedback (RAF) and the as per the Strategic Plan of HUC

iii. Selection Criteria

The following criteria apply to selection of materials (excluding periodicals) for the library collection:

a. Request for books or learning material from faculty, student, LRDC
b. Present holdings of books in subject area
c. Projected number of student for the semester
d. Number of cycles of lending
e. Reputation of author and publisher
f. Availability of online learning resources relevant to the books
g. Availability and price
h. Approval by President

iv. Other guidelines for selection:

a. Textbooks are purchased when they have inherent value to the collection as a reference work or authoritative source.

b. Multiple copies of titles are purchased only when it is appropriate and recommended by Chair-LRDC.

c. Paperback editions of books are purchased if available.

d. Materials are selected in a wide range of formats such as hardbound and paperbound print, a variety of electronic formats, audio-visual, etc. When multiple formats are available, the Library avoids duplication in most cases. Decisions on choice of format are based on ease of use, the need for simultaneous users, preservation, storage and price.

e. Consideration to replace lost or damaged materials is based on availability, significance to the collection and relevancy to the current use.

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D. Print/Electronic Book Procurement Procedure:

The Books in print/electronic form for Undergraduate programs of School of Business and School of Computing will be purchased on the recommendation of the Program Review Committee. The number of copies procured based on the student's strengths in every semester. The rental books will be used for minimum of four cycles and then it will be changed as per the recommendation received by the Program Review committee subject to the availability of prescribed edition in the market. The electronic textbooks can be accessible through their student's portal. Reference books will be procured based on the recommendation of RAF, LRDC,-Book Fair and HUC strategic plan

E. Coretext Print/Electronic Books

All the students of in School of Business & School of Computing will be given core text of their subjects as print/electronic. A student will be allowed to the class, only if he/she carries the core text books. Students are responsible to collect the Print Books from the library on semester basis. The electronic textbooks can be accessible through their student's portal. The collection of core text in every semester is compulsory for the students.

F. Periodicals

The LRC acknowledges that periodical subscriptions represent an ongoing commitment; therefore, budgeting and selection differ from that involved in purchasing periodicals. The selection of periodical title does involve a prospective longstanding commitment, and because of annual increases in subscription rates, the acquisition of a periodical title receives substantially more consideration than the acquisition of a single periodical.

Some or all of the following criteria are used in evaluating periodical titles for acquisition or cancellation:

i. Support of present academic curriculum
ii. Present use of this or other periodicals in a subject area
iii. Projected future use
iv. Price, projected availability of funds
v. Reputation of journal and/or inclusion in a prominent abstracting and indexing source.

G. Magazines

The LRC also subscribes to several magazines related to different subject areas mainly on global news, trends in Education, Tourism, Business, IT and The selection is done by the LRDC keeping in view the authenticity and popularity of the magazines.

H. Electronic Resources

The LRC is well equipped in terms of providing electronic resources in the form of E- journals and electronic databases. The LRC has 23computer terminals especially for electronic resources access and has been named as E- library area. The effectiveness ease of use and multi user access procedure guides the selection, acquisition and maintenance of electronic resources. Electronic resources are provided to support the instructional program and research needs of the HUC community.

The selection of electronic resources is the responsibility of the Head Librarian after the approval of President in coordination with Dean– School of Business and Dean – School of Computing.

The primary criteria for the selection of electronic products are the extent to which it is relevant to the curriculum; improves the overall learning collection; and/or enhances the user's access to information. Other factors considered during the selection process are:

i. Compatibility of the resource with existing hardware and technical support
ii. Licensing restrictions and costs

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iii. Ease of use
iv. Multi user quality
v. Data ownership

I. Electronic Databases

Relevant e-resources are provisioned to all enrolled students and relevant stakeholders in HUC. The library supports the student, teaching community & staff by providing electronic document delivery, access to electronic journals, full-text databases, reference/research assistance, library instruction, reciprocal borrowing and interlibrary loan services, and cooperative arrangements with other libraries for collection access. Electronic databases are evaluated annually paying particular attention to changes in the databases and the needs of the HUC community. HUC LRC subscribes to major E-databases like ProQuest, Ebook Central, EBSCO and IGI Global, IEEE Computer Science Digital Library, SCOPUS besides seven more International Association Membership. The Students, Faculty & Staff will be given orientation to use the above Electronic databases and Association Memberships..

i. On Campus

Electronic databases are accessible in the Library premises especially Electronic Library Area consisting of 23 computer terminals to access and E-Library search station with 2 computer terminals are available to access for all the stakeholders of HUC. Moreover the all the e-resources can be accessible through LMS as well.

ii. Off Campus

Electronic databases are integrated with LMS for the Faculty members, staff and students through LMS to access anytime and anywhere.

J. Gifts/Donation

The LRC will accept gifts/donation with the understanding that they will not necessarily be added to the collection. The material will be evaluated by the same standards of the selection as those used in the purchase of new materials. Gifts, which do not comply with the LRC's objectives and policies, will be refused. The LRC does not set aside special sections for any gift books or accept books on indefinite loan. The LRC reserves the right to discard any and all gifted books and journals**.** The LRC accepts donations of materials with the understanding that any materials deemed inappropriate to the collection will be discarded or may be returned to the donor upon request. A gift plate identifying the donor is inserted in gift materials or items purchased with gift funds.

K. Intellectual Property Rights / Copyright Law

The HUC LRC strictly follows the Intellectual property rights and copyrights of all the materials.

i. Print Materials

a. Books – up to two chapters or 10% - whichever is greater.
b. Journal articles- up to two articles from an issue or 10% - whichever is greater.
c. Conference proceedings- up to two papers or 10% - whichever is greater.
d. Short book, report, pamphlet – up to 10% but not more than 20 pages.
e. Copied materials must be submitted with full reference citation.
f. When copying any such source, an acknowledgement from the Head Librarian is required.

ii. Non Print/Electronic Materials

a. Due to licensing restrictions, remote access to licensed electronic resources is limited to students, faculty, and staff at HUC.
b. It is the responsibility of each user to ensure that his or her use of these products is for non-commercial purposes only. In general, authorized users may access such products for noncommercial educational, scholarly, and research purposes.

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c. Prohibited actions generally include:
   1. Systematic downloading;
   2. Posting copyrighted materials on publicly accessible Web sites;
   3. Use of "robots," "spiders," "crawlers," or other software designed to automatically and systematically copy and download licensed resources;
   4. Commercial use.

d. Such activities risk the entire HUC community's continued access to and use of any licensed electronic resources. Web activity may be monitored by vendors and publishers, and violation of the licensing agreement could result in cancellation of the service.

e. Access to the resources should be at the Campus, or via Learning Management Systems only.

Do's	Don'ts
making limited print or electronic copies(Such as single articles)	systematic or substantial printing, copying or downloading (Such as entire journal issues or books)
using for personal, instructional or research needs	selling or re-distributing content, or providing it to an employer
sharing with HUC faculty, staff and students	sharing with people other than HUC faculty, staff and students
posting links to specific content	posting actual content or articles to web sites.
	Modifying, altering, or creating derivative works

iii. Censorship

The selection of LRC books and materials is based on the LRC user's right to read and his freedom from censorship by others. Some LRC materials are controversial and may offend some persons. Selections for the LRC will not be made on the basis of anticipated approval or disapproval, but rather on the merits of the material in relation to the building of the collection, and to serving the interests of the users and supporting the curriculum.

The LRC holds censorship to be a purely individual matter and declares that while anyone is free to reject for himself books and other materials of which he does not approve; he cannot exercise the right of censorship to restrict the freedom of others.

Should a person challenge learning materials, he will be expected to complete a request for reconsideration of learning resources. Upon completion of this form, the Head-Librarian will make an evaluation of the request.

Resources/authors/publishers/book sellers banned by Ministry of Higher Education and Scientific Research, and the United Arab Emirates Government Authorities are exception to the above set norms. Such banned items are reviewed and removed from time to time as per the received communications.

iv. Cataloging

The Library collections including print and non-prints are cataloged electronically through the Library Management software using the **Dewey Decimal classification (DDC) system 23rd edition** and subjects heading are given through **Library of Congress Subject Headings(LCSHs) 30th edition**. The only exceptions are periodicals, which are arranged in alphabetical order by title. Bibliographic records are exported from KOHA to the **Online public access catalog (OPAC),** ensuring that the records meet international bibliographic standards. The bibliographic records are available in the **Anglo American Cataloguing Rules II (UCR II)** format and are also available in mnemonics format. All the details are maintained in the **Accession Register.**

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i. Dewey Decimal Classification (DDC) Scheme Explained

a. 000 Computer Science, Information &General Works
b. 100 Philosophy &Psychology
c. 200 Religion
d. 300 Social Sciences
e. 400 Language
f. 500 Science
g. 600 Technology
h. 700 Arts &Recreation
i. 800 Literature
j. 900 History &Geography

This scheme follows a hierarchical structure and further each class is divided into 10 subdivisions.

ii. OPAC (Online Public Access Catalogue)

The LRC collection is managed through the KOHA online Catalog system known as OPAC or Online public access Catalog. The LRC is able to manage its acquisitions, cataloging, circulation and public access using this system. After LRC materials are cataloged electronically using the online public Access Catalog (OPAC) database, the bibliographic records are exported to website for use by the LRC users.

The OPAC includes local information for our LRC such as barcode number, collection, bibliographical details, call number, copy/volume number, holding LRC and format type. The OPAC can be accessible through the Learning Management System of HUC for the availability of the LRC resources

iii. Cataloging Procedures: Rental and Reference Books

a. All rental and reference books have a barcode with protector tape and RFID Tags are pasted on the back cover.
b. The Librarians will enter the bibliographic records of the book. A tag is added to the record, which includes barcode number, collection, and call number, volume number, holding library, and price and format type. Barcode labels are printed and pasted for reference books with the accession numbers provided to each book. Whereas for rental collections, the accession number is preceded with RB and pasted. All these entries are automatically added to the record in the OPAC and it is automated through KOHA software.
c. Before shelving the books in order, tagging and recording in OPAC are essential.

iv. Cataloguing Procedures: Serials

The Serials/Journals details like volume, issue and year are encoded in the KOHA software and the copy of the same are maintained in the Library.

v. Circulation

i. Library Use

The Library is open to the faculty members, staff, students, alumni and outside stakeholders who are engaged in research activities.

a. General Rules of the Library

1. Silence should be maintained in the LRC.
2. Spitting, smoking and other offensive or objectionable practices are strictly prohibited.
3. Cell phones should be kept in the silent mode with in LRC premises.
4. Using audio devices is not allowed (use of earphones is acceptable)
5. Engagement in noisy activities is not allowed (except in approved areas)

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6. Interrupting or disturbing other members in the Library is not allowed
7. Student ID Cards should be shown at entrance & also on demand whenever there is a Check.
8. Student ID cards/borrower cards are not transferable. Books are issued against borrower cards only by submitting their ID cards.
9. On completion of course "No dues Certificate" will be issued only on submitting all the materials borrowed from the library.
10. Overdue charges will be collected if book is not returned by due date.
11. If book is lost borrower is responsible to replace the book or pay latest market price. If title is out of print price will be charged as per Library norms.
12. No eatables are allowed in the Library.
13. Violations of Library rules can lead to hefty fines / debarred from Library.
14. Playing games, downloading games, software, music /video files is strictly prohibited in the electronic library area.
15. Library computers are meant for academic purpose only students are allowed to work on their assignments also.

b. Borrowing Privileges

Borrowing privileges are available to HUC faculty, staff and currently enrolled students, as well as alumni and outside members who can avail membership for their research purposes. The HUC provides identity cards to each student which is also used as a membership cards or library cards for issuance/return of books and other materials. The ID card is scanned with barcode technology and the books are issued with the help of Library management software. For the faculty members, staff and others, membership cards are developed through the Library database management software and the same is maintained records.

c. Borrower or Library Membership Cards

Individuals must complete a registration card and update their individual finger print registration or ID card in the KOHA software using the barcode technology in order to borrow materials from the Library. For faculty, staff and currently enrolled students, barcodes are attached to the library system at the beginning of each semester or any other convenient time. The students from the other schools, colleges and universities can use the library resources inside the HUC premises at Free of Cost by submitting their ID proof. Library membership comes at AED 250 annual charges with a security deposit of AED 500 (refundable) if the member wants to check out the materials.

d. Borrower Confidentiality

The HUC Library protects the confidentiality of each member. The Library staff shall not disclose any personal or circulation record information regarding any if a book is urgently needed, the staff will make arrangements for making the book available within a reasonable timeframe.

e. Rule For Circulation - Students

The number of books to be issued and loan period is classified into 4 broad categories. They are as follows:

1. Undergraduate program (School of Business & School of Computing)
2. Faculty and Staff
3. Others include CCL students, Alumni and outside members
   Collection of core text books from library is the responsibility of the borrower and no refund of utilization fee will be applicable.

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1. **Membership Fees**
   The Library fees for HUC student is included in the annual fees as per the institution policies. All library borrowings will come into force after a member pays applicable security deposit which will be refunded at the time of withdrawal of membership or cancellation of the admission after deducting any dues pending against the library.

   The outside members will have to pay applicable annual membership with a security deposit of AED 500/= and it has to be renewed each year. The alumni members of HUC can access the library e-resources absolutely free of charge through the portal.

2. **Membership Forms**
   Alumni Membership forms are available in the portal and print copies in the library as well.
3. **Rules for Circulation of Print Materials for students**
   - **3.1. Core Text**
     - **3.1.1. Print Book**
       The students can borrow the books as per the courses enrolled and needs to be return as per the deadline received from the Learning Resource Centre.
     - **3.1.2. E-Book**
       Learning Resource Centre will deliver the E-Book codes to the student's LMS as per their registered courses.
   - **3.2. Reference Books**
     Students can borrow maximum of 3 books and needs to return as per as per the deadline received from the Learning Resource Centre

4. **Rules for Circulation of Non-Print Materials (NPMs)**
   The students cannot checkout any audio visual materials from the LRC. They can use the Audio Visual materials like CDs, DVD, Cassettes materials in the LRC with the permission of their respective faculty. Students may use audio-visual materials in the electronic LRC area of the LRC. Materials must be returned to the circulation desk during LRC hours after use.

5. **Rules for Circulation for Students**
   The Students from School of Business and School of Computing can receive the Books from the LRC for every semester. Students need to personally visit the LRC and collect the books. It is mandatory for the students to collect the core text from the LRC on semester basis. Learning Resource Centre will deliver the E-Book codes to the student's LMS as per their registered course.

6. **Renewals**
   Users may renew any materials borrowed from the LRC provided that no other borrower has made a request for the item. Two renewals will be allowed for any issued reference materials for the period of 7 days. On-campus students must present the book and a current identification card at the Circulation Desk. Requests for renewals by telephone or via email to library will be accepted only in case of emergencies or mitigation circumstances.

7. **Reservation**
   Resources can be reserved only when they are on loan. The availability of the reserved item would be informed through e-mail. The reserved resource should be collected from LRC within 24 hours after intimation, otherwise the reservation stands cancelled.

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8. **Return**
   All print core text books should be returned as soon as they finish their final exams and the reference books should be returned as per the due date given. It is the sole responsibility of the borrower to check the status of books issuance and return in their LRC account through Online Public Access Catalogue (OPAC) and immediately contact the LRC staff for clarification if any.

9. **Late Fines**
   The LRC charges a fine of AED 1/ per day per book as overdue for all the LRC reference books from the students. The LRC core text books should be returned on or before the deadline, failing to do so the total cost of the books will be Forfeited or Debited in their account. If the books are returned in good condition after the debit, 50% of the amount from the total will be refunded.

10. **Penalty for Damages/Lost**
    The cases of penalty for any damage or loss of any item will be referred to Head-Librarian for action. In case of the dispute not resolved at this stage will be referred to Deans and Registrar.

11. **Books lost fine refund policy**
    If the books are lost by the Students, they have to either pay the cost of the books or finance department will debit the amount in their account. This amount is reversible if the books are found and returned after the payment within the semester

f. Rule for Circulation - Faculty & Staff

The eligibility for full time faculty, part-time faculty and staff members to borrow from LRC begins from receiving the intimation about the new member from Human resource department. The faculty members can avail LRC books by observing the following circulation policy.

1. **Rules for Circulation of Print Materials**
   The categories of members and their privileges are as follows:

Category of Faculty & Staff	Max. no. of books	Loan Duration
Full time faculty	10	120 days for core text (15 days for reference books)
Part-time faculty	4 for each course allocated (2 core text & 2 reference books)	120 days for core text (15 days for reference books)
Staff	4	15 days for all books

Note: *All reference print materials including reference books, current issues of periodicals, bound volumes of periodicals, reports, manuals etc. will be issued for fifteen days only. The faculty will have to return the materials before due date in case of demand by any other member of the LRC.*

All core text and reference materials borrowed by the faculty have to be returned to the LRC at the end of each academic year.

2. **Rules for Circulation of Non-Print Materials (NPMs)**
   Non- print materials (NPMs) in the collections of LRC include items such as DVDs/CDs/Videos/CDs/ Video Cassettes, Audio Cassettes, Slides etc.

   All audio-visual materials will be issued to the faculty for the classroom demonstration only through the computing department who would display the material as per faculty requirement and then return to the LRC. Items can be retained for a maximum of seven days only.

3. **Renewals of audio / video**
   Issued documents and other items are renewable, provided there is no demand for the material by other members. Two renewals are allowed for any issued material if there is no reservation against the particular item.

4. **Penalty for Damages/Lost**
   The cases of penalty for any damage or loss of any item will be referred to the Head-Librarian for action. The user needs to check the price with the LRC staff and make the payment in the Finance Department and submit the receipt to the LRC.

i. Non-Circulating Materials
Reference books like dictionaries, encyclopedias, atlas, maps etc., are not circulated by the LRC.

ii. Clearance Form
HUC LRC will issue the clearance certificate to any faculty member only after he/she returns the borrowed materials from the LRC to all those who leave the organization after returning, replacing or paying for all outstanding print and non-print materials that they have not returned to the LRC.

vi. Conservation, Preservation And Restoration
Library materials are expensive to purchase, to process, and to house. HUC Library acknowledges the necessity of preserving all holdings. The Librarians will consult with the LRDC to determine what action should be taken with damaged books or other damaged materials. The Librarian will help to determine an emergency plan and oversee the initiation of action should an emergency arise.

i. General Principles

a. Care and handling of library materials will be stressed to library employees and library users.
b. Temperature and humidity controls will be sought for library materials.
c. Book repair will be provided for materials damaged through rough use, heavy use, or accident.
d. Binding will be used to preserve periodicals and other materials as needed.

ii. Replacement of Lost, Damaged, Missing and Torn Library Materials

a. Books
The Librarians are responsible for making decisions regarding the replacement of lost, damaged, missing or worn library materials. The librarian will determine whether to replace a specific book or purchase a comparable book guided by the following considerations:

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1. Does the material being replaced meet general library collection policy?
2. Does the frequency of use justify replacement?
3. Is the item used for class reserve reading or is it on a faculty recommended reading list?
4. Is the item listed in Books for HUC Libraries or other recommended book lists?

b. Periodicals

Library staff will identify lost, damaged and missing serials and will take steps to replace these materials. Decisions to replace annual, biennial and irregular serials will be handled according to the policy for monographs described above with the Head Librarian having the responsibility to order replacements.

The following serial items will not be replaced when lost or damaged:

1. Newspapers and newsletters
2. Titles that are not held permanently
3. Titles that are not indexed

Since back issues may be expensive, the decision to replace will be guided by the following considerations:

1. Does the material being replaced meet general Library collection policy?
2. Does the frequency of use justify replacement?
3. Should microforms be purchased rather than replacing paper issue(s)?
4. Is the periodical readily available elsewhere, including full-text sources available to Library users
5. Does the information in the particular title have lasting value?
6. Is the lost or damaged piece more than five years old?

vii. Weeding Of Resources

a. **Discard Plan**

HUC LRC staff will analyze the existing collections based on the year of publication and physical condition of the print books. The HOL prepares the analysis report and it will be verified by the Dean- School of Business and Dean – School of Computing. The outdated materials will be removed from the stock after the approval of LRDC members.

b. Reference books:

The LRC holdings are evaluated to identify inappropriate or outdated materials. This process is accomplished through a cooperative effort between the LRC staff and the academic faculty. Faculty members who are in the LRDC have the responsibility of weeding outdated or inaccurate materials in their area of expertise. The Deans instructs the LRC staff and they are responsible for removing multiple copies, multiple editions, outdated materials and worn or damaged materials.

c. Rental Books

Rental Books will be weeded out based on the recommendations received from the Program Review committee. Once the new title reviewed and finalized by the program review committee and it will be sent to President for the final approval. The LRC staff is responsible for eliminating the existing titles.

d. Basic Criteria

The main criterion for discarding books from reference collection is their lack of use. The following factors are also important and are considered by LRDC Committee:

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1. Obsolete and/or inaccurate material
2. Subject no longer of current interest
3. Poor physical condition
4. Old edition is no longer appropriate within current environmental context
5. Whether the title to be discarded is part of multi-volume set or series

e. Frequency of discard

1. 2% of stock annually
2. Dissertations after 3 years of submission
3. As an ongoing collection management tool for each collection area

f. Retention

1. Seminal works and selected copies of dissertations (approved by the Faculty)
2. Local study material

g. Disposal of Withdrawn Stock

1. Last copies of material in good physical condition are offered to members of the LRC
2. Withdrawn books shall be handed over to any needy universities or institutions or organizations or recycling agencies
3. Other material may be offered for sale at the LRC's discard through exhibition
4. Material in poor physical condition is disposed

h. Considerations For Periodicals

1. Incomplete and short runs of a title may be withdrawn particularly when the title is not received currently.
2. Titles which contain information that is not useful long-term, such as newsletters and trade magazines, usually have automatic discard patterns established such as "latest two years only retained".
3. Annuals, biennials and regularly updated editions of guidebooks, handbooks, almanacs and directories have a de-selection pattern established depending on the value of the information contained retained in the earlier editions. Often one or two older editions are kept in Reference and/or Circulating collections.
4. Duplicate issues of journals and magazines are discarded when a volume has been bound.

viii. Performance Measurement Of Library

The Library conducts feedbacks at the end of each academic year regarding utilization, infrastructure and other issues. The feedback report is effective in measurement of the various issues and requirement related to the LRC. The report of the feedback is evaluated by the LRDC committee and makes it suggestions and recommendations depending upon the findings of feedback.

ix. Resource Utilization By Faculty And Students

The Library Performance measured by the utilization of library resources of both Print and Online Resources by the faculty, staff & students. The reports will be displayed at the end of every year to the Academic Support Service Meetings and will be discussed in the LRDC meetings also. The corrective measures will be suggested by the members.

x. Institutional Repository

Institutional Repository or Horizon Repository is an institutional repository of research publications and other research output containing the details of published research produced by Horizon

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University College. The Horizon Repository is a research and an online archive to increase the visibility and impact of our pioneering work.

a. Metadata Policy

1. Anyone may access the metadata free of charge.
2. The metadata may be re-used in any medium without prior permission for not-for-profit purposes provided the OAI Identifier or a link to the original metadata record are given.

b. Data Policy

1. Anyone may access full items free of charge.
2. Single copies of full items can be:
    - **i.** reproduced, and displayed or performed in any format or medium
    - **ii.** for personal research or study, educational, or not-for-profit purposes without prior permission or charge.
3. Full items must not be sold commercially in any format or medium without formal permission of the copyright holders.

c. Content Policy

1. This is an institutional or departmental repository.
2. The repository holds all types of materials.
3. Deposited items may include:
    - **i.** working drafts
    - **ii.** submitted versions (as sent to journals for peer-review)
    - **iii.** accepted versions (author's final peer-reviewed drafts)
    - **iv.** published versions (publisher-created files)
4. Items are individually tagged with:
    - i. their peer-review status.
    - ii. their publication status.
5. Principal Languages: English

d. **Submission Policy**

1. Items may only be deposited by accredited members, academic staff, registered students, and employees of the institution, or their delegated agents.
    - i. Authors may only submit their own work for archiving.
    - ii. The administrator only vets items for the eligibility of authors/depositors, relevance to the scope of the repository, valid layout & format, and the exclusion of spam
    - iii. The validity and authenticity of the content of submissions is the sole responsibility of the depositor.
    - iv. Items can be deposited at any time, but will not be made publicly visible until any publishers' or funders' embargo period has expired.
    - v. Any copyright violations are entirely the responsibility of the authors/depositors.
    - vi. If the repository receives proof of copyright violation, the relevant item will be removed immediately.

e. Preservation Policy

No preservation policy defined.

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MOHESR CAA Standard 9. Fiscal Resources, Financial Management and Budgeting

9.a. Internal Audit.

Policy number	FINA_POLICY_02
Policy name	Internal Audit Policy
Policy version	Version 2
Standards applicable	MOHESR CAA Standard 9: Fiscal Resources, Financial Management and Budgeting
Policy owner	Finance Department
Date of policy development	21 July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	President

Internal Audit is an independent, objective, assurance and consulting activity designed to add value and improve an organizations operations. It helps the HUC accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve effectiveness of risk management, control, and governance process.

A. Objectives

Internal Audit assists HUC in assessing risks and evaluating the controls designed to address those risks. Internal Audit furnishes management with analysis, recommendations, counsel and information concerning the activities reviewed. The audit objective includes promoting effective Control at Reasonable Costs.

B. Scope

The scope of internal audit activity includes examining and evaluating the policies, procedures and systems which are in place to ensure: reliability and integrity of information, compliance with policies, plans, procedures, laws and regulations; safeguarding assets; economical and efficient use of resources; and accomplishment of established objectives and goals for operations or programs. Internal audit also provides special services within the HUC concerning issues related to internal controls, special investigations, and other areas of interest and concern.

C. Functions

Functions of the internal audit include:

i. The primary duty of the Internal Audit department is to develop and implement, on a continuous basis, an internal audit program to check and verify the existence of an adequate internal control system. Internal controls include:
   a. Internal check, a set of arrangements made so that the work of one person is checked by another person.
   b. Inspection – a periodic system of examination of processes, approvals, documentations, security controls, accounting, etc to ensure that:
      1. Internal controls are adhered to,
      2. Statutory matters are complied with and
      3. Regulatory controls are observed.

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ii. Examination of financial and operating information including review of means used to identify measure, classify and report such information and specific inquiry into individual items including detailed testing of transactions, balances and procedures.
iii. Review of the, efficiency and effectiveness of operations including non-financial controls of the company.
iv. Review of compliance with laws, regulations and other external requirements and with management policies and directives and other internal requirements.
v. Perform these other functions through internal check arrangements:
vi. All banking procedures are observed.

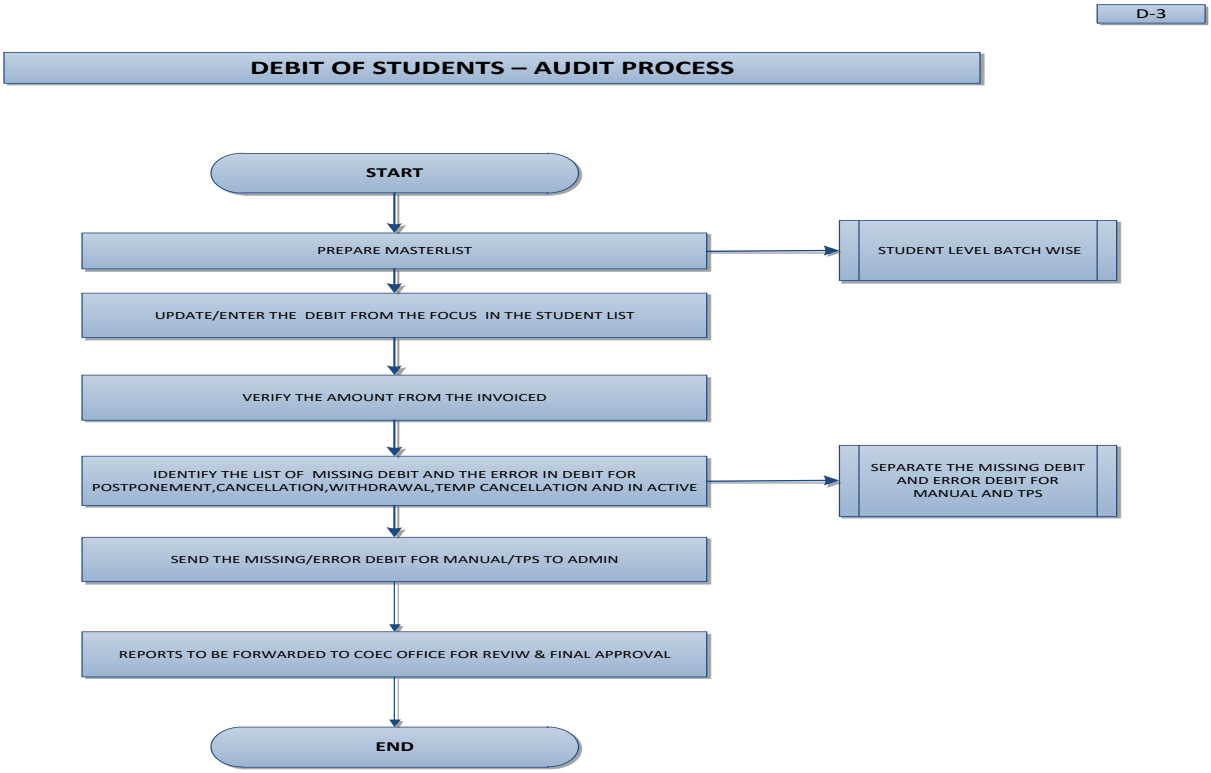
D. The Standard Procedure for Each Audit Includes the Following Steps:

i. Based on the strategic plan the scope and objectives are defined.
ii. The department wise auditing of physical assets and the budget to actual variances are conducted.
iii. Draft report is prepared and discussed with the concerned departments regarding deviations from the plan.
iv. Reporting to the management about the status and unanswered discrepancies.
v. Key issues and alternative activities are discussed with the management.
vi. Records are maintained for future review.

E. Internal Audits are Categorized into the Following:

i. **Physical Resource Audit**
   a. Furniture's & Fixtures audit
   b. IT fixed assets
   c. Sports fixed assets
   d. Store Audits
ii. **Scholarship**
   a. MOU based scholarships
   b. Sports scholarships
   c. Reward ship
   d. Toppers scholarship
   e. Need based scholarship
   f. Fee waiver audit

iii. **Debit & Credit Audit**



iv. **Invoice Audits**

The finance department conducts audit of the invoices processed after each intake to determine the adequacy and effectiveness of internal control over invoice processing.

v. **Student Ledger Audit**

A major aspect of auditing involves verifying the accuracy of the student ledgers, which are carried out at the end of each semester. The process includes:

a. Verify the debits are attached to each student ledger corresponding to the student invoices.
b. Verify the auxiliary incomes in the student ledger
c. Verify the debit notes and credit notes passed to each student ledger
d. Verify the post dated cheques entered in the student ledgers
e. Verify and confirm the student net balances

vi. **Miscellaneous Fee Audit**

Steps to be followed for doing the Miscellaneous fees audit:

a. After completion of month the miscellaneous credit is extracted from Focus Software Management and compared with the debits in Focus & TPS .
b. To reconcile all credits have corresponding debits
c. Report to be extracted

vii. **Proforma Invoice and Invoice Audits**

a. PI's are audited after each intake by verifying the total number of students enrolled into the Enrollment Management System and by verifying the number of actual enrollments imported by Focus Software Management through the Transaction Processing System

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(TPS). The reports are generated by the TPS, which helps to understand the total conversions.

b. Invoice Audit, more than correcting errors delivers control, visibility and improved efficiency within operations. After the PI process is complete the Administration Department enrolls the students and each student is attached with an invoice as per his admission status. The relevant fee structures which are attached are used by the TPS for student debits. All the students are initially attached with the normal fee structures and students who are having fee waivers are attached with the discounted fee structures after meeting the admission criteria and criteria pertaining to award of fee structures.

c. Internal departmental calendars are made which mentions the period the audit has to be performed. After the close of each intake, the TPS generates reports that help us to understand if all the students enrolled have been attached with fee structures.

viii. **Scholarship Audits**

Scholarships are given to various government organizations, schools, clubs, corporates, Non-profit organizations where HUC has signed memorandum. The following steps are to be followed when scholarship audit is conducted:

a. Relevant documents pertaining to the scholarship is met by the student
b. Students submit all the documents within the stipulated time frame
c. The scholarship awarded matches the amount in the ERP
d. The student meets all criteria if the scholarship is to be credited in student account.
e. The scholarship report to be extracted from TPS
f. The figures is to be cross tallied with the marketing data .

F. Students will be required to maintain CGPA of 3.00 to continue to qualify for 50% scholarship and 2.50 to continue to qualify for 25% scholarship. At the end of each semester in any case the student falls below the above mentioned marks respectively the scholarship will be withdrawn for the next semester. Once student recuperate and achieved the required CGPA respectively the scholarship will be reinstated for the upcoming semester.

G. Audit Timeline

Sr	Description	Frequency	Period		Responsibility
1	Furnitures & Fixtures	Twice In A Year	Fall	Summer	Finance Executive
2	IT Fixed Assets	Twice In A Year	Fall	Summer	Finance Executive
3	Sports Equipments	Twice In A Year	Fall	Summer	Finance Executive
4	Inventory Audit	Twice In A Year	Fall	Summer	Finance Executive
5	Scholarship Audit	Thrice In A Year	Fall	Summer	Finance Executive
6	Debit Audit	Monthly			Finance Executive
7	Student Ledger Audit	Monthly			Finance Executive
8	Miscellaneous Fee Audit	Monthly			Finance Executive
9	Invoice Audits	Monthly			Finance Executive

H. The Audit Process

Every Month/quarter (list annexed) the internal auditor of HUC carry out a thorough review of all the financial records in relation to the predefined policies and procedures. After all verification is completed, the auditor prepare a report that documents in line with the objectives, procedures and process of plan at the beginning of the academic years and provide recommendation for improvements.

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i. **Responsibility and Authority**

Approval to Appointment of Internal auditor	Responsibility to furnish records	Responsibility of Submission of Audit reports to President	Review of financial policies and amendments	Review and necessary action on Internal Audit report
President	Departments	Internal Auditor	President	Departments

I. The Audit Selection Process

i. Risk Assessment

Risk assessment is the identification and analysis of risks to the achievement of the University's established objectives. It is important that Internal Audit's resources be allocated and priorities established to address areas with the highest risk exposure. The degree of risk associated with an area can be measured in financial terms, in terms of activities that affect the delivery of important services to the University community, in terms of goal importance or activities that are regulated by external bodies.

Risk factors must be considered when prioritizing audits and may include, but are not limited to, complexity and size of the operation, personnel turnover, results of previous audits and laws and regulations. In addition, some areas require more frequent audit or review while others may only need to be reviewed every few years.

ii. Internal Controls

The existence and effectiveness of internal controls within a department or process is another consideration in the audit selection process. A preliminary step in determining the existence of such controls would include reviewing whether goals and objectives are clearly defined and that actual operations are consistent with those goals.

iii. Types of Audits

Audit projects can normally be categorized as one of the following:

a. *Financial Audit* - this type of audit involves a review of a department's records and reports in order to check that financial transactions are properly recorded in the University's financial accounting and reporting system.
b. *Operational/Process Audit* - this type of audit involves a review of a department's operating processes, procedures and associated internal control activities.
c. *Compliance Audit* - this type of audit generally involves verification of whether or not the department, area or individual is in compliance with established guidelines (policies, procedures, laws, and regulations). Various programs, contracts and grants have specific rules and regulations that must be followed in order to maintain funding.
d. *Special Requests (investigative engagements)* - this type of audit is usually requested by management. The purpose is to investigate incidents of possible fraud or misappropriation of assets.
e. *Multiple Objectives* - this type of audit will be comprised of one or more of the aforementioned audit categories and is often referred to as a department or unit audit.
f. *Follow-up Engagements* - this type of engagement reviews administration's action plans implemented based on a previous audit or review.

J. Conducting an Audit

An audit is normally conducted in four phases and during each phase in the audit process staff from the units involved will have the opportunity to participate. The process works best when management and Internal Audit have a solid working relationship based on clear and ongoing communication.

Listed below is the process for the four different phases of an audit.

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i. **Planning**

Prior to beginning the audit, Internal Audit Department personnel will gather as much information as possible about the area to be audited. Prior audits, if applicable, would be reviewed and areas of concern would be highlighted.

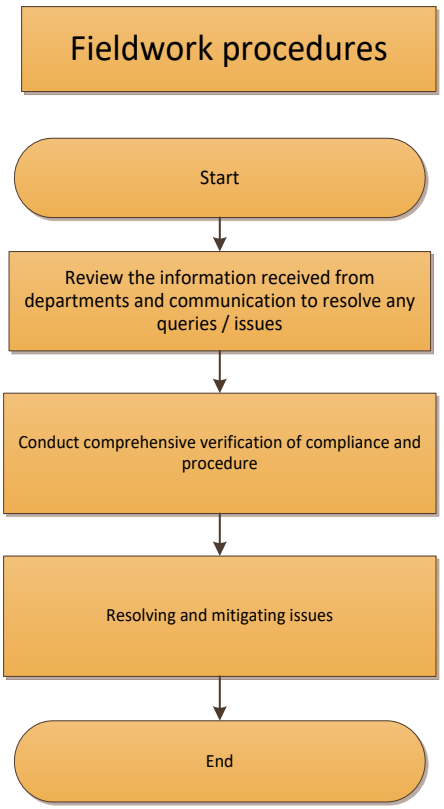
The President, would be notified in writing of the audit. The written notification would provide brief information regarding the audit, the time frame for return of the questionnaire and the intent to contact them in the near future to set up the entrance conference.

Audit objectives will be determined and formulated prior to the end of the planning phase. After audit objectives are approved by the Internal Audit Director, a written notification will be sent to the client.

ii. **Fieldwork**

The next phase of the audit process involves gathering information via interviews with key personnel, review of department manuals, policies and procedures, general operations, etc. This work is tailored to address the audit objectives determined during the planning phase.

When performing tests on items, the Internal Auditor may select audit items via a technique called sampling. Sampling allows the auditor to test attributes and internal controls activities by selecting a sample of transactions from a population of data (e.g., payroll checks, Travel and Business Expense Reports and testing the presence or absence of certain attributes or qualities. For example, a sample of records are selected and tested to see whether or not each contains a signature of approval by an authorized signer. Sampling permits the auditor to review a portion of the total population to determine and express an opinion on whether or not the University is in compliance with policies and procedures, assets are being safeguarded and managed appropriately, or grant sponsor requests are being followed. It allows the auditor to gather evidence that the system of internal controls that has been established is actually in place and functioning appropriately.



iii. **Reporting**

After technical review, a preliminary draft report is prepared and sent to the client. This report will contain an executive summary letter, introduction, statement of objectives and scope, conclusion and summary, appendices outlining the details of the reported findings and exhibits as appropriate.

The client will have the opportunity to review the preliminary draft for factual errors and will be asked to provide a response and a corrective action plan addressing the reported findings. A final draft report containing the client's responses and action plan will then be issued to the President for review and comment prior to final issuance and distribution.

The final report will be issued to the Board of Trustees and other responsible parties.

iv. **Follow-up**

Typically, follow-up activities are scheduled after issuance of the final audit report depending on the significance of the findings noted. Follow-up activities focus primarily on the progress the client is making to correct matters previously reported and any specific instructions received from the University President and Vice President responsible for the area audited. Generally, follow-up report distribution will parallel that of the final audit report.

9.b. External Audit.

Policy number	FINA_POLICY_03
Policy name	External Audit Policy
Policy version	Version 2
Standards applicable	MOHESR CAA Standard 9: Fiscal Resources, Financial Management and Budgeting
Policy owner	Finance Department
Date of policy development	21 July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	President

A. Introduction

The purpose of this policy is to ensure that the external checks are in place to review and verify the implementation of financial policies and the best practices are adhered. The external audit is carried out on quarterly basis to monitor the financial transaction are taking place according to polices and that the risk bearing issues are identified and mitigated at its source.

B. Appointment of External Auditor

BOT shall approve a suitable firm to be External Auditor for the financial year. In arriving at this recommendation, BOT shall consider a number of factors including the professional reputation of the firm, audit approach and methodology, qualifications, relevant experience and quality of audit services.

C. Procedure

Every quarter the auditors visits HUC and carry out a thorough review of all the financial records in relation to the predefined policies and procedures. After all fieldwork is completed, the auditor may prepare a report that documents objectives, procedures, conclusions, and recommendations.

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D. Responsibility and Authority

Table					
Approval to Appointment of external auditors	Appointment of External Audit firm	Responsibility to furnish financial records	Responsibility of Submission of Audit reports to President	Review of financial policies and amendments	Review and necessary action on External Audit report
BOT	President	Deputy Director of Finance Department	External Auditor	President	BOT

9.c. Budgeting.

Policy number	FINA_POLICY_04
Policy name	Budgeting
Policy version	Version 3
Standards applicable	MOHESR CAA Standard 9: Fiscal Resources, Financial Management and Budgeting
Policy owner	Finance Department
Date of policy development	21 July 2019
Review date	7 August 2025
Date of recent modification	7 August 2025
Next review date	8 May 2026
Approved by	President

The budget process is initiated by reviewing the guidelines of Strategic Plan and reviewing the previous year's income and expenditure statements. It also evaluates the market conditions to develop current year budget. The finance department initiates the procedures of preparing the current year budget by inviting departmental requirements. The finance department then compiles short term and long term institutional budget and send to President to seek final approval from BOT.

Budgeting forms one of the prime functions of the Finance Department. The financial budget is prepared on the following basis:

A. Revenue
   a. Revenues from the existing number of students.
   b. Reserves
   c. Receipts from miscellaneous sources.
   d. Receipts from ELC & CCL

B. Sponsorships, Donations
   a. Funds received from charitable institutions towards students scholarships.
   b. Sponsorships, donations received from corporate.

C. Forecasting
   a. Review the strategic plan projections.
   b. Review of proposed facilities
   c. Proposed targets for student's enrollments

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D. Preparation of Overall Budget

a. Budgets are prepared based on reviewing the previous year's allocated budgets and utilization
b. Reviewing projected strategic activities
c. Projected fee / market trends
d. Proposed budgets from each department
e. Inflation rate
f. Contractual agreements

E. Allocation of Funds to Various Departments as Per Proposed Budget

a. Academics (Undergraduate Program)
b. Marketing
c. Human Resources Department
d. Library
e. Computing
f. Administration
g. Corporate Affairs
h. Sports
i. Institutional Research Office
j. Finance
k. Centre for Professional Development
l. Maintenance
m. English Language Centre
n. Students services departments

F. Budget Reviews & Amendments

The developmental activities and the enrollments for each intake are carefully monitored and suitable amendment is recommended to the President whereupon ratification is send for approval. The suggestions put forth are based on careful analysis of internal budgets, financial data and enrollments achieved during the intakes. The enrollments are carefully monitored in each enrollments and the variance to the budget are carefully analyzed to make suitable amendments in the existing budget.

G. Unspent Budget Amount

Departments would not include an unspent balance as a budget category. Any budgeted figure does not have to balance out to zero. The budget should be what is planned to be spent within the year. Thus the unspent amount will not be carried over to the next year budget.

9.d. Financial.

Policy number	FINA_POLICY_05
Policy name	Financial policy
Policy version	Version 4
Standards applicable	MOHESR CAA Standard 9: Fiscal Resources, Financial Management and Budgeting
Policy owner	Finance Department
Date of policy development	21 July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	President

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A. Revenue Management

i. Income

The Finance Department is responsible for ensuring that appropriate procedures are in operation to enable the institution to receive all income to which it is entitled.

The department oversees the Universities sales invoicing, debt management and credit arrangements. In exercising these responsibilities the department ensures that:

a. Student debits are raised against official invoices.
b. Student's invoices are prepared showing the exact amount with applicable VAT correctly charged and are reflected in the appropriate income account.
c. Any credits granted are properly authorized as per the existing policies and accurately recorded in the financial system.
d. Amount collected should be posted to the correct debtors account.
e. Overdue debts are to be effectively monitored and pursued.
f. All income must be paid into a University bank account promptly and be recorded within the University's financial system either through direct input or through an appropriate interface from another university system.
g. All income received directly by the University by cash & cheque must be recorded before being banked.
h. The department ensures that fee collections, fines are done as per the policy governing the same.
i. Continuing students will not normally be allowed to register for the new session with any outstanding tuition fee, accommodation fee or other debt. Any student who has any academic debt owing to the University shall not be allowed to graduate until all such debts have been cleared.

B. Expenditure Management

i. Capital Expenditure

The capital budgeting process includes identifying and then evaluating capital projects for the company. Capital projects are the ones where the cash flows are received by the company over longer periods of time which exceeds a year. Almost all the corporate decisions that impact future earnings of the company can be studied using this framework. This process can be used to examine various decisions like buying a new machine, expanding operations at another geographic location, moving the headquarters or even replacing the old asset. These decisions have a power to impact the future success of the company. This is the reason the capital budgeting process is an invaluable part of any company.

The capital budgeting process is based on the following:

a. All the capital budgeting decisions are based on the incremental cash flows of the project, and not on the accounting income generated by it. The external factors that can impact the implementation of project and eventually the cash flow of company has to be fully considered while preparing / planning the capital budgeting.
b. All the cash flows of the project should be based on the opportunity costs. Opportunity costs account for the money that the company will lose by implementing the project under analysis. These are the existing cash flows already generated by an asset of the company that will be forgone if the project under analysis is undertaken.

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c. The timing of the receipt of the cash flows is important. As per the time value of money concept, cash flows of the project received earlier has more value than the cash flows received later.
d. All the cash flows from the project should be analyzed on an after-tax basis. The company should evaluate only those cash flows that they will keep, not those that they will pay to the government.
e. The financing costs pertaining to a project should not be considered while evaluating incremental cash flows. These costs are already reflected in the project's required rate of return.
f. Capital budgeting process is an amalgamation of very complex decisions and their assessments. A single project can easily harm or enable the company to a large extent. Hence, an analyst needs to understand all the steps involved as well as the basic principles of the capital budgeting process. The process involved for selection of the item will be as follows:
    1. Performance and Technical Merit
    2. Competitiveness of the proposal
    3. Delivery Installation & Commissioning
    4. Post contract and technical support
    5. Training provision (if required)
    6. Compliance with the conditions of contract
    7. Environmental factors
    8. Company standing
    9. Benefits offered

    After the item is evaluated, the purchase orders are prepared and released after necessary approval.

ii. Operational Expenditure

This section is responsible for managing the expenditure of HUC. The expenditure management activities include payments, purchases, disbursements etc. The department also maintains various books of accounts by following laid down procedures in the policy & procedure manual and maintains audited reports for the scrutiny of legally approved authorities from the government. Expenditure is a vital component of HUC budget where appropriate funds are allocated for each department to fulfill their planned activities. In order to rationally utilize the scarce resources HUC finance department manages the expenditure by monitoring the utilization and expenditures on proper accounts. The components of expenditures of HUC are detailed below.

iii. Compensation To Employees

The Finance Department disburses the salaries on monthly basis to all its employees as per the guidelines provided by the TED and as per budget allocated for salaries and compensations. All salaries are sent to respective bank accounts of employees and records are maintained as per the labor laws wherever necessary. The President authorizes salary payments for all faculty and staff personnel on the basis of the salaries as per records. The contract copy for each employee evidences the authorization for payment as maintained by the Finance Department.

a. Salaries for full time faculty
b. Compensation to full time faculty for teaching extra load
c. Compensation to full time faculty for teaching summer

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d. Compensation to full time faculty for guiding dissertation
e. Compensation to full time faculty for additional weekend payment
f. Compensation to full time staff for weekend payment
g. Re-imbursement of recruitment air tickets
h. Re-imbursement of staff air tickets
i. Compensation to full time faculty & staff for payment of other benefits & allowances.
j. Compensation to adjunct faculty
k. Salaries for staff
l. Salaries for overseas office staff
m. Salaries for staff for weekend payment
n. Compensation for student trainees
o. Compensation for part time staff

iv. Authority To Make Payments

Finance Department makes payments to employees only upon written authorization which is approved by President.

v. Student Trainee Salary

Appointment of trainee's is the preview of TED which will be done after taking into account the needs of concerned departments and thereafter will evaluate the no. of hours required by the trainee to work in a day. For the approval of appointing the trainee in a department the following steps will have to be followed:

a. Concerned HOD will file a requirement including the job description and reporting format of the trainee to TED.
b. Upon receiving the details from HOD, TED will evaluate and confirm the requirement to be genuine and thereafter review the CV's in the current student database as well as advertise the opening in HUC.
c. TE department will submit the short listed CV's to the HOD for review and thereafter conduct initial interviews. Once the initial interview has been done the complete requirement submitted by the concerned department with job description and reporting format of the trainee and short listed candidates CV's will be forwarded to President for final approval and final round of interview.
d. Once the trainee has been selected TED will carry a complete orientation and induction of the trainee as well as intimating the Finance department with details of the contract and information to other concerned departments

vi. **Confidentiality of Payroll Information**

The Finance Department maintains confidentiality of all disbursements of salaries and compensation and any other additional payments which are authorized by TED-Incharge and which are approved by President.

vii. **Process of Releasing Salaries to Faculty / Staff**

The TED-In charge verifies the payroll prepared by Finance Department based on following points and provides appropriate recommendation to the President. The President reviews the payroll prepared for disbursement along with the recommendations of TED In charge and approves them prior to the bank transfers.

a. Review of all employees' loan and advances and make deductions accordingly.

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b. Review all absences of employees and recommend a salary deduction for such absences as appropriate.
c. Make changes to an employee's pay in accordance with written authorization and approval of President.
d. Enroll an individual on the payroll in accordance with written authorization from the TED-Incharge and approval of President.
e. Salary statements are prepared
f. The amount due is transferred to the bank accounts for faculty and staff
g. The salary for the academic support staffs are transferred to Central Bank as per the WPS guidelines of United Arab Emirates.

viii. Recruitment expenses

a. All Recruitment by the TED (hiring of local and international faculty and staff are done following the norms and policies of the institution and against pre-approved budgets.
b. In international recruitments the faculty / staff are reimbursed with their air ticket charges.
c. If the faculty or staff is recruited through agencies the agency charges are paid against approved purchase orders.

ix. Reimbursements To Faculty / Staff / Students

a. Any faculty / staff or students of HUC spends any amount out of pocket for any official purpose, such amounts are reimbursed provided appropriate bills are produced within the framework of the guidelines and approval is taken from the concerned authority.
b. Identify the bill to be reimbursed is within the purview of the budget or policy or approved by an authority.
c. Identify if the nature of purchase has prior approval, if not necessary approval must be sought for the reimbursement.

x. Purchases / Procurements, Requisitioning & Preparation Of Local Purchase Order

a. Every department or individual fills up an online requisition form.
b. The Finance Department verifies the requisition with the budget.
c. The Finance department after verifying the inventory position from respective departments invites quotations from vendors.
d. Evaluates the quotation and selects suitable vendor.
e. After selecting the vendor the finance department prepares a local purchase order.
f. Process the local purchase order and sends it for authorization and approval from President.
g. The approved local purchase order is then sent to the vendor for supplies.

xi. Inventory

a. Goods are received against the purchase order are verified for quantity, quality and recorded in the inventory.
b. Verify the inwards and tally with the bill and LPO.
c. Defective, damaged and non-specified items are to be returned to vendor.
d. Received goods sent to the stores for inventory or to the respective department.
e. Maintain stores register along with barcodes.

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xii. Vendors Listing & Payments

Vendor settlement is the stage in the purchasing process in which Accounts Payable document is created based on the bills received through the month. Vendor settlements are done twice a month which are normally on the 5th and 20th.

The following criteria are to be observed when making payments for the vendors through cheque.

a. Ensure each bill is accompanied with the LPO
b. The Ledger update printout is to be attached with each bill
c. Ensure that every bill is counter signed by the requisite signatory.
d. If it is a contractual payment the copy of the contract has to be attached.
e. The cheque is to be prepared for each vendor for signature.

The following criteria are to be observed when making payments for the vendors through credit card / online payment.

a. If the payment involves payment in advance, take prior approval by mail before proceeding with the payment.
b. Ensure the necessary paper works are completed when the credit card settlement is done.

The following criteria are to be observed when making payments for the vendors through cash.

a. Ensure each bill is accompanied with the LPO
b. Ensure that every bill is counter signed by the requisite signatory.
c. While making cash payments ensure the valid ID documents for the person receiving the payment is collected.
d. Vendor's lists are approved at the beginning of the academic year.
e. Vendor's are listed in the database
f. All approved bills verified by the respective department and concerned authorities are sent to Finance Department for payment.
g. All payments above AED 500/- are paid vide cheques.
h. Expenditure sheets for the concerned expenditure are updated.
i. Issue crossed cheques in the name of the vendor.
j. Vendor payment are done on the 5thand 20thof every month.

xiii. Payment of utility bills

Utility bills of the institution are paid at the end of each month by cheques. The telephone bills of approved employees are paid by the finance department as per the approved limits, any excess amount beyond the approved limits will have to be borne by the employee.

xiv. Credit Card Settlement

Credit cards have been made available to provide an efficient means of making payments where the normal financial systems and services cannot meet specific requirements for expenditures. The University uses credit cards to facilitate the settlement of expenditure which are mainly online payments and in cases where card details are captured to make recurrent payments.

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The reconciliation of cards is done at the cyclic period by referring the payments made against the card. The due amount is then settled with the respective bank and then corresponding entries are recorded in the books of accounts.

xv. Payment of marketing incentives

The Incentive system for the Marketing, Admission & PR Department is to primarily enhance commitment level and contribution of each individual in the department, and encourage them to work towards providing better services to our prospective students as well as improving the overall performance of the department as a whole. The primary object of such implementation is to increases individual's commitment towards increasing the enrollments in the School of Business & school of IT for every intake. This also gives a sense of responsibility to keep a track and follow up of the students enrolled by individuals for a particular intake till the student starts his/her classes.

Money is a motivator for every individual and if linked with performance gives desired results, but for an educational institution this motivator can possibly becoming a disadvantage if not implemented carefully with proper check keeping in mind that we do not sell products but instead are responsible for imparting knowledge to young generation and helping them make a meaningful future for themselves by delivering quality of education as well as right information from the time they enter at HUC till their graduation

Organization vision, mission, goals and objectives are also an important attribute which needs to be kept in mind while linking commercial aspects to a department who operations are very sensitive as it is the first point of contact for anyone who wishes to enroll with us.

Definition of Incentive: As the Marketing, Admission & PR Department sets enrollment targets for the School of Business & School of IT for both Arab and Non-Arab markets and both office follow a similar pattern right from start till the end which includes it basic functioning, planning, media planning, visits, budgeting, costing etc. and finally enrolling a student to HUC by giving them the right and reliable inputs. We believe it would be wise to implement a collective structure for the department as a whole which would be a consolidated amount of money to be credited to the account of Marketing, Admission & PR Department for each enrollment materialized so that everyone feels a part of a team and work together towards achieving their targets collectively. Finally this consolidated amount is credited to the department which would be sub divided into individuals as per the below structure.

xvi. Payment to HUC international office

All payments to international office will be as per the budget plan and the payment sheets have to be approved before any spending is done.

xvii. Deposits and Guarantees Forfeiting

The deposits and guarantees taken by HUC from students are:

a. Passport Guarantees
b. Library Deposits
c. Hostel Deposits

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The deposits and guarantees which are not claimed by the students five years from the date of graduation or from the date of cancellation will be forfeited. After the expiry of five years the student will have no further claim to the deposits.

xviii. Payments for maintenance of the institution

All the payments for the maintenance are done against the approved budget. The payments are approved by the maintenance officer and are released against approved purchase orders.

xix. Payments for marketing, media and promotional activities

Budget for the Marketing Department is approved prior to the HUC budget as to enable them to book their payments in advance with various suppliers. All payments are released against approved purchase orders. Periodic variance reports are generated to monitor the financial performance of the department.

xx. Payments for events and community services

HUC budgets all events that are being conducted in the financial year, provisions are being kept for any unexpected events that may arise during the year. The events coordinator works with the pre-approved budgets and the payments are released to the supplier / vendor against approved LPO's. All advances taken during the conduct of the event will have to be settled with a report of all expenses with the original bills attached.

xxi. Payments for learning support services

Library: Payments for the purchase of hard bound books, E-Books, institutional memberships, payments for purchase of E-Databases are done against approved budgets. The library prepares the requisition and the purchase orders are made against the requisition and the necessary approvals are taken before the purchase.

Computer Department: Budget for the Computer Department is approved prior to the HUC budget as to enable them to book their payments in advance with various suppliers. Separate budgets are made for the capital items if required.

Major non-budgeted contingency requirements are made by taking prior approvals and suitable amendments made in the budget.

xxii. CCL & FDC expenses

The Centre for Continuing Learning is being allotted a budget which encompasses the advertisement and promotional activities, payment of franchise fees, purchases of books and kits, corporate training expenses, provisions for newly introduced courses.

xxiii. General Payments

All payments for approved expenditures relating to the departmental budgets are made by the finance department on fulfilling the predetermined procedures and submitting the relevant documents.

xxiv. (IOU) Management

IOU is a signed informal document where cash is advanced to an employee for the purpose of meeting official expenses and it reflects in the daily fund position as amount to be settled by the staff. The document issued has to be settled by the employee within a stipulated timeframe.

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On settlement of the IOU the cashier settles the IOU with expense statements from the employee. The cashier makes the cash payment after following necessary procedures.

xxv. Contracts

HUC's contracted vendors perform a critical role in the procurement process. These vendors have committed to extending the best negotiable terms, service, and prices within the University. Beyond pricing, the University has negotiated many other benefits including guaranteed performance levels.

The Finance Department has entered into contracts into the below mentioned categories:

1. Catering
2. Transportation
3. Student Accommodation
4. Pest Control
5. Janitorial Services
6. Photocopy / Printing Services
7. Air-condition
8. Playground
9. Building
10. Temporary Employment Services
11. Cellphone Services

xxvi. Facilitating Internal & External Audit

The finance department is responsible for keeping the books of accounts, revenue and payment vouchers ready for internal and external audit. Internal audit are carried out on a monthly basis and the external audits are carried out by the external auditor on quarterly basis.

xxvii. Expenditure Reporting

The Finance department provides periodic financial reports pertaining to the financial performance. Revenue reports forms part of the financial disclosures done on monthly and quarterly basis with analysis. Reports which are submitted by the department include:

a. Operating expenditure with variance analysis
b. Events expenditure reports
c. Cash flows

xxviii. Dissemination of reports

The reports generated by the finance department gives a clear picture of the financial position of HUC in terms of actual income, statement of cash flows and variances with respect to the organization as a whole and departments in specific. The financial information along with observation by the auditor is disseminated to the management for the necessary approval and action.

C. Fixed Assets

i. Initial recognition

All property, plant and equipment assets are stated at cost less accumulated depreciation less accumulated impairment losses. Historical cost includes expenditure that is directly attributable to the acquisition of the items. Cost may also include transfers from equity of any gains/losses

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on qualifying cash flow hedges of foreign currency purchases of property, plant and equipment.

Subsequent costs are included in the asset's carrying amount or recognized as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Institute and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the income statement during the financial period in which they are incurred.

ii. Depreciation and impairment

Depreciation on other assets is calculated using the straight-line method to allocate their cost or revalued amounts to their residual values over their estimated useful lives. The assets' residual values and useful lives are reviewed at the end of each reporting period and adjusted if appropriate. An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable value.

iii. Disposals

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount, these are included in the income statement in operating income. When revalued assets are sold, the amounts included in the revaluation surplus are transferred to retained earnings.

iv. Reclassifications

When the use of a property changes from owner-occupier to investment property, the property is re-measured to fair value and reclassified as investment property. Any gain arising on re-measurement is recognized in profit or loss to the extent that it reverses a previous impairment loss on the specific property, with any remaining recognized in other comprehensive income and presented in the revaluation reserve in equity. Any loss is recognized immediately in the profit or loss statement.

v. Discontinued operations and non-current assets held for sale

Discontinued operations and non-current assets held for sale are measured at the lower of carrying amount and fair value less costs to sell. Discontinued operations and non-current assets are classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use.

This is the case, when the asset (or disposal group) is available for immediate sale in its present condition subject only to terms that are usual and customary for sales of such assets (or disposal groups) and the sale is considered to be highly probable.

A sale is considered to be highly probable if the appropriate level of management is committed to a plan to sell the asset (or disposal group), and an active program to locate a buyer and complete the plan has been initiated. Furthermore, the asset (or disposal group) has been actively marketed for sale at a price that is reasonable in relation to its current fair value. In addition, the sale is expected to qualify for recognition as a completed sale within one-year from the date that it is classified as held for sale.

vi. Inventories

Inventories are valued at the lower of cost and net realizable value. The cost of inventories includes expenditures incurred in acquiring the inventories, production or conversion costs, and

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other costs incurred in bringing them to their existing location and condition. In the case of manufactured inventory and work in progress, cost includes an appropriate share of production overheads based on normal activity levels.

Net realizable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and selling.

D. Bank Reconciliation

i. Reconciliation of bank accounts

HUC maintains different bank accounts to support the activities of the institutions and it is the responsibility of Accounts Assistant to reconcile each account monthly and to track all outstanding items, including discrepancies, to satisfactory resolution in a timely manner.

ii. Reconciliation Management

Monthly reconciliation to be carried out for:

a. Cash payment voucher (CPV)
b. Bank payment voucher (BPV)
c. Journal Vouchers (JV)
d. Bank Reconciliation

iii. Steps to follow for Bank reconciliation

a. Extract the ledger from Focus ERP
b. Reconcile the ledger with the bank statement
c. After reconciling with the statement prepare the discrepancy list
d. Prepare final reconciliation report.
e. Final report to be sent to the auditor

E. Generation of Financial Reports

The Finance Department is responsible for ensuring that the financial statements of the University, as well as all financial reports are provided to internal or external parties of the University are presented fairly in all material respects, and that they represent the financial position of the University in conformity with the International Financial Reporting Standards.

i. **Internal Financial Reports**

a. **Daily Report**

Daily reports are generated by the department staff which reflects the cash / bank and POS transactions.

b. **Weekly Report**

The weekly reports are submitted at the end of every week. Weekly report is the culmination of daily report and it includes previous years variances, income & expenditure analysis, budget comparison, departmental performances.

c. **Monthly Report**

Monthly financial reports will be generated on the 10th business day following the month-end. Types of reports covered are:

1. Income analysis (variance with the budget and previous years)
2. Expenditure analysis (variance with the budget and previous years)

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3. Cumulative profit
4. Departmental expenditure analysis
5. Debtor analysis

d. **Year End Financial Report**

End of year financial reports will be issued to all departments at the end of every fiscal year. The person responsible for budgetary and financial matters in each department shall review their department's financial reports on a regular basis to ensure the completeness and accuracy of the financial data. Any corrections or adjustments shall be submitted in a timely manner to the Office of Financial Affairs and Treasury Services.

e. **External Financial Reports**

The Finance Department will publish the University's annual audited financial statements upon the completion of the annual audit and the Board of Trustees approval. No financial reports shall be released to external parties without the review and approval from the Finance Department.

f. **External Financial Reports**

The Finance Department will submit all necessary financial documents which are required by the MOHESR CAA as and when required.

F. Dissemination of Financial Reports

Report dissemination is a vital part of the Finance Department. This involves the disclosure of financial information to the management and related parties. The purpose of reporting is to help management arrive at rational decisions. Reported income and expenses, assets & liabilities are directly related to the HUC's financial performance. Financial reporting provides status of HUC's resources, obligations, and liquidity, solvency, and funds flows. The report includes quantitative and qualitative data relating to the performance of HUC.

i. Internal Financial Reports

Reports within the University is distributed as follows:

a. Department Heads

1. Monthly Departmental Performance Reports

b. Management

1. Income analysis (variance with the budget and previous years)
2. Expenditure analysis (variance with the budget and previous years)

ii. External Financial Reports

a. Reports submitted to BOT

1. Budgets
2. Quarterly Statements
3. Yearly financial statements

b. Reports submitted to MOHESR

1. Budgets
2. Audited Financial Statements
3. Audit Reports

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9.e. Purchasing and Inventory Control.

Policy number	FINA_POLICY_06
Policy name	Purchasing and Inventory Control
Policy version	Version 2
Standards applicable	MOHESR CAA Standard 9: Fiscal Resources, Financial Management and Budgeting
Policy owner	Finance Department
Date of policy development	21 July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	President

The policy guidelines set forth in this document are intended to ensure compliance with the guidelines set by HUC for all authorized purchases.
These guidelines are not intended to supersede or invalidate requirements or restrictions that may be in effect in individual departments, provided they are within the HUC guidelines. Each purchaser needs to be aware of his or her department's policy restrictions regarding purchases.

A. **Purchasing Department Authority**
Purchasing authority is granted by the Management to the Office of Finance, and then delegated to the Purchasing Department.

B. **Conflict of Interest**
It is the responsibility of each member of the HUC staff and the Purchasing Department to assure that the HUC does not knowingly enter into any purchase commitment that could result in a conflict of interest. The Purchasing Department will refer questionable situations to the Management of HUC.

C. **Personal Purchases**
The Purchasing Department does not enter into any negotiation or become involved in any transaction for purchases of a personal nature for the HUC staff. The Purchasing Department may question requisitioned items that seem to be of a personal nature or an inappropriate expense against HUC fund.

D. **Ethics**
All Purchasing Department employees, and all other personnel authorized to conduct purchasing activities, must adhere to the principles and standards of HUC. Each employee involved in the expenditure of HUC fund is held to the highest degree of public trust and will abide by the following:

i. Give first consideration to the objectives and policies of HUC.
ii. Strive to obtain the maximum value for each amount of expenditure.
iii. Decline personal gifts or gratuities.
iv. Grant all competitive suppliers equal consideration.
v. Conduct business with potential and current suppliers in an atmosphere of good faith, devoid of intentional misrepresentation.
vi. Demand honesty in sales representation whether offered through the medium of a verbal or written statement, an advertisement or a sample of the product.

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vii. Receive consent of originator of proprietary ideas and designs before using them for competitive purchasing purposes.
viii. Make every reasonable effort to negotiate an equitable and mutually agreeable settlement of any controversy with a supplier; and/or be willing to submit any major controversies to arbitration or other third party review, insofar as the established policies of my College permit.
ix. Accord a prompt and courteous reception insofar as conditions permit to all who call on legitimate business missions.
x. Cooperate with trade, industrial and professional associations, and with governmental and private agencies for the purposes of promoting and developing sound business met Heads of Departments.
xi. Foster fair, ethical, and legal trade practices.

E. **Special Approvals / Review**

The following purchases require the additional approval of the individuals and areas noted, and must be processed through the Purchasing Department:

i. Advertising: President
ii. Equipment Leasing: Deputy Director of Finance
iii. Insurance: Deputy Director of Finance
iv. Office Equipment (copiers, computers): Head – Computing Department.
v. Painting Services and Renovations involving Painting Services: Deputy Director of Finance and Maintenance Department.
vi. Repair, Renovation and Construction: President
vii. Purchase of Library Books: President & Head of Library

F. **Emergency Purchase Order**

The justification for emergency procurement is based on a time sensitive project or purchase. A delay in the issuance of an emergency purchase order would have adverse consequences to essential daily operations, special events, health, safety, and/or environmental issues. This ordering venue should be reserved for true emergencies with potential for additional damages or expenses such as burst pipes or breakages. Emergency orders:

1. Require a requisition sent to the Purchasing Department;
2. Are usually placed with the supplier via a verbal purchase order;
3. Are followed by written confirmation to the supplier with purchase order
4. Approval Process

G. **Evaluation of Vendors**

Vendor evaluation is important as it can reduce supply chain costs and improve the quality and timeliness of the delivery of items to your company. The skill in evaluating vendors is to determine which criteria are important and the weighting that these criteria are given.

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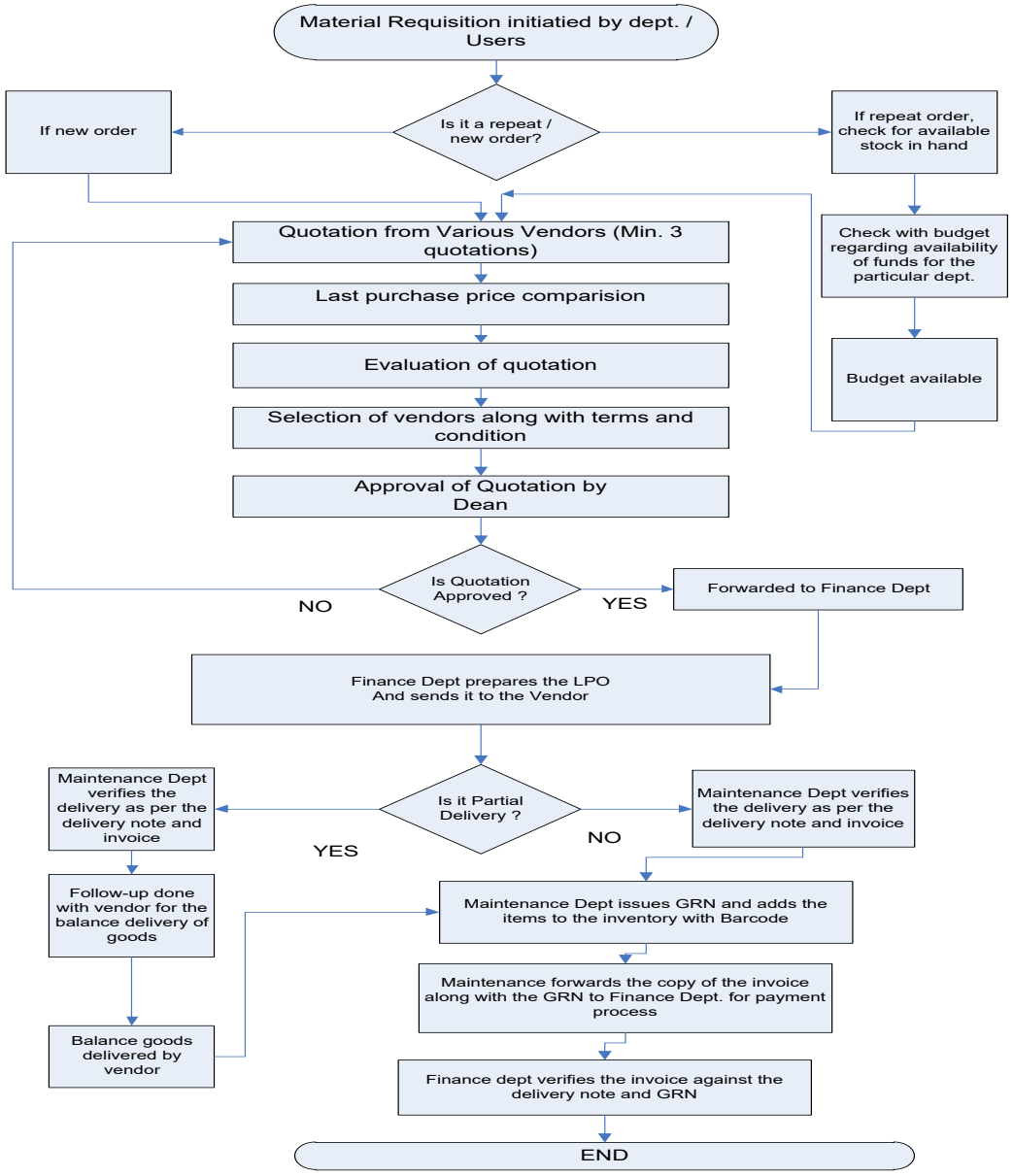
FLOW CHART – PURCHASING AND REQUISITION

F-14



H. Procurement

i. Introduction

The Procurement policy of HUC is aimed at achieving effective operations. It manages the purchase requirements of all departments by a well-defined system of requisition, purchasing, receiving, payments, maintaining and supplying the inventories as and when required.

ii. Procurement of Policy Framework

Procurement policy is aimed at meeting the requirement of strategic plan and annual plans to facilitate the departments achieve planned activities during the academic year. The objective of the policy is to optimize the utilization of resources without affecting the operations.

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iii. **Procurement Process**

a. **Requisitioning**

Requests for supplies, materials, equipment and services are to be submitted by the academics and academic support services departments initiating the request.

The following procedures are to be followed to complete and process a Requisition

1. Complete purchase requisition online by specifying the items desired with the estimated cost.
2. Select a vendor, based on vendor selection process
3. Selected vendor should be reliable and capable of meeting the requirements with facility of after Sales Service wherever required.
4. Get approval of the Requisition

b. **Review of Requisition**

1. Level of stock available
2. List of vendors and requests for quotation
3. Compare the quotation for quality and price as per previous purchase
4. Appropriate quotation along with requisition is approved against the budget
5. Necessary approvals and preparation of purchase order

iv. **Processing Of Purchase Order**

After the approval of requisition the online purchase order is generated. The Purchase Order serves as the official authorization of the HUC to make a purchase. Process of issuing the purchase and maintaining proper record of accounts shall be as per the process established by the Finance department.

v. **Contingency Purchasing**

Contingency purchases are made outside the regular purchasing procedures as requested by the departments in cases of urgent requirements as per the situation which may cause operational hindrances and long term financial losses. For contingency purchases the written/verbal request for the purchases needs to be made and the reasons for it. Later the detailed reasons for such purchases must be sent to the finance department for records.

vi. **Receipt of Supplies, Materials or Equipment**

Supplies, materials and equipment purchased against LPO by HUC are generally received by the maintenance department. As items are received, it is the responsibility of the department to note the date on which the goods were received, and other information that applies to the particular shipment and to forward this information to the Finance department. On receipt of the materials the purchase vouchers are entered in the system and maintenance department ensures that The payments are made by the finance department only after the goods received are in good condition are recorded in books of inventory specifying the quantity and quality specified in the LPO. All the assets and equipment's are properly bar coded for further verification. The supplies, materials or equipment to be accepted by the Requisitioning Departments as per the specifications mentioned in the Purchase Order.

vii. **Payment to Creditors**

All payments to the vendors/suppliers are made against invoices corresponding to the LPO by the finance department only. The payments are made in cheque as per the procedure established by the finance department after verification by the head of the requisitioning department on the receipt of good as per the LPO specification.

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9.f. Cash Management.

Policy number	FINA_POLICY_07
Policy name	Cash Management
Policy version	Version 2
Standards applicable	MOHESR CAA Standard 9: Fiscal Resources, Financial Management and Budgeting
Policy owner	Finance Department
Date of policy development	21 July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Verified by	President

This section is responsible for managing the revenue HUC. The revenue management activities are largely focused on receiving fees, fund raising activities and any other sources of collection of funds by HUC.
BOT authorizes Finance department to be the custodian of all financial transactions of the institution and enables the department to manage the financial flows and assess all risks associated with it.
For HUC the main source of revenue generation is the collection of tuition fees for all the programs conducted, it also includes the incomes from auxiliary services and revenue generated from short courses.

A. Cash Management

i. Collections and Cash

The revenue and fund collections are the sole responsibility of the Finance Department. Collections are made by persons authorized by finance department should deposit the collections on day to day basis.

All the receipts by the cashier are accounted in the accounting software indicating clearly the source of receipts. The department manages HUC revenue, bank transactions, and records and safeguards the interest of HUC through evaluating risk management and judiciously handling financial resources of the institution.

ii. Functions of Cashier

The main functions of cashier are:

a. Identify the purpose for which the amount is collected.
b. Identify the purpose for which the amount is paid.
c. Cash received at the counter has to be verified in the cash counting machine for counterfeits.
d. For every inward / outward transaction appropriate vouchers are raised with proper details.
e. Reconciling the receipts / payments with cash and Cheques.
f. Prepare daily cash / bank reports
g. Daily cash receipts / collection of Cheques are deposited in the bank the next working day.
h. Recording daily transactions in the accounting software.
i. Prepare daily cash transaction report to be
j. Preparing monthly, quarterly and yearly collection reports.

iii. Process for Collecting Cash

a. The cashier collects the full payments as per the debit note or the voucher.
b. If part payment is collected from the student the cashier has to obtain prior authorization from the HOD.

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c. The cashier is solely responsible for verifying, reconciling of all the cash / bank transactions in the day and discrepancies between the total amounts are to be rectified.

iv. Depositing of Cash

a. The cashier has to take approval from the Head of the Department for making any deposit of cash into the bank.
b. The steps to be followed for depositing cash are:
    1. The amount of cash to be deposited is to be entered in the deposit form and cash deposited needs to be re-verified by the person taking the cash.
    2. Security to be provided to the personnel taking cash for deposits.
    3. After making the deposit the acknowledged deposit form to be returned to the cashier
    4. The cashier makes necessary entry in the Focus Accounting Software.

v. Process for Collecting Cheques

a. The cashier has to verify that Cheques received are in account payee form addressed to "Horizon University College".
b. The cashier has to verify the amount in words and figures.
c. Ensure the cheques are signed.
d. The cashier can accept only cheques which are dated for the month and to receive any postdated cheques the cashier needs to take approval from HOD.
e. The cashier has to accept cheques with full payment and If part payment cheques are presented the cashier has to obtain prior approval from the HOD.
f. All cheques received the details of the student / payer must be mentioned at the back of the cheque. (HUC Bank A/c No. /Student ID No. / Contact Nos.).
g. The voucher entry for cheques received should be posted only after realization in the bank.

vi. Precautions for Accepting Cheques

a. Accept cheques from the students who do not have previous history of bounced cheques.
b. Verify that the student is not included in the most recent returned cheque list.
c. If the payer is listed in the returned cheque list, do not accept the cheque.

vii. Depositing of Cheques

a. Depositing of daily cheques should be done in the Panini online cheque deposit machines
b. Log of all cheques deposited should be recorded
c. Cheques that are cleared in the bank should be couriered to the bank within 2 working days.
d. Cheques which are not cleared should be retained in finance department and necessary entries to be passed in the Focus management software.

viii. Cheque Return Procedures

a. On receiving the cheque return notification from the bank the payer is contacted to clear the outstanding payments.
b. On receipt of the return cheque the details are posted in the respective student ledger and the payer will be listed in the defaulters list.
c. A Penalty of AED 577.50/- are charged to the student for bounced cheques.
d. The student is given a maximum of two weeks to clear the return cheque amount failing which the names are forwarded to the Administration department / Students department for further action.
e. If the payment vide cheque is already credited in the student account and the cheque is bounced then reverse the entry to the debit account of the student along with the cheque return charges.
f. Once collection is received against the bounced cheque along with the penalty, the returned cheque is handed over to the payer.
g. If the return cheque is unpaid for a period of more than three months, the cheque has to be referred to the legal authorities.

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B. Revenue Collections

All revenue collections in HUC are in the form of cash, Cheques, Online Payment, Bank transfers and payment made through Credit & Debit cards.

i. Receipting

The Cashier is responsible for the collection and receipting of University revenue. Cash receipting procedures are in place to ensure that all University monies are accurately collected, recorded and banked. Examples of cash receipts include:

a. Tuition fee
b. Miscellaneous fees
c. Bookshop
d. Reprographics
e. Library Fines
f. Student Transport fees
g. Facility hire fees

ii. Invoicing

An invoice is raised to recover dues from students / external organizations in return for goods or services which have been provided by the University.

Invoices are raised for a wide variety of goods and services including:-

a. Invoice for student tuition fees to Government Departments / Banks / Charitable Organizations
b. Consulting Services
c. Rental of Premises
d. Hiring facilities of Playgrounds

iii. Admission and Tuition Fees

a. Admission fee is collected at the time of admission of a student into HUC as per the published fee structure.
b. An initial pro-forma invoice is generated by the ERP (EMS-CMS) at the time of admission where the initial charges are debited for the student.
c. After registration, tuition fee is collected as per the fee payment plan which is generated by the ERP.
d. The administration department issues the invoice to the student after verification of the invoice by the finance department.
e. The student will be eligible for fee waivers and discounts as per the admission / placement requirements. The student with fee waivers are required to adhere to the normal fee payment plan till the admission criteria's are completed.
f. Once a fee plan is issued it becomes the responsibility of the student to make the payment in total to be eligible for receiving the degree.
g. The finance department relies on debit note raised by the ERP and the Administration Department on a monthly/semester basis and continues till the student is graduated or cancels and exits HUC.

iv. Short Course Fees

The Finance Department is also entrusted to collect fees for the short courses conducted by the HUC. The collection of fees in this case is also based on the debit notes raised by the ERP.

v. Collection of Security and Refundable Deposits

The finance department is also entrusted to collect refundable deposits from the students and use these funds as security deposits till the student is pursuing academic programs in the institution. Following are the categories where deposits are collected from students.

a. Passport guarantee
b. Hostel Deposits

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c. Library Deposits for Alumni students

The deposits are refunded to the students after fulfilling all obligations, in case the obligations are not fulfilled the deposit shall be adjusted against the outstanding fees due to the institution in part or full.

vi. Safeguarding of Funds

All revenue collection in any form is maintained in a secured place (Fire proof Cabinet) at all times. Only those persons authorized to receive cash have access to such cash during the business day. Cash receipts not deposited during the business day are to be stored in the HUC's Fire Proof Safe in the Finance Department.

vii. Reconciliation of Accounts and Banks

a. The process of comparing information that exists in two systems or locations, analyzing differences and making corrections so that the information is accurate, complete and consistent in both systems or locations.
b. The cashier should ensure that the receipts are generated into the corresponding student's ledger.
c. This process should be done before the student leaves the cashier's counter, thus the process of reconciliation will be completed. The bank accounts must be reconciled with the bank statements with the cheques and cash deposited to verify any discrepancies.
d. Reconciliation of the debits which are done by the ERP and the Administration Department is verified and reports are generated for further audits by the internal and external auditor.
e. Reconciliation of revenue is done on daily basis by tallying the cash received, the credit card receipts are tallied with the summary reports generated from POS machines and the cheques are physically verified with the bank ledger.
f. Student ledgers are verified and reconciled with the daily summary list.

ix. Facilitating Internal & External Audit

The finance department is responsible for keeping the books of accounts, revenue and payment vouchers ready for internal and external audit.

Internal audit are carried out on a monthly basis and the external audits are carried out by the external auditor on quarterly basis.

x. Revenue Reporting

The Finance department provides periodic financial reports pertaining to the financial performance. Revenue reports forms part of the financial disclosures done on monthly and quarterly basis with analysis. Reports which are submitted by the department include:

a. Operating revenue from tuition fees
b. Operating revenue from auxiliary enterprises

xi. Dissemination of reports

The reports generated by the finance department gives a clear picture of the financial position of HUC in terms of actual income, statement of cash flows and variances with respect to the organization as a whole and departments in specific.

The financial information along with observation by the auditor is disseminated to the management for the necessary approval and action.

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9.g. Financial Risk Management.

Policy number	FINA_POLICY_08
Policy name	Financial Risk Management.
Policy version	Version 2
Standards applicable	MOHESR CAA Standard 9: Fiscal Resources, Financial Management and Budgeting
Policy owner	Finance Department
Date of policy development	21 July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	President

A. Introduction

As an Educational institution HUC has a regular flow of various stakeholders which includes employees, students, visitors, service providers, parents and other guests at regular intervals. The risk associated with the infrastructure, facilities, processes, services provided and reputation of the institution are numerous and they arise from internal and external sources. All the risks have the potential to disrupt achievement of the University's strategic and operational objectives, impact the employees, students, visitors, resources and the infrastructure of the university. To minimize such risks HUC aims to manage risks on a continuous basis by identifying, analyzing, evaluating and responding to risks through informed decision process. The process is detailed in the policy below.

B. Risk Statement:

HUC believes that risk management is fundamental to a progressive management practice and is a means to ensure good governance and smooth operations at all levels keeping the risks under control. This enables the University College to achieve its strategic objectives. Risk management policy is useful in identifying the risks, its likelihood and impact and based on that risks are evaluated and necessary preventive and corrective measures are initiated.

C. Purpose

Risk management policy of HUC is a formal commitment to manage risks. The aim of the policy is to minimize a risk to the people, process, premises, infrastructure and risks from the environment. In this direction efforts to minimize risks and safeguard the interests of stakeholder's is kept in mind.

D. Risk Definition

Risk is defined as any event that has a potential to disrupt the normal operations, processes, cause damage to property, assets, fixtures and furnishings, equipment that does not allow HUC to carry out its functioning to attain its goals and objectives over a period of time. It also includes the shortfall in enrollments and employees, financial and resource inadequacies that hampers the accomplishment of its mission and vision.

The risks arising from natural and physical environment can only be mitigated by creating awareness and providing necessary warning systems. Risks also arise from uncertainties in the socio – politico - economic environment impact businesses and will have an influence on the education sector too. In order to mitigate the risks from environment, socio-political conditions and from competitors; continuous process of evaluation of the hazards arising out of environment, equipment, furnishing and facilities, policies, processes and macro environment; it is essential to be prepared to face any

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eventuality and find alternative strategies to fulfill the university mission in a long run. It is required that all departments compile a risk report based on issues that needs to be addressed for effective risk mitigation within their purview so that a detailed risk report is regularly submitted for review and necessary improvements based on the recommendations by the review committee.

E. Key Terms Definition:

i. **Hazard/ Aspect:** Anything with the potential to cause harm, loss or damage to human, the environment or HUC property and assets which hampers the functioning of the institution

ii. **Risk/ Impact:** Is the potential harm that causes loss or damage to the assets and stakeholders and may lead to inability of HUC to achieve its mission and objectives.

iii. **Risk/ Impact Assessment:** It is a process of measuring the likelihood and the extent of damage to determine the severity of harm. *(loss or damage **X Likelihood** of its occurrence)*

iv. **Control Measures:** Necessary means to mitigate and reduce the impact of risks on the human health and safety and the environment for sustainability. The measures, precautions and procedures undertaken and implemented in order to control and handle all potential risks/ impacts is the policy frame for controlling risks. The purpose of the control measures are to identify and evaluate to reduce, eliminate or mitigate risks associated with preserving human health and safety.

Identified Potential Risks Related to Finance Department

Operations	Risks	Brief description	Likelihood	Impact	Evaluation of Initial Risk	Control measures	Time frame	Responsibility
Financial	Insufficient revenue generation	Shortage of funds and issues in institutional operations	1	3	3	Ensure proper auditing of balance sheet	Semester	Deputy Director of Finance
	Increasing fee outstanding		4	3	12	Regular monitoring of outstanding payments and necessary follow-ups to be done	Semester	Deputy Director of Finance
	Non-timely reporting of financial status	Improper financial decisions	2	3	6	Ensure report submission as per calendar	Semester	Deputy Director of Finance
	Improper recording of transactions	Non-Compliance to VAT	5	2	10	Ensure proper auditing of transactions	Semester	Deputy Director of Finance

	Errors in reconciliations	Auditing issues	5	2	10	Ensure proper auditing of reconciliations	Semester	Deputy Director of Finance
	Errors in payments and collections	Impact on cost and revenue	4	2	8	Ensure proper auditing	Semester	Deputy Director of Finance
	Allocation of insufficient budget	Issues in operations	1	3	3	Ensure budget allocations based past expense analysis and estimated cost for future needs of the institution based on strategic plan	Semester	Deputy Director of Finance and Heads of Department
	Insufficient allocation for safety & security equipment	Increase in losses and damages to resources, people and the assets	1	3	3	Allocate appropriate funds after carefully reviewing the requirement of safety & security equipment in the institution and finding their estimated costs	Semester	Deputy Director of Finance

9.h. Auxiliary Enterprises.

Policy number	FINA_POLICY_09
Policy name	Auxiliary Enterprises
Policy version	Version 2
Standards applicable	MOHESR CAA Standard 9: Fiscal Resources, Financial Management and Budgeting
Policy owner	Finance Department
Date of policy development	21 July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	President

Auxiliary enterprises are self-supporting activities which provide non-instructional support in the form of goods and services upon payment of a specific cost. Auxiliary Enterprises generate revenue and have physical spaces specifically dedicated and assigned to their operations. They have different operating ledgers in the accounting software and have their rates set and approved. The auxiliary activities at HUC include:

A. Outsourcing Of Cafeteria
B. Sale of Books,
C. Transport Services
D. Hostel Accommodation,
E. Rental of Playground
F. Rental of College Premises
G. Reprographic Services
H. Sponsorships for Events
I. Donations Received from Corporate
J. Playground Revenue

1. Each auxiliary enterprise will be accounted for separately on the accrual basis, (i.e., revenue is recorded when earned and expenses recorded when incurred), regardless of when, whether, or how much cash has been received or paid.
2. Each auxiliary enterprise will normally establish an auxiliary fund balance which may be used for purposes as instructed by the management.
3. Each auxiliary enterprise's auxiliary fund balance will retain its separate accounting identity and will be reported separately.

MOHESR CAA Standard 10. Legal Compliance and Public Disclosure

10. a. Conflict of Interest.

Policy number	HUMR_POLICY_22
Policy name	Conflict of Interest
Policy version	Version 2
Standards applicable	MOHESR CAA Standard 10: Legal Compliance and Public Disclosure
Policy owner	Human Resource Department
Date of policy development	18 July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	President

Each Employee owes primary professional responsibility to HUC and must avoid outside obligations, financial interests or employment that can affect the objectivity of their decisions as a Member of HUC's community

Employees must disclose actual or potential conflicts to their supervisor as soon as they become aware of them. Failure to make required disclosures or resolve conflicts of interest satisfactorily can result in discipline, up to and including termination of employment.

Employees must not engage in any activities, transactions, or relationships that are incompatible with the impartial, objective, and effective performance of their duties. Examples of matters and relationships that could create a conflict of interest or a potential conflict, include, but are not limited to, when an employee or a Member of the employee's immediate family:

a. Accept or solicits a gift, favor, or service from an individual, business, or other party involved, or potentially involved, in a contract or transaction with HUC.
b. Accept, agree to accept, or solicits money or other tangible or intangible benefit in exchange for the exercise of official powers or the performance of official responsibilities
c. Accept employment or compensation or engage in any business or professional activity that might require disclosure of the information to HUC.
d. Accept, agree to accept, or solicits money or other tangible or intangible benefit in exchange for the exercise of official powers or the performance of official responsibilities
e. Makes personal investments that are contrary to HUC interests

10. b. Anti-Corruption and Bribery.

Policy number	FINA_POLICY_10
Policy name	Anti-Corruption and Bribery
Policy version	Version 2
Standards applicable	MOHESR CAA Standard 10: Legal Compliance and Public Disclosure
Policy owner	Finance Department
Date of policy development	21 July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	President

A. Introduction

The purpose of this policy is to fight and prevent corruption and bribery in all its forms and to ensure that members of HUC conduct business in an ethical manner and adhere to the requirements of all applicable anti-bribery laws and best practices. HUC has a reputation for honesty and integration in management practices and in its business transactions that it wishes to maintain. This policy will comply with anticorruption and bribery laws wherever it does business as per the United Arab Emirates Law.

B. Scope

This policy applies to all members of HUC Community, wherever located, with respect to their activities for or on behalf of HUC or otherwise in connection with HUC activities.

C. Procedures for Implementation

i. Providing or Receiving Gifts/Favors:

Providing Gifts/Favors to, and receiving Gifts/Favors from, Third Parties on behalf of HUC can play an important role in strengthening relationships and promoting the educational and research mission of HUC. However, the provision or receipt of Gifts/Favors that are excessive or inappropriate may create the appearance of impropriety or violate anti-bribery laws.

The principal guide in providing or receiving Gifts/Favors is a rule of reasonableness. These practices vary among cultures and what may be normal or acceptable in one culture may not be normal or acceptable in another. Members of the University should always consider whether a Gift/Favor is reasonable and justifiable, taking into account all relevant circumstances, including the intentions of the parties and whether they or their colleagues would be comfortable seeing the Gift/Favor reported publicly.

A Gift/Favor that is not directly or indirectly provided to or received from a Third Parties and that meets all of the following criteria is generally permitted:

a. It does not include cash or a cash-equivalent (e.g., gift certificates, vouchers, or other items that can be readily exchanged for cash);
b. It is not intended to improperly influence or reward any person regarding any matter or transaction involving HUC or another party;

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c. It is unsolicited, given infrequently, and given openly, not secretly;
d. It does not breach any other law or HUC policy;
e. It is given or received in HUC's name and not in the name of the individual member of the University Community;
f. Any Gift/Favor that does not meet all of the criteria must be approved in advance by the Finance/President's Office

ii. The reimbursement of travel expenses of Third Parties may not be used as a Gift/Favor and is permissible only when the travel serves a legitimate University purpose, is appropriately documented, and complies with HUC's Business Expenses Policy.

D. Reporting

Members of the University Community should report immediately any suspected or actual violations of this policy or anti-bribery laws. Complaints should be made in accordance with grievance policy & procedures policy of HUC.

E. Consequences of Violation

Any member of HUC who violates this policy may be subject to disciplinary action, up to and including dismissal or expulsion, as applicable. Third parties who violate this policy are subject to termination of all relationships with HUC. Violations of this policy may also result in civil and criminal penalties for such individuals in multiple jurisdictions.

F. Responsibility

Student & Staff DAC (Disciplinary Action Committee) committee is having the primary and day-to-day responsibility for implementing this policy and for monitoring its use and effectiveness and dealing with any quires on its interpretation. HUC Management at all levels are responsible for ensuring those reporting to them are made aware of this policy and are given adequate and regular training on it. Moreover, all employees of HUC will have overall responsibility for ensuring this policy complies with our legal, obligations and that all are under HUC control and comply with it.

10. c. Copyright and Intellectual Property.

Policy number	HUMR_POLICY_19
Policy name	Copyright and Intellectual Property
Policy version	Version 2
Standards applicable	MOHESR CAA Standard 10: Legal Compliance and Public Disclosure
Policy owner	Talent Empowerment Department
Date of policy development	18 July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	President

Any HUC funded Academic, Research, Training material, applications, projects and Assignments created by the Faculty Member, Staff and the students during their tenure at HUC will be considered as the intellectual property of HUC.

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i. HUC has a right to use all the teaching & training program materials, research works, books and patents developed / applied by Faculty Member during their tenure for conducting its operations or to enhance its image in the competitive environment.
ii. HUC has a right to copyrights on any applications, projects, systems or software's created by the Faculty Member, Staff and the students during their tenure at HUC.
iii. The HUC believes that all published works of its community should be available to interested scholars.
iv. HUC holds the rights on all the course material (Course syllabus) in their structure, content, and the methodology of conduct. In other words the Faculty Members may not conduct the same course using the same content and methodology as followed in HUC during the tenure.
v. The Faculty Members/ Students also reserve the right to use the created material for their career advancement.
vi. The HUC also believes that the author should be given full credit for any work and should be entitled to retain proprietary rights to the product of the individual's own initiative and individual labors.
vii. HUC reserves the right to determine whether or not the material will be copyrighted in the name of the author for the material produced by Faculty Members under assignment of HUC.
viii. Any arrangement relating to copyright matters involving sponsored project must be referred to the faculty. Some sponsors have established regulations governing the copyright and/or publications of the results of investigations they sponsor. Before entering a sponsored project, an understanding among the principal investigators, the HUC and the sponsor should be reached regarding the rights to any copyrighted materials produced by the project.
ix. The HUC has the right to use the course materials developed by its Faculty Member as it deems necessary and maintains the right to produce, update, distribute, transmit, alter and prepare derivative works based on course materials.
x. The HUC Faculty Members must not include the contents of multimedia, electronic, computer bases or distance education courses which constitute breach of intellectual property rights.

A. Patent and Copyright Issues

RSAC will facilitate in organizing regular workshops/webinars for faculty members, staff and students about patents, and copyright issues. The committee will make sure that Federal Law No. 7 of 2002 on Copyrights and related rights are understood and followed by everyone in the institution. Any violation of these issues will be reported and handled by the Disciplinary Action Committee.

10d. Teach-Out.

Policy number	FINA_POLICY_11
Policy name	Teach-Out
Policy version	Version 2
Standards applicable	MOHESR CAA Standard 10: Legal Compliance and Public Disclosure
Policy owner	Finance Department
Date of policy development	21 July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	President

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A. Introduction

HUC Teach out policy includes a number of measures to ensure an effective and efficient operation, enabling HUC to respond to a variety of operational, financial, and commercial risks. However, in case unforeseeable events take place, HUC has a provision that protects the interest of stakeholders, specially the students to ensure their continuation of studies. The Financial Plan of HUC makes provisions for such contingencies.

B. Formation of Committee

To deal with the unforeseeable or emergency situations, an ad-hoc 'Teach- Out' committee is formed comprising of UC members and Deputy Director of Finance.

C. Functions of the Committee

d. To prepare a general 'Teach-out' plan to rehabilitate the students on rolls at the time of emergency.
e. To ensure the last student is rehabilitated as per the proposed plan
f. To refund the fee as per the provisions made by finance department for such contingencies

D. Process Flow

d. Gravity of the emergency situation is reviewed
e. A 'Teach-Out' plan is prepared to accommodate the students
f. Ensure the implementation of the 'Teach-Out' plan

E. 'Teach-Out' Plan

i. In case the need arises to discontinue a particular major/concentration of a program over a period of time, students still enrolled at that point of time shall be given the following options:
   a. Students will be offered to transfer to the existing concentrations/major programs of their choice offered at HUC
   b. Students can opt to transfer their credits to any of the accredited institutions, which have articulation agreements with HUC or any other institutions of their choice.
   c. If the student decides to cancel his registration with HUC, applicable refunds will be offered.
   d. The applicable refund shall be paid over a period of one year.

ii. In case an unforeseen situation arises and HUC needs to wind up its operations completely or decides to discontinue a particular program, the students enrolled at that point of time shall be given the following options:
   a. Students can opt to transfer their credits to any of the accredited institutions, which have articulation agreements with HUC or any other institutions of their choice.
   b. If the student decides to cancel his registration with HUC, applicable refunds will be offered.
   c. The applicable refund shall be paid over a period of one year.

F. Financial Guarantee

HUC maintains sufficient reserves under the heading Contingency reserves, the financial statement is regularly audited and the contingency reserves are reflected in the annual audited statements. These contingency reserves are aimed at meeting requirements of teach out policy and the amount of contingency reserve is considered as the financial guarantee.

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10. e. Publications.

Policy number	MEDC_POLICY_01
Policy name	Publications
Policy version	Version 2
Standards applicable	MOHESR CAA Standard 10: Legal Compliance and Public Disclosure
Policy owner	Media & Communications Department
Date of policy development	14 July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	President

Under the publication of policy of HUC all publications have to maintain consistency and clarity of information related to the institution. Generally, catalogs and website are the main sources of information to the external community and handbooks are published for internal stakeholders.

A. Publication Process Flow

i. Departments are responsible to prepare the draft contents of publication in line with the HUC policies and procedures
ii. IRQA department reviews the draft document and forwards its recommendation for approval
iii. President gives the final approval

B. Responsibility and Authority

Type of publication	Responsibility of preparing Draft content for publication	Review and amendment of the content	Authority to release for publication	Frequency of update
Catalog	Heads of Department	IRQA Department and President	President	Annually
Student Handbook	Deputy Director – Administration	IRQA Department and President	President	Annually
Faculty Handbook and Staff Handbook	TED – In charge	IRQA Department and President	President	Annually

Advertisement and Brochure	Head of Marketing & communications and TED – In charge	IRQA Department and President	President	As per Schedule
Website content related to policy and procedure	Heads of Department	IRQA Department and President	President	Semester wise
Website content related to articles and news	Heads of Department	IRQA Department and President	President	As and when required
Social Media	Heads of Department	MCD/English Faculty	President	Daily / upon request

10. f. Institutional Relations.

Policy number	CORP_POLICY_05
Policy name	Institutional Relations
Policy version	Version 2
Standards applicable	MOHESR CAA Standard 10: Legal Compliance and Public Disclosure
Policy owner	Corporate Affairs Office
Date of policy development	4 August 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	VP-AO

A. Organizing Guest Lectures and Technical Visits

Corporate Affairs Office will send a request letter to the Dean of Respective Schools and entertain request for Guest lectures, live project, Industry Visits, from various faculties in the beginning of the semester. The Corporate Affairs Office will action upon the request sent by the Dean of respective Schools. Dean of Respective Schools to forward the mail in the beginning of the semester stating guest lecture/technical visits required with the following details.

i. Name of the faculty member
ii. Request made: Guest Lecture - Topic based; Technical Visit- Industry and Objective for the visit
iii. No. of students
iv. Date and time of activity
v. Purpose of the activity
vi. Learning Objective achieved
vii. Technical visit subject related

The Corporate Affairs Office will coordinate with the faculty to help students undertake field visits & industrial tours.

The Faculty Member will orient students before the industry visit about its relevance and expected learning outcomes and assign a small graded assignment to Student. Faculty will send a copy of feedback report of students along with photograph to office of corporate affairs and a copy to IRO.

Thank you letter will be sent by the Corporate Affairs Office to the respective corporate.

B. CEO Lecture Series

Corporate Affairs Office coordinates with the Corporate and extends invitation to the President/CEO of the organization to attend the prestigious HUC event the "CEO Lecture Series" and provide a lecture on specific topics which are discussed internally. The CEOs identified for this event are generally the heads of the organization having responsibility of the entire Asia, Middle East and Africa region and have given their consent to deliver a lecture.

Scope: It is a brand building exercise by associating with the super brands by inviting the celebrated CEO's of the organization. The event brings lot of valuable insights and leadership lessons for the Management Graduates and the academia.

C. Alumni Lecture Series

Corporate Affairs Office prepares and finalizes list of successful Alumni who can be a part of the HUC's prestigious event "Alumni Lecture Series".

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SCOPE: To invite successful Alumni who can share their success story and the transition of their journey from campus life to corporate life with the students.

D. Round Table Conference

As a part of the brand building activities, The Corporate Affairs Office organizes round table conferences or panel discussion wherein professionals are invited from various industrial sectors for participation. The participants get the benefit of networking with counterparts from different corporate sectors and also upgrade their knowledge base by participating in the discussions on current topic.

Procedure

Step 1: Initiate a meeting to discuss areas of current issues with the concerned area chair for organizing corporate round table / seminar / panel discussions.

Step 2: To finalize with the Area Chair/ Dean of Respective Schools the experts from HUC and industry for participation in the round table/seminar /panel discussions.

Step 3: Determine the dates in the calendar for the event

Step 4: Finalize the list of invitees for the event from the media, corporate, schools, consulates, students, clubs and universities.

Step 5: To select external moderator, select venue and prepare budgets for the event.

Step 6: To conduct the event in coordination with Marketing.

Step 7: To coordinate with IRQA for event feedback.

Step 8: Share the event experience with HUC community

The Corporate Affairs Office will coordinate with the faculty to help students undertake field visits & industrial tours.

The Faculty Member will orient students before the industry visit about its relevance and expected learning outcomes and assign a small graded assignment to Student. Faculty will send a copy of feedback report of students along with photograph to office of corporate affairs and a copy to IRQA department.

Thank you letter will be sent by the Corporate Affairs Office to the respective corporate.

10. g. Co-operative Agreements and Contractual Relationships.

Policy number	CORP_POLICY_01
Policy name	Co-operative Agreements and Contractual Relationships
Policy version	Version 2
Standards applicable	MOHESR CAA Standard 10: Legal Compliance and Public Disclosure
Policy owner	Corporate Affairs Office
Date of policy development	4 August 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	VP-AO

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A. Establishing Scholarship MOUS

CAO engages in developing relations with corporate, building brand image, facilitate signing of MoUs with the Corporate, Government Institutions, and Business Councils engaging them in partnerships for various activities relating to academic and community development.

CAO has one of the Goal is in line with the both National & International standards, i.e. to create brand awareness, knowledge exchange and corporate linkages of HUC among the top 50 globally recognized companies in UAE. CAO is geared to create corporate linkages with the renowned MNC's and Local Organizations which are among Fortune 500 and have operations in UAE.

Following are the Steps to follow :

Step 1: Collecting appropriate information and attending exhibitions, career fairs, important government and non – government activities which directly or indirectly benefits HUC.

Step 2: Including list of activities to be conducted in collaboration with the Head of Academics of both School of Business & School of Computing in the Corporate Affairs Office monthly plans.

Step3: Schedules meetings with corporate with predetermined agenda.

Step 4: Visits the corporate as per schedule and develops networking.

Step 5: Exploring the possibilities of partnering with Corporate for community development and organizing panel discussions.

Step 6: Corporate MoU signing for different programs offered by the School of Business & School of Computing.

Step 7: Reporting the progress with regard to potential opportunities to HOMC for Marketing Department activities. Once the program is completed the reports, photos, etc. will be sent to the respective partnering corporates.

One of the important role of Corporate Affairs Office is to build long term Corporate/Public relations in order to develop a positive image about HUC by engaging them into constructive activities that are mutually beneficial for the industry and HUC community.

The public relations can be built through various academic and non-academic activities wherein the stakeholders of industry and HUC participate to achieve the desired mutually beneficial goals.

B. Policy for Signing MOU with Corporates

i. The Corporate Affairs Office coordinates for signing of a Memorandum of Understanding between HUC and the Corporate Sectors. The purpose of signing this MoU is to engage the corporate for community development activities, availing internship and placement opportunities for HUC students, for organizing panel discussions, etc. The MoUs are signed by the President. The validity of the MoUs commences from the date of signing by both parties and will remain valid unless otherwise terminated by either party or on the expiry of the agreement. The agreements may also be renewed depending upon the continuation of the agreement between the parties. The MoU clearly lists down the responsibilities of each party involved in the MoU.

ii. Areas of cooperation included in the MOU are as follows:

a) Scholarship to eligible employees of corporates;
b) Arranging Management Development Programs as per their requirements;
c) Counseling Services and Workshops;
d) Language Programs, Guest Lecture and Technical visits;
e) Corporate Relations;
f) Internship & Placement;
g) Research and Consultancy; and
h) Event Sponsorship

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C. Corporate Event Participations

i. Corporate Affairs Office to attend meeting and conferences and events organized by the Chamber of Commerce, various business councils, organizations/corporations and other government institutions.

ii. **SCOPE**: Participation in the above events helps networking with the corporate people and further in developing business relation for the mutual benefit of both the organization.

D. Signing of MOU and Articulation with Universities

i. Identifying Institutions for Partnerships

Horizon University College has established articulation agreements with various Colleges/Universities in Canada, UK, USA, Australia, New Zealand, India, Ireland, Pakistan etc., which facilitates the faculty and students exchange program.

CAO has one of the Goal is in line with the both National & International standards, i.e To enter into agreements with MOHESR approved universities by signing MOU's and articulations for student and faculty exchange, research collaboration. CAO is working on reaching to the World renowned and Approved Top 200 universities by MOHESR. This process is in line with the National & International Standard set by the MOHESR.
Corporate Affairs Office will identify university of repute across the globe including GCC and explore possibilities to work together for mutual benefit. CAO office will also identify and collaborate with universities which are involved in high end research and MOHESR listed.

ii. Signing of MOU

a. The corporate Affairs Office sends an email with the proposal of articulation or MoU to all the shortlisted institutions. On receiving a positive response from the institution, further documents are requested to ensure all the requirements of MOHESR with regards to the partnership agreements are met.

b. Once the institution is found to meet all the requirements enlisted by MOHESR, the Corporate Affairs Office initiates the process for signing of MoU with that institution. A draft of the MOU including possible areas of collaboration such as faculty exchange, student exchange, collaborative research, sharing best practices, organizing joint conferences and seminars is sent to the respective institution and for establishing partnership with them. The institution is requested to send their suggestions on the draft MoU after a thorough review. The requirements of the institution with respect to the draft MoU are discussed with the President and upon approval are incorporated in the draft MoU. Once the draft MoU format is accepted by both the institutions, the signing of MOU by designated authorities at respective universities takes place.

c. Objective of this Memorandum of Understanding is to promote the cooperation between HUC and the Partner University by carrying out the following activities:

1. Exchange of Expertise and know-how of the best practices followed at each institution that provides a conducive environment for learning;
2. Exchange of books, teaching materials, academic data and dissertations, concerning teaching and scientific research projects;
3. Faculty and Student Exchange;
4. Exchange of information and best practices in the areas of:
   - 4.1. Community Engagement
   - 4.2. Professional Development
   - 4.3. Exchange of contribution in Publications such as Journals, Newsletters, Brochures etc.;
   - 4.4. Participate in conferences; and
   - 4.5. Collaboration in Research and Project work

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iii. Signing of Articulation

a. Corporate Affairs Office will correspond with the partner institutions for identifying collaborative projects which can be undertaken mutually.

b. The Corporate Affairs Office discusses the possible collaborative projects with the President and finalizes them. To formalize the execution of partnership activities, an articulation agreement with scope, objectives and details of the activities is signed between the two institutions.

c. In case the collaborative projects are academically oriented, the partner institutions are required to enlist their University in MOHESR, UAE and requirements are as follows:

1. The institution and its academic programs are approved by competent authorities in the country of study;
2. The certificates issued by the institution are equalized by competent authorities in the country of study;
3. The institution has a campus;
4. The institution is not a broker to issue certificates;
5. The admission policy is compliant with the academically recognized admission policies;
6. Teaching in the institution is based on the traditional ways;
7. Teaching is in the official language of the country or an international language;
8. Institution's specialties are comprehensive;
9. The university does not have duality in the admission system for students, reducing the criteria for foreign students and conceding many academic components and admission requirements;
10. The university is ranked in (The World University Rankings);
11. In case of private university, the President may require more information that helps develop a clear image of the university including student numbers, rate of PhD holders among faculty members and whether the university is recognized by the equivalency authorities at the GCC countries;
12. Once the listing process is completed, the Institutions are requested to forward their curriculum plan along with course description for all programs offered by them. The curriculum plan along with course descriptions are forwarded to the Quality Assurance Office to develop the course equivalencies for all similar programs offered at both the institutions. These course equivalencies are sent for President's review. Once approved by President, the Corporate Affairs Office will send them along with a draft articulation format to the corresponding institution for their review and feedback. In case the institution agrees with all the terms specified in the agreement, the agreement is finalized and sent to MOHESR, UAE to seek their approval for signing of this agreement. Upon approval by MOHESR, the agreement is signed by the respective signatories of both the institution.

The articulation process involves the following steps:

1. Planning

The semester – wise planning of the articulation activities is carried out by Corporate Affairs Office. The Corporate Affairs Office researches the web to identify Institutions from specific countries offering similar programs or courses. Only institutions recognized by authorized regulatory bodies in its home country are considered for

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articulation agreements. The list of Institutions identified for the purpose of articulation is sent to the President's Office for review and finalization.

2. **Coordination for Partnership Projects**

To promote cooperation between universities in the following areas:
Exchange of Expertise and knowhow of the best practices followed at each Institution that provides a conducive environment for learning.

1.1. Exchange of students
1.2. Exchange of faculty
1.3. Exchange of information and best practices in the areas of
  1.3.1. Curriculum Development
  1.3.2. Research
  1.3.3. Community Engagement
  1.3.4. Professional Development
  1.3.5. Learning Support Services
1.4. Exchange of contribution in Publications such as Journals, Newsletters, Brochures, etc.
1.5. Participate in conferences
1.6. Collaboration in Research and Project work

3. **Feedback of Projects**

Once the Articulation agreement is signed, the Corporate Affairs Office works towards the implementation of the agreement by coordinating with representatives at both the institutions and facilitates the execution of different collaborative projects that are agreed upon by both the institutions.
Towards the end, feedback is taken from both the participating universities for the execution of each activity.

10. h. Website.

Policy number	MEDC_POLICY_02
Policy name	Website
Policy version	Version 2
Standards applicable	MOHESR CAA Standard 10: Legal Compliance and Public Disclosure
Policy owner	Media & Communications Department
Date of policy development	21 July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	President

A. Introduction

The purpose of the HUC website policy is to ensure clarity and consistency of all the information displayed on the HUC website. The content should be in accordance to the mission, vision, and policies set by the institution. The website is the main source of information about the university and it is necessary to ensure that the content is accurate and contains relevant information.

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B. Process Flow for Updating Website Contents

i. The requirements of MOHESR and Inspection Directorate Standards for the website are disseminated to concerned departments and schools by the IRQA department so as to carry out necessary updates for meeting the requirements

ii. In addition, the website sections are reviewed by concerned departments and schools every semester to ensure contents are current and relevant based on structural or operational changes

iii. The responsibility of reviewing and updating the contents for different sections of the website is carried out as per details given in the below table. The concerned unit shall forward the updated contents to IRQA department for initial review and the IRQA department shall suggest required updates in the website contents if any

iv. The concerned unit shall update website contents based on IRQA suggestion and forward it to President for further review

v. President shall review the contents and suggest updates if any

vi. The concerned unit shall update website contents based on President recommendation if any and submit updated contents to President or final approval

vii. Media and Communication department shall ensure that the contents approved by President are published on the website

C. Responsibility and Authority

Website Section	Responsibility of reviewing and updating the website content	Review and suggest amendment of the content if required	Final Approval before the website update	Frequency of review
Institutional updates	IRQA department	President	President	Semester
Program updates-School of Business	DSOB	Vice President-AO, Vice President-IRQA & President	President	Semester
Program updates – School of Computing	DSOC	Vice President-AO, Vice President-IRQA & President	President	Semester
Departmental updates	Heads of Department or Department incharge	Vice President-AO, Vice President-IRQA & President	President	Semester
Faculty details & Employee Directory	Human Resource department	Dean of respective Schools & President	President	Semester
News and events	Media and Communication Department	HOMC & President	President	Continuous

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10. i. Response to enquiries and requests for information from legal and regulatory bodies

Policy number	IRQA_POLICY_30
Policy name	Response to enquiries and requests for information from legal and regulatory bodies
Policy version	Version 3
Standards applicable	MOHESR Inspection Directorate Standard 11 A
Policy owner	IRQA Department
Date of policy development	27 December 2021
Review date	13th October 2025
Date of recent modification	13th October 2025
Next review date	15th June 2026
Approved by	VP-IRQA

A. Introduction

This policy ensures that all requests for information and enquiries from regulatory, accrediting, or governmental bodies are addressed in a timely, accurate, and coordinated manner to support transparency, institutional accountability, and compliance with all applicable higher education regulations and standards. It applies to all academic and administrative units of the HUC involved in the preparation, verification, and submission of information requested by external regulatory or accreditation authorities.

B. Policy outline

The enquiries/ requests for information relating to the operational services, academic services, student support services or accreditation information of HUC can be sought by individuals, organizations, regulatory authorities or legal enforcement agencies through a letter of request by mail or hard copy.

All requests for institutional information and enquiries, whether periodic, ad-hoc, or in response to a compliance review, shall be managed centrally by the Institutional Research and Quality Assurance department to ensure that:

i. Information provided is complete, consistent, and accurate.
ii. Institutional integrity, confidentiality, and data protection obligations are maintained.
iii. Responses align with the institution's strategic objectives and legal requirements.

C. Role of IRQA

i. The VP-IRQA shall serve as a dedicated Quality Assurance Coordinator to serve as direct and main point of contact with the regulatory body concerned, including MOHESR, IQHE department. Changes to the coordinator's details will be communicated to legal and regulatory bodies within two (2) working days of their occurrence and any forms as required will be updated and submitted.
ii. Act as the central coordinating office for all regulatory and accreditation related enquiries and request for information.
iii. Liaise with relevant departments to collect and validate data and supporting evidence

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D. Procedures

The procedures given below provide a systematic process for managing and responding to Requests for Information received from regulatory bodies, accreditation agencies, or government entities.

i. HUC employee, who receives the enquiry/ requests for information from the authorized legal/regulatory bodies, must immediately forward it to the Institutional Research and Quality Assurance department.
ii. The IRQA assigns the enquiry or request to the relevant departments to provide the requested information.
iii. Departments must ensure that the information submitted to the IRQA department is accurate and complete, consistent with approved institutional records, and must submit the information within the stipulated timeframe
iv. The IRQA compiles the information received from the concerned unit and verifies data accuracy and consistency.
v. The verified data is submitted to the Vice President for approval and final submission to the concerned regulatory body through email or registered post/ courier, as may be required
vi. The IRQA maintains a copy of the full submission along with proof of receipt.
vii. All records related to the enquiry/request for information including correspondence, drafts, and supporting evidence, must be maintained and securely stored by the IRQA department for a minimum of five (5) years or as required.

E. Timeframe for responding to enquiries / requests for information

Required action from HUC	Timeline
Acknowledgment of receipt	Within two (2) working days of receiving official communication from the concerned regulatory authority
Initial response from the date of communication	Within three (3) working days of receiving the official communication from the concerned regulatory authority
Closing / addressing the enquiry or request	Within one week of receiving the enquiry or request

F. Responsibility and Authority

Type of information	Responsibility to prepare / review content	Review and suggest amendments in the content	Final Approval
Academic services	SOB/SOC/GE	VP-AO	President
Operational	Concerned department / unit	VP-ASO / VP-IRQA	President
Student Support	SSD	Registrar	President
Accreditation	IRQA	VP-IRQA	President

G. Policy Review

This policy will be reviewed annually or as needed and updated based on any major change in regulatory requirements or institutional structure

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MOHESR CAA Standard 11. Community Engagement

11. a. Community Engagement.

Policy number	COMM_POLICY_01
Policy name	Community Engagement.
Policy version	Version 2
Standards applicable	MOHESR CAA Standard 11: Community Engagement
Policy owner	Community Services Committee
Date of policy development	21 July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	President

A. Introduction

The Community Engagement Committee (Community Services Committee) will be fully responsible for the activities of the calendar events scheduled during the current academic year and ensure its smooth implementation by providing guidelines and needed support.

B. Purpose

To facilitate branding of HUC through Community Engagement activities in coordination with various departments, internal and external organizations.

C. Community Engagement Policy

i. Introduction

Community Engagement is an important element of HUC's Vision and Mission. It is the manifestation of the HUC's commitment towards society and its social responsibility.

On one hand, community engagement encompasses the active involvement of faculty, staff, and students in making positive contributions to society. While On the other hand, community engagement also entails fostering connections between the university and external stakeholders such as the industry, academia, alumni, and government departments. These interactions serve multiple purposes, including the enhancement of the academic curriculum, facilitating internships and placements for students, and staying abreast of the latest developments and trends in various fields.

ii. Policy Framework

To fulfill the commitment towards Community Engagement, HUC organizes its activities through the offices of Corporate Affairs and Community Services Committee.

iii. Policy Guidelines

a. To plan and execute community service activities for the academic year
b. To encourage faculty members, staff and students (including student community club) to contribute in community development activities.
c. To evaluate the benefits of the service activities to the community.
d. To invite industry experts in developing the curriculum for program and
e. To arrange placement and internship opportunities for students.

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f. To promote consultancy and joint projects with the identified organizations
g. To develop an industry – academia forum and organize panel discussions

iv. Tenure and Authority

Table 3.17.1

Responsibility to form, amend and dissolve Community Engagement units	Responsibility to assess the benefit of the Community Engagement	Approval of Community Engagement activities	Authority to Approve and Amend community engagement policy, procedure and modalities
President	IRQA	UC	President

D. MOU Signing

Community Engagement committee initiates the process of identifying organization for mutual collaboration towards serving the community at the Emirate and Federal level. Memorandum of Understandings will be signed with the identified organization which can include Government, Semi-Government, Social Engagement Organizations and Corporates. The areas of mutual collaboration will include both training of soft and hard skills for the employees of the organization, participating in the events conducted by the organizations and involve the organizations in HUC community Engagement events.

i. Process for conducting for school workshops on the community Engagement theme

a. The community Engagement committee coordinates with the marketing department for conducting various workshop for school students, teachers, counselors at HUC or at the school premises as per the requirement
b. After the events is over the coordinator prepares the event report and forwards it for chairs and the same would also be sent to HUC media and communication department for updating in digital and print media
c. The committee takes feedback from the participants for assessing the impact of the activity

ii. Process for liaison with external organization in conducting events through corporate affairs

The community Engagement committee will coordinate with corporate affairs in community engagement programs initiated by the corporates to service the society. HUC will provide support by involving students, staff and faculty in conducting the events.

iii. Approval process for events identified by faculty staff members and students

Generally, the community Engagement conduct the events based on the identified themes but if a faculty, staff and students wants to conduct the events they can submit the proposal through proposal form (Annexure A) to the committee. The committee will review the proposal based on outcomes achieved, feasibility and budget available. After the consultation with the committee members the chair will approve/disapprove the proposal and the same will be communicated to the proposer of the event within two weeks from receipt of the proposal.

iv. Process for Conducting for External and internal Events

a. The community Engagement committee prepares the yearly calendar of events before the start of the academic year which includes both external and internal events. The events are broadly classified under the categories such as Environment, Education Health, Safety (not limited to)
b. Committee prepares the budget for conducting internal and external events
c. The Engagement committee disseminates the calendar to Faculty, Staff and Students
d. A team will be formed for conducting each internal and external events

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e. The community Engagement committee conducts the external event as per the community Engagement calendar and the budget allocated for the particular event.
f. The coordinator prepares the pre- and post-event checklist and disseminates the information to the identified team which is responsible for conducting the events.
g. After the events is over the coordinator prepares the event report and forwards it to chairs and the same would also be sent to HUC media and communication department for updating in digital and print media
h. To take feedback from the external participants for assessing the impact of the activity

E. Mandatory Polices

i. Award Policy under FES

Award for best Community Engagement will be presented to Faculty, Staff and Students who excelled in community Engagement during the academic year. The criteria will include both qualitative and quantitative aspects which are listed below

a. Faculty Community Engagement Award:

1. Initiating the proposal for conducting the events in innovative way of reaching out to the society
2. Fulfilling the assigned responsibility in the conduct of the event
3. Evaluate the best impact event.
4. FES rating on community Engagement for faculty member

b. Staff Community Engagement Award:

1. Initiating or suggesting a proposal for conducting the events in innovative way of reaching out to the society
2. Contribution to the successful implementation service committee programs.
3. Fulfilling the assigned responsibility in the conduct of the event
4. SES rating on community Engagement for member of HUC staff.

c. Students Community Engagement Award:

Community Engagement Committee and Student support Department (SSD) will provide inputs for a decision in regards to community Engagement awards to students and assist the Community Engagement Committee

1. Initiating or suggesting a proposal for conducting the events in innovative way of reaching out to the society
2. Contribution to the successful implementation service committee programs.
3. Fulfilling the assigned responsibility in the conduct of the event

To evaluate the performance of the students towards their contribution to the community Engagement, Student committee will be formed in the beginning of the academic year. The committee will comprise of the following members:

3.1. President (Senior/Junior)
3.2. Secretary (Senior/Junior)
3.3. Organizer
3.4. Public relation

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The Students committee will nominate the best student based on the table below.

S. No	Objectives	Weightage
1	To Conduct awareness programs Theme based, Social and environmental through Seminars/Workshops for community	20%
2	Contribution to HUC's Social Activities	Initiator 40% Contributor 20% Participant 10%
3	Representing HUC in community forums and competitions	15%
4	HUC Brand Building	25%

Total exceeds 100%, please adjust percentages in each component.

The item Number 2 is elaborated as follows. If the student is an initiator then he will obtain 100%, if he is a contributor then 80%, Participant then only 70%

ii. Promotion Policy

The Community Services Committee Chair will appraise the performance of a faculty in community service activities at the time of his evaluation for promotion.

iii. Role and Responsibilities in Recruitment

The chair will be part of recruitment process wherein the candidates would be asked about their exposure to Community Engagement, assess the attitude towards community Engagement

iv. Role and Responsibilities in Probation Confirmation

The chair will report the activities and involvement of the candidate during his/her probation tenure at HUC in consultation with the committee members. New Faculty member required to submit their plan for community Engagement activities.

v. Authority of Committee Members

a. Engagement committee will organize, manage and conduct community Engagement events as per schedule during the academic year.
b. To evaluate the Faculty, Staff and Students for community Engagement award.
c. To develop, amend and modify the policies depending on the review and suggestions.
d. After review of Faculty, Staff and Students the committee would counsel them to be proactively participate in Community Engagement programs.
e. After first verbal counseling the faculty, staff and student's involvement shall be reviewed and if necessary, a letter will be sent to TED for recording in the personnel file.

11. b. External Advisory Council

Policy number	EADB_POLICY_01
Policy name	External Advisory Council
Policy version	Version 3
Standards applicable	MOHESR CAA Standard 11: Community Engagement
Policy owner	School of Business and School of Computing
Date of policy development	21 July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	President

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I. Introduction

The School of Business and School of Computing in HUC have their own External Advisory Council (EAC) responsible for advising the Dean of the respective School on the formulation of strategies required for the growth of the school regionally and internationally. They also advise on directions for achieving sustainability of each program of the school and implementation of strategies. Deans of respective school chair the respective EAC and expected to incorporate the directions and advice of EAC in their planning and operations.

II. Goals

1. To suggest strategies for sustainable growth of the school.
2. To advise on enhancing the academic and academic services provided by the school.
3. To suggest brand building activities.
4. To advise on placement, internships and live projects for the students.
5. To suggest on training, consulting and community service.

III. By-Laws

A. Formation & Constitution of External Advisory Council

The External Advisory Council for School of Business and School of Computing is formed consisting of members such as consultants, members from corporate, alumni, parents, government executives, social activists and academicians. The Dean of the respective schools are the chair of External Advisory Council.

B. Appointment and Term Of External Advisory Council Members

The eligibility for appointment to EAC, is that the person from the industry holding senior positions, CEO of corporate, senior officials of government organization, parents and alumni. The members may also be an eminent academician and social activist. These members are recommended by the respective Dean to the President of the university to be nominated to EAC to provide inputs on the practical aspects of the business environment for assisting the School to formulate its strategic plan and progress to achieve its vision and mission in the long run. The appointment shall continue for a period of **two years** and may be extended for another term of 2 years depending on the mutual agreement.

New EAC members may be added at any point of time as per the requirement of the school and other requirements.

C. Renewal of Term Of External Advisory Council Members:

The External Advisory Council members tenure may be renewed for another term of 2 years depending on the mutual agreement.

D. Resignation & Removal:

An EAC member may resign by a written notice to the Chair (Dean of the School) of the External Advisory Council which shall be effective upon receipt by the chair or at a subsequent time as set forth in the notice.

E. Time, Place of Meeting And Records:

The External Advisory Council is expected to meet **twice in a year**. The meetings shall be held in HUC campus/ online or any other place within the U.A.E. In case, any external advisory council

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member cannot attend the meeting in person, he may attend through virtual platform. The minutes of the meetings are recorded by the secretary appointed for the meeting by the Chair (Dean).

F. Special Meetings:

Special meetings of the External Advisory Council may be called by the Chair (Dean) on the written request giving at least one week's time to the members.

G. Delivery of Agenda:

The secretary of respective Dean shall mail or fax a copy of notice of meeting and the Agenda to each member of the External Advisory Council at least one week prior to the date of the meeting.

H. Duties of Chair of External Advisory Council

i. To call meetings of the External Advisory Council.
ii. To preside over all meetings of the Council.
iii. To appoint members of External Advisory Council
iv. To maintain regular liaison with External Advisory Council Members
v. To be the spokesperson and representative of the Council for any matter dealt with by the Board of Trustees.
vi. To apprise the President on plan and execution of EAC suggestions
vii. To nominate internal members such as Program Chair/ Faculty Member to the External Advisory Council
viii. To perform such other duties as determined by the Council

I. General Responsibilities of the Members of the External Advisory Council

The members of the External Advisory Council are appointed by the President on the recommendation of respective Dean. As a members of the External Advisory Council, they do not hold any administrative responsibilities. The External Advisory Council has a role to advise the Chair of External Advisory Council on various dimensions of academic and environmental issues in UAE and the region and to provide suggestive directions that may help the sustainable growth of the school in all dimensions.

i. To advise on all academic and academic services issues relating to school for discussion and decision
ii. To suggest strategies for sustainable growth of the school
iii. To suggest branding activities of the school
iv. To suggest training, consulting and community service for developmental of the school
v. To enhance student learning and career growth
vi. To provide suggestions on building strong alumni relationships
vii. Suggest opportunities of higher education, placements and entrepreneurial opportunities
viii. To attend meetings of External Advisory Council and contribute constructively.
ix. Each member is expected to attend all the meetings.
x. In the event of absenting from the meeting, the member shall inform the inability to attend the meeting to the Chair well in advance.
xi. Members are prohibited from any financial dealing with the institution.
xii. The External Advisory Council is responsible for adding value to the school from different perspective that may lead to improvements in the functioning and visibility of the school in the region.
xiii. The External Advisory Council should provide some alternative inputs for the development of the school through council meetings as well as informally throughout the academic year.

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xiv. The External Advisory Council enables school to achieve the educational effectiveness, academic excellence and appropriate financial stability of the institution.
xv. The EAC members represent the standpoint of alumni, parents and friends.
xvi. Attending and actively participating at the council meetings as per schedule
xvii. Serving on select committees or task forces of the council
xviii. Meeting individually with the Dean and / or President, if required.
xix. Advising in career service activities, and interacting with current students
xx. Hosting or participating in HUC events that promote awareness of and interest in the institution and its faculty, departments and programs.
xxi. Identifying and engaging other alumni, parents, and friends in a position to support the university fundraising activities.
xxii. Recommending and supporting the for annual fund and other campaigning activities at a level commensurate with one's capacity.
xxiii. Review progress of the institution and share ideas
xxiv. Support academic program accountability by providing guidance and feedback and serving as partners in research and community collaborations
xxv. Review governance procedures and provide suggestions for improvements
xxvi. Review brochures and website and provide suggestions.
xxvii. Help in formulating new strategies which are presented to the Board of Trustees for review and approval
xxviii. To help the school in understanding the current trends in the industry requirements and job market

J. Code and Conduct:

i. The EAC members shall conduct in accordance with the responsibilities and obligations as mentioned above and within the applicable laws of UAE.
ii. The members shall contribute to fulfill their roles and responsibilities with the highest standards of conduct and integrity.
iii. Member of EAC shall not disclose to others, or use to further his or her personal interests, confidential information acquired in the course of performing Board or Committee functions. "Confidential" will be defined as either any information marked "Confidential" or matters of a personal nature concerning an individual; confidential personnel matters.

11. c. Continuous education and lifelong learning.

Policy number	CCLL_POLICY_01
Policy name	Continuous Education and Lifelong Learning
Policy version	Version 3
Standards applicable	MOHESR CAA Standard 11: Community Engagement
Policy owner	Centre for Continuing Learning
Date of policy development	18 July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	President

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I. Introduction

The Continuous Education and Lifelong Learning Policy is designed to provide students, alumni, and the public with ongoing educational and professional development opportunities. This policy aims to enhance knowledge, skills, and career prospects while fostering a culture of lifelong learning.

HUC, through its Centre for Continuing Learning, offers participants with the opportunity to earn a diverse range of certifications, including Certificates issued by the Centre for Continuing Learning (i.e. Certificate of Attendance, Certificate of Completion) and accredited certificates and diplomas issued by renowned International Awarding Bodies. These partnerships have been established with esteemed international bodies including ACCA, IATA, SHRM, Confederation of Tourism and Hospitality, ICDL Arabia, EC-Council, IFA, CISCO Academy, Coursera, and ATHE. These collaborations ensure that the certifications offered by HUC are recognized and held in high regard within their respective industries.

By embracing this policy, HUC aims to empower students, alumni, and the public to pursue continuous learning, obtain professional certifications, and secure career advancement opportunities.

II. Objectives

1. To offer a comprehensive range of continuing education programs and courses that align with the academic disciplines and career aspirations of students, alumni, and the public.
2. To support participants in obtaining professional certifications and credentials that enhance their professional standing and career prospects.
3. To provide flexible learning options, including online and blended formats, to accommodate individual schedules and preferences.
4. To offer non-degree courses to individuals who wish to enroll in undergraduate and graduate courses offered by Horizon University College.
5. To foster a culture of lifelong learning and professional development among students, alumni, and the public.

III. Continuous Education and Lifelong learning programs

a. Training Offerings

i. HUC will develop and offer a diverse portfolio of continuing education training programs and short courses designed to meet the evolving needs of participants.
ii. The training offerings will be developed in collaboration with faculty, industry experts, professional associations, and academic partners to ensure relevance and currency.
iii. The training programs may include short-term workshops, seminars/webinars, HUC's certificate programs, executive education, and other forms of professional development opportunities.

b. Professional Certifications and Career Advancement

i. HUC will actively support and guide participants in pursuing professional certifications and credentials recognized by relevant professional bodies and organizations, such as, ACCA, IATA, SHRM, Confederation of Tourism and Hospitality, ICDL Arabia, EC-Council, IFA, CISCO Academy, Coursera, and ATHE.
ii. HUC will provide resources, guidance, and preparation materials to help participants prepare for certification exams and meet the necessary requirements.
iii. Career counseling services, job placement assistance, networking events, and alumni connections will be facilitated to support participants in securing career advancement opportunities.

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c. Non degree courses

Non-degree courses are offered to individuals, who wish to enroll in undergraduate and graduate courses delivered by the schools at Horizon University College, to enhance their skills, acquire knowledge in specific areas, or explore academic interests. A certificate of completion and a transcript will be awarded as per the Non-degree student enrollment policy.

IV. Admission requirements and financial policies

Refer to CCL Policies and procedures manual for Admission requirements and Financial policies related to each program.

V. Evaluation of Effectiveness

i. HUC acknowledges the importance of evaluating the effectiveness of the lifelong learning program in enabling students, alumni and the public to obtain professional certifications and secure career advancement.

ii. Regular assessment and feedback collection will be conducted to measure the impact and outcomes of the lifelong learning program. Assessments will be conducted at various stages, including pre, during, and post-training programs, to comprehensively evaluate the program's effectiveness. In addition, feedback from trainers and faculty members involved in delivering the programs will be gathered and considered.

iii. The evaluation process will include tracking the number of participants who obtain certifications, their career progression, and feedback from participants on the support and resources provided during the program.

iv. Based on the evaluation results, adjustments and improvements will be made to enhance the policy's effectiveness and ensure its alignment with participants' needs and industry demands.

By implementing this holistic policy, HUC aims to empower students, alumni, and the public to engage in continuous learning, obtain professional certifications, and secure career advancement opportunities.

The policy's effectiveness will be regularly assessed to ensure its effectiveness in fulfilling these objectives.

11. d. Non-degree Student enrollment policy

Policy number	CCLL_POLICY_10
Policy name	Non degree Student enrollment policy
Policy version	Version 2
Standards applicable	Standard 3 and Standard 6
Policy owner	Centre for Continuing Learning
Date of policy development	8 January 2024
Review date	7 August 2025
Date of recent modification	7 August 2025
Next review date	8 June 2026
Approved by	President

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A. Introduction

This policy outlines the guidelines for non-degree students seeking enrollment in courses offered by Horizon University College (HUC) under different programs. The policy adheres to the regulations set forth by the Ministry of Higher Education and Scientific Research (MOHESR) in the United Arab Emirates (UAE) to ensure transparency, fairness, and compliance with national standards.

Applicants interested in attending a limited number of courses at HUC without enrolling in a degree program can apply as non-degree applicants. Non-degree status does not apply to exchange students.

B. Definition of Non-Degree Students

Non-degree students are individuals who wish to enroll in undergraduate offered at Horizon University College without enrolling in a formal degree program. Student may seek to acquire knowledge in specific area, enhance skills, , or explore academic interests.

C. Eligibility Criteria

To be eligible for enrollment as a non-degree student, candidates must meet the below requirements:

i. **Non-degree applicant seeking enrollment in undergraduate courses:**
   a. Must hold a high school certificate or equivalent qualification.
   b. English Proficiency evidenced through professional experience (Letter issued by Employer) or submit English Language Proficiency certificate
   c. Meet any additional course-specific prerequisites through Recognition of Prior Learning (RPL) *, or formal study

* The RPL for a program will be based on professional certifications, diplomas, work experiences in the related fields and equivalency will be awarded upon verifying the validity and authenticity of issuing authority or its equivalency approved by MOHESR CAA or NQA.

D. Application Process:

i. Non-degree applicants may register courses through the Centre for Continuing Learning at HUC.
ii. Non-degree applicants should follow HUC's Non-degree application process, which includes:
   a. Submission of a completed application form (Non-degree Student Application).
   b. Payment of the applicable non-degree application fee.
   c. Providing proof of academic qualifications, English Language proficiency and Professional certificates /evidence of formal study as per eligibility criteria.
   d. Submission of the following documents
      1. Photocopy of Valid Passport and Residence Visa (if applicable)
      2. Photocopy of a Valid Emirates ID Card
      3. Passport-Size Photograph

E. Course Selection

Non-degree applicants may opt for a maximum of 5 courses from the undergraduate program per semester offered at HUC as per the undergraduate curriculum, which is available on HUC website.

Course/s may be offered by HUC only upon meeting the minimum enrollment number and availability of applied courses in immediate offerings otherwise applicants will be notified to register for the course/s with intended timeframe in subsequent semesters.

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F. Tuition Fees

Non-degree applicants are required to pay tuition fees for each enrolled course/s. Tuition fees must be paid in full before the start of the semester. Fee structures are in accordance with the HUC fee policy. Tuition fees paid by the applicant will be forfeited in case of non-degree applicant withdraws in the middle of study period.

i. Payment option:

a. Enrolling for 1 or 2 courses, the total tuition amount must be paid before the commencement of the semester.
b. Enrolling for more than 2 courses, tuition fees can be paid in equal monthly instalments during their study period

G. Rights and Responsibilities:

i. Non-degree students have the right to access HUC resources, including library, labs, and other facilities.
ii. They are expected to adhere to HUC's code of conduct and academic integrity standards.
iii. They do not qualify for financial aid or scholarship or other benefits available to degree-seeking students.
iv. They may request to change status to degree-seeking students with a separate application as per HUC admission requirements

H. Attendance and Assessment

i. Non-degree students are subject to the same attendance and assessment requirements as degree-seeking students.
ii. They must participate in class activities, complete assignments, and undertake assessments.

I. Completion:

i. Non-degree students may enroll in courses for a maximum of two consecutive semesters as below detailed:
  a. Undergraduate students can only enroll for a maximum of two semesters, with no more than 5 courses or 15 credit hours per semester.
  b. .
ii. Students must be in good academic standing order in line with the HUC's Assessment and Grading policy
iii. Upon completion of a course, a certificate of completion along with a transcript will be issued.

J. Termination of Enrollment

HUC reserves the right to terminate the enrollment of a non-degree student for reasons including academic misconduct, violation of HUC's policies, or failure to meet attendance and assessment requirements. *(Refer to Student Discipline policy, Student Attendance policy and Assessment and Grading policy)*

K. Appeals

Non-degree students have the right to appeal against decisions related to enrollment, grading, and termination of enrollment in accordance with the HUC's Student Appeals policy.

L. Review and Revision of the policy

This policy will be reviewed once in every academic year and revised to ensure alignment with the HUC's evolving standards and practices.

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11e. Volunteering Policy

Policy number	COMM_POLICY_02
Policy name	Volunteering Policy
Policy version	Version 1
Standards applicable	MOHESR CAA Standard 11
Policy owner	Community Services Committee
Date of policy development	8th September 2025
Review date	-
Date of recent modification	-
Next review date	-
Approved by	President

A. Introduction

This policy establishes the framework for student volunteering as a graduation requirement at HUC. Volunteering is considered an integral part of holistic student development, instilling civic responsibility, leadership, and community engagement. Requiring volunteer hours as part of graduation requirements helps students build empathy, leadership skills, and a sense of community responsibility. The volunteering hours at HUC are structured in a way that is spread out over time, offer flexibility in the type of activities and provide support for tracking and reflection so that students can meet the requirements without feeling overwhelmed. The Volunteering Policy is aligned with OBEF Pillar 6: Community Engagement and the HUC Strategic Plan Goals 1 (Excellence in Academics), 3 (Collaborations & Graduate Employability), 4 (Community Engagement), and 5 (Institutional Reputation & Excellence). The structured volunteering program supports civic development, social responsibility, and employability while contributing directly to institutional KPIs and regulatory expectations under the MOHESR Outcome-Based Evaluation Framework.

B. Objectives

i. To embed a culture of service and social responsibility among students.
ii. To ensure students contribute meaningfully to the community and society.
iii. To enhance students' personal and professional growth through experiential learning.
iv. To provide formal recognition of students' contributions.

C. Volunteering Requirement

i. It is mandatory for all undergraduate students to engage in a minimum of 40 hours of volunteering during their program as a requirement for graduation.
ii. The volunteering program is segmented into smaller sections to enable flexible completion at each level of the program.
iii. Students who fail to complete the required hours will not be eligible for graduation until the requirement is fulfilled.

D. Types of Volunteering activities

i. Ongoing Volunteer Positions:

a. Tutoring, mentoring, or helping with after-school programs.
b. Assisting with elderly care, hospitals, or senior community centers.

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c. Working with environmental organizations for conservation or clean-up projects.
d. Campaigns and activities organized by HUC.
e. Community service projects in collaboration with approved organizations.
f. Environmental and social awareness initiatives endorsed by the Community Services Office.

ii. Event-Based Volunteering:

a. Volunteering for University functions such as orientation, cultural, sports, or academic events
b. Participating in charity events, food drives, fundraisers, or community outreach initiatives.
c. Organizing or volunteering at school-related events, like fairs, sports events, or conferences.

iii. Service-Learning Projects:

a. These are often part of the curriculum, where students can earn volunteer hours while applying academic skills. For instance, a student majoring in social work might volunteer at a social services agency.
b. Projects can also be aligned with student's personal career interests, giving them both academic and volunteer credit.

E. Activities not eligible for volunteering

Students must note that the following activities are not eligible for volunteering hours:

i. Paid employment or internships.
ii. Activities completed without prior approval from OSA.
iii. Academic coursework or activities that carry credit hours

F. Structure of Volunteering

Program Level	Volunteering hours required	Type of volunteering activities
Freshman	10 hours	i. Introductory opportunities to ease students into volunteer work and community engagement. ii. To participate in freshman orientation, school-wide community service days, or simple volunteering tasks (e.g., assisting at local events or community centres).
Sophomore	10 hours	i. Students start engaging in more structured and long-term projects like mentoring, tutoring, or assisting with educational programs for children or adults. ii. Encouragement to explore different fields (e.g., environmental, social services, public health).
Junior	10 hours	i. Students are expected to take on more responsibility in their volunteer roles, potentially leading projects or mentoring younger students in the same program. ii. Opportunities to participate in internships or service-learning courses that combine academic learning with volunteer work.
Senior	10 hours	i. Students complete their hours in more specialized roles or contribute significantly to a final, long-term project (e.g.,

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		planning a large community event or working with a non-profit organization). ii. Could also include a reflective component, such as writing about the impact of their volunteer work.

G. Recording and Verification of volunteering

i. Students must first get approval for the volunteering activity from their respective faculty supervisor or the head of the organizing unit

ii. The volunteering hours completed by a student must be supported with documentary evidence including time logs, signed supervisor letters, and reflective summaries. These documents will form part of the university's MOHESR 3R Sampling Pack and be retained for a minimum of five (5) years by the Employee and Student Engagement offfice.The Chair of the Community Services Committee shall review and approve the submitted hours.

H. Tracking and Documentation of Volunteer Hours

i. **Record Keeping:** Students should maintain a log of their volunteering hours, including details about the organization, their role, and a brief reflection on their experience.

ii. **Verification:** To ensure the hours are meaningful, have organizations or supervisors verify the volunteer work by providing signed documents or brief reports confirming the student's involvement and contributions.

iii. **Reflection:** Requiring students to reflect on their volunteer work through essays, journals, or presentations helps them connect the experience to their personal growth and academic learning

iv. **Monitoring:** Data on student volunteering hours, participation rates, and event impact shall be tracked and submitted to the IRQA department annually for integration into institutional performance dashboards and MOHESR OBEF KPI 6.2 monitoring.

I. Incentives for Completion

HUC offers the following incentives to encourage students to complete their volunteer hours:

i. **Certificates or Recognition:** Public acknowledgment, such as a certificate, awards, or a special mention at graduation, for students who complete their required volunteer hours.

ii. **Academic Credit:** For certain volunteer opportunities (especially service-learning programs), students could receive academic credit toward graduation.

iii. **Leadership Opportunities:** Students who complete more than the minimum hours will be given an Outstanding Volunteering Award and will also be given leadership roles in future projects or programs, such as managing a team of volunteers or organizing an event.

J. Support provided by HUC

i. **Volunteer Fairs:** Organize regular volunteer fairs or orientations where students can learn about local opportunities and sign up for projects.

ii. **Advisors and Coordinators:** Provide students with advisors or volunteer coordinators who can help guide them through the process and find suitable placements.

iii. **Online Portals:** Provide an online platform where students can access databases and easily browse volunteer opportunities, track their hours, and log their progress.

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K. Roles and Responsibilities

i. **Students**: Engage actively in volunteering, maintain accurate records, and submit verification on time.

ii. **Community Services Committee:** Facilitate opportunities, approve activities, maintain records, and recognize achievements.

iii. **Faculty and Departments:** Support and encourage students by providing volunteering opportunities and collaborations.

iv. **The Registrar and IRQA department:** Shall serve as institutional stewards for maintaining validator-ready documentation and ensuring volunteering data is archived and reported in alignment with community engagement KPIs.

L. Policy implementation and review

This policy will be implemented by the Dean of respective schools. It will be reviewed annually by the Community Services Committee and updated if required to ensure alignment with the community engagement goals of HUC. The policy's performance will also be evaluated based on regular reporting to IRQA on volunteering participation rates, external partnership feedback, and alignment with OBEF KPI 6.2.

Additional HUC Policies

Academic Policies

12a. Faculty Exchange and Student Exchange Policy.

Policy number	CORP_POLICY_06
Policy name	Faculty and Student Exchange / Mobility Policy
Policy version	Version 2
Standards applicable	MOHESR CAA Standard 11: Community Engagement
Policy owner	Corporate Affairs Office
Date of policy development	22nd May 2023
Review date	22nd August 2025
Date of recent modification	22nd August 2025
Next review date	22nd June 2026
Approved by	Dean-SOB and Dean-SOC

A. Faculty and Student exchange / mobility

Internationalization is an important element in enhancing the teaching and learning experience of the taught and the teacher in a multicultural environment. Faculty and Student exchange/ mobility is particularly important in paving a path for the holistic development of students, learning different ways of solving problems and developing socio-cultural adaptability skills for both the student and the faculty member. It is a process of bringing in new vistas into learning pedagogy through experiential and sensitized learning. The exchange and mobility program at HUC is achieved through the ERASMUS project as well as by collaborating with reputed or top 200 international universities.

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B. Goal

To provide an international experience of learning at affordable cost and sharing knowledge.

C. Objectives

1. Create avenues for faculty and student exchange /mobility opportunities
2. Learn from shared experiences
3. Enhancing knowledge, skills and competencies in multi-cultural environment
4. Strengthening collaborative research and scholarly activities
5. Promoting faculty and student interaction between partnering universities

D. Role of Corporate Affairs Office

The department shall coordinate for faculty and student exchange / mobility programs under the ERASMUS project. Additionally, they shall identify reputed or top 200 international universities and initiate faculty and student exchange /mobility with them. Corporate Affairs Office should ensure following tasks are completed:

i. Coordinating with ERASMUS to facilitate faculty and student exchange/ mobility programs
ii. Signing of Formal agreements between the universities
iii. Prepare a detailed proposal for the exchange / mobility program including Budget requirements and submit for Dean and President's approval.
iv. Request for documents that can demonstrate quality and rigor to be submitted to MOHESR CAA
v. Specifying contact persons for faculty or student exchange program
vi. Creating local socio cultural environmental awareness
vii. Creating university learning environment
viii. Specifying the requirements for exchange program
ix. Facilitating smooth mobility of student and faculty
x. Clearly defining the requirements for smooth mobility
xi. Ensuring health, safety and security of the faculty and students under the exchange program.
xii. Ensure the immigration requirements are fully complied with
xiii. If a contractual relationship involves an educational organization as a partner, the institution offers evidence of the partner organization's quality, ensuring that it is either licensed in the UAE or respected internationally. The institution submits any prospective contract or memorandum of understanding that will impact on its programs of study to the MOHESR CAA for review and approval before signing it

E. Policies and Procedures for Faculty Exchange

A. Introduction

As part of our vision and pursuing its goal of internationalization, HUC encourages both inbound and outbound faculty exchange/mobility in order to gain international exposure of the institution, provide exposure to international best practices and enable students to learn from experienced faculty members from outside the country. This process will enhance learning experience to the students.

Faculty exchange/mobility between the partnering universities can be in the form of inbound and out bound movement of the faculty members, permitted by respective universities, to go and teach for a semester or two.

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B. Inbound Faculty:

i. Definition

Faculty members from reputed or Top 200 universities outside the country, who are engaged with Horizon University College for a semester or for a year, to teach students onsite at undergraduate or graduate level, are considered as inbound faculty under the Faculty exchange program. . Additionally, faculty who are engaged with Horizon University College for teaching Global Immersion programs with a duration of 1 to 30 days are considered as inbound faculty under the Faculty mobility program.

ii. Selection process for Inbound Faculty

1. Receiving Letter of intents by TED from their affiliated university
2. Evaluating faculty requirements for the semesters
3. Verification of recruitment documents for shortlisting and selecting
4. A brief discussion /interview with Dean of respective school and President
5. Selection of appropriate candidate as per recruitment policy
6. TED to provide Job description and contracts before finalizing the appointment
7. TED to give appointment letter after receiving acceptance of Job description and contract by the candidate

iii. Eligibility:

1. Faculty members from reputed or Top 200 international universities having terminal degree in their area of specialization
2. Minimum 3 Years of teaching experience at undergraduate or graduate level
3. Sufficient Research publications in Scopus journals
4. Experience in guiding dissertations, thesis, project work

iv. Exchange/mobility program duration for inbound faculty

The duration of exchange program is four months during Fall / Spring semester and it is two months during Summer semester. The duration of a mobility program through ERASMUUS or partner University may range from 1day to 30 days

v. Information required from Inbound faculty:

1. Letter of Intent to work for a semester or a maximum of 1 year
2. Submission of CV
3. Submission of documents related to qualifications, visa
4. Any health conditions that need to be informed or a medical report
5. Contact points back home

vi. General Terms of agreement

1. Expenses related to inbound faculty including air ticket, accommodation and transportation shall be borne by the inbound faculty in case of exchange/ mobility programs through partner Universities.
2. Expenses associated with inbound faculty exchange/ mobility through ERASMUS are subject to the terms and conditions agreed upon with the partner universities and may vary accordingly
3. Planning and developing programs, courses and teaching and learning material
4. Delivering programs, courses or teaching and learning materials

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5. Faculty member will teach as per the schedule and the mode of teaching agreed upon as per the syllabus
6. Faculty member will participate in collaborative research or independent research
7. Guide students on their dissertation, project work or thesis
8. Assess and evaluate the performance of the student
9. Award grades based on the performance
10. Prepare and submit course files within week of completing the course
11. Affiliate Scholarly output with HUC
12. Be sensitive to the socio cultural aspects of the region
13. Abide by the law of the land
14. Submit an experiential report on teaching a learning process and submit areas of development
15. Provide endorsement video

vii. Roles of HUC departments for inbound faculty exchange as per requirement

a. Role of Human Resources Department

1. The details of expenses related to inbound faculty including air ticket, accommodation and transportation will be shared by HUC's Human Resources department in consultation with Dean and upon approval by the President.
2. Requesting documents for visa processing and processing of visa
3. Preparing letter of contract and disbursing timely remuneration as per the contract
4. Provide support in opening bank account in UAE for transfer of remuneration agreed as per contract
5. Requesting contact point of local guardian or mentor and back at home
6. Pick from and drop to airport
7. Providing single occupancy accommodation with basic amenities and transportation
8. Provide health insurance for the agreed time period of contract
9. Ensuring availability of basic facility on occupying the accommodation
10. Arranging for salary advance on arrival
11. Orientation on the socio cultural aspects
12. Providing arrangement for sim card and basic shopping
13. City tour to show shopping centers, contact points for laundry, catering and rent a car
14. Showing nearby prayer places depending on their faith
15. Agreeing upon the currency of payment

b. Role of HUC Dean

1. Allocation of courses
2. Sending approved syllabus
3. Induction by the Program Chair, discipline leader, faculty members and introducing to the class
4. Providing orientation on use of academic related ERP and LMS
5. Orienting on academic policies
6. Orientation of the university and departments, academic policies
7. Orientation on teaching pedagogy and modes of assessment and grading
8. Providing assistance for printing and photocopying or typing

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9. Introducing to learning support services Library
10. Introducing to learning support services labs and software
11. Provide facilities to teach / research
12. Arranging a Peer mentor
13. Provide Academic guidance and support
14. Fund research or other scholarly activities as per policy
15. Getting arranged the workstation
16. Showing a sample course file

c. Role of Administration department

1. Preparing schedule
2. Supplying with attendance list and orienting on attendance system
3. Sample copies of all assessments
4. Explaining examination process

C. Outbound faculty:

i. Definition

Faculty members from Horizon University College, who go outside the country, to teach students onsite at undergraduate or graduate level of a partnering international university are considered as outbound faculty under the Faculty Exchange Program. Additionally, faculty members from the Horizon University College who go outside the country, for teaching Global Immersion program with a time duration of 1 to 30 days in a partnering international university are considered as outbound faculty under the faculty mobility program.

ii. Selection process for Outbound Faculty:

1. Submitting Letter of intents
2. Evaluating faculty requirements for the specific semester in the host country
3. Communicating documents required by the host university
4. A brief discussion /interview with dean of respective school and President of HUC and host university
5. Letter of appointment by the host university
6. Receiving Job description and contracts from host university before finalizing the appointment

iii. Information required from outbound faculty:

1. Letter of Intent to work for a semester or a maximum of 1 year
2. Submission of CV
3. Submission of documents related to qualifications, visa
4. Any health conditions that need to be informed or a medical report
5. Submitting Contact points back home

iv. General Terms of Agreement

1. Faculty Mobility from HUC to other Partner University or vice versa, which are not through ERASMUS, shall have separate costing and requirements and will be subject to approval Dean and President
2. Planning and developing programs, courses and teaching and learning material
3. Delivering programs, courses or teaching and learning materials

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4. Faculty member will teach as per the schedule and the mode of teaching agreed upon as per the syllabus
5. Faculty member will participate in collaborative research or independent research
6. Guide students on their dissertation, project work or thesis
7. Assess and evaluate the performance of the student
8. Award grades based on the performance
9. Prepare and submit course files within week of completing the course
10. Affiliate Scholarly output with HUC
11. Be sensitive to the socio cultural aspects of the region
12. Abide by the law of the land
13. Submit an experiential report on teaching a learning process and submit areas of development
14. Provide endorsement video
15. Any specific requirement by the host university

v. Host university commitments

1. Providing salary and other benefits to HUC outbound exchange faculty such as accommodation, Transportation, Air ticket as specified in the contract
2. Processing visa
3. Pick from and drop to airport
4. Boarding facility in a pre designated location
5. Remuneration as per the agreement in the contract
6. Provide health insurance
7. Provide internal transportation
8. Orientation on the institution and socio cultural aspects
9. Provide facilities to teach / research
10. Fund research or other scholarly activities as per policy
11. Providing a Peer mentor
12. Providing Academic guidance and support

F. Policies and Procedures for Student Exchange

A. Introduction

As part of our vision and pursuing its goal of internationalization, HUC encourages both inbound and outbound student exchange in order to gain international exposure of the institution, provide exposure to international best practices and enable students to learn from experienced faculty members in foreign universities. This process will enhance learning experience to the students.

Student exchange between the partnering universities can be in the form of inbound and out bound movement of the faculty members, permitted by respective universities, to go and teach for a semester or two.

B. Inbound Student:

i. Definition

Students from outside the country, who are enrolled for at least one semester at the undergraduate or graduate level at Horizon University College, and attending onsite classes are considered as inbound students under student exchange program. Additionally, students who

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have registered for a student mobility program/Global Immersion program at Horizon University are considered as inbound students under the Student mobility program.

ii. Selection process for students under inbound student exchange program:

1. Announcing the opening of study exchange/mobility program to students with details
2. Defining the eligibility requirement for student exchange program
3. Receiving Letter of intents from students
4. Evaluating requirements of the admission to semester in the Horizon University College
5. Verification of documents as per admission requirements shortlisting
6. Dean/nominee to have a brief discussion /interview with the student
7. Selection of appropriate candidate
8. Explaining academic policies and socio-cultural aspects of the country
9. Getting the consent of the sponsor or parent
10. Ensuring funding for the stay

iii. Eligibility criteria for inbound students:

1. Students from international universities fulfill admission requirements to study at the Horizon University College
2. Admission requirement at the undergraduate or graduate level
3. Payment of the required fee
4. Letter of permission for student exchange program from the host university
5. Letter of admission from Horizon University College
6. Demonstrating the ability to bear the expenses in the host country

viii. General Terms of agreement for inbound student exchange through ERASMUS

a. The duration of student exchange program through ERASMUS is five months during Fall / Spring semester and it is two months during Summer semester
b. The inbound students can take a maximum of 5 courses or 15 credits hours during Fall / Spring semester and they can take a maximum of two courses or 6 credit hours during Summer semester. They can also take Internship which is optional.
c. The Student Exchange / mobility shall be funded by ERASMUS. HUC and the Partner University shall not charge any amount from the student except Visa Cost, Insurance cost, E Books cost, Registration Charges or other expenses/ fines if applicable to be paid

ix. General Terms of agreement for inbound student exchange through partner universities

1. The duration of student exchange program is four months during Fall / Spring semester and it is two months during Summer semester.
2. The inbound students can take a maximum of 4 courses or 12 credits hours during Fall / Spring semester and they can take a maximum of two courses or 6 credit hours during Summer semester along with an optional Internship
3. The Inbound Students are required to pay the applicable charges for Fall /Spring and Summer semester which includes Course fees, registration fees, Learning resources fees, Accommodation charges, Visa charges, insurance charges and examination fees and the details can be referred in Appendix-A. These charges are subject to change as per directions received from President.

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x. **General Terms of agreement for student mobility program**

a. The duration of a student mobility program may range from 1 day to 30 days
b. The Global Immersion Program including Boot camps is considered as a part of the Student Mobility Program, which can be both inbound as well as outbound. Each program shall consist of specific Modules with different time duration and hence charges for each program shall vary accordingly.
c. The charges for each student mobility program will be finalized in consultation with the Deans, VP-AO and VP-IRQA and approved by the President

iv. Roles of HUC departments

a. Role of Human Resources Department

1. Requesting documents for visa processing and processing visa
2. Provide support in opening bank account in UAE
3. Requesting Contact points at home country
4. Pick from and drop to airport
5. Boarding facility in a pre designated location
6. Providing accommodation and transportation
7. Any health conditions that need to be informed or a medical report
8. Provide health insurance
9. Ensuring availability of basic facility on occupying the accommodation
10. Orientation of the university and departments, academic policies
11. Orientation on the socio cultural aspects
12. Requesting contact point of local guardian or mentor and back at home
13. Providing arrangement for sim card and basic shopping
14. Showing nearby prayer places depending on their faith

b. Role of HUC Dean

1. Allocation of semester courses to the student
2. Sending approved syllabus
3. Induction of the Program Chair, discipline leader and faculty members
4. Providing orientation on use of academic related ERP and LMS
5. Orienting on academic policies
6. Orientation on teaching pedagogy and modes of assessment and grading
7. Introducing to learning support services Library
8. Introducing to learning support services labs and software
9. Orienting on labs and available software on the workstation

c. Role of Student support Department

1. Orientation of the university and departments
2. Orientation on clubs and committees
3. Advisory orientations
4. Introducing to the class
5. Arranging a Peer mentor
6. Providing assistance for printing and photocopying or typing

d. Role of Administration department

1. Submission of documents as per Admission Requirements:

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2. Preparing schedule for the student
3. Explaining examination process
4. Orienting on the general policies of HUC

C. Outbound Students:

i. Definition

Students from the Horizon University College, who go outside the country, to study at undergraduate or graduate level of a partnering international university, and are attending onsite classes are considered as outbound students under the student exchange program. Additionally, students from the Horizon University College who have registered for a student mobility program/Global Immersion program of a partnering international university are considered as outbound students under the Student mobility program

ii. Selection process of Outbound Students from Horizon University College :

1. Announcing the opening of study exchange program to students with details
2. Defining the eligibility requirement for student exchange program
3. Receiving Letter of intents from students
4. Evaluating requirements of the admission to semester in the host university
5. Verification of documents as per admission requirements in the host university and shortlisting candidates
6. Dean/nominee to have a brief discussion /interview with the student
7. Selection of appropriate candidate
8. Explaining academic policies and socio-cultural aspects of the host university
9. Getting the consent of the sponsor or parent
10. Ensuring funding for the stay

iii. Information required from outbound students:

1. Intent to study for a semester or a maximum of 1 year
2. Submission of academic credentials
3. Submission of documents related to qualifications
4. Any health conditions that need to be informed or a medical report
5. Submitting Contact points back home

iv. Commitment of host university to facilitate outbound students from HUC

1. Requesting documents for visa processing and visa processing
2. Providing support in opening bank account
3. Pick from and drop to airport
4. Contact points at home country
5. Provide health insurance
6. Boarding facility in a pre designated location
7. Provide internal transportation
8. Informing the allocation of semester courses to the student
9. Handing over the approved syllabus for the semester
10. Induction of the Program Chair, discipline leader, faculty members and introducing to the class
11. Providing orientation on the availability of academic-related ERP and LMS
12. Orienting on academic policies of host University

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13. Orientation on teaching pedagogy and modes of assessment and grading in host university
14. Providing a Peer mentor
15. Providing Academic guidance and support

v. General Terms of agreement for outbound students exchange

a. Outbound students shall be given the option of studying for one or two semesters in the partner university

b. The selection of semester/s and courses along with number of courses to be taken at the partner university, will be decided by the Dean of respective School along with the program Chairs

c. President in consultation with VP-AO and VP-IRQA shall take decision related to payment of tuition fees by the outbound students

12b. Professional Certification Policy

Policy number	ACAD_POLICY_09
Policy name	Professional Certification Policy
Policy version	Version 1
Standards applicable	Standard 3
Policy owner	Dean-SOB and Dean-SOC
Date of policy development	31st May 2023
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	VP-AO

A. Introduction

A Professional Certificate is a focused, industry centric, structured interrelated set of courses that augments the academic programs through enhancement of Knowledge, Skills and/or Competencies of individual students in order to meet the needs of dynamically changing job markets. These courses are non-credit courses and may be delivered face to face, online, by distance, through hybrid mode, depending upon the policy of Certification Provider.

HUC teaching philosophy believes in providing practical learning experience to the students that helps them in applying the practical knowledge in the work environment.

This is expected to increase the employability of HUC students in the region and serve the organizations and society with a problem-solving attitude at work.

B. Purpose

The purpose of Professional Certification policy is to enhance the applicability of knowledge through engagement of students in activities that reinforce their learning through linking relevant courses with professional certification courses.

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C. Formation of Committee Responsible for Professional Certification

The Professional Certification committee comprises of Deans, Program Chairs and faculty expert relevant to the program from both the schools.

D. Responsibility of the Committee

To identify professional certification courses relevant to the program and specific courses that can enhance students' learning and applicability.

The committee is also responsible to recommend the professional courses, coordinate with the professional bodies and incorporate processes and procedures that are relevant, indicate fee structures and promote among students.

E. Policy Outline

All the undergraduate programs offered at HUC are linked with recognized professional certifications offered by professional bodies. These certification courses are linked with relevant courses and it is integrated in the respective course syllabi. It is expected that faculty as well as students give equal importance to the professional courses alongside the course contents mentioned in the syllabi. The mode of assessment for the certification program shall depend upon the Professional body procedures and practice. It will also be specified in the syllabi.

i. Certification Providers

The Professional Certificates are offered through Industry leading institutions and bodies such as CFA, IATA, CTH, SHRM, ORACLE, CISCO, MICROSOFT, EC-COUNCIL etc., wherein HUC has signed a formal agreement or memorandum of understanding with the above-mentioned institutions

ii. Course Syllabus

The Certification Provider details for each course is updated in the Course Syllabus if applicable at the beginning of the semester. In case student wishes to enroll for the suggested Professional Certification, the details of Certification provider, method of enrollment and mode of payment is available for students review. HUC encourages its students to enroll into these programs as it enhances students experience in an emerging area, meets their professional development requirement and provides the necessary "step-up" preparation for their degree program.

iii. Certification fees

The applicable fees for the certifications, the mode of payment, along with certification provider details are available on the LMS portal and can be referred by the students under the Professional Certification section.

F. Process Flow

1. The committee identifies and recommends appropriate professional certification courses to be included in the syllabus.
2. The professional certification courses are incorporated in the syllabus and circulated to students
3. Mapping of certification courses with relevant CLOs and PLOs
4. Details of registration, fee structures and the processes and procedures are explained to the students
5. Faculty members orient the students on the importance of completing certification courses for their career progression
6. Faculty members to ensure interested students are registered in the certification programs
7. Facilitate students in learning and attempting exams for professional certifications
8. In case a student fails in professional certification course, he may repeat it.

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G. Frequency and Authority of Review

Components	Responsibility	Review frequency	Timeline	Responsible to implement	Approval Authority
Identifying relevant professional certifications	Committee	Annual	Before start of Academic year	Deans and Program Chairs	President, Vice President-AO and Vice President-IRQA
Incorporating contents of certification courses in the course syllabi	Program Chairs and faculty experts	Annual	Before start of Academic year	Faculty members	Deans
Mapping of certification courses with relevant CLOs and PLOs	Program Chairs and faculty experts	Annual	Before start of Academic year	Faculty members	Deans
Facilitate exams	Professional bodies and Deans	Semester	As per the exam calendar given by Professional bodies	Professional bodies, Faculty members and Administration	President Vice President-AO and Vice President-IRQA

IRQA Policies

13a. Institutional Effectiveness System

Policy number	**IRQA_POLICY_01**
Policy name	Institutional Effectiveness System
Policy version	Version 4
Standards applicable	Standard 2.a Standard 2: Quality Assurance- Annex 8: 2 f, g, h
Policy owner	IRQA
Date of policy development	18th July 2019
Review date	10th October 2025
Date of recent modification	10th October 2025
Next review date	22nd June 2026
Approved by	VP-IRQA

A. IE Manual (g. the instruments to be used and the type of evidence to be collected and analyzed)

The Institutional Effectiveness system (IES) facilitates HUC in assessing all its programs, courses, processes and services through various assessment tools. The Institutional Effectiveness manual includes details of each assessment tool used in the process of measuring the Institutional Effectiveness System. The manual provides information on the process and instruments used for measuring the effectiveness of each tool and type of evidence which is required to be collected & analyzed. The manual also includes the steps detailing dissemination of the results of assessment, including what will be disseminated and to whom.

Please refer **Annexure 1 - IE Manual for complete details**

B. IE Calendar

i. The processes and established timetables used to evaluate all programs, courses, processes and services
ii. The entities responsible for each aspect of evaluation and quality assurance
iii. Please refer **Annexure 2 – Institutional Standing Committee Calendar** for details

C. Institutional Effectiveness Planning

IS Committee prepares annual IE calendar for the forthcoming academic year and allocates the responsibilities of each IE sub committees which includes the following components:

i. Name of the IS Committee
ii. IS Committee Chair
iii. IS Committee members
iv. IS Committees to submit report to IRQA as per calendar
v. The IRQA reviews and compiles the report and forwards to VP-IRQA for review as per calendar
vi. Semester wise review of consolidated reports by President
vii. IRQA department to facilitate the departments in implementing suggestions

D. Allocation of roles and responsibilities to each IS Committee

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IS Committee invites the its members to explain the roles and responsibilities and the chair hands over the IE calendar along with report formats which contains the introduction of the tool, objectives, KPIs and data submission format.

13b. Feedback System

Policy number	**IRQA_POLICY_02**
Policy name	Feedback System
Policy version	Version 4
Standards applicable (MOHESR / AACSB / ABET / Any other)	MOHESR Standard 2.a/ Standard 2: Quality Assurance- Annex 8: f,g,h
Policy owner	IRQA
Date of policy development	18th July 2019
Review date	10th October 2025
Date of recent modification	10th October 2025
Next Review Date	22nd June 2026
Approved by	VP-IRQA

A. Introduction

Feedbacks and Surveys help in assessing stakeholder's satisfaction and requirements on the Academic and Academic Support Services provided by Horizon University College (HUC). Students, Staff, Graduates and Employers perceptions and opinions are imperative in determining the future directions of HUC. Feedback and Survey calendars are prepared before the start of the academic year and conducted as per the calendar. Feedbacks and Surveys are conducted through online and results are disseminated through online feedback analysis system. HUC's Feedback conduct and review committee is responsible for the conduct and review of the feedbacks.

B. Goals, Objectives, KPIs and Benchmark

Goal	Objectives	KPIs	Benchmark
To plan, conduct, analyze and disseminate feedback and survey results to decision makers	To Review and finalization of feedback and survey tools	Completion of review	One month before the start of the academic year
	To plan and conduct feedback and surveys	Completion of Preparation of feedback calendar	One month before the start of the academic year
		Percentage of feedback conducted as per calendar	90%
		Feedback response for Outcome Based evaluation framework (OBEF) surveys	As per Sampling plan provided by MOHESR
		Feedback response rate for mandatory feedbacks and surveys	70%
		Feedback response rate for non-mandatory feedbacks	At least 30% of the participants or attendees

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	To analyze and disseminate the results of the various feedbacks and surveys	% of feedback analysis reports Automated	80%
		% of results analysis forwarded to committees for non-automated feedbacks as per calendar	80%
		% of feedback reviews completed as per the calendar	80%

C. Process

The process of feedback includes designing questionnaire, planning, collecting, , reviewing and analyzing data to suggest improvements for closing any gaps.

D. Designing and planning:

The IRQA receives inputs from various academic and academic support services units for the need of a feedback and / or updates required in existing feedback for the forthcoming academic year which are forwarded to the President for review. The President reviews all the suggested requirements and upon his approval, the IRQA updates the list of feedbacks as applicable to the corresponding scope and objectives. Further the feedback is submitted for President's approval. IRQA prepares the feedback calendar for student, faculty and staff and forwards it to the respective department for necessary actions.

E. Collection of feedback

IRQA prepares the feedback calendar for faculty, staff, students and UC feedback before the start of the academic year and forwards it to the concerned department. Feedbacks for the academic and academic support services offered onsite as well as online are conducted on a regular basis. Academic feedback form is activated for students after verifying their eligibility based on the class attendance. A Minimum of 60% attendance is required for the students to provide their feedback

F. Data collection and analysis

IRQA collects both qualitative and quantitative data through the feedback and meaningful conclusions are drawn from the processed data, prepares the feedback analysis report (online/onsite) and forwards it to the respective committees for review and necessary action.

G. Classification of Feedbacks

The department is responsible for the conduct of Feedback on various onsite and online academic and academic support services activities in coordination with the Computing Department as per Feedback calendar before the commencement of the academic year.

Feedbacks are classified as follows:

i. Students Academic Feedback
   a. Students Academic Faculty Course Feedback
      1. Students Interim Faculty Feedback (HUC internal feedback)
      2. Students Academic Faculty Feedback – Course Delivery (HUC internal feedback)
      3. Students Feedback – Course (HUC internal feedback)

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4. Students Faculty Feedback – Internship – OBEF Feedback

b. Students Academic Advising and Mentoring Feedback (HUC internal feedback)

c. Industry Input Feedback

1. Students Industry Input Feedback (HUC internal feedback)
2. Graduates Information Survey (HUC internal feedback)
3. Students Professional Skills Development Program Feedback (HUC internal feedback)

d. Students Experience Survey - OBEF Survey

ii. Students - Academic Support Services

a. Academic Support Services Feedbacks (HUC internal feedback)
b. Resource Adequacy Feedback – Library (HUC internal feedback)
c. Resource Adequacy Feedback – Computing (HUC internal feedback)
d. Students Accommodation Feedback (HUC internal feedback)
e. Class Representative Feedback (HUC internal feedback)
f. Freshman Students Market Survey (HUC internal feedback)
g. Events Feedback (HUC internal feedback)

iii. Graduates and Alumni Feedback (HUC Internal Feedback)

iv. Employer feedback

a. Employment Rate Survey (OBEF Survey)
b. Need Analysis Survey (HUC internal feedback)

v. Program Review- Alumni (HUC internal feedback)

vi. Employers Survey (OBEF Survey)

vii. Faculty and Staff Satisfaction Survey (HUC Internal Feedback)

viii. Community Services Events Feedback

ix. Board of Trustees

a. Board of Trustees Self Evaluation
b. Board of Trustees Evaluation by Chair of Board of Trustees

x. Other feedback categories which include:

a. School Students Workshop Feedback
b. School Teachers Workshop Feedback
c. Prospective School Students Need Analysis Survey

xi. *Refer to the Feedback manual for further details*

13c. Program Learning Outcomes and Review

Policy number	**IRQA_POLICY_03**
Policy name	Program learning outcomes and review
Policy version	Version 4
Standards applicable	MOHESR-CAA Standard 3. Educational Program, stipulation 3.13.1
Policy owner	IRQA
Date of policy development	18th July 2019
Review date	10th October 2025
Date of recent modification	10th October 2025
Next Review Date	22nd June 2026
Approved by	VP-IRQA

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Program Learning Outcomes (objectives) (PLO) helps to define what the students will achieve at the end of the program in terms of Knowledge, Skills, and Competencies.

The PLOs are assessed using direct and indirect measures. The direct measures of the program outcomes are the measurement of performance in capstone courses, course embedded measurements and evaluation at undergraduate and graduate level courses for School of Business and School of Computing. The indirect measures of program outcomes measurements are the Employer Survey, Alumni Surveys and External Advisory Council feedback, which are subjective in nature and helps to assess how well the programs prepare its graduates to perform at the workplace.

Responsibility of measurement and review of PLO

Designing of PLOs	Measurement of PLO Direct measures	Measurement of PLO indirect	Review of PLO achievement	Update of PLO	Time line
Program review committee	Dean of respective schools	Director Academic Engagement and Impact	Program review committee	Program review committee	At the end of every academic year (for achievement measurement) /Once in four years (for update)

13d. Assurance of Learning

Policy number	**IRQA_POLICY_06**
Policy name	Assurance of Learning (AOL)
Policy version	Version 3
Standards applicable	Standard 3. Educational Program, stipulation 3.10
Policy owner	IRQA
Date of policy development	26th April 2023
Review date	10th October 2025
Date of recent modification	10th October 2025
Next Review Date	22nd June 2026
Approved by	VP-IRQA

Assurance of Learning (AOL) process helps to demonstrate whether the students are able to achieve the desired Program Leaning Outcomes that include required Knowledge, Skills and Reponsibilities of QF Emirate Strands according to the level of the programs. Moreover, different dimensions of Blooms taxonomy commencing from Memory and Understanding at a lower stage to Application and Creation at the highest stages are also considered. Similarly, Graduate Attributes (GA) are embedded as CAA qualification descriptors and Assurance of Learning sub-strands to meet national and international accreditation requirements (ABET and AACSB). AOL includes direct and indirect measurements.

Direct Measures includes the assessment of CLOs through the QF Emirate strands which are mapped with the respective Program Learning Outcomes.

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Performance of CLOs are measured based on the predefined Learning outcomes matrix which clearly indicates the distribution of total assessment weights according to specific Learning outcomes. The distribution may vary based on the level of the course and type of assessment tools.

Responsibility of measurement and review of CLOs

Designing of CLOs	Measurement of CLOs	Review of CLO achievement	Update of CLOs	Time line
Faculty Members	Faculty members	Dean of respective schools	Program Review Committee	Each semester (for measurement)

The criteria to measure the achievement of CLOs is as below for Undergraduate level programs:

A. 70% of the students achieve at least 70% in each learning outcome at UG level courses

Direct measures include continuous and final student evaluations and internship evaluations for Undergraduate programs.

Indirect Measurement includes Student Academic Faculty feedback, Alumni Survey (Graduating Students Survey), External Advisory Members feedback and Employer Survey

Process

Step1: Schools of HUC (SOB and SOC) reviews and confirms the mapping of Program Learning Outcomes with QF Emirate Descriptor/ AOL Strands

Step2: Each Course Learning Outcomes are mapped with respective Program Learning Outcomes

Step3: Faculty members prepare CLO-PLO matrix for each course allocated to them during the semester based on the PLO-QF Emirate mapping

Step4: The automated reports of CLO achievement are included in the respective course reports and faculty reviews the achievement status of CLO and suggests improvement for the upcoming semester.

Step5: The learning outcomes report of each faculty members are reviewed during the faculty review meeting every semester with the Deans of respective school. IRQA team member would witness the process and ensure the CLO achievement is as per HUC policy (Refer A and B). If the same is not achieved, this will be considered as an Academic risk and appropriate improvement action plan addressing the curriculum, process and delivery of the particular course. Similarly, the reports of indirect measurements are reviewed by the respective deans at the end of each semester and necessary improvements are suggested by the respective deans.

Step 6: Deans ensure the incorporation of all the suggested changes while planning and conducting the courses and the programs relevant to their Schools in future.

Responsibility of measurement of AOL

Direct Measures - Measurement of CLOs	Direct Measures – Continuous and final Student evaluations	Indirect Measures – Alumni Survey (Graduating	Review of AOL achievement	Update of AOL process	Time line

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	including Internship Evaluation	**Students Survey) and Employer Survey, External Advisory Council feedback)**			
Faculty members	Administration	Director Impact and Engagement, Corporate Affairs and SSD	Dean of respective schools	Program Review Committee	Each semester (for CLO measurement) Each academic year AOL measurement

13e. Quality Assurance Process for Program Effectiveness

Policy number	**IRQA_POLICY_11**
Policy name	Quality Assurance Process for Program Effectiveness
Policy version	Version 6
Standards applicable	MOHESR Standard Stipulation 3.13
Policy owner	IRQA
Date of policy development	18th July 2019
Review date	10th October 2025
Date of recent modification	10th October 2025
Next Review Date	22nd June 2026
Approved by	VP-IRQA

Program Effectiveness is an important component of Quality Assurance process for improving the academic programs in their planning, delivery, assessment and improving the effectiveness of the program on a continuous basis. The program effectiveness is measured for the institution as a whole that includes academic and academic support services to enhance the teaching and learning experience in the institution:

A. Academic Program effectiveness measurement tools

Develop, implement and measure effective Program outcomes through direct & indirect tools.

i. Direct methods of measurement
   a. Course Learning outcomes measurements through continuous and final assessments
   b. Internal Internship evaluation
   c. Projects / thesis / Dissertation
   d. External Supervisor evaluation for internship

ii. Indirect methods of measurement
   a. Student feedback
   b. Employer Survey
   c. Alumni Survey
   d. Graduate Survey
   e. External Advisory Council feedback
   f. Faculty feedback surveys

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g. Staff feedback surveys
h. Feedback from regulatory agencies
i. Suggestions from community stakeholders
j. Suggestions from Board of trustees
k. Reports from academic and academic support services departments /committees
l. Internal and external Audit reports (accreditation bodies)

B. Indicators of Quality and Standards

Quality indicators for measuring academic programs

The academic programs offered at HUC intend to ensure that the students of the respective program are able to meet the PLO requirements and demonstrate their skills and responsibilities effectively in the work environment. In order to measure the achievement of quality standards, both direct and indirect measures will be used to evaluate the quality of students graduating from the program. The quality indicators identified for the academic programs are listed below:

Quality indicators UG programs	Proposed targets for SOB & SOC Undergraduate Programs
Overall retention rate	SOB-80% SOC-75%
Student overall satisfaction	80%
% of Alumni Satisfaction	80%
Employers' satisfaction with Graduates	80%
Graduate employment rate (excluding ones employed before studies)	85%
Internship Supervisor grades	80%
Student satisfaction with internships	80%
Graduation rates	80%
Cumulative Grade Point Average for the program	C grade and above
Student Academic Faculty feedback	80%

C. Academic Support Services effectiveness measurement tools

To audit compliance with policies and procedures in:

i. Admission procedures including marketing efforts
ii. Talent Empowerment Department recruitment, selection and utilization
iii. Learning resource Adequacy and systems (Library and IT)
iv. Financial resources
v. Student services and Advising
vi. Corporate Affairs including Job Placement
vii. Facilities for co-curricular and extracurricular activities
viii. Administration and Examination
ix. Sports department
x. Health and safety
xi. Facility Management

D. Use of Program Effectiveness results for Quality Enhancement

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The improvement in the quality of programs is undertaken by

1. CLO achievement analysis for all the courses to address the areas of reviewing academic strategies, assessment strategies and pedagogy of teaching are redefined by the faculty members in their course reports which are discussed by the faculty members
2. The CLOs of the courses are mapped with the PLOs in order to assess the achievement of PLOs as per the criteria and any shortcomings in the PLO achievement rate are discussed with the faculty members and necessary actions are suggested to improve the achievement rates of PLOs
3. Indirect measures of PLO analysis through Feedback surveys from alumni and employers are analysed to identify the areas of weakness and necessary actions are suggested to improve the program curriculum and delivery
4. Feedback from external Advisory Council is also used to improve the program
5. The results of program effectiveness evaluation are disseminated to the respective Dean for taking necessary action within a timeframe

13f. Review of Feedback and IE Reports and Dissemination of Evaluation Results

Policy number	**IRQA_POLICY_13**
Policy name	Review of feedback and IE reports
Policy version	Version 6
Standards applicable	MOHESR-CAA Standard 2.a Standard 2: Quality Assurance- Annex 8: 2a
Policy owner	IRQA
Date of policy development	18th July 2019
Review date	10th October 2025
Date of recent modification	10th October 2025
Next Review Date	22nd June 2026
Approved by	VP-IRQA

A. Review of Feedback and IE reports

All the feedbacks are conducted by IRQA department as per the scheduled calendar, data is collected and compiled for analysis and reporting for concerned unit to evaluate feedback received from the stakeholders, review their performance and to ensure an action plan for improvement is in place.. The IRQA department reviews the feedback reports academic and academic support services offered onsite as well as online and identifies gaps which are forwarded with recommendations to the President for his final review and President suggested corrective actions.

i. Process for review of Feedback and Institutional Standing Committee Reports

Step 1: Collection of Institutional Standing Committee & Feedback Reports along with supporting documents from the IS Committee Chair or concerned units

Step 2: VP-IRQA reviews the feedback reports for services offered onsite and online semester-wise, identify gaps and suggests improvements

Step 3: Institutional Standing Committee & Feedback reports with VP-IRQA comments are forwarded to President for review

Step 4: Dissemination of President recommendations/suggestions to concerned department/units

Step 5: Department/units prepare action plan with time lines & required resources including budget and submits them for President's review

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Step 6: Dissemination of action plan & timelines, which are approved by President to concerned department/units

Step 7: Follow-up on implementation

Step 8: Reporting the status of implementation to the President

B. Disseminating the results of evaluation

IRQA department evaluates the Institutional Effectiveness reports submitted by the IS Committee Chairs, the feedback data collected on facilities, services, events and activities and departmental semester closing audit reports. The results of evaluations of all these reports including gaps from feedback review reports, IE reports and audits are forwarded to concerned units along with the recommendations given by the President, VP-IRQA and Auditors. The concerned units are required to prepare the action plan for closing the gaps and for improving the onsite as well as online services offered by various academic and academic support services.

13g. Production of Improvement Plans based on Self-Evaluation Process

Policy number	**IRQA_POLICY_15**
Policy name	Production of Improvement Plans Based on Self Evaluation Process
Policy version	Version 4
Standards applicable	MOHESR Directorate Standard 3 Continuous Quality Enhancement
Policy owner	IRQA
Date of policy development	18th July 2019
Review date	10th October 2025
Date of recent modification	10th October 2025
Next Review Date	22nd June 2026
Approved by	VP-IRQA

Every unit prepares a Self-Assessment report and identifies gaps in the achievement of their annual operational plan. The Self-Assessment report also includes gaps identified from the internal and external feedbacks, surveys, institutional effectiveness report, semester closing audits. Heads of units prepare an improvement action plan for closing the gaps identified in the Self-Assessment report. gaps. These action plans are submitted to the President for approval. The approved action plans are assigned to the respective department heads for implementation and necessary budgetary resources are estimated and included in the institutional budget to be made available for departments to utilize as and when required. Each department head is responsible for implementing the action plans, which are monitored as per the details given in the **"Monitoring the implementation of improvement plans".**

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13i. Monitoring the Implementation of Improvement Plans

Policy number	**IRQA_POLICY_16**
Policy name	Monitoring the Implementation of Improvement Plans
Policy version	Version 5
Standards applicable	MOHESR-CAA Standard 2.a Standard 2: Quality Assurance- Annex 8: 2a
Policy owner	IRQA
Date of policy development	18th July 2019
Review date	10th October 2025
Date of recent modification	10th October 2025
Next Review Date	22nd June 2026
Approved by	VP-IRQA

The recommendations with the time frame are carefully reviewed by IS Committee Chair and their implementation plan is prepared & submitted to the IRQA department along with the resource requirement including financial budgets. Action plan and related budgets should be duly approved by the President for implementation.

A. Role of IRQA in monitoring the implementation of improvement plans:

After disseminating the evaluation results to concerned unit/IS Committee, IRQA department coordinates with concerned units for implementing the suggestions and recommendations for improving the online and onsite academic and academic support services within the stipulated time frame. The concerned Chairs / Heads of units are required to update the progress of implementation plans on a regular basis. The status report is submitted to President in the monthly reports for his review and recommendations.

B. Audits conducted by IRQA for monitoring the implementation of improvement plans

Quality Assurance Committee conducts various audits throughout the academic year for monitoring the implementation of improvement plans by concerned units which are broadly classified as follows:

i. Audit of academic activities

The responsibility of auditing the course files of the respective schools lies with the respective Deans of the Schools and the Quality Assurance Committee. Faculty members submit the audited course files to IRQA at the end of each semester. The IRQA reviews the sample of course files from each school for validation and evaluation of achievement of learning outcomes, evaluation of course reports, and teaching effectiveness and recommend improvements in order to ensure academic quality standards are maintained.

ii. Audit of academic support services

a. Semester closing audit

The Quality Assurance Committee chaired by VP-IRQA conducts the departmental audits every semester.

The audit conducted at the end of semester includes verification of the following:

1. Audit of departmental reports
2. Audit of records maintained
3. Audit of policies and procedures followed by the department

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The Quality Assurance Committee prepares an audit report which consists of the areas of audit, audit status and any gaps identified. The audit reports are submitted to President for review and suggesting corrective actions for improvement. The audit reports are then disseminated to concerned units for implementation of President recommendations.

Process flow for conduct of semester audit of Departments:
Step1: Committee prepares a department-wise checklist of audits
Step 2: Inform departments about the audit schedule
Step3: Sends audit checklist to respective departments before conducting the audit
Step 4: Assigned auditors conduct the quality audit of documents or reports
Step 5: Auditors prepare an audit report with gaps identified along with suggested actions and submit the same to IRQA department
Step 6: The IRQA department reviews the audit reports and once approved submits the audit reports to the President for his final approval
Step 7: Dissemination of audit reports to concerned units
Step 8: Based on the audit gaps, the department heads shall prepare an action plan to close the gaps and submit the implementation status of the action plan on a monthly basis
Step 9: The IRQA department shall monitor the implementation of action plans to ensure closing the loop

C. Semester commencement audit

The IRQA department reviews the preparation of all units before the start of every semester to ensure smooth operations during the semester. The audit includes submission of fact file, monthly & semester reports, notice board updates, pre-semester checklist status, semester planning & closing presentation, upload of updated information on websites, portals and FAQ sections, updates in the Calendar Management System & Document Management System by departments. The audit also includes the status of IE, Feedback, course files, LO analysis and goal setting status review. An audit report with status of all reviews is prepared by the IRQA department and submits to President for review and approval. Gaps identified in the audit are disseminated to concerned units for implementation and follow-ups are done for closing of the implementation actions.

D. Institutional Audit

The IRQA department coordinates with various units and keeps track of various institutional reviews including reviews on: HUC's vision, mission, goals, objectives, SWOT analysis, branding statement, Annual Operational plan, Program curriculum and its update on ERP, , planning & closing of all units, and preparation for the commencement of next Academic year. A report including the status of the Institutional audit is prepared by The IRQA department and presented to President for review. Gaps identified in the audit are disseminated to concerned units for implementation and follow-ups are done to ensure all the gaps are closed within the required timeframe.

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13j. Review of HUC and Departmental Goals, Objectives, KPIs and Benchmark

Policy number	**IRQA_POLICY_18**
Policy name	Review of institutional and departmental goals, objectives, KPI's and benchmark
Policy version	Version 5
Standards applicable	MOHESR-CAA Standard 2.a Standard 2: Quality Assurance- Annex 8: 2a
Policy owner	IRQA
Date of policy development	18th July 2019
Review date	19 May 2024
Date of recent modification	19 May 2024
Next Review Date	20 May 2025
Approved by	VP-IRQA

To measure the performance of various departments and functions of the institution, HUC has developed the goals, objectives, KPIS and benchmark for the institution and its various operational units.

A. HUC Strategic Goals and Objectives

The HUC Strategic goals, objectives, KPIs and benchmark are annually reviewed and updated by the IRQA department in coordination with UC members, external stakeholders and submitted for President review and approval. These are then presented to the BOT for their final approval. Goals, objectives, KPIs and benchmarks are then disseminated to all HUC employees for updating their operational plans and evaluation of their achievement. The updated goals and objectives are also made available on HUC's website and other publications.

Refer HUC Strategic Goals and Objectives

B. Program goals and Learning outcomes

The program goals and learning outcomes are reviewed as part of Program review and updated by the Deans of respective schools and upon approval by the President, a substantive change application is submitted to CAA for approval prior to implementation.

Refer **Program Goals and Learning Outcomes**

C. Institutional Standing Committees

The Chairs in consultation with IRQA annually review these objectives and update if necessary. Upon approval by the President, disseminated to respective committees for implementation.

The objectives of different IS Committees are available in the IE Manual section- Refer **Terms of Reference of Standing Committees**.

D. Departmental goals, objectives, KPIs and benchmark

The departmental goals, objectives, KPIs and benchmark are reviewed annually by the Heads of departments & respective UC members and updated if necessary. Upon approval by the President, disseminated to respective departments for implementation.

The KPI s and benchmark of the departments are available in the Annual Operational Plan.

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13l. Risk Based Assessments

Policy number	**IRQA_POLICY_24**
Policy name	Risk Based Assessment
Policy version	Version 3
Standards applicable	Standard 1 Stipulation 1 : 1.6
Policy owner	IRQA
Date of policy development	18th July 2019
Review date	10th October 2025
Date of recent modification	10th October 2025
Next review date	20 May 2026
Approved by	VP-IRQA

The Ministry of Higher Education and Scientific Research (MOHESR) has redefined the licensure and accreditation journey for HEIs to enhance quality, efficiency, and user experience based on the Outcome based evaluation framework. Key enhancements driving these improvements include digitalization and automation of processes to reduce paperwork, outcome-based evaluations focusing on six key pillars: employment outcomes, learning outcomes, research output, industry collaboration, reputation, and community engagement. Accreditation decisions are guided by 24 specific Key Performance Indicators (KPIs), each with defined thresholds of high, medium, or low performance. To meet these requirements of 'MOHESR's risk-based approach' to institutional licensure and program accreditation, IRQA department has included MOHESR CAA suggested context-sensitive assessment of institutional performance, which is determined based on these 24 KPIs which are detailed below, along with the specific guidelines for data collection .

Pillar	KPI	Data Collection Tools by university	Backup evidence by university on demand from MoHESR
1. Employment Outcomes	1.1. Employment Rate	Representative Survey	• Raw survey data files with unfiltered responses and metadata • Contact list of employers for employed alumni • List & contact details of alumni surveyed
	1.2. Employment Rate in Relevant Jobs		
2. Learning Outcomes	2.1. Assesment Quality Review (External Validation Rate)	External Reviewer	• External reviewer detailed report • Sample of assessments checked by the external reviewer
	2.2. Retention Rate	Enrollment records in university system	• Yearly enrollment records • List of students & contact details of students who withdrew & those who were retained

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	2.3. Employer Feedback in Work Placements	Standardized work placement Assessment Form	List of internship supervisors / companies with contact details • Assessment forms
	2.4. Employer Feedback in Graduate Employment	Representative Survey	Raw survey data files with unfiltered responses and metadata •Contact list of employers
	2.5. Student Success Rate in Licenses & Certifications	Administrative tracking	List & contact of students who attempted the licensing and certifications exams and the result (passed or failed)
	2.6. Student Satisfaction with Learning Experience	Representative Survey	•Raw survey data files with unfiltered responses and metadata •List & contact details of students surveyed
3. Industry Collaboration	3.1. Job offers post work placement	Administrative tracking	•Database of return offer details •List of contact details of employers •Employer confirmation emails or letters
	3.2. Student Participation Rate in Work Placement	Administrative tracking	•List & contact details of participating students & employers •Signed work placement agreements
	3.3. Joint Industry Courses (%)	Program curriculum	•Course syllabi specifying which courses are delivered with industry •List & contact details of the industry partners co-delivering the courses
	3.4. Industry Contributions (AED)	Administrative tracking	•Detailed endowment agreements, transaction records, funding agreements, donations, and other revenue sources from industry partners •List of contact details of industry partners
4. Research Outcomes	4.1. Publication Ratio	Administrative tracking	•List of research projects •Project agreements •List & contact details of industry partners
	4.2. Field-Weighted Citations Ratio	Administrative tracking	•List & contact details of the faculty involved

	4.3. Joint Industry Research	Administrative tracking	•List of research projects •Project agreements •List & contact details of industry partners
	4.4. Student Participation Rate in Research	Administrative tracking	List & contact details of student involved in research projects & details on these research projects
	4.5. Impact of Academic Research	Administrative tracking	•List of research projects •Records of policy or community initiatives or commercialization outcomes resulting from the research
	4.6. Awarded Intellectual Property (IP)	Administrative tracking	Patent and other IP filing and award records
5. Reputation	5.1. Global University and Subject Rankings	Publicly available data	
	5.2. International Accreditation Status	Administrative tracking	•List of internal accreditation & granting bodies •Accreditation certificate
	5.3. Student Participation Rate in International Dual Degrees	Enrollment records in university system	•List of dual degree programs & partner institutions •List & contact of students attending the dual degrees
	5.4. International Research Collaborations	Administrative tracking	•List of research projects •Project agreements •List & contact details of international partners
6. Community Engagement	6.1. Academic events with Student Participation	Administrative tracking	•List of conferences & other academic events that university (co)-hosted or organized with student involvement •Attendance records •Media/articles about the initiatives
	6.2. Events & Initiatives for the Community	Administrative tracking	•List of events, initiatives & programs •Attendance records •Media/articles about the initiatives •List of community partners if any

The IRQA department shall compile the data related to these KPIs and calculate the Risk evaluation of HUC based on these KPIs. . The summarized report indicating the value for each OBEF KPI is submitted for President review and necessary approval. Any major shortcomings in the KPI value and evidences required are communicated to respective unit along with suggested corrective actions. The IRQA department follows-up with concerned unit for implementation of actions to improve the KPI value in future.

13m. Data Reporting Policy to External Authorities

Policy number	**IRQA_POLICY_26**
Policy name	Data reporting policy to external authorities
Policy version	Version 5
Standards applicable	Standard 7, stipulation 7.4.6
Policy owner	IRQA
Date of policy development	18th July 2019
Review date	10th October 2025
Date of recent modification	10th October 2025
Next Review Date	22nd June 2026
Approved by	VP-IRQA

Institutional data is a valuable asset of HUC. It contains information regarding students, faculty, staff, and resources. In order to protect this valuable data and ensure the sharing of it in an accurate and consistent manner, all the institutional data is centralized in the IRQA..

A. Data Submission and Reporting

i. A calendar indicating the deadlines and responsibility for the submission of data pertaining to Institutional Effectiveness is provided to all the IS Committees at the beginning of every academic year. Reports should be submitted by all committees and departments within the timelines mentioned in the calendar. Any unforeseen issues pertaining to report submission should be discussed immediately by the persons responsible.

ii. Any updates in the feedback form should be notified at the beginning of the Academic year. Any error cited in the questionnaire needs to be reported to the concerned head of department and committee chair person.

iii. The contents and format of enclosures of the faculty Portfolio/course file is finalized by IRQA in line with MOHESR guidelines at the beginning of every academic year. The faculty members should submit the Portfolios/course files to the IRQA as per the standard formats.

iv. IRQA forwards all feedback reports to the concerned committees for review.

v. All the IS Committees forward their reports and recommendations to the IRQA department.

vi. IRQA department reviews and prepares a consolidated report along with recommendations and forwards it to President for approval

vii. Upon approval by President, IRQA department disseminates the recommendations to concerned Chair for preparing the action plan

viii. IRQA department follows up with concerned Chair for implementation status of actions and verifies the improvement plans.

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B. Data Requests and Data Analysis

i. The time to process any data by the IRQA department will be from one to three working days. The time could exceed depending on the amount and mode of entry (manual entry or automated entry) of the data.

ii. All the feedback analysis reports of the academic and academic support services undertaken are submitted to President

iii. IRQA department also analyzes the data for various decision making purposes and forwards these to the concerned authorities as the need arises.

C. Confidentiality

All data maintained at the IRQA department shall be considered confidential and may be disseminated only to persons/committee/agencies authorized by the President.

D. Information Integrity

Information recorded at the IRQA department has to be maintained with utmost integrity of sources, processes and dissemination. It is imperative that the information is used strictly according to predetermined purpose.

E. Retention and Disposal

i. All the institutional data is stored in the IRQA for at least five years.

ii. Course files will be archived in the DMS for a period of five years Hard copies of course files can only be produced upon the request of External Review Team (ERT) of MOHESR.

iii. All redundant paper documents are sent for recycling while such confidential documents are shredded.

iv. Regular back up of records in electronic format is taken by the Computing department as per the "**COMP_POLICY_02-Data Security policy**".

13n. Accreditation Process

Policy number	**IRQA_POLICY_27**
Policy name	Accreditation process
Policy version	Version 5
Standards applicable	MOHESR-CAA Standard 2.a Standard 2: Quality Assurance-Annex 8: 2a
Policy owner	IRQA
Date of policy development	18th July 2019
Review date	10th October 2025
Date of recent modification	10th October 2025
Next Review Date	22nd June 2026
Approved by	VP-IRQA

A. Accreditation by MOHESR

Horizon University College is officially licensed to operate as Higher Education Institution and all its programs are accredited by the Ministry of Education in UAE.

Renewal of the licensure is done as per the new Outcome Based Evaluation Framework and it includes mid review and final review based on the institutions risk level as given in the below table

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Steps	New institutions	Established universities renews licensure/ program accreditation		
		High Risk Category	Medium Risk Category	Low Risk Category
Stating of University operations	License in 1 week / immediately if local license available and one visit	NA	NA	NA
Annual Visit	(1-2 days) during first cohort	NA	NA	NA
Mid Review	NA	Every Year (1-2 days)	Every 2 years (1-2 days)	Every 3 years (1-2 days)
Final Review	1st cohort (1.5-3 months)	final year (1.5-3 months)	final year (1.5-3 months)	final year (1.5-3 months)
Renewal Period	NA	2 years	4 years	6 years

The process for getting approval for new program accreditation is given below

Steps	New institutions	High Risk Category	Established universities without international accreditation		Established universities with international accreditation	
			Medium Risk Category	Low Risk Category	Medium Risk Category	Low Risk Category
Stating of new programs	Program Approval in 1 week and 1 visit	NA	Verification review 1-2 days	Verification review 1-2 days	Automatic approval	Automatic approval
Annual Visit	(1-2 days) during first cohort	NA	(1-2 days) during first cohort	NA	(1-2 days) during first cohort	NA
Mid Review	NA	NA	NA	Mid review (1-2 days)	NA	Mid review (1-2 days)
Final Review	1st cohort (1.5-3 months)	NA	Final year of the first cohort (1.5-3 months)	Final year of the first cohort (1.5-3 months)	Final year of the first cohort (1.5-3 months)	Final year of the first cohort (1.5-3 months)

Renewal Period after the first accreditation	NA	2 years	4 years	6 years	4 years	6 years

The validity of accreditation for institutional licensure and each program is specified in the approval letter given by MOHESR and the renewal of program accreditation is done as per the expiry date mentioned in the approval letter.

The IRQA department plays a vital role in ensuring that all the MOHESR requirements are met by the University and also in continuously monitoring its compliance. IRQA department coordinate with President and various units for all the correspondence with MOHESR on their requirements.

HUC has an institutional policy which is encompasses the 6 pillars of OBEF KPIs of MOHESR, all the data is collected and submitted as per the defined intervals through Master API to meet the institutional and accreditation requirements.

Step-1: Data related to KPIs of 6 pillars are collected as per the defined interval and submitted to MOHESR through Master API

Step-2: IRQA teams coordinates with academic and academic departments during MOHESR team visits to HUC for annual/mid/final review as per the risk classification mentioned above tables for the renewal of institutional licensure, renewal of program accreditation and new program accreditation

B. Inspection Directorate audits

The IRQA department coordinates with UC members, departments and committees during the audit visits by the MOHESR inspection directorate team.

C. International Accreditation

The University strives to achieve an international recognition for its various academic programs such as AACSB for School of Business programs and ABET for School of Computing programs. IRQA also coordinates for Quality Assurance Agency (QAA), United Kingdom (UK) for International Quality Review (IQR) Accreditation. This will enable the University in enhancing its reputation amongst the international student body, providing an evidence of its quality, increasing international partnership opportunities and serve larger community in line with the Vision of HUC.

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13o. Benchmarking and Best Practices Guideline

Policy number	**IRQA_POLICY_28**
Policy name	Benchmarking and Best Practices Guideline
Policy version	Version 5
Standards applicable	MOHESR-CAA Standard 2.a Standard 2: Quality Assurance-Annex 8: 2a
Policy owner	IRQA
Date of policy development	18th July 2019
Review date	10th October 2025
Date of recent modification	10th October 2025
Next Review Date	22nd June 2026
Approved by	VP-IRQA

A. Benchmarking

Benchmarking in higher education is an important tool of setting higher goals and achieving them through defining specific academic processes and procedures. HUC benchmark its Key Performance Indicators and processes with institutions both inside and outside the UAE for the purpose of improving its process, programs and operations of the institution and compare the performance of HUC with the benchmarked institutions. HUC signs Memorandum of Understanding (MOU) with the institutions and organization (such as Explorance) at the UAE, regional and international level to make the benchmarking process more realistic and useful.

B. Best Practices

HUC policy and procedures are prepared based on the guidelines provided by Ministry of Higher Education and Scientific Research and taking in consideration some of the best practices followed at a peer institutions inside and outside of UAE. HUC reviews its policies and procedure manuals before the commencement of the academic year and incorporates the necessary changes for the coming year. Annual reviews are carried out at the end of the spring semester to identify status of current practices followed at HUC and to align with the requirement of MOHESR.

C. Objectives:

1. To benchmark with higher educational institutions at national, regional and international level
2. To adopt best practices followed by benchmarked institutions at international level
3. To sign MOU with institutions at the regional and international level
4. To compare, review and recommend improvement based on identified parameters

D. Process:

Step-1: Identify institutions at national, regional and international level for the benchmarking purpose

Step 2: Use MOHESR OBEF Framework for Benchmarking (once made available in public domain) and sign MOU with institutions at the national, regional and international level.

Step-3: Identify processes, best practices and parameters for comparison with benchmarked institutions

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Step-4: Identify gaps and suggest action plans to improve HUC processes, policies and procedures

Step-5: implement the approved best practices and KPIs and review the progress at regular intervals

Step 6: To have continuous interactions, discussions, and learnings from the benchmarked institutions.

E. Time Frame

The review for comparative performance will be conducted annually or as decided mutually by both the institutions.

F. Regional benchmarking in collaboration with Explorance

HUC participates in the Higher Education Benchmarking Consortium formed by Explorance in collaboration with three reputed UAE Universities. Around 29 universities from the UAE and the MENA regions participate in this Benchmarking Consortium by signing a pledge of Confidentiality. Explorance collects the data for institutional and program-level indicators, compiles and shares the data with all the member universities. HUC shall use this benchmarking data to compare our standing with the other universities and make action plans for improving our status in comparison to other private universities:

A. Parameters for Institutional Benchmarking

Explorance shall collect the institutional-level data based on the following parameters from the

i. Governance
ii. Bachelor Degree Programs Offered
iii. Undergraduate Students Fall Enrollment
iv. % Female Students
v. % International Students
vi. Total number of Students Nationalities
vii. First Year Students Retention Rate
viii. Undergraduates Students on Time Graduation Rate
ix. Undergraduates Students Graduation Rate at 1.5 times the Length of the Program
x. Persistence Rate
xi. Headcount: Full-Time Faculty
xii. Headcount: Part-Time Faculty
xiii. Female Faculty as % of Total Full-Time Faculty
xiv. Faculty FTE
xv. Percentage of International Full-Time Faculty
xvi. "Total Number of Faculty
xvii. Nationalities"
xviii. Number of Full-Time Faculty with Terminal Degree
xix. Undergraduate Students FTE
xx. Students FTE
xxi. Student to Faculty Ratio
xxii. Undergraduate Degrees Awarded in previously Completed Academic Year
xxiii. Graduate Degrees Awarded in previously Completed Academic Year
xxiv. Papers per Faculty

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xxv. Citations Rate in Journals per Faculty
xxvi. Accreditation
xxvii. International Accreditation
xxviii. Employment Rate
xxix. Undergraduate Tuition in USD
xxx. % of Students Receiving 100% Scholarship
xxxi. % of Students Receiving 50% Scholarship
xxxii. Proportion of Dedicated Research Budget
xxxiii. "Proportion of External
xxxiv. Research Funding"
xxxv. Overall Students Satisfaction with Course Experience
xxxvi. Overall Students Satisfaction with Teaching
xxxvii. Overall Students Satisfaction with University Services
xxxviii. Overall Graduating Students Satisfaction with the Program
xxxix. Overall Employer Satisfaction with Graduates
xl. Overall Alumni Satisfaction with the University

B. Parameters for Program level Benchmarking – Business and Inforation Technology

Benchmarking Indicators	Description
Program Name	The name of the program. *Examples:* - Bachelor of Science in Information Technology - Bachelor of Business Intelligence - Bachelor of Science in Chemical Engineering - Bachelor of Science in Pharmacy
Program Mode of Delivery	- On-Campus - Online -Hybrid/Blended
Does the program have Tracks/Concentration?	If the program have any tracks or Concentration, select Yes. Otherwise, select No.
Program Total credit hours required	Total credits a student must complete to fulfill the requirements for the program.
Language of Delivery	The language faculty are using for Instruction
Number of General Education credits	The total count of credits that are designated to fulfill general education requirements.
Number of Core Courses credits	The total count of credits within the program that are specialized for the program and mandatory for all students pursuing that program.
Number of Elective Courses credits	The total count of credits within the program that students can choose freely from a set of available courses
Course Catalogue	Include a link of the course catalogue if available.
Internship	the length of time in weeks a student have to spend in the internship required by this program.
Accreditation	List of national, regional, and international accrediting agencies that have accredited the program
Program Learning Outcomes	List of the Program Learning Outcomes as defined in the program description

Admission Criteria	The specific requirements and qualifications that applicants must meet in order to be considered for admission into this program. Provide a link if available.
Minimum CGPA for Graduation *(Applicable only for Business programs)*	Minimum CGPA for Graduation
Does the program have an exit pathway (or alternative exit)? *(Applicable only for Business programs)*	(Yes/No), if yes, provide the exit pathway definition. Example: An exit pathway (or alternative exit) is a qualification a student may be eligible to receive which acknowledges that s/he has completed a significant portion of the studies within a course program. An exit pathway may be appropriate if student circumstances do not permit him/her to complete the remainder of the program.
Enrolled Students (Head Count)	Total headcount of Students enrolled and registered in the Fall 2023 term at the program.
FTE Students	Calculated by adding up all credit hours registered by students enrolled **in the program** and dividing it up by the undergraduate full load in the Fall 2024 term (set at 15 credits per student, 9 credits per part-time student) Ex: FTE Students=[((Total number of credit hours registered by Full-time students) divided by (15))+ ((Total number of credit hours registered by Part-time students) divided by (9))]
% International Students	Number of international student* enrolled in the program (students nationality other than the institution's host country) and registered in the Fall 2024 divided by number of total students *for dual nationalities: if one of the nationalities is the institution's host country, consider the student as national
% Female Students	Number of female students enrolled and registered in this program in the Fall 2024 divided by number of total students in this program *100
First-year Retention Rate	Number of "first time in program" undergraduate students joined in Fall 2023 semester and continued to study in the program as of the following Fall (i.e. Fall 2024) divided by the total number of the original "first time in program" undergraduate cohort that joined the program in Fall 2023. *Formula:* **>>** First Year retention = [(First time cohort in the program retained in Fall 2024) divided by (Total # first time cohort registered in Fall 2023)] * 100 *Example for Calculation:* > First time cohort in the program retained in Fall 2024 is 60 > Total # first time cohort registered in Fall 2023 is 85 **>>** then, First Year Retention Rate = [60/85]*100 = **70.6%**
Persistence Rate	Total number of undergraduate students in the program enrolled in Fall 2023 term who have continued in Spring 2024 divided by enrolled undergraduate students in the

	same program in Fall 2023 minus students who have graduated from the program in Fall 2023. *Formula:* **>>** Persistence Rate= [(Total # of students continued in Spring) divided by ((total # student enrolled in Spring) minus (total #student graduated in Fall))] *100 *Example for calculation:* > Total number of undergraduate students enrolled in Fall 2023 is 1000 > Total number of UG students who have continued in Spring 2024 out of the total enrollment in Fall 2023 is 800 > Total number of UG graduates in Fall 2023 is 150 **>>** Then, Persistence Rate = [(800/(1000-150))]*100% = **94.1%**
Course Completion/Success Rate	Percentage of courses successfully completed with a passing grade by students in the program within the Fall 2023 excluding Withdrawals and Incomplete *Formula:* **>>** Course Completion Rate = [(Total Completed Courses) divided by (Total Attempted Courses)] * 100. Withdrawals and Incomplete are not included in the sum of attempted courses. *Example for calculation:* > Total Completed Courses is 187 > Total Attempted Courses is 200 **>>** then, Course Completion/Success Rate = [187/200]*100 = **93.5%**
On-time Graduation Rate	Number of "first time in program" undergraduate students enrolled in Fall X semester who graduated within the approved length of the program divided by the total number of the original "first time in program" undergraduate cohort that enrolled in the university in Fall X. *Formula:* **>>** On-time Graduation Rate = [(# of first time cohort students who graduated within 4 years) divided by (total # of first time cohort students)] * 100 i.e. Fall 2019 entry cohort - 4 year graduation rate for the 4-year programs. *Example for calculation:* > Number of first time cohort students who graduated within 4 years is 100 > Total number of first time cohort students is 150 **>>** then, On-time Graduation Rate = [100/150]*100 = **66.7%**
Graduation Rate at 1.5 times the duration of the Program	Number of "first time in program" undergraduate students enrolled in Fall X semester who graduated within 1.5 times the approved length of the program divided by the total number of the original "first time in program" undergraduate cohort that enrolled the program in Fall X. *Formula:* **>>** Graduation Rate at 1.5 times the duration of the Program = (# of first time cohort students who graduated

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	within 6 years) divided by (total # of first time cohort students) i.e. Fall 2017 entry cohort - 6 year graduation rate for the 4-year programs, *Example for calculation:* > Number of first time cohort students who graduated within 6 years is 10 > Total number of first time cohort students is 150 **>>** then, Graduation Rate at 1.5 times the duration of the Program = [10/150]*100 = **6.7%**
Employment Rate	Percentage of graduates who are employed full-time, part-time, or self-employed within 12 months of graduation out of the total number of respondents. *Formula:* **>>** Employment Rate= [(# of graduates employed) divided by ((the total # of graduates employed or seeking employment) excluding (graduates who are pursuing further studies or not seeking employment))]*100 (use the most recently conducted survey/data collected) *Example for calculation:* > Number of graduates employed is 45 > Total number of graduates employed or seeking employment is 90 > Graduates who are pursuing further studies or not seeking employment is 10 **>>** then, Employment Rate = [45/(90-10)]*100 = **56.3%**
Full-time Faculty (Count)	Total number of Full-time faculty in the university payroll who teach core courses and major elective courses in the program.
FTE Faculty	Number of faculty teaching core and major elective courses with full-time contracts + one-third of part-time/adjunct faculty. (Fall 2023) Ex FT Count of Faculty teaching Core and Elective courses: 10 PT Count of Faculty teaching Core and Elective courses: 5 FTE = (10 + (5/3)) = 10 + 1.67 = 11.67 = 12
Publications per faculty	The number of indexed publications published in Scopus by faculty teaching core and major elective courses in the previous calendar year (Calendar year:2023) divided by the number of full-time Faculty teaching core/elective courses (as calculated in the above indicator: FT Faculty Count)
Citations Rate per faculty *(Applicable only for Information Technology programs)*	Total number of citations (excluding self citations) in Scopus divided by Full-time Faculty (Count)
Faculty with Terminal Degrees *(Applicable only for Information Technology programs)*	Percentage of Faculty teaching core cources and major elective courses in the program having terminal degrees. Ex PhD = 11 Masters = 4 % = ((11/(11+4))) * 100 = 73%

Student to Faculty Ratio *(Applicable only for Information Technology programs)*	The ratio between the number of Student FTE and Faculty FTE in the program
Fees/Program Tuition in USD	Total tuition fees of the full program as of Fall 2023.
Overall Students Satisfaction with Course Experience	Percentage of students strongly satisfied or satisfied with all course experience out of the total number of responding students. This can be calculated from one overall satisfaction question or as an aggregate from multiple satisfaction questions. (use the most recently conducted survey)
Overall Students Satisfaction with Teaching	Percentage of students strongly satisfied or satisfied with teaching out of the total number of responding students. This can be calculated from one overall satisfaction question or as an aggregate from multiple satisfaction questions. (use the most recently conducted survey)
Overall Graduating Students Satisfaction with the Program	Percentage of graduating students strongly satisfied or satisfied with their program out of the total number of responding students. This can be calculated from one overall satisfaction question or as an aggregate from multiple satisfaction questions (Exit Survey). (use the most recently conducted survey)
Overall Alumni Satisfaction with the Program	Percentage of Alumni strongly satisfied or satisfied with the Program out of the total number of responding Alumni. This can be calculated from one overall satisfaction question or as an aggregate from multiple satisfaction questions (Alumni Survey). (use the most recently conducted survey)

G. International benchmarking

The School of Business and School of Computing shall collaborate with recognized international universities for program level benchmarking. A set of parameters are identified for which the data shall be collected and a comparative report of the program benchmarking data shall be prepared in coordination with the IRQA to identify the key areas of improvement. The Schools shall develop improvement action plans based on these areas of improvement.

The parameters for the program level benchmarking are as follows:

1. Number of concentrations
2. Program Learning Goals (PLG)/ Program Goals (PG)
3. Program Learning Objectives/ Program Learning Outcomes
4. Duration of Program (in months) (Min.-Max.)
5. Semester/Trimester
6. Total Number of Credits
7. Total Number of Core Credits
8. Total Number of Elective/ major Credits
9. Total Number of General Education Credits
10. Total Number of Credits for courses on Science and Maths
11. Total Number of Internships

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12. Total Internship Credits
13. Number of Graduation Projects
14. Total Graduation Project Credits
15. Senior Project Credits
16. Percentage of Lab in Core Courses
17. Whether Program is a Joint Degree or not
18. Number of Associated Professional Certifications with the Program
19. Program fees in USD
20. Number of Research Published by Students in previous academic year
21. Total Number of Students Enrolled in the Program
22. Total Number of Female Students in the Program
23. Number of Other Nationality students in the Program
24. Student Yearly Retention Rate (Previous Fall to Current Fall)
25. Student Progression Rate (Previous Spring -Current Fall - Full Time cycle)
26. Graduation Rate(Recent cohort wise Average graduation Rate)
27. Employment Rate(Previous year Graduates Employment rate)
28. Admission Criteria (CGPA in Qualifying exam)
29. Other Admission Criteria
30. Admission Acceptance Rate(Current AY)
31. Average CGPA upon graduation
32. Total Number of Full-Time Faculty Members dedicated to Program
33. Total Number of Labs
34. Number of Lab Support Staff
35. National Accreditation
36. International Accreditation

Administration Policies

14a. Application Policy

Policy number	ADMN_POLICY_25
Policy name	Application Policy
Policy version	Version 4
Standards applicable	-
Policy owner	Administration
Date of policy development	20th July 2019
Review date	7 August 2025
Date of recent modification	7 August 2025
Next review date	13 June 2026
Approved by	Registrar

A. Application

Formal process of applying to the University is each applicant fills up the application form. The form captures detail of personal information, list of necessary documents, undertaking, fees payment policies, tuition & miscellaneous fees, refund policy & the terms and conditions on which the application will be accepted. Application Form is required to be duly signed by the applicant, parent/guardian and the admission officer. It is the sole responsibility of the applicant to furnish genuine and authentic information during the admission process

B. Application Process

The Application is the formal process of becoming an applicant of the University. Each applicant fills up the application form at the time of registration. The form lists the personal information, passport and visa details, the major area of the program the student has opted for, educational qualifications, work experience, registration payments, residential address, passport & emirates ID detail, Previous studied institution name, placement test details, work experience, Tuition fees, the terms and conditions on which the application is to be considered for the registration. Signature of the Applicants, Parents and registration officer is must and by signing the application, the applicant is accepting to comply with the rules and regulations of Horizon University College and officially authorize that the documents submitted are genuine. All the fields as per the application form are required to be filled by the applicant wherein the authenticity of information provided is sole responsibility of the applicant, failure to adhere will lead to cancellation of admission as well as withdrawal of degree, with no responsibility of university to issue documents/transcripts and/or refund of any fees.

The application for each student is sent for audit to the registration unit of the Administration & Examination Department for verification of documents required for registration into HUC. The registration department audit the applicant file with all the necessary documents mentioned in the registration checklist. In case of documents being incomplete or not submitted, the file will returned to Marketing department for fulfilling the requirements.

i. After the verification of the application and related documents, the registration unit of Administration and Examination department forwards the offer letter or rejection letter to the applicant.

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ii. Once the student receives the offer letter he/she needs to accept the same for the registration process in HUC

C. Procedure

i. Fill-up the application form in capital letter
ii. Student information should be accurate and correct [especially DOB, nationality, photo, gender]
iii. Signature of applicant, guardian and registration officer is mandatory
iv. In the event that students would like to avail visa letter from HUC, visa letter fee structure will be applicable
v. Medical insurance is mandatory for international students
vi. Student is eligible only for one type of fee waiver / scholarship throughout the study period.
vii. Scholarship recommendation letter must be submitted within 30 days of registration; noncompliance will forfeit the scholarship awarded.
viii. Fee waiver will be adjusted from the 1st semester for BBA, BSIT, BSCS, students. If student wishes to get this included in monthly installment (subject to approval from the finance department) and cancels his registration in between the semester, the fees will be calculated as per the original fee structure and the fee waiver granted will be revoked.
ix. Graduation fee will be additional and be applied in final year.
x. Applicable Hostel must be paid as per the Hostel policy available in the Student Handbook
xi. If the student wishes to avail transportation facility, applicable Transportation fee must be paid as per the Transportation policy.
xii. Undertaking letter/form is mandatory in case of any missing document
xiii. Placement test/entrance exam date
xiv. Work experience to be mentioned if they availing scholarship
xv. TOC details to be mentioned if TOC applicable
xvi. Student type to be mentioned (local candidate own visa/students seeking visa, visa letter, embassy letter/international students)
xvii. Parent / guardian details (address, email id, contact number to be provided for international students
xviii. Local guardian details such as emirates id, tenancy contract and contact number, email id for international students who are staying outside HUC accommodation
xix. Student declaration of authenticity of submitted documents is required. If found fraudulent, the university holds the right to revoke the degree at any point of time.
xx. Student must read and understand the general terms and conditions governing the program fee structure
xxi. Student must comply with the rules and regulations of HUC
xxii. Student must declare that the information provided is correct and complete

D. Documents required to be submitted along with Application

The authenticity of documents submitted is the sole responsibility of the student, failure to adhere will lead to cancellation of admission during the tenure of study as well as withdrawal of degree, with no responsibility of university to issue documents/transcripts and/or refund of fees.

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i. Undergraduate students

Prospective undergraduate student is required to submit attested documents for the completion of the admission as per the below list:

a. Local Undergraduate Candidates with Own Visa

1. National Security Services clearance certificate for UAE Nationals effective from 2014.
2. 2 Passport size colored photographs with white background (not Polaroid) along with a digital copy.
3. Passport Copy with minimum six months' validity
4. UAE National ID
5. Attested copy of High School Certificate along with marks sheet (as applicable).
   - 5.1. UAE 12th standard High School certificate students should submit the attested copy by the school and Ministry of Higher Education and Scientific Research, UAE
   - 5.2. Students from foreign schools operating in UAE approved by the Ministry of Higher Education and Scientific Research, UAE should submit attested certificate by the school and private Department in Ministry of Higher Education and Scientific Research, UAE
   - 5.3. Students from overseas school certificate should submit attested copy by the school, Ministry of Higher Education and Scientific Research, Ministry of Foreign Affairs and UAE Foreign Embassy from the country of origin
6. Applicants with a Higher Secondary School Certificate in other than English medium are required to submit Proof of English Language proficiency as per admission criteria such as EmSAT score 1100 or IELTS score of (5.0) TOEFL score of 500 on the Paper-Based, 173 on the Computer-Based, or 61 on the Internet- Based test, or equivalent score.

b. Local Undergraduate Candidates Seeking HUC Visa/Visa Letter/Embassy Letter

1. National Security Services clearance certificate for UAE Nationals effective from 2014.
2. 2 Passport size colored photographs with white background (not Polaroid) along with a digital copy.
3. Passport Copy with minimum eight months validity.
4. Attested copy of High School Certificate along with marks sheet (as applicable).
   - 4.1. UAE 12th standard High School certificate students should submit the attested copy by the school and Ministry of Higher Education and Scientific Research, UAE
   - 4.2. Students from foreign schools operating in UAE approved by the Ministry of Higher Education and Scientific Research, UAE should submit attested certificate by the school and private Department in Ministry of Higher Education and Scientific Research, UAE
   - 4.3. Students from overseas school certificate should submit attested copy by the school, Ministry of Higher Education and Scientific Research, Ministry of Foreign Affairs and UAE Foreign Embassy from the country of origin
5. Applicants with a Higher Secondary School Certificate in other than English medium are required to submit Proof of English Language proficiency as per admission criteria such as EmSAT score 1100 or IELTS score of (5.0) TOEFL score of 500 on the Paper-Based, 173 on the Computer-Based, or 61 on the Internet- Based test, or equivalent score.
6. PDC for the academic year

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c. Visa Undergraduate Students (Overseas)

1. 2 Passport size colored photographs (not Polaroid) with white background.
2. Passport Copy with minimum eight months validity.
3. Police clearance certificate and Medical certificate from any registered hospital, if applicable (Nigerian Students)
4. Attested copy of High School Education Certificate along with marks sheet (12th Standard certificate attested by Ministry of Higher Education and Scientific Research, Ministry of Foreign Affairs and UAE Foreign Embassy from country of origin).
5. Applicants with a Higher Secondary School Certificate in other than English medium are required to submit Proof of English Language proficiency as per admission criteria such as EmSAT score 1100 or IELTS score of (5.0) TOEFL score of 500 on the Paper-Based, 173 on the Computer-Based, or 61 on the Internet- Based test, or equivalent score.

1. suchsuchsuch

E. Application Fees Payment

Prospective student is required to pay a non-refundable application fee of as applicable + VAT, as per the published fees structure for the respective Academic Year within 48 hours. Failure to do so will lead to cancellation of the application process, and student needs to reapply from the beginning. Student applying for TOC or Direct Entry are required to pay the required fees as per the published fees policy for the respective Academic Year.

F. Application Deadlines

Application deadlines for Fall, Spring and Summer semester intakes for each program are available in the Catalog and website.

14b. Registration Policy

Policy number	ADMN_POLICY_26
Policy name	Registration Policy
Policy version	Version 5
Standards applicable	-
Policy owner	Administration
Date of policy development	20th July 2019
Review date	7 August 2025
Date of recent modification	7 August 2025
Next review date	8 June 2026
Approved by	Registrar

A. Registration Procedure

The Administration department upon verification of admission documents registers each student in respective class. Each student is assigned a unique Student ID and the personal information and academic details for the students are entered into the system. In case of documents being incomplete or not submitted the file is returned to Marketing department for fulfilling the requirements.

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B. Registration Checklist

i. Documents Required from All Students

a. Candidates applying for undergraduate admissions are required to submit one of the following documents as applicable:
   1. Certificate of completion of the secondary school education, attested by the Ministry of Higher Education and Scientific Research or the Emirates Schools Establishment for high school qualification acquired from the public schools within the country.
   2. An equivalency issued by the Ministry of Higher Education and Scientific Research for a certificate of completion of secondary school studies acquired from the private schools within the country
   3. An equivalency issued by the Ministry of Higher Education and Scientific Research for a certificate of completion of secondary school education acquired from the schools outside the country
   4. Letter of No Objection for Conditional Admission issued by MOHESR if unable to obtain Certificate of completion or equivalency at the time of admission

b. Dully Filled- Up Registration Form with Signature of Applicant / Marketing Officer
c. Passport copy (Minimum 6 Months Validity)
d. Visa Page (Minimum 6 Months Validity)
e. Emirates Id
f. Proof of English Proficiency as per admission requirement for undergraduate/ graduate program
g. Student Name in the Registration Form Vs Passport
h. Initial Payment
i. Visa/Embassy Letter [Submission of Post-Dated Cheque]
j. Placement Form
k. Financial Rules & Regulation Form – Signature
l. Visa Documents
m. Guardian Tenancy Contract/Emirates Id Card/PP & Visa Copy/Undertaking
n. Accreditation of the University/School
o. SAT/Diploma Verification
p. High School Mark sheet for undergraduate admissions or Bachelor's degree transcript for graduate admissions
q. IGCSE/O-Level/A-Level/As-Level/Other Curriculum
r. Student Personal Detail
s. Student Visa / Letter Processing Request Form

ii. Additional Document from Local Students

a. Submission of National Security Services clearance certificate for UAE Nationals effective from 2014.

iii. Additional Documents Required from International Students

a. Visa Documents
b. Undertaking Form for non-submission of Visa page
c. Visa Student Detail Forms
d. Hostel Forms

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e. Guardian Details Form
f. Visa Processing Form
g. Guardian Authorization Letter
h. Accreditation of the University/School
i. Police Clearance (Nigerian Student)

iv. Documents Given to Students [Counter Signed]

a. Duly Attested High School Credentials or / Diploma if Applicable or / Diploma if Applicable

v. Full Undertaking List

a. Undertaking -Visa Page
b. Undertaking -Passport Page
c. Undertaking - Non Submission Of Attested 12th Standard UAE Secondary School Certificate
d. Undertaking - Non Submission Of UAE National ID
e. Undertaking - Non Submission Of equivalency from IGCSE/GCE/GCSE Board certificate
f. Undertaking -12th Standard from Abroad
g. Undertaking -12th Standard from Private Institution in the UAE
h. Undertaking -Attested High School Certificate
i. Undertaking -IB Diploma
j. Undertaking –Equivalency
k. Undertaking for BBA / BSIT & BSCS Scholarship / Fee Waiver/Recommendation grant

vi. Transfer of Credits if Applicable

a. Dully Filled-Up Application form For Transfer of Credits
b. The Official Transcript
c. Detailed Syllabi (Credit Value, Level, Course Content Etc.)
d. Official Letter from Previous Institution
e. Paid Processing Fees

vii. Visa Case if Applicable

a. Visa Undertaking Forms
b. Student Detail Forms
c. Hostel Forms
d. Guardian Details Form
e. Visa Processing Form
f. Guardian Authorization Letter
g. Guardian Tenancy Contract/Emirates Id Card/PP & Visa Copy/Undertaking

viii. Visa/Embassy Letter

a. Submission of 3 Postdated cheques
b. Old Visa Copy Page

C. Pre- Registration Procedure for New Students

i. Audit of Files for New and Transfer Students

After receiving the admission file from the Marketing department the Administration department audits the file for the fulfillment of documents required for registration into HUC. The Administration department registers the students with all the necessary documents as per the available registration checklist. In case of documents being incomplete or not submitted the file is returned to Marketing department for fulfilling the requirements.

Administration department will verify the following:

a. Student information is dully filled in
b. Photograph is scanned
c. Signature of the enrollment officer & student
d. All necessary documents for the registration including copies of certificate
e. All undertaking forms dully filled in if applicable
f. All visa documents if applicable
g. Placement test form
h. TOC application with relevant documents if applicable
i. Payment receipt
j. MOU / Scholarship / discount letter or undertaking if applicable
k. Personal Interview Form
l. Checklist

ii. Rejection of Admission/ Registration

If a candidate does not fulfill the basic entry requirement as per the registration checklist the admission / registration will be rejected.

The admission / registration unit will also reject the admission under the following conditions:

a. In case of non-submission of documents required by the institution or government authorities
b. In case of submission of any forged documents for admission
c. In case of non-attestation of certificates submitted for admission
d. Any information received from the parent organization regarding the irregularities in the documents submitted.
e. Criminal charge(s) are proved against the student at the time of admission.

iii. Audit of Admission Requirements

a. As per the policy of Horizon University College
b. Undertaking only for one semester [**Attestation**]
c. Copy of certificate is must during the admission [if there is an undertaking student have to submit the copy of the certificate on the first day of the class commencement]
d. TOEFL / EmSAT/ IELTS Academic is mandatory
e. National Id Card Copy is compulsory
f. Equivalency Certificate Undertaking[If Required]

iv. Student File Verification

Registration officer should verify the documents before forwarding to administration:

a. Student Information, Photograph and Signature

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b. Enrollment Documents are Verified
c. Academic Documents are Attached
d. Placement Documents are Available
e. All The Admission Requirements are Met
f. Financial Clearance
g. All Undertaking Letters are attached if applicable
h. Toc Documents are attached if applicable
i. Visa Related Documents are attached if applicable

v. Student Files Management

a. Student Files to be maintained as Per the Serial Number.
b. Student file includes Student application form, registration documents, progression data, student correspondence, DAC report, financial report, fee status, re-sit, medical reports, etc.
c. Postponement/Cancellation forms submitted by the students should also be enclosed in the Student File. Any email sent by the student for postponement/ cancellation cannot be considered as a record and kept in the student file.
d. File should also be created for rejected admissions to maintain the evidence for rejection
e. All student files are maintained in the Administration, Registration and Examination Department.
f. If any Old Postponement / Cancellation Student Who Want To Re-Activate; New File Should Be Created With The Serial No. & Student has to submit New Documents. [***Old Documents Should Not Transfer To The New File Since We Have To Keep The Records Of The Old Files].***

vi. E-Filing

Once the final registration of a student is completed, all the student records are scanned and a soft copy of the same is maintained in the Administration, Registration and Examination department and the backup is stored at the appropriate secured places as per backup policy, to enable HUC retrieve the information during emergency contingency.

vii. Enrollment Data

All students are enrolled in the Administration and Examination registration system. All their personal, registration, academic details, curriculum, graduation plan, TOC status (If applicable) are entered in the system and this comprises of the Enrollment Data.

viii. General

a. Please Do Not Mention Any Name of the Staff / or Any Other Comments on the Application Form. Please Use Separate Sheet for the Same If Required.
b. All Discounts & Fee Policies to be followed as per the HUC Policy with the supporting document.
c. All discounts will be approved after submitting the attested copy of previous school/university certificate and successful completion of placement test.
d. Signature of authorization is required for all the discounts.
e. Student has to appear for the placement test within 1 week of registration.
f. Collections of kit & registration payment to be done with in 1 week of result publish.
g. Police Clearance & Medical Certificate Required Form International Nigerian Students

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D. Post Registration Procedure

i. Audit of files (Continuing Students)

Administration department regularly audit the files for continuing students

The checklist for carrying out the audit is as follows:

a. **Submission of necessary documents as per the Undertaking form submitted at the time of Admission**
b. **Verification of all student personal information data**
c. **Expiry date of Visa, passport and emirates ID**

The Administration department informs the concerned students regarding the pending submissions of documents as per the undertaking letter provided and the validity status of documents at least 6 months before the date of expiry.

ii. Issuance of students' kit

a. New Students:

The kit gives the student a clear idea about his/her admission status, academic program, class shift, guidance on LMS portal usage, LMS Portal username and password, car sticker details, ID card, tab description and fee payment plan.

The following materials will be issued to students based on the entrance examination result:

1. **Admission Letters & Invoice [Confirmed Admission]:** Once the student's admission is confirmed, he/she is issued a 'Letter of Admission' & 'Invoice'. Students need to pay their HUC fees according to the Invoice issued.

   Note: It is the student's responsibility to report any discrepancies in invoice to the Admin Dept. within a maximum time frame of one month after the receipt of invoice.

2. **Admission Letters & Invoice [Provisional Admission]:** Once the student's admission is provisional, he/she is issued a 'Provisional Letter of Admission' & 'Invoice'. Student will be issued a confirmation letter once he/she fulfilled all the requirement as per the deadline. Students need to pay their HUC fees according to the Invoice issued.

   Note: It is the student's responsibility to report any discrepancies in invoice to the Admin Dept. within a maximum time frame of one month after the receipt of invoice.

3. **Identity Cards:** Students are issued with a HUC Identity card according to their admission status (Provisional / Confirmed). Students need to carry their Identity cards all the time while being in the HUC Campus. Identity cards will be checked randomly. The same will be issued from SSD.

4. **LMS ID:** Every student is issued a LMS ID and password through which they can access their class attendance, assessments and the results online. The academic profile, academic advisor and the events of the HUC can also be accessed through the LMS/ MOB APP. Username for the LMS user_id will be your email id.

5. **Graduation Plan:** Every student is issued with the graduation plan, which will help them to plan their studies accordingly.

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6. **RFID:** Students who use their own transportation will be provided with the RFID car stickers which will be issued from the main gate security office.

7. **Placement Results:** Result copy of the English and Mathematics

8. **Handbook :** It is a ready reckoner that guides the student to understand the academic and academic support service policies and procedures, semester wise course plan, examination calendar, Institutional calendar and whom to approach for services.

b. Continuing Students:

The kit gives the student a clear idea about his/her Progression status, academic program and fee payment plan.

The following materials will be issued to students based on the progression status:

1. **Admission Letters & Invoice:** Once the student's progression is confirmed, he/she is issued a 'Letter of Admission' & 'Invoice'. Students need to pay their HUC fees according to the Invoice issued.

   Note: It is the student's responsibility to report any discrepancies in invoice to the Admin Dept. within a maximum time frame of one month after the receipt of invoice.

2. **Graduation Plan:** Every student is issued with the graduation plan, which will help them to plan their studies accordingly.

c. Procedure for the kit preparation:

Review the Department Checklists [as mentioned in the registration checklist]
Attach the fees structure as per admission requirement

1. **If no discount**
   - 1.1. Forward the file to finance department along with the updated checklist
   - 1.2. Finance department will approve the fees structure and update their checklist
   - 1.3. Administration department receive the approved file and process the kit

2. **If discount is applicable**
   - 2.1. Forward the file to finance department along with the updated checklist
   - 2.2. Finance department will approve the fees structure and update their checklist
   - 2.3. Administration will forward the file to verification department for the discount approval
   - 2.4. Administration department receive the approved file and process the kit

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14c. Withdrawal, Cancellation, Postponement and Re-activation policy

Policy number	ADMN_POLICY_30
Policy name	Withdrawal, Cancellation, Postponement and Re-activation policy
Policy version	Version 5
Standards applicable	MOHESR CAA Standard 6: Students
Policy owner	Administration
Date of policy development	21 July 2019
Review date	7 August 2025
Date of recent modification	7 August 2025
Next review date	8 May 2026
Approved by	VP-IRQA, Registrar, and President

I. Introduction

Every year, students are accepted to complete their studies in the academic institutions, but in return some students' may withdraw courses, postpone their studies or leave the institution without completion due to mitigating circumstances. This policy aims to administer student's cases during course withdrawal, postponement of studies, cancellation from the institution, and re-activation transitions.

II. Course Withdrawal

A. Course withdrawal within add/ drop period

Withdrawal of a course/s can be done within the add/drop period of a semester (within first week of semester commencement) with a maximum number of two courses provided that they must undertake a minimum of 12 undergraduate in any regular Semester. Only under exceptional circumstances, the Schools Dean may allow student's credit load to drop below the required credits (refer Student Study Mode/Load Policy).

Course/s withdrawn within the add/drop period will not be reflected in the student's transcript for that semester.

All course withdrawal cases are subject to payment of full tuition fees for that semester and no refund will be applicable.

B. Course withdrawal after add/ drop period

If the student withdraws any course/s beyond the add/drop period (after first week of semester commencement) and up to the 8th week, a withdrawal status 'W' will be reflected in the student's transcript. A repeating course fee will be applicable whenever the student undertakes the withdrawn course/s. 'W' status will not impact the computation of student's Grade Point Average (GPA).

A student may submit withdrawal form online only against mitigating circumstances such as Excessive Study Load, Work-Study Conflict, and Academic Standing. The course withdrawal is not applicable for students under HUC Visa / Visa Letter / Embassy Letter.

Student/s withdrawn from any course will be called for counseling by the Student support and further discuss the case with the Academic Advisor, Course Instructor and, a Student Counsellor to assess the need for course withdrawal and provide necessary guidance. The student should be aware that withdrawal from a course may have an impact on their studies and timely progression towards graduation.

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All course withdrawal cases are subject to payment of full tuition fees for that semester and no refund will be applicable.

C. Management of course withdrawal transitions

Once course withdrawal request is approved, a new graduation plan is to be shared with the student upon receipt of the applicable repeating course fee. All course withdrawals cases must ensure that student's graduation is completed within the stipulated length indicated for program completion such as Maximum 6 years for the undergraduate program.

Course withdrawal is not applicable for Capstone Courses, Internship, , and Graduation Project. An updated graduation plan will be shared with the respective student by the Administration. Academic records of the course withdrawal cases will be updated on the system accordingly.

All course withdrawal cases are subject to payment of full tuition fees for that semester and no refund will be applicable.

D. Course withdrawal Procedure

Step 1: Request Course Withdrawal online through student portal or through Course Withdrawal Request Form available at Student support
Step 2: The Student will be called for Repeating Course Counseling by the Student support and further discussed with the Academic Advisor, Course Instructor and, a Student Counsellor to assess the need for course withdrawal
Step 3: The Course Withdrawal Form will be sent to **Registrar** for approval
Step 4: Upon approval, applicable Repeating fees invoice will be generated and payment deadline will be communicated to the student
Step 5: If applicable, the Student pays the amount debited to his HUC account
Step 6: Approved application will be forwarded to administration for course/s withdrawal
Step 7: The status of the application will be communicated to the student, faculty, and advisor and with the Dean of respective Schools
Step 8: A revised graduation plan is issued to the student.
Step 9: Application copy with approval status will be placed in the student file

III. Postponement

A student may postpone a semester only once in an academic year and maximum two non-consecutive semesters during the program duration. Students are permitted to submit postponement request **within the first two calendar weeks of the semester** only under **mitigating circumstances** such as Financial Issues, Family Relocation, Work related issues, National Service Duty, Severe Medical Conditions, Family Emergency, Intention of Changing University, Administrative Drop, and Academic Standing.

A. Postponement within two weeks of commencement of semester

A student must be in a good academic standing to be able to apply for a postponement. Student will be called for counseling by the Student support and further discuss the case with the Academic Advisor, Course Instructor and, a Student Counsellor to assess the need for semester postponement and provide necessary guidance.

The student must complete Postponement Form online or submit the form at Student support within the stipulated timeline. The postponement request must be approved by the Registrar. A postponement can interrupt a student's studies and timely progression through graduation, and all such cases must ensure the degree requirements to be fulfilled within the stipulated length indicated for program completions such as Maximum 6 years for the undergraduate program.

A postponement fee is applicable immediately once student submits the postponement form, and a new graduation plan will be shared. Refund will be given for that semester. However, if the student submits the postponement request after two weeks of the semester commencement, no refund of the semester fees will be applicable.

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Failure to rejoin after postponement period, the student will be notified for reactivation counseling, otherwise, the student's case will be treated as an Informal Withdrawal from the Institution (refer to Section IV-C).

Postponement is not applicable for students under HUC Visa / Visa Letter / Embassy Letter

B. Postponement Procedure

Step 01: Apply for postponement through the student portal or through Postponement Form at Student support within two weeks of commencement of the semester

Step 02: Student will be called for a counseling meeting by Student support, the Academic Advisor, and Student Counsellor to assess the need for postponement and provide necessary guidance.

Step 03: The Application will be sent to Registrar for approval

Step 04: Upon approval, applicable postponement invoice will be generated and payment process needs to be completed

Step 05: Approved application will be forwarded to administration for postponing the semester.

Step 06: The status of the application will be communicated to the Student, Academic Advisor and Dean of respective School

Step 07: A revised graduation plan are issued to the student

Step 08: Application copy with approval status will be placed in the student file

Step 09: The student's name will be forwarded to the re-activation status sheet for the forthcoming semester for follow-up.

IV. Withdrawal / cancellation from the Institution

A student may voluntarily withdraw and cancel his/her enrollment from the institution by submitting an online request for cancellation and complete the clearance process. As a part of this process, the Student will follow the following guidelines:

Student/s who submits a withdrawal request will be called for counseling by the Student support and further discuss the case with the Academic Advisor and, a Student Counsellor to assess the reasons for withdrawal and provide necessary guidance.

A. Withdrawal from the institution before commencement of a semester

In case student withdraws before the commencement of a semester, the tuition fees paid by the student will be refunded excluding the Application fees, and miscellaneous fees (if applicable) along with VAT. In addition, as per the original fee structure, and the fee waiver/scholarship/sponsorship granted to respective student will be revoked and a refund will be processed accordingly. Academic transcript will be issued to the students with the details of all the courses completed by the time of withdrawal from the institution in accordance with the withdrawal procedure as indicated in section. D below.

B. Withdrawal from the institution during the semester

If student withdraw his/her studies within the add/drop period (within first week of semester commencement) , the fees paid by the student for that semester will be forfeited as per the original fee structure, and the fee waiver/scholarship granted to respective student will be revoked and a refund will be processed accordingly. In case, the student submits the withdrawal / cancellation request beyond the add/ drop period (after first week of semester commencement), no refund of the semester fees will be applicable. Institution has the right to charge the proportionate tuition fees accrued till the date of submission of withdrawal request. Academic transcript will be issued to the students with the details of all the courses completed by the time of withdrawal from the institution in accordance with the withdrawal procedure as indicated in section. (D) below.

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C. Informal withdrawal from the institution

Students leaving the institution before completion of the degree program without withdrawing formally will be called for reactivation counselling if possible, otherwise, such cases will be dealt with in accordance with section VI. Dismissal and no refund will be applicable.

D. Withdrawal / cancellation procedure

Following are the steps to be undertaken by students who decides to voluntarily withdraw and cancel his/her enrollment from the institution:

Step 01: Apply for withdrawal from the Institution by submitting the Cancellation Form either through the student portal or at Student support

Step 02: Student will be called for a counseling meeting by Student support, the Academic Advisor, and Student Counsellor to assess the reason for withdrawal from the institution and provide necessary guidance

Step 03: If the counseling does not help the student, then he is sent for an exit interview with the Student Counselor and the report is sent to IRQA department for further analysis

Step 04: The Cancellation Form will be sent to Registrar for his approval

Step 05: The approved form is then sent to various departments for getting no dues clearance

a. Marketing & Registration Department for their comments.

b. Finance department for checking whether the student's account is cleared.

c. Library to check for any pending books to be returned.

d. Computing department will de-activate the portal and email address.

e. Human Resource Department for the verification of the student visa status if applicable.

f. Administration department for the comments and pass credit note if applicable.

Step 06: The form along with no due clearance is sent to Finance for determining the financial status of the student and make necessary collections / payments (Refund)

Step 07: Approved application will be forwarded to administration for withdrawal from the institution

Step 08: The status of the application will be communicated to the student support, academic advisor, and Dean of respective Schools

Step 09: The form will then be returned to the administration department for updating student database

Step 10: Application copy with the withdrawal status will be placed in the student file by Administration

Step 11: The student's name will be recommended for re-activation as per student's consent for follow-up

In addition to the above procedure, the Visa, Visa letter and Embassy Letter students must submit the following documents at the time of cancellation:

a. Emirates ID (Original)
b. Passport
c. Ticket Copy
d. Visa Cancellation Letter from Immigration

V. Re-Activation of admission

Reactivation of admission is applicable for Postponement/Withdrawal/Cancellation, provided that:

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i. The revised graduation plan complies with the stipulated length indicated for program completion such as Maximum 6 years for the undergraduate program.
ii. There should not be any outstanding amount in student ledger.
iii. In the event of **withdrawal or cancellation**, the payment of fees shall be subject to the fee structure applicable for the current academic year. Should there be any changes to the curriculum, the student must initiate the Transfer of Credit process, which will be limited to academic credit reductions only, without any corresponding financial adjustments or reversals. Students will be charged full fees as per the fee's payment plan, and any scholarship, sponsorship, or fee waivers granted to the student will remain in place as per to the initially approved percentage or value.
iv. Student must pay the applicable re-activation fees, as specified in the miscellaneous fee's payment schedule.

A. Reactivation procedure

Step 1: Student will fill up the Re-Activation Form online or at the Student support

Step 2: In case the curriculum remains unchanged at the time of re-activation, all the courses successfully completed by the student will be transferred and a revised graduation plan along with revised fee structure applicable for the academic year will be provided to the student. However, if the curriculum has changed at the time of reactivation, the student needs to submit a TOC application and transfer of credit will be granted to the courses successfully completed as per the TOC policy. The new graduation plan and revised fee structure applicable for the academic year will be provided to the student. *(Refer V(iii) for further details)*

Step 3: Reactivation Application will be sent to Registrar for approval

Step 4: Upon approval of application and payment of applicable fees, the form will be forwarded to the Administration department for re-activation.

Step 5: The Scholarship/Sponsorship/Fee Waiver scholarship, sponsorship, or fee waivers granted to the student will remain in place as per to the initially approved percentage or value.

Step 6: The student's details will be communicated to the Student's Academic Advisor and Dean of respective School

VI. Dismissal

Dismissal is a process where a student was given discontinuation from the graduation Program due to the following reasons:

I. Failure to meet graduation completion requirements as per Undergraduate Completion Requirement Policies
II. Poor academic standing as per Academic Progress / Academic Standing Policy
III. Low attendance as per Student Attendance Policy
IV. Disciplinary Action as per Student Discipline Policy
V. Informal Withdrawal from the Institution
VI. Failure to pay tuition fees

* All dismissal cases will be provided with the academic transcript reflecting only completed courses.

*All dismissal cases have to undergo the financial clearance process, and no refund of either the Tuition fees, miscellaneous fees, transport fees is applicable.

A. General dismissal procedure for students

Step 01: Administration notifies student regarding dismissal

Step 02: Student will be called to discuss regarding the financial dues, refund, and clearance procedure.

Step 03: Student will then be sent for an exit interview with the Student support

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Step 04: Dismissal Student Case File will be submitted to Registrar for approval

Step 05: Upon approval, the clearance form is sent to below mentioned departments for getting no dues clearance:

a. Marketing & Registration Department for their comments.

b. Finance department for checking whether the student's account is cleared.

c. Library to check for any pending books to be returned.

d. Computing department will de-activate the portal and email address.

e. Human Resource Department for the verification of the student visa status if applicable.

f. Administration department for the comments and pass credit note if applicable.

Step 06: The clearance form along with no due clearance is sent to Finance for determining the financial status of the student and make necessary collections / payments (Refund).

Step 07: Approved Dismissal Student Case File will be forwarded to administration for cancellation of registration

Step 08: The dismissal status will be communicated to the student, academic advisor, Dean of respective Schools and all concerned departments

Step 09: The clearance form will then be returned to the administration department for updating student database.

Step 10: Clearance form along with supporting documents shall be placed in the student file
In addition to the above procedure, the Visa, Visa letter and Embassy Letter students have to submit the following documents together with the Clearance Form:

a. Emirates ID (Original)
b. Passport
c. Ticket Copy
d. Visa Cancellation Letter from Immigration

14d. Addition of a Course

Policy number	ADMN_POLICY_42
Policy name	Addition of a course
Policy version	Version 1
Standards applicable	-
Policy owner	Administration
Date of policy development	21st July 2019
Review date	7 August 2025
Date of recent modification	7 August 2025
Next review date	15 June 2026
Approved by (UC)	Registrar

Addition of a course is allowed only to those students who are not progressing as per the Graduation plan given to them initially. However, a student cannot exceed maximum load of 18 credits per semester. If a student opts for additional course/s, along with the regular course will have to apply for the same within two weeks of the commencement of the semester. An additional

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charge will be applicable to the student as per the policy.

Step 1: Apply for addition of course/s through the student portal within first two weeks of commencement
Step 2: Student will be called for a counseling meeting including the advisor, to assess the need for change and provide necessary guidance.
Step 3: The Application will be sent to Registrar approval
Step 4: Upon approval, applicable fees will be debited to the student account and deadline for payment is informed
Step 5: Student pays the amount debited to his account if applicable
Step 6: Approved application will be forwarded to registration officer for adding course/s
Step 7: The status of the application will be communicated to the student, faculty, advisor and Dean - School of Business & Dean – School of Computing
Step 8: A revised graduation plan and invoice are issued to the student applying for addition of course/s
Step 9: Application copy with approval status will be placed in the student file

14e. Degree Certificate Policy

Policy number	ADMN_POLICY_35
Policy name	Degree Certificate Policy
Policy version	Version 2
Standards applicable	NA
Policy owner	Administration
Date of policy development	21st July 2019
Review date	7 August 2025
Date of recent modification	7 August 2025
Next review date	15 June 2026
Approved by (UC)	Registrar

I. Provisional Certificate

Provisional certificate is given on the request of the student only after the successful completion of the graduation requirement by the student; it is issued as an interim certificate before the award of the degree during the graduation ceremony. The provisional certificate is valid from the date of issue till the award of degree certificate in the graduation ceremony.

Procedure

a. Student to submit an Application along with the necessary fees
b. Clearance form signed by all the departments to be submitted
c. Registrar audits the graduation candidacy sheet
d. Upon clearance and authentication, the Registrar signs the letter
e. Administration Informs the student the status of the letter within 48 hrs.
f. Signed copy of the letter is filed in the student file.

II. Graduation Board

The Graduation Board consists of President, Dean-School of Business / Dean- School of Computing, Registrar and concerned faculty. The Board confirms the graduation award to the

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students who have successfully met the graduation requirements. Upon the approval of the Board, the students will be awarded degree. Qualified students are also placed in the list of graduation honors and the Dean's List. The Graduation Board also confirms the final Toppers list and Graduate Honors List.

Graduation Board meeting will be conducted in the month of March each year to approve graduating students completing the requirements in Fall semester, and in the month of October each year to recommend graduating students completing the requirements in Spring semester, Summer semester respectively.

Degree certificate template which includes design text, name of the university, logo, major / Concentration area, signing authorities and date of graduation board, and the same will be reviewed every year.

Graduation ceremony will be conducted once in a year [November], in which all students from each board will be awarded with their degree certificate.

III. Certifying Criteria for Degree Certificate

A. Undergraduate Completion Requirement

i. BBA / BBA in Accounting

Bachelor of Business Administration / Bachelor of Business Administration in Accounting degree is awarded to a student upon fulfilling the following requirements:

h. Students enrolled for a Full time Undergraduate Program must have completed the program within a maximum duration of 6 years and attempted not more than 180 credits. Those enrolled for a Part time Undergraduate program must have completed the program within a maximum duration of 7.5 years and attempted not more than 180 credits.
i. The successful completion of 120 credit hours
j. The number of credit hours as specified in the core, major and concentration
k. Achievement of CGPA not less than 2.00 in the following:
    1. Overall 120 credits earned
    2. In Major / Concentration Courses
l. Students must attain a minimum of "C" grade in every Capstone course
m. Students are required to fill the graduation application along with fee as applicable.
n. Recommended for graduation by Graduation Board

ii. BSIT Graduation Requirement

Bachelor of Science in Information Technology degree is awarded to a student upon fulfilling the following requirements:

h. Students enrolled for a Full time BSIT Program must have completed the program within a maximum duration of 6 years and attempted not more than 180 credits. Those enrolled for a Part time Undergraduate program must have completed the program within a maximum duration of 7.5 years and attempted not more than 180 credits
i. The successful completion of 120 credit hours
j. The number of credit hours as specified in the as specified in the core and concentration
k. Achievement of CGPA not less than 2.00 in the following:
    3. Overall 120 credits earned
    4. In Concentration Courses

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l. Students must attain a minimum of "C" grade in every Capstone course
m. Students are required to fill the graduation application along with fee as applicable.
n. Recommended for graduation by Graduation Board

iii. BSCS Graduation Requirement

Bachelor of Science in Computer Science degree is awarded to a student upon fulfilling the following requirements:

a. Students enrolled for a Full time BSCS Program must have completed the program within a maximum duration of 6 years and attempted not more than 192 credits. Those enrolled for a Part time Undergraduate program must have completed the program within a maximum duration of 7.5 years and attempted not more than 192 credits
b. The successful completion of 128 credit hours
c. The number of credit hours as specified in the as specified in the core and concentration
d. Achievement of CGPA not less than 2.00 in the following:
    3. Overall 128 credits earned
    4. In Concentration Courses
e. Students must attain a minimum of "C" grade in every Capstone course
f. Students are required to fill the graduation application along with fee as applicable.
g. Recommended for graduation by Graduation Board

Procedure:

a. Graduating students file to be prepared by Administration which includes the following:
1. Copy of attested Graduate level certificate or Equivalency if required
2. Copy of TOEFL / EmSAT/ IELTS
3. Copy of the transcripts
4. Copy of TOC confirmation (if applicable)
5. Final Statement of Account
6. Candidacy sheet containing clearance from all departments
7. Graduation Application form

b. Graduation Board will verify the following components are met:
1. Entry requirements
2. Academic requirements
3. Graduation Requirements
4. Financial Requirements
5. Departmental clearance
6. Signing on certificates

c. Certificate Preparation process
1. Place chips on the Degree and hologram on the transcript
2. Sort the degrees Major Wise
3. Academic excellence letter is placed in the folder
4. Toppers list /scholarship letter if applicable is placed in the folder
5. Medals are placed in the graduation kit as per graduation honors list

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Duplicate Degree / Transcript

Duplicate degree is issued only to the students whose degree is lost / damaged due to any reason

Procedure

a. Students need to apply for the duplicate degree/transcript paying necessary fees
b. Submit the evidence of loss and police complaint copy and a photocopy of the certificate/transcript (if available)
c. Administration will refer to the original graduation candidacy sheet to establish the authenticity of the degree completion status
d. Administration prepares the duplicate degree /transcript within 1 week time.
e. The necessary signatures from the respective signatories for the degree/transcript is taken
f. Administration Inform the student the status of the Degree/transcript within 48 hrs.
g. Signed copy of the Degree/transcript is filed in the student file.

14f. Participation / Course Completion Certificate Issuance Policy

Policy number	ADMN_POLICY_37
Policy name	Participation / Course Completion Certificate Issuance Policy
Policy version	Version 1
Standards applicable	NA
Policy owner	Administration
Date of policy development	21st July 2019
Review date	13 June 2024
Date of recent modification	Not applicable
Next review date	13 June 2025
Approved by (UC)	Registrar

i. Participation Certificate Issuance for Activities Conducted by Academic / Academic Support Service Units at HUC

Certificates will be issued to the participants/attendees of any Events/ Programs/ Competitions /Workshops/ Activities conducted inside HUC related to Academic / Non-Academic activities under the regime of any HUC departments. Organizing committee of the event will be responsible for the certificate Issuance. They shall review the certificate template which includes, particulars font & color, HUC name & logo, every year and finalize. No other template should be used for any general certificate.

ii. Participation Certificate Issuance for Competitions Conducted by External Agencies at Horizon University College Premises

Certificates will be provided to the participants/winners/runner-ups [depending upon the nature of competition] of any competitions conducting by externals at HUC premises under

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the regime of any HUC departments. Respective Coordinator will be responsible for the certificate Issuance.

Organizing committee of the event will be reviewing the certificate template which includes, particulars font & color, HUC name & logo, every year and finalize. No other template should be used for any competitions certificate.

iii. Course Completion Certificate Issuance for Courses Completed Under Center for Continuing Learning

Certificates will be provided to the participants/winners/runner-ups [depending upon the nature of competition] of any competitions conducted by external authority at HUC premises under the regime of any HUC departments. Respective Coordinator will be responsible for the certificate Issuance.

iv. Certificate Template:

The Certificate template shall include:

a. Standard Format
b. Particulars Font & Font Color. Particulars includes:
   1. Name of Receiver
   2. Name of General Events/Programs/Workshops/Activities
   3. Name of signing Authorities
   4. Date
c. HUC Name and Logo
d. Space for embossing

v. Guidelines:

a. Background of the certificate can be changed as per the approval from the respective coordinator and Vice Presidents, Dean - School of Business & Dean – School of Computing
b. Certificate Template will be standard and cannot be changed.
c. BEBAS NEUE font will be used to print the particulars.
d. Particulars will be printed in black color only.
e. Font size for the particulars will be adjusted as per its size.

vi. Procedure for Printing Certificates and Distribution:

a. Respective Academic / Academic Support Service Coordinator to request [email request] the examination office 8 working days prior to the date of certificate distribution.
b. Respective Academic / Academic Support Service Coordinator to request Designing Executive [MCD] for updating the general certificate template with particulars details and any themes if they wish.
c. Completed Certificate Request form to be submitted to the examination office by the respective coordinator along with a copy of the updated approved certificate template. Form must be submitted 5 working days prior to the date of certificate distribution.
d. Updated certificate template [JPEG Format] to be send to examination office by Designing Executive [MCD] at least 3 working days prior to the certificate distribution.
e. Examination Office receives approval [in the same Request Form] from the Admin HOD for printing the certificate.

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f. Examination Office prints the certificates and emboss certificates with HUC logo embossing seal.
   1. Embossing without foil stamping on certificates if the receiver is a HUC student.
   2. Embossing with foil stamping on certificates if the receiver is a HUC member or any externals.

g. Examination Office will have to hand over the certificates, a day before or the same day, of the certificate distribution, depends upon the nature of certificate distribution.

h. Examination Office have to collect signature of respective coordinator on the Certificate Handover Form upon handing over the certificates.

i. Either receiver has to sign or respective coordinator has to confirm that the certificate has been received/issued, on the Certificate Collection Receipt.

j. Respective Academic / Academic Support Service Coordinator to return the uncollected certificates to the Examination Office after 3 working days of the certificate distribution date.

k. No uncollected certificates will be distributed to the recipients by the examination office.

l. Uncollected certificates will be shredded by the emanation office.

14g. Change of Class Timing

Policy number	ADMN_POLICY_38
Policy name	Change of Class Timing
Policy version	Version 1
Standards applicable	NA
Policy owner	Administration
Date of policy development	21st July 2019
Review date	7 August 2025
Date of recent modification	7 August 2025
Next review date	15 June 2026
Approved by (UC)	Registrar

Students willing to shift their classes from Morning to Evening or Full time to Part time or vice-versa should fill up the request form available with the Administration Department citing reasons along with the evidence. Such request will be approved only according to the availability of the seat. The change of class shift will be entertained only during the first two weeks from the commencement of the semester and will be at solely subject to the availability or judgment of the Dy. Director - Administration, Registration & Examination Department.

Step 1: Apply change of class timings through the student portal

Step 2: Submit the supporting document [proof] to Administration Department

Step 3: The document will be forwarded to Dy. Director - Administration, Registration & Examination Department for the approval

Step 4: Approved application will be forwarded to registration officer for shifting of class timing.

Step 5: The status of the application will be communicated to the student, faculty and advisor

Step 6: Application copy with approval status will be placed in the student file.

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14h. Change of Major/Concentration

Policy number	ADMN_POLICY_39
Policy name	Change of major /concentration
Policy version	Version 1
Standards applicable	NA
Policy owner	Administration
Date of policy development	21st July 2019
Review date	7 August 2025
Date of recent modification	7 August 2025
Next review date	15 June 2026
Approved by (UC)	Registrar

Students may change their major/Concentration by filling the transfer form available with student portal along with the applicable fee.

Change of Major/Concentration is permissible only till the fourth semester subject to availability of seat in the respective major/Concentration and after paying the applicable fee. The change of major/Concentration is not granted as a right but will be submitted to the Dean of Schools and President for approval.

It is advised that the change of major/Concentration should be done at the freshman level. Only under mitigating circumstances, the case can be considered in the sophomore year of the study.

Step 1: Apply for the change of major/Concentration through the student portal
Step 2: Student will be called for a counseling meeting including the advisor, to assess the need for change and provide necessary guidance.
Step 3: The Application will be sent to Dean - School of Business & Dean – School of Computing for his approval
Step 4: Upon approval, applicable fees will be debited to the student account and deadline for payment is informed
Step 5: In case of a TOC student, the same procedure as above will be applicable for any change in major/Concentration; in addition student will have to reapply for TOC for the new major.
Step 6: Student pays the amount debited to his account
Step 7: Approved application will be forwarded to registration officer for changing the major/Concentration.
Step 8: The status of the application will be communicated to the student, faculty and advisor
Step 9: A new ID card, revised graduation plan and fee schedule is issued to the transferred student
Step 10: Application copy with approval status will be placed in the student file

14i. Change of Program within the Institution

Policy number	ADMN_POLICY_40
Policy name	Change of Program within the institution
Policy version	Version 2
Standards applicable	NA
Policy owner	Administration
Date of policy development	21st July 2019
Review date	7 August 2025
Date of recent modification	7 August 2025
Next review date	15 June 2026
Approved by (UC)	Registrar

HUC students, who would like to change from one program to another at the same level of study within the institution, may apply for the same to the Administration department using the student request form. Students must submit such request for change of program within the first year of their study. Requests for program transfer submitted beyond 1 year of study are subject to review and approval by President and provided the maximum duration of study period is not affected. The program to which they intend to change may be either from the same school or from different school in HUC.

A. Procedure for transferring to another program

The detailed procedure for change from one program to another is outlined below:

i. **Review of Admission Criteria of the Program to which students are seeking transfer**:
Before initiating the request, students must review the admission criteria for the program they wish to transfer into, including GPA requirements, prerequisite courses, and any specific qualifications needed for admission.

ii. **Consult with the Academic Advisor**:
Students should meet with their Academic Advisor to discuss about their transfer to another program, clarify the reason for the change, and ensure they select the appropriate concentration in the new program (if applicable).

iii. **Initiate Transfer Request**:
Students must initiate the program transfer process through LMS and pay the applicable Program transfer fees as outlined in the Miscellaneous Fees Policy.

iv. **Clearance of any outstanding fees for the previous program**:
Student must ensure financial clearance for the previous program is obtained by ensuring that any outstanding fees are paid according to the student's signed financial payment plan.

v. **Processing the Student request for transfer to another program**:
Upon receiving the student request for transfer to another program, the Administration department shall initiate following actions:

a. Withdraw the student from any currently enrolled courses.
b. Change the status of the current admission to "Cancelled."

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c. Initiate a new application form and transfer all admission credentials, assigning a new Application ID to the student
d. Apply the new program's fee structure, including any applicable scholarships or sponsorships.
e. Initiate the Academic Transfer of Credits process, ensuring that credits are transferred according to the new program's structure, with no financial credit.
f. Transfer of credits shall be awarded to equivalent courses of the new program provided the student has obtained a minimum pass grade for those courses in the current program.
g. The grades obtained for the transferred courses shall be considered while calculating the CGPA for the new program to which the student has been transferred.

B. Fees and refund terms

The new program fee structure will be applicable, the application fees for the new program and the Transfer of Credits (TOC) fees are waived and covered under the Program Transfer Fees.

In case student submits the request for change of program before commencement of classes for the current program, he/she shall be eligible for any refunds for the current program as per HUC's refund policy. However, in case student submits the request for change of program after the commencement of classes for the current program no refund will be applicable.

14j. Faculty Allocation

Policy number	ADMN_POLICY_43
Policy name	Faculty Allocation
Policy version	Version 3
Standards applicable	Not applicable
Policy owner	Administration
Date of policy development	18 July 2019
Review date	7 August 2025
Date of recent modification	7 August 2025
Next review date	15 June 2026
Approved by	Registrar

Based on the course plan and the number of courses offered in a particular semester the administration department sends the details to the respective Dean & President to allocate the faculty based on their expertise to the respective courses. Once the allocation is approved, it is communicated to the faculty member's at least 1 month before the start of the semester to enable them to plan the course delivery. The Faculty holding administrative positions are given release hours from the teaching load as per the Faculty Workload policy.

Faculty allocation is done based on the following:

a. Selection of the academic curriculum which has to be implemented year wise [intake wise]
b. Define semester wise courses
c. Define Sessions [Morning/Evening/Weekend]
d. Define no. of students [Active/TOC/repeating etc…] in each session.
e. Define no. of batches to be created session wise

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f. Creation of batches accordingly and handover the list to academic planning committee
g. Collect the faculty expertise list from the TED
h. Faculty allocation will be assigned by the Academic planning committee as per below mentioned guidelines

Faculty allocation guidelines:

Academic Planning Committee considering student's number, contact hours, preparation required and other factors as mentioned below assigns allocation of teaching load:

1. Allocation of faculty has to be done as per their specialization, preference and course preparation in last two academic years.
2. Academic administrative positions will be given release of three credit hours on the acceptable load as per their academic rank or remunerate additional refer to TED for each Academic rank details.
3. Full time faculty to Adjunct faculty ratio has to be maintained at the level of 75:25 (Either credit or head count).
4. Acceptable faculty to student ratio is 1:30 at the Undergraduate level .
5. Minimum course preparation will be in range of 2-3 courses.
6. Maximum course preparation will be 4 courses in extreme cases.
7. Maximum course preparation for the faculty carrying administrative position will be 2 courses.
8. Faculty needs to contribute additional hours to cover admin responsibilities associated with extra credit course.
9. PhD faculty (terminal degree holders) can be allocated maximum 12 credit hours
10. Non-PhD (Non-terminal degree holders) / master's degree can be allocated maximum 15 credit hours
11. Faculty load needs to be balance between morning, evening and weekend sessions.
12. Dissertation load to be considered while calculating total load of a faculty.

Qualification	Teaching Load/ week
PhD faculty (terminal degree holders)	maximum 12 credit hours
Non-PhD (Non-terminal degree holders) / master's degree	maximum 15 credit hours

Credit Distribution – Undergraduate Faculty (BBA , BSIT & BSCS)

Designation	Teaching Load/ week
Professor/ Associate Professor/ Assistant Professor	12 Credits
Lecturer	12 Credits
Sr. Instructor	15 Credits
Instructor	15 Credits
Faculty Members with Administrative position	3 release hrs. per semester and appropriate release time for other major administrative assignments.
Visiting Faculty (International)	12 Credits
Adjunct Faculty-Part Time	6 Credits

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Faculty allocation which is assigned and the right to amendment is reserved by the same committee after President's approval.

14k. Student Management Review

Policy number	ADMN_POLICY_44
Policy name	Student Management Review
Policy version	Version 2
Standards applicable	-
Policy owner	Administration
Date of policy development	17 November 2022
Review date	7 August 2025
Date of recent modification	7 August 2025
Next review date	15 June 2026
Approved by	Registrar

A. Student Management Committee

i. Introduction

Once the student is registered into the HUC program or courses (BBA, BSIT, BSCS, , CCL); the regularity, requisitions, academic standing, and progression of the student is tracked on a regular basis and the status is communicated to the student concerned faculty and department to help in their smooth progression.

ii. Purpose

To review the status of student management with respect to student attendance, performance and progression

iii. Constitution:

The committee consists of the Registrar as a Chair and three members comprising of Vice President-AO, VP-ASO and Deputy Director of Administration.

iv. Functions:

The Student Management Committee at HUC is established for providing best possible services to students and other stakeholders. The committee is assigned with specific roles and responsibilities, which facilitate the smooth functioning of student body.

a. Monitoring student attendance
b. Monitoring student academic performance
c. Monitoring academic progression with respect to qualitative and quantitative requirements
d. Execution of student requests within stipulated timeframe
e. Monitoring the Student Strength
f. Monitoring and Auditing the Student Debit (student financial Liabilities, student status, student semester registration)

v. Roles and Responsibilities of the Committee

i. **New Students** (Start of the semester)
   a. Audit of Admitted student strength
   b. Audit of Admitted students application debits
   c. Audit of Admitted Students 1st Installment debit

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d. Audit of Miscellaneous debits
e. Audit of Fees structure of new students
f. Audit of Scholarship/Sponsorship/Fee waiver
g. Audit of Kit attachment
h. Audit of TOC debit
i. Admitted Vs Applicants debit audit
j. Audit of fines and penalties.

ii. **Continuing Students** (Monthly Wise)
a. Audit of Total Active Students
b. Audit of Non-Active Students
c. Audit of Graduates Students
d. Audit of CCL students
e. Audit of Reactivation students
f. Audit of TC/PPND/ Cancellation students
g. Audit of status updates of students
h. Audit of fees structure missing students
i. Audit of no debit student and reason
j. Audit of Scholarship / Sponsorship/Fee waiver
k. Audit of forfeited students
l. Audit of Total debit Vs Active student strength
m. Audit of fines pushing
n. Follow-up with fee defaulters
o. Transfer student to TC/PPND not attending / non-payment/ non-semester registration students
p. Follow-up of class attendance fortnightly
q. Audit of Miscellaneous debit
r. Audit of fines and penalties.

iii. **Graduating Students**
a. Audit of candidacy sheet
b. Audit of final clearance
c. Audit of all department fines
d. Follow-up with the outstanding

vi. Procedures of the Committee

The below section provides details about the specific duties of the Student Management committee at Horizon University College.

a. Monitoring student attendance: The attendance for all students are available in the system, which can be printed when required. Administration finalizes the list of eligible students for the exam based on meeting the minimum requirement of 75% attendance as per the policy.

b. Monitoring student academic performance (Failure, low CGPA): Various student data's like low CGPA, failed students, withdrawn students, low major CGPA students, students with low GPA in capstone courses etc. are categorized and compiled. Students are properly counselled and informed to register for the Duplicated Course to maintain the Good standing status.

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c. **Monitoring academic progression with respect to qualitative and quantitative requirements:** All Students enrolled at Horizon University College shall be monitored very carefully for the quality and quantity of satisfactory academic work completed during their study at HUC. A freshman student will be evaluated at the end of spring semester for good academic standing and there after the academic progression will be reviewed every semester.

d. **Execution of student requests within stipulated timeframe:** Various student requests status are keenly monitored and processed.

e. **Student Strength:** All the registered students are counted as active students and their status will be closely monitored fortnightly.

f. **Student Debit:** All the active students are debited on semester basis prior to the start of each semester. Committee will review the debits after closing the semester registration, non-registered students will be categorized as non-active, and appropriate action will be taken which shall be documented properly.

vii. **Periodic Review by the Committee**

The Student Management committee meets on a weekly basis to review the progress of the committee's operations and forward the recommendations and decisions of the Committee to the President for final approval.

14l. Semester Registration policy

Policy number	ADMN_POLICY_27
Policy name	**Semester Registration Policy**
Policy version	Version 2
Standards applicable	MOHESR CAA Standard 6: Students
Policy owner	Administration
Date of policy development	23 July 2020
Review date	7 August 2025
Date of recent modification	7 August 2025
Next review date	15 June 2026
Approved by	Registrar

A. Introduction

This policy outlines the guidelines for the registration of continuing students into every new semester and the collection of student tuition and other fees at Horizon University College.

This policy applies to continuing students, who are already undertaking courses as per their graduation plan at Horizon University College for enrolling in every new semester. Once registered, all students are liable for payment of their semester fees applicable for the relevant degree program. Students must abide by the guidelines provided in this policy in conjunction with the terms and conditions outlined in the admission letter.

B. Registration of Continuing Students into a new semester

Continuing Students must register for a new semester as per their Graduation plan.

Registration department will verify the following before completing the registration process:

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i. Verify the graduation plan.
ii. Check the progression and status of the student.
iii. Financial clearance
iv. SAP status
v. Postponement/Informal withdrawal status
vi. Duplicated Course
vii. Pre-requisite met.
viii. Undertaking the status of the student if any

Continuing Students need to complete their semester registration as per the semester registration and payment dates announced through LMS and Mobile App before the commencement of the new semester by filling out the Semester registration form on the LMS. The semester registration and commencement dates will be notified to students by the Administration department in advance. Students failing to complete their semester registration as per the given timeline, and wishes to rejoin:

a. **Within Add/Drop period:** Late Semester registration fees as defined in miscellaneous fees structure will be applicable, along with regular semester fees.
b. **After Add/Drop period:** The student will be moved to the category of "informal withdrawal from the institution". They must refer to the Reactivation section in the "**Withdrawal, Cancellation, Postponement, and Re-activation Policy"** to continue their study at HUC.

Students intending to postpone a semester or cancel their admission due to unforeseen circumstances, must submit the request for postponement/ cancellation within stipulated timelines as per the "**Withdrawal, Cancellation, Postponement, and Re-activation policy".** Refund if any will be applicable as per the above-mentioned policy. The students can pay the semester fees through one of the following payment modes:

a. Cash-full amount upfront.
b. Postdated Cheques dated on or before the 10th of every month.
   In case, the issued Cheque is "Returned", or the payment is "Declined" for any reason, "Cheque bounced charges" will be applicable as mentioned in the Miscellaneous Fees.
c. Pay it Wallet.

C. Process Flow

Step 01

All students are required to fill up and submit the semester registration form on the LMS thirty days before the commencement of the new semester.

Step 02

All active students need to submit a postdated Cheque or pay the full upfront semester fee amount before enrollment to the new semester.

Step 03

Any outstanding fee payments must be cleared by the students to be eligible for enrollment into the new semester.

D. Postponement of a semester

Please refer to the "**Withdrawal, Cancellation, Postponement, and Re-activation policy".**

E. Review of policy:

This policy will be reviewed annually and may be revised for the new academic year if required.

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Talent Empowernment Department Policies

15a. Academic Titles and Required Qualifications

Policy number	HUMR_POLICY_32a
Policy name	Academic Titles and Required Qualifications
Policy version	Version 4
Standards applicable	Not applicable
Policy owner	Talent Empowerment Department
Date of policy development	18 July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	President

The academic titles at HUC are as given below. The required qualification for each title is available in the **Professional Requirements for Teaching Policy (HUMR_POLICY_09).**

A. President
B. Vice President- Institutional Research & Quality Assurance
C. Vice President- Academic Operations
D. Vice President- Academic Support Operations
E. Dean- School of Business (DSOB):
F. Dean - School of Computing (DSOC):
G. Registrar:
H. Program Chairs (Undergraduate/Graduate)
I. Dean of Research and Innovation
J. Director Academic Engagament and Impact
K. Head of General Education
L. Head of Academic Excellence
M. Regular Academic Members
    i. Professor
    ii. Associate Professor
    iii. Assistant Professor
    iv. Lecturer
    v. Sr. Instructor
    vi. Instructor
N. Positions supporting academics
    i. Lab Assistants
    ii. Research assistant
O. Non Regular Academic Members
    i. Visiting faculty (international)
    ii. Adjunct Faculty

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15b. Academic Support Services Staff Titles and Required Qualifications

Policy number	HUMR_POLICY_32b
Policy name	Academic Support Services Staff Titles and Required Qualifications
Policy version	Version 4
Standards applicable	Not applicable
Policy owner	Talent Empowerment Department
Date of policy development	18 July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	President

Academic Support Services Staff are full time and part time staff members whose primary responsibility is to coordinate administrative operations to support the smooth conduct of academic programs of HUC. It includes the pedagogical support staff as well as professional support staff employed in HUC. They are non-academics employees and employed in various functional areas as executive, administrative, clerical and technical roles.

A. UC-Academic Support Service titles

The UC-Academic Support Service Staff titles at HUC are as given below. The required qualification for each title is available in the Eligibility criteria for UC-Academic Support Staff Members under the **Employment Policy (HUMR_POLICY_03)**

i. Director-Government and Public Relations
ii. Director for Academic Engagement and Excellence

B. Academic Support Service Staff titles

i. Director

The rank is attained by appointment / selection from Dy. Director Level after a positive evaluation of performance and promise. An appointee to this rank must hold a Master's Degree. The candidate must have total of fifteen plus years of experience and at least seven plus years of experience in a University / Institution or must have work with HUC with similar experience.

ii. Deputy Director

The rank is attained by appointment / selection from Asst. Managerial level after a positive evaluation of performance and promise. An appointee to this rank must hold a Master's Degree. The candidate must have total of ten plus years of experience and at least five plus years of experience in a University / Institution or must have work with HUC with similar experience.

iii. Head of the Department

The position is attained by appointment / selection from Managerial level after a positive evaluation of performance and promise. An appointee to this rank must hold a Master's

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Degree. The candidate must have total of ten plus years of experience and at least three years in a University / Institution or must have work with HUC with similar experience.

iv. **Manager**

The rank is attained by appointment / selection from Asst. Managerial level after a positive evaluation of performance and promise. An appointee to this rank must hold a Master's Degree. The candidate must have total of seven plus years of experience and at least three plus years of experience in a University / Institution or must have work with HUC with similar experience.

v. **Assistant Manager**

The position is attained by appointment / selection from Supervisory level after a positive evaluation of performance and promise. An appointee to this rank must hold a Master's Degree. The candidate must have total of five plus years of experience and at least at least two plus years of experience in a University / Institution or must have work with HUC with similar experience.

vi. **Supervisor**

The position is attained by appointment / selection from Assistant level after a positive evaluation of performance and promise. An appointee to this rank must holds a Masters or Bachelor Degree. The candidate must have total of four plus years of experience and at least at least one plus years of experience in a University / Institution or must have work with HUC with similar experience.

vii. **Clerical Staff**

This position is attained by selection. The rank on this level must hold a Masters or Bachelor Degree. The candidate must have total of two plus years of experience and preferably one plus years of experience in a University / Institution or must have work with HUC with similar experience.

viii. **Support Staff**

This position is attained by selection. The rank on this level must hold a high school diploma and additional certificates on their chosen field. The candidate must have at least a year experience in a University / Institution.

ix. **Non Regular Academic Support Staff**

A staff member of the University which hold a temporary position and are employed on semester or monthly contract which can be renewed as per agreement of both parties.

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15c. Employee code and conduct

Policy number	HUMR_POLICY_20
Policy name	Employee code and conduct
Policy version	Version 4
Standards applicable	MOHESR Standard 5: Faculty and Professional Staff
Policy owner	Talent Empowerment Department
Date of policy development	20th July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	25 August 2026
Approved by	President

At HUC, employees are required to abide by below rules during their working hours:

A. Respect UAE Culture

The culture in UAE has evolved from a deep-rooted belief in Islam, which is more than just a religion. It is a total way of life, which governs every activity and decision that is made in daily life. Keeping these cultural and religious concerns in mind and following the simple guidelines, it is possible to live very happily in the UAE. One should avoid contentious discussions about religion, the status of women and the politics of the Middle East. Everybody should remember that they are a "Resident Guest" of the United Arab Emirates and should be respectful of the culture and way of life here. By nature, locals are hospitable and extremely courteous. Aggression and rude behavior are seldom seen; authority and calm are the norm. All the Employees are expected to adhere to the decency code of UAE both in their personal and professional lives.

B. No Smoking Policy in HUC Campus

HUC follows a No Smoking policy (Including vapes and electronic cigarette) at all locations of its Campus indoors, i.e., offices, classrooms, lobbies, cafeteria, gymnasium, multipurpose hall, toilets etc. which is as per the HUC rules as well as by law. A designated area is allocated for smokers within the premises of HUC. Employee must not smoke in front gate of the University or the main entrance. TED personnel may pay a surprise visit anytime. Employee disregarding the No Smoking policy indoors will be served a verbal warning on the first instance. A cautionary note will be issued on the second instance. Thereafter disciplinary proceedings will be initiated against the Employee.

C. Prohibition of Alcoholic Drinks and Narcotic Drugs in HUC Campus

HUC does not allow or authorize anyone to bring in any kind of alcoholic drinks or narcotic drugs into its premises for consumption and storing; and furthermore prohibits any person under intoxication to enter or remain in the HUC. Violations will be viewed seriously and result in immediate suspension / expulsion / termination.

D. Employee Dress Code

i. Male employee dress code

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Male Employees are expected to wear Formal wear i.e. pants/trousers, business shirts with a tie along with formal shoes. Preferably jackets should be worn when the weather permits.

ii. Female employee dress code

Female Employees are expected to wear pants/trousers, dresses & skirts which are on or below the knee with formal shirts or tops with a formal Jacket. Blouses, Shirts, Tops or jackets covering upper arm is considered to be appropriate.

iii. Office Support staff dress code

Office support staff must wear uniform provided by the HUC on all weekdays.

Note:

a. Friday wear for all employees is plain blue / black denims along with HUC Polo Shirts provided by HUC. Friday Dress Code will remain same even in case of any internal or external meetings on that day
b. 2 HUC Polo Shirts are given in a year; any additional requirement will have to be purchased additionally.
c. It is mandatory to wear the HUC Polo Shirts every Friday at all levels and should wear proper shoes. Shoes which are striking in colors or sandals are prohibited.

Don'ts: *Patched/ Rugged jeans, Printed/ Check shirt or Tee shirt, Bright / Glossy clothes, Captioned/ Pattern Tee shirts are not permissible.*

E. Employee Personal Property

HUC is not liable for any loss of, or damage to personal property brought into the premises by the employee. It is expected from the employees not to bring personal items of value to the premises and, in particular, not to leave any items (cars, personal laptops, luggage, etc.) overnight without prior permission from TED.

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F. Professional Conduct

i. Academics

To ensure professional work environment at HUC, Faculty Members must subscribe to high standards of professional conduct. Membership in the academic community imposes upon the students, Faculty Members and administrators an obligation to respect the dignity of others, to acknowledge their right to express differing opinion and to foster and defend intellectual honesty, freedom of enquiry and instruction, and free expression.

Faculty Member must comply with the standards and principles of conduct set forth in this Policy & Procedure Manual. Faculty Member will be informed promptly by Dean in written of any allegation of unprofessional conduct made against him/her. Complaints of unprofessional conduct, professional dishonesty, lack of professional integrity, professional unethical behavior will be investigated and appropriate action taken.

b. Faculty Members must respect and defend the free inquiry of their associates. In the exchange of criticism and ideas, Faculty Members must show due respect for the opinion of others.
c. Faculty Members must acknowledge the academic contributions of others, strive to be objective in their professional judgment of colleagues and accept their responsibilities for contributing towards the governance of the institution.
d. The Faculty member shall at all-time faithfully serves Horizon University College and uses his utmost endeavors to promote its interests. He shall not directly enter or engage in any other employment service, business or speculation, whatsoever which is in direct competition to the affairs of HUC.
e. Faculty are engaged in reviewing the programs and work towards development of contents of the curriculum and also participate in developing new curriculum for proposed programs and courses.
f. The faculty members apart from their teaching theoretical aspects of the course are also required to supervise and guide the instructor and students for lab works.
g. Faculty members shall participate in search and recruitment of faculty members appropriate to area of specialization. They are expected to be a part of screening committee, interviewing committee and evaluation of peers
h. Non-residential faculty is also required to perform all the roles and responsibilities of full time faculty with respect to their area of specialization
i. All faculty members are expected to be a part of IS committee and contribute to streamlining the operations and improve the effectiveness of academic planning and delivery
j. The Faculty member agrees to obey promptly all directions and lawful orders given by the President or his nominee.
k. The Faculty member shall not at any time whether during or after the termination of the agreement impart or disclose any information as to the business or affairs of HUC to anyone other than as directed by or with the consent of the President or his nominee in so far as may be required by a court of competent jurisdiction. The Faculty member shall uphold the interest of HUC to the best of ability and shall do nothing to prejudice them at any time whether during or termination of agreement.
l. In case of termination of his services, the Faculty member will not take up any employment or start any business, which would directly or indirectly affect the business of HUC for a minimum period of one year.
m. The Faculty Member's job profile includes additional administrative duties, maintaining students, academic and other records physically and in system, allocate time for solving student problems related to the subject, invigilation duties, as well as advising services to the allocated students. In addition to the allocated teaching hours Faculty is required to carry all other administrative task allocated.
n. The Faculty Member are required to follow the established Faculty Evaluation System of the HUC, Meeting the deadlines based on the Academic Calendars, submission of course files and course teaching allocated on each semesters.

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o. To maintain regular communication with the Discipline Leader, Dean, Vice President-AO and President of HUC.
p. To be familiar with the HUC Policies and Procedures and abide by them at all times.
q. To have an understanding that HUC provides Academic Calendar, and reserves the right to postpone, amend, or cancel classes if the minimum class size policy is not met by giving an appropriate notification in advance. In this case the allocated courses will be changed on prior notice.
r. All copyrights and/or design rights in any work created in the course of or under this agreement shall belong to HUC.
s. The Faculty Member agrees to obey promptly all directions and lawful orders as per HUC Policy & Procedures.
t. Faculty members are discouraged from defaming colleagues or involved in any act of disparaging HUC.
u. Faculty members are required to participate in activities in promoting HUC which includes plan and conduct of Seminars and workshops and participates in exhibitions as assigned by the President from time to time.

ii. Academic Support staff

To ensure a professional and idealistic work environment, all Staff Members must adhere to high standards of conduct, such as honesty, integrity and ethical behavior. The Staff Members and administrators have an obligation to respect the dignity of others, free expression of differing opinions and to inculcate and defend intellectual honesty, freedom of enquiry and instruction. Staff Members must comply with the standards and principles of conduct set forth in this Handbook. Complaint of unprofessional conduct is subject to investigation. The Staff Member will be informed promptly by TED-Incharge of any allegation of unprofessional conduct carried out with a verbal warning to avoid any such incidence in future.

a. The Staff member shall at all-time faithfully serves Horizon University College and uses his utmost endeavors to promote its interests. He shall not directly enter or engage in any other employment service, business or speculation, whatsoever which is in direct competition to the affairs of HUC.
b. The Staff member agrees to obey promptly all directions and lawful orders given to an individual as per the organization schedule and activities.
c. The Staff member shall not at any time whether during or after the termination of the contract impart or disclose any information as to the business or affairs of HUC to anyone other than as directed by or with the consent of the Dean or his nominee in so far as may be required by a court of competent jurisdiction. The Staff Member shall uphold the interest of HUC to the best of his ability and shall do nothing to prejudice them at any time whether during or termination of contract.
d. In case of termination or resignation before the contract period, the Staff member will not take up any employment with a competitor or start any business, which would directly or indirectly affect the business of HUC for a minimum period of one year.
e. In case of staff member is joining competitor after completion of the contract period, they need to give non-disclosure undertaking to HUC before the release is given to the employee.
f. To be familiar with the HUC Policies and Procedures and abide by them at all times.
g. All copyrights and/or design rights in any work created in the course of or under this contract shall belong to HUC.

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h. The Staff member agrees to obey promptly all directions and lawful orders as per HUC Policy & Procedures.
i. Staff Members are expected to devote their energies in developing and improving their administrative competence.
j. All staff members must accept the obligations to exercise critical self-discipline and judgment in using, extending, and transmitting information and practice intellectual honesty

G. Presence & Absence at Work Place

Except for the approved leave, absence due to official assignments outside HUC or other official exemptions, staff members are expected to participate in the administrative work of HUC throughout the Academic Year. All employees are expected to follow the official timings. If the same is not done without prior permission the absence is considered as leave and is subject to deduction from the balance annual leaves of the employee.

All staff members are required to be available on campus during the official working hours of HUC all year around. Staff members may take leave of absence for professional development with written authorization from President or in case of emergency, but must inform President and Human Resources Department. Absence or non-adherence to office hours will be subjected to disciplinary action.

H. Outside Employment

An employee at any point of time during the contract period with HUC is not eligible for any part time or full time job outside HUC. He may be employed at any other institution or in industry off campus only with the prior written authorization from the Vice President and President.

I. Prohibition of Harassment

Harassment in any form be it gender, race, color, religion, age, nationality, disability or any bullying or any verbal, physical or psychological violence and other factors prohibited by law is strictly prohibited at HUC both at the work place and off the premises, including social activities conducted or sponsored by HUC.

a. Sexual Harassment

Sexual harassment is defined as unwelcome sexual advances, request for sexual favors, and other verbal or physical conduct of a sexual nature when submissions to such conduct is either explicitly or implicitly a term or condition of an individual's employment, submission or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or such conduct has a purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive work environment.

Sexual harassment can occur between individuals of opposite sex or the same sex. Sexual harassment may include, but is not limited to intentional physical conduct that is sexual in nature, such as touching, pinching, patting, sexually oriented gestures, noises, remarks, jokes or comments about a person's sexuality or sexual experience, repeated unwelcome requests for romantic relationship and displaying pictures, posters, calendars, graffiti, objects, promotional materials, reading materials or other materials that are sexually suggestive, sexually demeaning or pornographic. Basing an employment decision or implying that it will be based on an employee's submission to or rejection of sexual overtures is prohibited.

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b. General Persecution

General Persecution is verbal or physical conduct that denigrates or shows hostility or aversion to an individual because of gender, race, color, religion, age, national origin, disability or any basis prohibited by law, when such conduct has the purpose or effect of unreasonably interfering with an employee's work performance, creating an intimidating, hostile or offensive work environment or otherwise adversely affecting an individual's employment opportunities. Harassment may include but is not limited to verbal abuse, ridicule including slurs, epithets and stereotyping, offensive jokes and comments, threatening, intimidating or hostile acts and displaying or distributing offensive materials, writings, graffiti or pictures.

c. Procedure

When any employee believes that he/she has been subjected to prohibited harassment or has questions concerning the policy, he/she must notify the TED Staff immediately.

Employees are encouraged to report potential harassment before it becomes severe or pervasive. Reports will be investigated impartially and appropriate corrective action if any will be taken including discipline for inappropriate conduct. Complaints will be handled confidentially, except as may be necessary for investigation and resolution. This policy prohibits retaliation, harassment or other adverse action because of making a complaint, assisting in an investigation, opposing harassment or otherwise exercising rights protected by law.

J. Confidentiality of Information

i. Data protection & confidentiality

a. Employees must protect HUC information in line with **UAE PDPL** and HUC's Data & Privacy Policy. Confidential information includes student/employee records, financials, research data, assessments, contracts, non-public strategy, and any information marked confidential. Use only for legitimate business; limit access to need-to-know.
b. Permitted disclosures: where required by law/regulator or with written HUC authorization.
c. Prohibited disclosures: unauthorised sharing, posting, forwarding, or storage on personal/cloud accounts.
d. At exit: return/delete all HUC data and property; sign confidentiality acknowledgment.

ii. Acceptable use & social media

Use HUC systems responsibly per the IT Acceptable Use Policy. Do not disclose confidential information on social media or public forums. Do not speak on behalf of HUC to media, at events, or online without written authorization from senior management/Communications. When speaking in a personal capacity on matters related to your profession, use a disclaimer and maintain professionalism. Expression that is discriminatory, harassing, incites violence, or unlawfully discloses confidential data is prohibited and may breach **applicable UAE cybercrime laws**.

iii. Employment information

Compensation and employment records are confidential and should be shared only with authorized HUC personnel or as required by law.

iv. Records & retention

Handle, store, and dispose of records per the Records Retention Schedule and IT Security Policy (no personal devices or unapproved cloud for HUC data).

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15d. Separation Policy

Policy number	HUMR_POLICY_27
Policy name	Separation Policy
Policy version	Version 2
Standards applicable	MOHESR CAA Standard 5: Faculty & Professional Staff
Policy owner	Talent Empowerment Department
Date of policy development	4th August 2020
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	President

Separation includes retirement, resignation, non-renewal of contract, dismissal due to adequate cause related to academic non-performance, breach of contract, indiscipline, moral turpitude, discontinuance of an academic program, and financial exigency. These Guidelines apply to conditions whereby an Employee, whether on initial or reappointed contract, may be separated from employment with the HUC prior to the expiration of an employee's contract or resignation.

This policy is designed to ensure fair, transparent, and compliant separation processes in alignment with MOHESR standards, UAE labor law, and HUC's Strategic Plan priorities on employee wellbeing, governance, and accountability. This policy is reviewed annually to ensure compliance with UAE labor law, MOHESR requirements, and HUC Strategic Plan goals of fairness, accountability, and employee wellbeing.

The TED committee has an authority to recommend the dismissal of the employee on the grounds mentioned below:

A. Resignation

i. Academics:

a. In all scenarios, and in accordance with Labor Law, the notice period shall range between 30 and 90 days. Final settlement and all eligible benefits shall be paid up to the last working day.

b. During the notice period, the Employee shall continue to perform all assigned teaching, examination, grading, and administrative duties to ensure the uninterrupted delivery of the University's academic programs. Failure to comply with these obligations may entitle the University to pursue legal remedies, including but not limited to recovery of costs incurred in securing replacement services.

c. The University's acceptance of a resignation shall not constitute a waiver of its right to enforce the notice period requirements and the completion of assigned duties.

ii. Academic Support Services:

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a. The contract may be terminated by the Employer without cause by giving to the other party at least one (30 days) month notice and maximum of (90 days) months' notices.
b. The contract may be terminated by the Staff member by giving to the other party at least one-month notice and maximum of ninety days. The minimum notice periods for terminating current unlimited-term contracts at least thirty days' notice if the employee was employed for less than five years; at least sixty days' notice if the employee was employed for more than five years but less than ten years; and ninety days' notice if the employee employed for more than ten years.

Policy outline:

1) In case of resignation organization has right to decide on the last working day of employees considering the academic calendar and full and final settlement and benefits will be paid till the last working day.
2) All the pending benefits forfeit as soon as Employee resigns from services.
3) Initial Air Ticket Reimbursement needs to be refunded back to HUC by employee in case the employee terminates the contract within one year of the first contract.
4) Employees resigning from the services is not eligible for any pending tickets. Booked air tickets which are reimbursed but not availed will have to be paid back to HUC.
5) Employees discontinuing their services with the university has to reimburse the amount of the furniture allowance & Accommodation Allowance paid at pro rata bases.
6) In case of Loan, the period of services ends before the repayment of loan due to any kind of separation (Resignation, Termination, Death etc.,) then the remaining amount shall be adjusted with end of term benefits and balance will be paid to the Employees.
7) Leave balance is paid on Basic i.e. Annual Leaves accrued till the last working date minus availed leaves.
8) On seperation faculty will be paid for addditional credit, summer payment guidance as allocated and fulfilled by them.
9) If an employee avails any loan facility from any bank and has taken salary undertaking letter from HUC, then the employee is responsible to submit bank clearance to TED as part of their clearance process.
10) Gratuity will be paid as per UAE Labor Law. All termination entitlements must be paid to employees within fourteen days after the termination date.
11) Any shortfall in the notice period will have to be borne by the employee and the acceptance on the last working date will be subject to approval by the President.

B. Dismissal

This Contract may be terminated by the Employer without notice and forfeit of all the benefits if the Employee:

a. Commits any gross or repeated breach of his/her obligations.
b. Is engaged on probation and is dismissed during the probationary period or on its expiry.
c. Willfully neglects HUC interests causing substantial loss thereto whether monetary or otherwise.
d. Becomes incapable of performing his/her basic duties due to his/her fault or misconduct.

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e. If they fail to perform their basic duties and continues to do so despite written warning to them by the President or his nominee.
f. Is discovered to have disclosed a secret or confidential matter of the business of HUC.
g. Is convicted of offence involving honor, honesty or public morals and order.
h. Misconduct in any way whether in relation to the affairs of HUC or otherwise is disobedient, non-cooperative or is guilty of habitual or gross negligence.
i. Is discovered to have made or given false statement or document to HUC.
j. Is found under the influence of alcohol or drugs during working hours.
k. Is found to have defamed HUC or the Management.
l. Is found to be working against policy and procedure of HUC.
m. Additional grounds for "for-cause" termination, including where an employee:
a. Abuse their position for profit or personal gain; or
b. Commences work for another employer without complying with the applicable rules and procedures.
n. Notice period of employees is
a. 30 days for employees with up to five years' service
b. 60 days for employees with between 5- and 10-years' service
c. 90 days for employees with 10 years' service or more.

C. Assurances

The HUC policies and procedures on employee dismissal ensure:

a. The rights of individuals are protected under these policies and procedures.
b. Dismissal shall not violate the rights of the individual under applicable UAE laws.
c. The threat of dismissal will not be used to restrain Employees in exercising their academic freedom.
d. The procedure of dismissal ensures timely written notification of the reasons and circumstances that led to dismissal.
e. The principle of natural justice and due process will be adopted to give fair chance to the Employee to defend wherever applicable.
f. Employees are entitled to one day of unpaid leave per week during the notice period to look for new employment.

D. Justifications

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

a. **Adequate Cause**
Dismissal for adequate cause may include grounds related to dishonesty, demonstrated professional in competence in teaching or research, grounds related to substantial neglect of professional or academic responsibilities and personal misconduct, breach of contract, indiscipline, & moral turpitude affecting directly or indirectly the community or HUC abuses his/her position for personal reasons commences for another employee. The dismissal is done by giving one semester of notice or in lieu of pay as per the clause "Notice and Termination" of the contract is justified except in case of adequate cause. Findings and

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decisions must be communicated in writing within 7 working days of conclusion, with a right of appeal under Faculty & Professional Staff Appeals Policy

b. **Procedure for Dismissal for Adequate Cause**

The dismissal of Employee due to adequate cause requires formal notification in writing to the affected Employee by the President. The notice should inform the Employee of the decision to dismiss and the specific ground for dismissal.

For suspected breach of contract involving dishonesty in teaching or research, neglect of duty, unfitness of the Employee in his/her Professional capacity as an instructor or researcher, personal misconduct, the Employee can be suspended with immediate effect by the President. The President in consultation with VP-ASO & TED In-Charge will constitute an ad-hoc disciplinary committee to establish the facts of the case. The ad-hoc disciplinary committee shall offer the Employee the opportunity to respond to the charges. This Committee will file a report within seven days of start of the investigation. Committee will forward its findings to the President. If the facts support the original charge, the employee will be dismissed by the President.

Should the HUC decide to dismiss the employee, he/she will normally receive salary and benefits until the effective date of dismissal as per UAE law.

E. Discontinuance of Academic Programs

Termination of employment may also be based on the discontinuance of an academic program reflecting judgments concerning the strategic planning of the HUC.

i. Procedure for Dismissal due to Discontinuance of an Academic Program

Before recommending discontinuing an academic program the Dean shall deliberate with President and based on their recommendations and educational considerations present the closure of the Academic Program to the President who will present it to the Board of Trustees for final approval.

The decision to discontinue an academic program can be made by the Board of trustees only. Termination of Employee appointments or major changes in academic programs must conform to principles established in the strategic plan presented to Board of trustees by the President. The discontinuance requires affirmative vote of the Board of Trustees.

A. Financial Exigencies

Termination of employment is justified by a demonstrated and Bonafide financial crisis that threatens the continuation of one or more academic programs in their present form.

i. Financial Exigency Declaration

The declaration of an exigency requires that the dismissal of the Employee is likely, even if such dismissals are not imminent. When the President of the HUC believes a bona-fide financial exigency exists, he/she shall promptly advise and consult with the Board of Trustees. The decision to approve financial exigency can be made only by the Board of Trustees.

ii. Retrenchment

After the declaration of an exigency, major steps for dealing with financial crisis will proceed along the lines as described in the case of discontinuation of academic programs. Consultation between the President and BOT or UC is mandatory.

A retrenchment plan must be developed and approved by the President. If acceptable, President will present it in front of the Board of trustees. Termination of Employee's appointments or major changes in academic programs must be confirmed with principles established in the strategic plan. Academic considerations will be primary in making programs and personnel decisions. Final decision in such cases will reside with President.

The Board of trustees may declare that financial exigency no longer exists. However, this does not imply that the notice of dismissal issued to any individual during a period of declared exigency is automatically withdrawn or otherwise invalid. However, reconsideration to re-employ some of the employees terminated due to financial exigency as per the discretion of the President is possible. This will supersede the contract terms and EOSB will be as per labor law.

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B. Death of an Employee

All procedures, processes, payments etc. in case of Death of an employee during the term of contract are as per UAE Labor Law.

F. Force Majeure:

In case of force majeure applicable by government directives, or in the event of a permanent closure of the establishment as per applicable legislation and in accordance with the UAE Labour Relations Regulation Law, the institution may proceed with terminating the employment contracts of its staff. In such cases, and subject to Article 42(7) of the Labour Law, notice periods and compensation may not be applicable, provided the closure is officially recognized and approved by the relevant authorities. All such actions will be carried out in compliance with UAE labour regulations and applicable legal procedures.

G. Settlement & Clearances Formalities

i. Payment of Salaries and Benefits in case of Separation from Employment

In case an Employee is separated from employment under Dismissal Justified by Adequate Cause, the Employee's salary shall be terminated effective upon the date of dismissal. As per labor law Employee resigning from the services is not eligible for any pending benefits not availed in the Academic Year. All the pending benefits (Air ticket, non-accrued annual leaves, furniture allowance) forfeit as soon as Employee resigns from services. In case of HUC terminates an Employee will be eligible for repatriation ticket for Employee alone who is under HUC Visa. In case of visa transfer employee's subsequent employer is responsible for his repatriation.

If an Employee's service is separated because of discontinuance of an academic program or declaration of financial exigency, the Employee's salary shall be terminated according to the provisions specified in plans developed for discontinuance of an academic program or financial exigency. Payment of full and final settlement which includes gratuity (if eligible) will be paid only in the form of bearer's cheques after cancellation or transfer of employment visa. In all cases, final settlement for employees will be calculated as per the UAE labor law. All the entitlements must be paid to employees within 14 days after the termination date.

ii. Handover and Clearances

In case a Faculty/ Staff Member is separated from employment, they should prepare and forward their Handover Checklist confirmed by the Dean (School of Business and School of Computing)/, Program Chairs, VP-AO/VP-IRQA, VP- ASO, TED In-Charge, HOD and TED staff and approval of the President. The Program Chairs, Faculty/staff member needs to get clearance from the respective Department, fill the Exit Interview Form, and forwarded to TED for the processing of his Full and Final Settlement. As soon as the resignation is accepted or termination / dismissal is communicated following documents need to be submitted to TED for clearance purposes:

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a. Employee has to submit their family visa cancellation document (incase family is sponsored by the employee)
b. Passport
c. Emirates ID
d. Insurance card
e. Horizon ID
f. Employee handover

Full and Final Settlement will only be released after clearances from respective departments, submission of the above documents and submission of stamp visa in their passport if change of status and ticket submission if returning to their home country

15e. Promotion Policy

Policy number	HUMR_POLICY_33
Policy name	Promotion Policy
Policy version	Version 2
Standards applicable	Not applicable
Policy owner	Talent Empowerment Department
Date of policy development	4th August 2020
Review Date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	President

A. Academics Promotion Policy

i. Promotion Policy for UC-Academic members:

Promotion of UC –Academic members shall be carried out based on the Promotion policy for faculty members given below.

ii. Promotion policy for faculty members:

HUC Academics promotion policy is based on the vacancies available at each level based on the Rank Distribution for full-time faculty members available in the Employment Policy due to retirement/resignation/termination and expansion. The number of vacancies at various levels is proposed to President. On receiving approval from the President. The Promotion Review Board consists of the VP-AO and Vice President-IRQA, School Deans, Head of GE, , and TED-Incharge, who will evaluate the quantitative and qualitative submissions of the Candidates.

iii. Promotion Guidelines

Criteria for Normal Track Promotion

Rank	Research Points*	Other requirements	Annual Overall FES score

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Lecturer to Assistant	72 Points	3 Years of Service at the Same Rank, with minimum 2 years at HUC, and at least 2 Q1 Publication	**≥80%**
Assistant to Associate	160 Points	5 Years of Service at the Same Rank, with minimum 3 years at HUC, and at least 4 Q1 Publication	**≥80%**
Associate to Professor	180 Points	5 Years of Service at the Same Rank, with minimum 3 years at HUC, and at least 6 Q1 Publication	**≥80%**
Faculty Members Holding Administrative Responsibilities for a minimum of 2 years	75% of the above Points as Per their Rank*	As per above requirements	**≥80%**

*for further details about Research points please refer to the HUC Research Policy and Procedure Manual.

Promotion Eligibility for Instructor and Senior Instructor:

To be eligible for promotion a faculty member should meet the following conditions:

a. Instructor to Senior Instructor:

1. Three years of Service at the Same Rank, two of which must be at HUC.
2. FES overall score should be ≥80.
3. One of the following conditions should be met:
   - 3.1. A minimum of three non-research articles every year for three consecutive years.
   - 3.2. A minimum of three research articles in Scopus-indexed journals during the three years under consideration for promotion eligibility.

b. Senior Instructor to Lecturer:

1. Achieving a PhD in the same discipline.
2. Three Years of Service at the Same Rank, two of which must be at HUC.
3. FES overall score should be ≥80.
4. One of the following conditions should be met:
   - 4.1. A minimum of four non-research articles every year for three consecutive years.
   - 4.2. A minimum of three research articles in Scopus-indexed journals during the three years under consideration for promotion eligibility.

iv. Fast Track Promotion

A faculty member can be promoted before the completion of the eligibility period as listed in the Fast Track criteria for promotion, provided he/she has shown outstanding performance as per the policy and to the satisfaction of the Promotion Review Board.

Criteria for Fast Track Promotion

Designation	Research Points	Other requirements	Annual Overall FES score

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Lecturer to Assistant	80 Points	2 Year or Service at the Same Rank at HUC, and at least 3 Q1 Publication	**80≥**
Assistant to Associate	175 Points	3 Years of Service at the Same Rank, with minimum 2 years at HUC and at least 5 Q1 Publication	**80≥**
Associate to Professor	200 Points	3 Years of Service at the Same Rank, with minimum 2 years at HUC and at least 7 Q1 Publication	**80≥**
Faculty Members Holding Administrative Responsibilities for a minimum of 2 years	75% of the above Points as per their Position	As per above requirements	**80≥**

The Fast Track promotion will be granted based on the following conditions: -

a. an exceptional track record with previous institutions which includes
   1. Previous promotions
   2. Exceptional Achievements
b. For any other exceptions, the Dean is required to make a recommendation to President.

v. Process

a. A faculty member should submit the promotion application during the last year of the eligibility period so that on the day of the Promotion Review Board meeting the candidate should have completed the eligibility period as specified in the promotion guidelines. The deadline for faculty members to apply for promotion is September 15th, together with the following credentials:
   1. Scholarly Work as per Policy for the period under consideration.
   2. Teaching Effectiveness documents including Feedback.
   3. Contribution to HUC and the community.
   4. Any New Courses Developed.
   5. FES rating as per the Criteria.
   6. Promotion Details of the previous Institution.
b. The promotion applications are initially subject to analysis by the TED and the Research Department to determine the eligibility of a Faculty member applying for the promotion.
c. Promotion applications are then forwarded to the respective School Dean or Head of the GE department for evaluation and recommendation by September 30th.
d. The Promotion Review Board will convene during the 1st week of October to discuss these recommendations and decide on those candidates who should present their cases to the Board. All presentations should be concluded by October 15th.
e. The presentation should focus on their contribution during the period considered for processing the promotion application as per the promotion criteria table, Research, community services, and any distinguished activities

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performed by the candidate during the tenure with HUC. The presentation should also contain the candidate's achievements in previous institutions in terms of promotion etc.

f. The candidates will also be evaluated other than the presentation on their interview wherein the focus shall be on:
   1. Defending the claim for promotion
   2. Vision of Academic Excellence, Research, and services to HUC.
   3. Owning responsibility for Administrative Activities.
   4. Owning Responsibility to mentor and Develop Productive teams
   5. Any other areas which the Promotion Review Board may feel necessary.

g. Distribution of Marks as per the Criteria to be awarded by each member of the Promotion Review Board will be as follows:

S. No.	Criteria	FES Reference	Weight	Average score obtained from FES during the review period	Score awarded by the Promotion board
1	Scholarly Work	Table 4	50%		
2	Teaching effectiveness (Course file and Peer review)	Table 1	20.00%		
3	Academic Advising	Table 3	2.22%		
4	Community Services	Table 5	2.22%		
5	Contribution to HUC	Table 6	4.44%		
6	Adherence to Academic policies	Table 8	4.45%		
7	Academic Operations	Table 9	6.67%		
8	Presentation/Interview	NA	10%	NA	
Total			**100%**		

h. The Promotion Review Board will finalize its recommendations on the candidate's promotion and forward its decision to the President. The focus of the selection is based on candidates who have performed relatively better than the other applicants.

i. The President's office issues a Formal letter of promotion to the candidate, and the same is communicated to all the departments.

j. All faculty promotions will be effective from the time of the annual increment in October.

k. TED updates all the records accordingly and maintains the promotion files for references after getting them signed by Faculty / Staff.

l. Unsuccessful candidates have the right to appeal their promotion outcome to the President.

B. Academic Support Staff Promotion Policy

Staff performance evaluations are periodically conducted to support and provide guidance to Staff Members regarding professional development and obtain information for management to decide on renewing and extending contracts, promotions, terminations, and

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award merit-based increments/ appreciation. Evaluation is conducted by the Vice President-AO, Vice President-IRQA, VP–ASO, TED-Incharge, concerned HOD, students & self.

HUC maintains a formal grading scale for Academic Support Staff members and the Training Department (CCL). This scale is referred to at the time of recruitment, increments, and promotion. This scale enables HUC to maintain parity within the organization. The grading scale is reviewed annually based on internal and external factors. It is available with TED for management and employee review as and when required. The Staff Evaluation System Manual explains these procedures in detail.

The number of promotion opportunities at various levels and designations based on available vacancies is proposed to the President by the HUC Promotion Review Board. Employees eligible for promotion must normally have completed a minimum of three years of service with HUC. The candidate is required to submit an application detailing the outstanding contribution made to the operations of HUC. These contributions can be specified such as innovation, improvement in operational methods, or any other noticeable achievements recognised by the UC or the respective Head of Department.

All applications are collated by the Human Resources Department for initial evaluation for eligibility and forwarded to the Promotion Review Board for their review. The Board may involve the concerned HOD during the review process and will forward their decisions to the President.

i. Promotion Guidelines

a. Criteria For Promotion

Designation	No. of Years of Service [Previous Designation]	Annual Overall SES score Rating in the Previous Designation
Dy. Director to Director	3	≥80%
Manager to Dy. Director	3	≥80%
Asst. Manager to Manager	3	≥80%
Supervisor to Asst. Manager	3	≥80%
Clerical to Supervisor	3	≥80%
Support Staff to Clerical	3	≥80%

b. Documentation for Promotion Consideration

An application for promotion consideration is prepared by the Staff Member and should include the following:

1. Staff promotion form to be filled by the candidate providing information on biographic data, degrees, employment history, previous promotions, etc.
2. The applicant's current curriculum vitae
3. List of contributions, including innovation, improvement in operational methods, and any other noticeable achievements made in current position supported by official documents
4. In the case of a HOD, the achievement of Goal Setting for the past year.
5. Recommendation from the concerned Head of Department
6. Any other relevant information

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7. Staff evaluation Report
8. Noticeable achievements recorded

ii. Process

a. A staff member should submit the promotion application during the last year of the eligibility period so that on the day of the Promotion Review Board meeting the candidate should have completed the eligibility period as specified in the promotion guidelines. The deadline for staff members to apply for promotion is September 15th, together with the following credentials:
   1. Contribution to HUC and the community.
   2. SES rating as per the Criteria.
   3. Promotion Details of the previous Institution.

b. The promotion applications are initially subject to analysis by the TED to determine the eligibility of a staff member applying for the promotion.

c. Promotion applications are then forwarded to the Head of department for evaluation and recommendation by September 30th, who will forward his/her recommendations to the Promotion Review Board.

d. The Promotion Review Board will convene during the 1st. week of October to discuss these recommendations and decide on those candidates who should present their cases to the Board. All presentations should be concluded by October 15th.

e. The presentation should focus on their contribution during the period considered for processing the promotion application and any distinguished activities performed by the candidate during the tenure with HUC. The presentation should also contain the candidate's achievements in previous institutions in terms of promotion etc.

f. The candidates will also be evaluated other than the presentation on their interview wherein the focus shall be on:
   1. Defending the claim for promotion
   2. Services to HUC.
   3. Owning responsibility for Administrative Activities.
   4. Owning Responsibility to mentor and Develop Productive teams
   5. Any other areas which the Promotion Review Board may feel necessary.

g. Distribution of Marks as per the Criteria to be awarded by each member of the Promotion Review Board as follows:

S. No	Criteria	% age of Marks	Total % age scored
1	SES Rating	30%	
2	Community Service	10%	
3	Initiatives to Address Urgent Tasks	20%	
4	Responsibility to Mentor and Develop Productive Teams	10%	

5	Innovation, Improvement in Operational Methods	20%	
6	Presentation/Interview	10%	
Total		**100%**	

h. The Promotion Review Board will finalize its recommendations on the candidate's promotion and forward its decision to the President. The focus of the selection is based on candidates who have performed relatively better than the other applicants.

i. The President's office issues a Formal letter of promotion to the candidate, and the same is communicated to all the departments.

j. All staff promotions will be effective from the time of the annual increment in October.

k. TED updates all the records accordingly and maintains the promotion files for references after getting them signed by Faculty / Staff.

l. Unsuccessful candidates have the right to appeal their promotion outcome to the President.

iii. Fast track promotion

The Fast Track promotion will be granted based on the following conditions: -

a. an exceptional track record with previous institutions which includes:
   1. Previous promotions
   2. Exceptional Achievements

b. For any other exceptions, the HOD is required to make a recommendation to the concerned UC member.

15f. Awards to Employee

Policy number	HUMR_POLICY_34
Policy name	Awards to employees
Policy version	Version 2
Standards applicable	Not applicable
Policy owner	Talent Empowernment Department
Date of policy development	4 August 2020
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	President

A. UC:

HUC adopts an appreciation policy to motivate the UC Members to encourage them to contribute their best, to execute the various academic and academic support functions and to be responsible and dependable in achieving the desired vision. In this respect HUC recognizes and appreciates UC through Letter of Appreciation and monetary reward. The Awards given is based on annual UC recommendation to President (This is applicable to UC members only):

Sr. No.	Award	Monetary Reward

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1	UC of the Academic year	7500

Process for selecting UC for appreciation/awards:

a. The UC members to be eligible for the awards must have achieved at least 80% in each of the components of FES/SES.
b. The President will decide the UC award not totally based on the FES/SES quantitative values instead qualitative aspects of contributions are also considered.

B. Faculty:

HUC adopts an appreciation policy to motivate the Faculty Members to encourage them to contribute their best to execute the various academic functions and to be responsible and dependable in achieving the desired vision. In this respect HUC recognizes and appreciates Committee through Letter of Appreciation and monetary reward. The Awards are given is based on annual FES and President recommendation

S N	Award	Monetary Reward
1	Overall Excellence in Academics	AED 7,500.00
2	Excellence in Teaching Effectiveness	AED 5,000.00
3	Excellence in Research	AED 5,000.00
4	Excellence in Services	AED 5,000.00
5	Decadal Excellence Award for Continual Contribution	AED 10,000.00

Process for selecting faculty for appreciation/awards:

a. The Faculty members to be eligible for the awards must have achieved at least 80% in each of the components of FES.
b. The President will decide the Faculty award not totally based on the FES quantitative values instead qualitative aspects of contributions are also considered.

C. Academic Support Staff Awards

HUC adopts an appreciation policy to motivate the training staff members to encourage them to contribute their best to execute the various academic support functions and to be responsible and dependable in achieving the desired vision. In this respect HUC recognizes and appreciates training staff member through Letter of Appreciation and monetary reward.

The Awards are given is based on annual SES and President recommendation (This is applicable Staff Members only except for Decadal of the Year):

SN	Award	AED
1	HOD of the Academic year	5,000.00
2	Manager of the Academic Year	4,000.00
3	Supervisory Staff of the Academic Year	3,000.00
4	Operational Staff of the Academic year	2,000.00

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5	Support Staff of the Academic year	1,000.00
6	Decadal of the Year Award for Continual Contribution	10,000.00

Process for Selecting Training Staff Member for Appreciation/Awards:

a. The Staff members to be eligible for the awards must have achieved at least 70% in each of the components of SES.
b. All the Staff Members comply with the above mentioned criteria will be invited to face an interview/ presentation with SES committee
c. The SES Committee will decide the Staff for the award after the interview.

15g. Human Resource Policies of Training Staff (CCL)

Policy number	HUMR_POLICY_35
Policy name	Human Resource Policies of Training Staff
Policy version	Version 2
Standards applicable	Not applicable
Policy owner	Talent Empowernment Department
Date of policy development	4 August 2020
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	President

A. Training Staff Titles and Required Qualification:

i. Head Training (CCL)

The Head Training Department is responsible for planning and execution for both the below areas. He is responsible for income & revenue generation and manage expenses within the budget for the below areas.

ii. Regular Training Staff

The following are the job specifications of full time Training Department Staff positions at HUC. These positions are filled as and when the vacancies arise as per the requirements of HUC.

a. Sr. Lecturer / Lecturer

The rank of Sr. Lecturer/ Lecturer is usually attained by appointment or promotion from Sr. Instructor or equivalent after a positive evaluation of performance and promise during the review period. An appointee to this rank must hold a doctorate in the discipline of his specialization or have requisite professional and administrative experience in the specific area of their expertise. Training Staff with experience of more than 8 yrs. but less than 10 yrs. are considered for Sr. Lecturer rank.

The candidate must have at least seven years of full time teaching experience at the level of Instructor in a University or worked in HUC at the rank of Sr.

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Instructor for at least 3 years and must have a total teaching experience of seven years. Must have proven records of services rendered to academic institution and society.

Designation	Total number of Teaching and administrative/industry experience
Sr. Lecturer	8-10
Lecturer	7-8

b. Sr. Instructor / Instructor

An appointee to this rank must hold a masters in the discipline of his specialization or have the requisite professional experience.

The candidate must have at least one to 7 years of full time teaching experience at the level of Instructor in a University. Must have proven records of services rendered to academic institution and society.

Sr. Instructor	3-7
Instructor	1-3
Designation	**Total number of Teaching and administrative/industry experience**

iii. **Non Regular Training Staff**

a. Visiting Training Staff (International):

A person who is on sabbatical from the Full-Time Teaching Training Staff of an accredited University or from a comparable Educational Institution may be appointed on a Semester or Annual basis as Visiting Assistant Professor or Visiting Instructor. The qualifications and requirements shall commensurate with similar appointments to Full-Time Training Staff ranks.

Training Staff recruited under this contract is treated as Full time in nature. The Visiting Training Staff in this category will be provided visa, subsidized accommodation, and transportation. Visiting Training Staff Members will have a Full teaching load and should complete all tasks (Academic administrative work / invigilation duties / Academic Advising / Services to Community & HUC) allocate to them during a particular semester. Visiting Training Staff who are on yearly contract would have to participate in research work & services to HUC & community during the Academic Year.

A person who is on sabbatical break from Full-Time teaching for more than one year will be hired as a full time Training Staff only.

b. Adjunct Training Staff

1. **Semester Contract Training Staff:** If the Training Staff is recruited for a semester contract from within the UAE or outside the position can be Semester

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Contract Training Staff. Under semester contract Training Staff Members will have to perform same duties as specified under Visiting Training Staff Section.

2. **Part Time Contract Training Staff:** A Part Time Training Staff is appointed on hourly basis. Part Time Training Staff Members will be remunerated on per lecture basis.

B. Training Staff Roles & Responsibilities

Duties of Training Staff Members consist of responsibilities assigned by the President and/or appropriate administrative authority, such as , Heads of Departments, and c etc. in form of Job Description. Normally, duties and responsibilities will be related to the administrative area and Department where the Training Staff Member is assigned to work.

Please refer "Faculty Roles and Responsibilities" in the Faculty Handbook for details of Academic Training staff and refer "Academic Support Staff Roles and Responsibilities in the Staff Handbook for details of Academic Support Training staff.

Teaching load is assigned by Academic Planning & Operations Committee considering student's number, contact hours, preparation required and other factors.

C. Training Staff Perks & Benefits

The training staff will be given following perks and benefits

i. Official Transportation
ii. Medical Insurance
iii. Initial Air Ticket Allowance
iv. Annual Airline Ticket Allowance For Expatriates
   a Instructor and Senior Instructor
   Training Staff Members under this grade are entitled to Annual airline tickets for self once every year to first port of entry in home country.

Details of the above benefits can be referred in the Compensation and Benefits policy

v. Training Staff Loan Against Gratuity Policy

The detailed perks and benefits for Academic Training Staff can be referred in the Faculty Handbook-Section Faculty Perks and benefits whereas the detailed perks and benefits for Academic Support Training Staff can be referred in the Staff Handbook-Section Academic Support Staff Perks and benefits

D. Goal Setting, Training Staff Evaluation, Grading Scale, Awards and Promotion Policy

The Goal Setting, Evaluation, Grading Scale, Awards and Promotion Policy for Academic Training Staff can be referred in the Faculty Handbook whereas The Goal Setting, Evaluation, Grading Scale, Awards and Promotion Policy for Academic Support Training Staff can be referred in the Staff Handbook.

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15h. Human Resource Policies of Student Trainee

Policy number	HUMR_POLICY_36
Policy name	Human Resource Policies of Student Trainee
Policy version	Version 2
Standards applicable	Not applicable
Policy owner	Talent Empowerment Department
Date of policy development	4 August 2020
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	President

Student Trainees are enrolled students of the University that is looking for valuable work experience while studying or to off-set the cost of education. Student Trainee provides support to the Academic Support Services on their administrative operations for the smooth conduct of academic programs and operations of HUC. Employment of student trainees adds substantial value to the University operations but added as well substantial value to the students' personal and professional development.

A. Objectives:

i. To provide a broad range of job opportunities which will help provide students with transferable job skills, personal growth, leadership, networking, and feeling a sense of belonging at the University.
ii. To provide students with employment opportunities that not only provide them with experience, but help them contribute to what is a vital part of our University operations.
iii. To foster student career development through a variety of employment options along with programs that will enhance what they learn on the job

B. Benefits of Student Trainee Employment

i. Gain valuable training and work experience
ii. Develop transferable skills that are necessary for a great career upon graduation
iii. Increased connection to campus
iv. Superior time management and organizational skills
v. Networking and reference opportunities
vi. Personal and professional growth
vii. Pay for educational expenses

C. Student Trainee Role and Responsibilities

Duties of Student Trainee Members consist of responsibilities assigned by the Head of the Department. Normally, duties and responsibilities will be related to the administrative area and Department where the Student Trainee Member is assigned to work.

D. Student Trainee Contracts

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i. Terms of Contract

Those appointed as Student Trainee are expected to observe the professional standards and procedures set forth in "Ethics, Work rules & Personal Conduct" section of Student Trainee Handbook. Included in these standards are the expectations from the position for which the Student Trainee is appointed. The Student Trainee is required to provide HUC with full and accurate information about their academic credentials, official transcripts, certificates of experience and other professional details.

ii. Format of the Contract

The contract of appointment for the respective positions includes the following details:

a. Job title of appointment
b. Salary structure
c. Benefits
d. Duration of Contract
e. Working Hours
f. Notice period
g. Terms and conditions of employment

iii. Duration of Contract

Initial duration of contract for Student Trainee appointments are normally for four months. Based on the periodical administrative performance evaluation of each Student Trainee in the main areas of administration and services to HUC, and recommendations of Head of the Department to President the initial contracts may be renewed/ discontinued. Decisions regarding possible renewal of the initial contracts are sent to TED at least a month before the end of the existing contract. In case of satisfactory performance, the Student Trainee may be offered a renewed contract.

iv. Notice Period

The Student Trainee contract can be terminated by the Student Trainee by giving the University fifteen days' notice period. The contract may be terminated by the HUC without cause by giving the Student Trainee Member at least fifteen days' notice.

E. Student Trainee Personal File

HUC maintains a personal file of each Student Trainee which contains the progressive record of the individual and it is updated on a yearly basis for references. Student Trainee Members are required to update the CV's and personal information as and when any changes occur in the current status of information and or HUC requirements.

The file consists of the following records:

i. Employee Information Form
ii. Pre recruitment correspondence
iii. A copy of the individual's CV with copies of academic, professional and experience certificates. Records are updated on yearly basis.
iv. Copy of employment contract
v. Copies of Certificates (if any)
vi. Appreciation, Awards and Achievements (if any)
vii. Warning letters or any other letter issued to the Student Trainee Member

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viii. Passport and Visa related documents
ix. Miscellaneous documents

TED maintains current year & previous year's contract records in active files and old documents are shifted to TED master database. Records of employees who left the organization are maintained in TED master database for the period of 2 years from last day of working. TED ERP containing all the personal information in soft format along with soft copies of CV, Certificates, Passport copies etc., in printable format.

It is the responsibility of individual Student Trainee to notify TED of any change in name, address, telephone number, family detail etc., so that the accurate information can be maintained and used in case of any emergency, if necessary, including outside normal working hours.

Designation	Tenure	Remuneration (AED)
Student Trainee / Ambassador	As per contract	1,000.00 To 2,500.00

F. Student Trainee Benefits

i. Gain valuable training and work experience
ii. Develop transferable skills that are necessary for a great career upon graduation
iii. Increased connection to campus
iv. Superior time management and organizational skills
v. Networking and reference opportunities
vi. Personal and professional growth
vii. Pay for educational expenses

G. Office & Supplies Allocation

Student Trainee Members are allocated offices within their respective assigned Departments prior to their joining. A complete set of computers and office supplies, stationery etc. are provided for their convenience on settling down in their new assignment.

H. Official Transportation

HUC provides fully air-conditioned transportation free of cost to Student Trainee staying within the Emirate of Sharjah based on availability. Student Trainee willing to avail the service of transportation should fill the **"Transport Availing Form"** with TED. Transportation service provided by HUC is additional support and is not the part of individual's package.

Note:

- ✓ Reimbursement of any kind of transportation is not allowed unless it is pre-approved by TED.
- ✓ Pickup and drop locations are decided by driver & Head of Finance Department and approved by TED staff after lot of consideration, keeping in mind convenience of most of the Student Trainee members. It is altered from time to time as per the practicality of route, and no undue request to change the route from time to time is appreciated & entertained.

I. Standard Work Hours

The HUC observes 48-hour work schedule for all Academic Support Services. HOD may allocate Student Trainee timings based on the below work timings of the University.

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The work timings are as given below:

Work Timings			
Day	**Monday to Thursday**	**Friday**	**Saturday *(For Weekend Duty Only)***
Straight Shift	09:00 AM to 19:00PM	14:30 PM to 22:00 PM	09:00 AM to 17:00PM
Split Shift	Morning Shift 09:00 AM to 14:00PM		
	Evening Shift 17:30 PM to 22:00PM		

Note: Working days are five in a week and two days will be off days as per the duty schedule of individual Student Trainee

J. Leave Eligibility

Any leave taken by Student Trainee will be deducted from their monthly payments as per pro rata basis. Student Trainee Member service will be subject to summary termination if he/she absents from work without notice.

i. National / Public / Official Holidays

Student Trainee are entitled to national/public holidays as per notifications issued by the HUC based on government notifications and as communicated by the President's office or TED in accordance to the Academic Calendar.

Most holidays are based on the sighting of the moon, and are not fixed dates. Many of them are therefore only confirmed the day before they take place. Also, note that Eid Al Fitr and Eid al Adha move back by about 10 days per year.

Note: As per UAE law National/Religious holidays will not be included in the leave periods.

1. Prophet Muhammad's Birthday
2. Commemoration Day
3. National Day
4. New Year 2024
5. Eid Al Fitr
6. Arafat Day
7. Eid Al Adha
8. Islamic New Year

K. Disciplinary Policy & Procedures

The purpose of the disciplinary procedure is to streamline and ensure smooth operation within the framework of HUC policy & procedures. The HUC believes that the majority of Student Trainee Members work satisfactorily. However, in order to promote and maintain effective work ethics and practices, it is essential to lay down procedures to deal with those cases of capability, conduct, disregard of rules and regulations, which arise from time to time. The disciplinary procedures include identifying the nature of indiscipline and the correction factors ranges from a verbal warning to separation.

The disciplinary procedure is initiated by the TED by forming an ad-hoc disciplinary committee consisting of Dean, and one more Member is co-opted based on the nature of the issue. The procedure for any disciplinary action is as given under corrective measure.

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Offense	First Occasion	Second Occasion	Third Occasion	Fourth Occasion
Dereliction of responsibilities	Formal Verbal Warning	Written Warning	Final Written Warning	**Dismissal**
Misconduct	Written Warning	Final Written Warning	Dismissal	
Gross Misconduct	**Dismissal**			

Separation

The Student Trainee contract can be terminated by the Student Trainee by giving the University fifteen days' notice period.

The contract may be terminated by the HUC without cause by giving the Student Trainee Member at least fifteen days' notice.

Student Support Department Policies

16a. Care Package

Policy number	STSR_POLICY_12
Policy name	Care Package
Policy version	Version 1
Standards applicable	MOHESR CAA Standard 6: Students
Policy owner	Student Support Department
Date of policy development	18 April 2023
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	Registrar

A. Introduction

HUC Care Package is a creation of the SSD to cater for New students (Bridging program) and Academically weak HUC students (Student Tutorials). It is a package to support and give assistance to students in the different capacities. The team in charge of each package serve to guide students in each category to an efficient orientation/induction into the culture at play in the University and properly link students to key departments vital to the success of their degree completion as well as improving their Academic standing and quality of students respectively.

These packages will run concurrently and will be closely monitored for outcomes that have been predicted; which is to build well-adjusted and academically sound students.

B. Objectives

i. Bridging Program

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1. Integration of new students to HUC culture & prepare them for university life.
2. Ensuring proper and wholesome orientation of new students.
3. Introducing students to various contact persons and departments handling their academic and social development.
4. Creating a platform for feedback and correspondence between student and the University.

ii. Student Tutorials

1. Improve the academic standing of HUC students
2. Give opportunity for more flexible and relatable learning environment.
3. Provide students with extra academic support
4. Give students the opportunity to experience, explore their leadership potentials and get financial compensation.

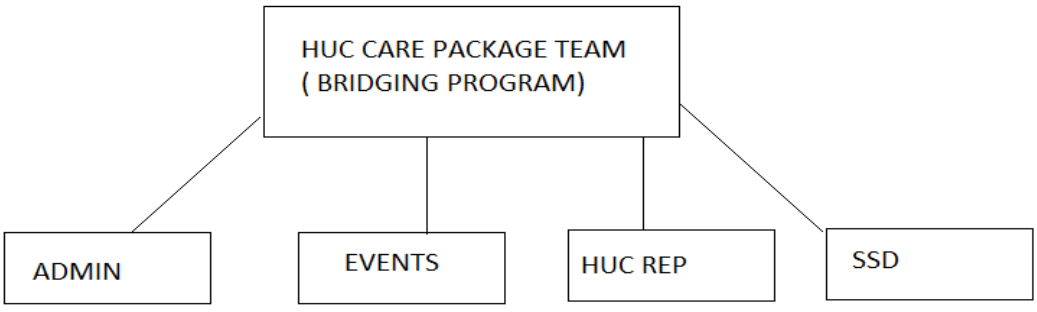
iii. HUC Bridge Program

Program for new joinees for integration, induction and orientation. Program will be initiated at the first week of enrolment (after all enrolment is cleared) and will run with foundation courses or freshmen courses according to the enrolment status of the student. These activities and meetings with key departments will span from orientation week till the third week of the semester.

Each department will have a scheduled day for their meeting and orientation; and will organize fun activities with the students.

h. Team/Committee

a. SSD/Events –orientation and activity coordination
b. Admin –calendar of program.
c. HUC representatives- Older students



i. Welcome Package

Students will be welcomed by a team of (Registrar, Admin, SSD & Marketing) and ushered in for registration and given a welcome kit collection alongside other new

joinees. After the general welcoming and orientation, new students will be given a special itinerary for the Bridging Program.

j. Introduction to HUC Culture

This will be a blend of orientation to the academic and social aspects of schooling in HUC. Older students will have a mix with new students in a social settings sharing experiences and information about the happening/events & activities that can be enjoyed in the University. Events department will plan the introduction party for freshmen and induct new students to the campus life officially.

k. SSD & Event Induction/Interaction
Various social activities (sports, get-together & fresher's bash) will be organized by the Events personnel as well as HUC students mix. These activities will induct new students into the student life and socials of the University. It will also be an avenue for various University clubs to pitch their activities and register new students. SSD will also help facilitate some of the activities and induction process.

l. Know Your Faculty & Advisors:

A day with faculty members and both DSOB & DSOC, giving due orientation on the various courses they will take along their degree program and potential projects that will be engaged in (teasers on what to expect in each course).

Advisors meet with their advisees for brief introduction and exchange of contact.

m. A Day with the Admin Team:

The HOD gives a brief orientation of requirements for graduation, ministry requirements, discount policy, TOC & other areas of concerns.

Sensitization on exam etiquettes and appeal of marks.

n. Know Your Finance:

Students will be meeting with the head of finance to discuss the various payment plans and instalment for both Local & International students. Finance will be briefing students on common issues students face and ways to avoid such.

There will be a short orientation of how to manage finance & list of charity organizations/ agents students can approach in case of financial shortfalls during their program.

o. Timeout at The Library & Toastmaster Orientation:

Students will be engaged in the library and oriented on library resource and library etiquette. Fun activities based on ways to fully utilize the library and build a reading culture will be explored.

Students will also be introduced to Toastmasters' club and given an orientation on its usefulness; alongside taking registrations for those interested in joining.

p. Meet the Corporates & PSDP Orientation:

The corporate affairs team will introduce their various services and give orientation on the process of internship/ job application.

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Students will be given an orientation on how their professional skills will be groomed all-through their degree program, through workshops and corporate visits.

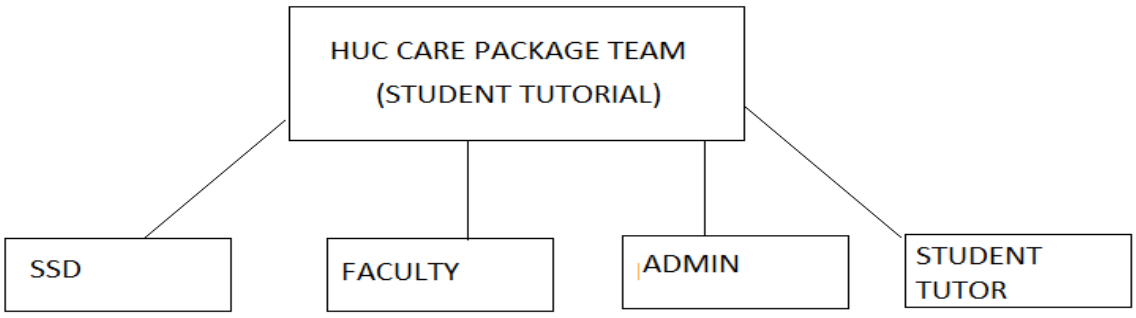
Brief career counseling will be carried out to give students an overview of what their chosen degrees can afford them in the world of work.

iv. Details of HUC Student Tutorials

This program is tailored to assist HUC students at all levels and Degrees on SAP status and Repeating Courses Status. The program will be run by a committee of Faculty, Admin & SSD. The modality of the package entails fellow students tutoring other students in core courses that are challenging. The main duty of the Student Tutor is to disseminate course content in a more flexible and understandable form to student; considering learning from a student's view point.

a. *Team/Committee*

1. **SSD** – feedback, monitoring/supervising attendance of both tutors & tutored
2. **Admin** –calendar of program, faculty allocation, tutors rostering & course structure
3. **Faculty**- handling courses/mentoring student tutor
4. **Student Tutor**- academically sound students from all levels & degrees



b. *Appointment of Tutors & Contract*

1. Student tutors are to be chosen from academically sound students with acceptable CGPA.
2. Registration of such students will be done after their names have been forwarded by their Class Representatives.
3. Such registration will undergo further investigation and verification by the HUC Care Committee. Student tutors will be appointed after all assessment and interview has been done by committee members. TED will draw up contracts that entail what is expected of tutors as regards- attendance, input, tutorial hours and the compensation package. The contract signifies the student tutors' commitment to the package and the responsibility to given sound/quality support to students allocated to him.

c. *Orientation of Tutors by Mentors & SSD*

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1. Student tutors will undergo an orientation to understand their responsibility and task at tutoring other students to a better understanding and increased academic performance. Academic advisors will serve as mentors to tutors guiding/supervising their delivery and coaching tutors on how best to cover the course content.

d. *Scheduling of Classes & Allocation of Tutors*

1. The scheduling of classes and allocation of courses to tutors will be done by Faculty & Admin. This will be done for a balance in work load; and allocation according to academic strength and understanding of student tutors. Courses to be taking will also accommodate popular demanded courses. The rostering of tutors will be done by the Admin as well as attendance collation of both tutor and tutored.

e. *Control & Tracking Performance of both Tutor & Tutored*

1. The control and tracking of both student tutors and the tutored will be done by both SSD and Admin. SSD will ensure all tutors are efficiently performing up to standard and will receive regular feedbacks from both tutors and tutored on the impact of the package and the progress made.

f. *Feedback*

1. Various feedback will be employed in the package-
2. Student tutor- on the response of student, class participation and contribution.
3. Student tutored- on teaching effectiveness of tutors, effectiveness of the package.
4. Academic advisor- assessment of tutor's performance and the level of understanding of the tutored.
5. SSD- on the overall performance of the package.

g. *Follow Up Sessions*

This will entail the various meetings to be held to keep track of and monitor the whole HUC Care Packages (Bridging program & Student tutorial). The various committees are to meet at stipulated times; bi-weekly or monthly as the case may be. All committee members will give feedback and take decisions together on the progress of the package.

v. Policy & Procedures for Student Tutorials

a. Faculty in-Charge of Courses

There will be assigned faculty to each course to be handled by student tutors. These tutors will also be linked with the faculty heading the course for which they have been chosen to take. This is for guidance and quality control of the delivery of each course.

b. *Team of Student Tutors*

Tutors will be registered through their class representatives and will undergo screening before allocated to courses. These tutors will undergo training and orientation with the faculty in charge. Student tutors will also be registered on the University's portal. Tutors are to focus on the following in the tutorials: -

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- Revision
- Solving problems
- Solving assignments

c. Students for the Tutorials

This will include all SAP & Repeating students of all levels and degrees. They will be registered in the system with their academic status and courses to be repeated. They will be offered the various technical courses and attendance for the same will be required.

d. Payment Package of Tutors

Student tutors will be offered an amount dictated by the TED and Finance. A contract will be signed for the same and failure to comply will lead to the termination of such offer. However, one of the main criteria is for tutors to have minimum number of students attending.

e. Scheduling of Tutorials

This will be prepared by the Administration and TED; which will include: - timing, duration and rostering of tutors. Scheduling will be done at the beginning of each semester to cater to the availability of tutors and courses for the semester. However, the proposed timing includes; Morning students- 1:15pm- 2:30pm and evening students- 5:30pm-7:00pm. The proposed start date is 2 weeks before the main exams- 3 days in a week.

f. Publicity & Online Presence of Tutors

Student tutors will make themselves known to students by conducting class-to-class as well as online campaigns; highlighting the courses they will be handling. Tutors will also engage in running a blog that will showcase their works.

g. Certifications to be Given

All student tutors will be awarded certificates for their stewardship.

vi. Policy & Procedures for Bridging Program

a. Faculty in-Charge of Courses

The faculty in charge of the courses are to be full time and persons with the ability to create a relaxed and warm delivery of the courses. They are to majorly guide International students in the right perception of the culture of both the UAE and HUC.

b. Scope of the Courses and Activities

The courses to be offered in this program are: - UAE Culture & HUC Culture. These courses are to be strictly handled by the faculty assigned to this program. Along with the courses will be other extra-curricular activities such as excursions to places of historical and cultural interests, social mix with other students & friendly matches.

c. Registration/Orientation of Eligible Students

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This program is designed strictly for International students and they will be automatically registered into the program after their enrolment for the semester. All orientations for International students irrespective of the departments involved, are to be casual and in a relaxed atmosphere.

d. Welcome Pack

All registered International students will receive a welcome pack arranged by the Marketing team and this will include: - a HUC branded notebook, pen, bag & mug.

e. Faculty and Departments Involved

The following departments will be involved in the induction and correspondence on International students' matters: - Administration, SSD, Events, Marketing, Library, Sports & Academics. They will be present at various points in the students' journey and will need to adequate communicate to students, their role and how they can assist them.

f. Scheduling of the Program/ Course Delivery

The scheduling of this program will be fixed by the Admin and courses will run in the morning and evening. Classes will start after late joinees' orientation and will run for one full month. A schedule will be handed to all students registered for the program.

g. Certifications to be Given

All students who register and finish attending the courses in this program will qualify to receive a certificate at the end of the program. Certificates will be coordinated by the Admin department

16b. Class Representatives

Policy number	STSR_POLICY_13
Policy name	Class Representatives
Policy version	Version 2
Standards applicable	MOHESR CAA Standard 6: Students
Policy owner	Student Support Department
Date of policy development	20th July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	Registrar

SSD conducts the election of Class representatives from each class. SSD meets the Class Representatives twice in every semester and receive their feedback related to issues faced by students with different academic and academic support service units.

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SSD disseminates the feedback to different units and assists in resolving any issues. SSD-Incharge will prepare the minutes of the meeting with response to their suggestions or requirements from different departments and send it back to CRs.

Process Flow

Step 1 planning of schedule for different activities
Step 2 election of CR's (one academic and one nonacademic)
Step 3 conduct meetings as per scheduled.
Step 4 prepare MOM and send them to different departments to get the feedback.
Step 5 get back to CR's and provide them with answers to all their comments and queries

Corporate Affairs Office Policies

17a. Facilitating Internships & Placements [Students & Alumni]

Policy number	CORP_POLICY_03
Policy name	Internship & Placement
Policy version	Version 2
Standards applicable	MOHESR CAA Standard 11.2.1
Policy owner	Corporate Affairs Office
Date of policy development	20th July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	VP-Academic Operations

A. Internship

The internship program of Horizon University College assists students to work and learn in a professional environment and get prepared for embarking on employment careers. The internship facilitates students to be able to apply the knowledge gained in the classrooms in a work setting, this process enriches student learning experience and helps them transit into the work world.

Corporate Affairs & Outreach Department coordinates with Corporate and identifies internship opportunities for the HUC students studying Bachelor of Business Administration and Bachelor of Information Technology Program, provided the candidate successfully attends Professional Skills Development Program (PSDP) organized by Corporate Affairs & Outreach Department.

Corporate Affairs & Outreach Department has one of the Goal is in line with the both National & International standards, i.e. to provide career services for placement and networking opportunities for Horizon University College students and alumni by organizing career fairs and conducting employability surveys for proper feedback. Corporate Affairs & Outreach Department is geared to create corporate linkages with the renowned MNC's and Local Organizations which are among Fortune 500 and have operations in UAE. This will Support the student to have added value to their career growth.
The following procedure is followed for organizing internship:

i. Corporate Affairs & Outreach Department will conduct workshop through PSDP Program every semester on Resume Writing and Mock Interviews along with the Teaching Effectiveness Committee.

ii. To receive complete list of internship requirement for eligible student from Administration Department.
   a) Specialization wise
   b) Contact Details [Mobile #, Email ID, Fax #]
   c) Name with clear passport size photographs
   d) Photocopy of passport with Visa page
   e) Photocopy of UAE National ID
   f) Letter of consent and compliance from the student
   g) Updated CV/Resume
   h) Contact details of HUC Supervisor

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iii. On receipt of acceptance/consent from respective industry the intimation sends to Administration Department.
iv. Admin completes the registration formality and issues letters of internship.
v. In-house orientation for intern by coordination with Corporate Affairs & Outreach Department, Admin & HUC's Supervisor, and Experience sharing from students already placed.
vi. Admin to compile list of intern joined the organization.
vii. HUC's supervisor to monitor the progress of intern and appraise Corporate Affairs & Outreach Department.
viii. In case student does not join or discontinue, it is the sole responsibility of student to find organization for their internship. Corporate Affairs & Outreach Department is not held responsible for arranging second opportunity.
ix. Students intern are required to submit internship Project report to Admin.
x. Admin to send details of organization where internship has been organized during semester.
xi. Corporate Affairs & Outreach Department to send Thank You letter to concerned people in the organization where internship was completed.

B. Placements

Corporate Affairs & Outreach Department gives placement assistance to current and graduating student and Alumni of HUC. Any student who is enrolled in the programs offered by Horizon University College is automatically eligible for the placements, provided the candidate successfully attends Professional Skills Development Program (PSDP) organized by Corporate Affairs & Outreach Department. The focus is 100% placement of HUC students.

Conversion ratio/Placement rate of graduates is an essential tool to measure an educational institution's effectiveness. The Administration Department is in charge of complete coordination of the placement at HUC.

The functions of Corporate Affairs & Outreach Department with regards to placement are as follows:

i. Conducting workshop every semester on Resume Writing and Mock Interviews.
ii. Identifying employment opportunities for our HUC students in the national, regional and international market.
iii. Maintaining and updating the database of potential employers.
iv. On receipt of placement opportunities from the employers, the detail of the opportunities will be displayed in various locations like, Career Portal plasma, portal and SMS depending upon need and urgencies.
v. Coordinating with employers to complete their **Need Analysis Form** and **Student Placement Request Form** and then accordingly send the appropriate CVs.
vi. To carry out JD based workshop for students with the help of a faculty.
vii. Organizing campus interviews/placement week.
viii. Corporate Affairs & Outreach Department will complete placement report semester wise with complete details of the organization, student, position join for and starting salary.
ix. Maintaining a data of placement activities in the form of monthly and yearly reports.

C. Campus Interviews

Corporate Affairs & Outreach Department invites various companies, Business Houses, Banks and Govt. offices to the University for Campus Recruitment of Management students and students who are pursuing short term programs.

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D. Career Fair

Corporate Affairs & Outreach Department organizes career fair for the placement of its graduating students. The career fair week is planned in the month of May and January after the completion of spring and fall semesters respectively.

E. Students Networking

Corporate Affairs & Outreach Department facilitates students to develop networking with the corporate world by providing them an opportunity to participate in various summits and conferences in the UAE which will help students to network. The students will be oriented for the importance and approaches of networking and the desirable etiquettes during the event.

The current students will be able to network with the industry people by attending various forums organized by the Corporate Affairs & Outreach Department like:

i. Seminars and Summits
ii. CEO Lecture Series
iii. Guest Lecture Series
iv. Industry Visits

The Alumni will benefit as there will be a continuous learning for them by attending various events organized by Corporate Affairs & Outreach Department.

i. International conferences
ii. CEO Lecture series
iii. Alumni Lecture series

Procedure

Step 1: Organize networking events for students by identifying the events [seminars, conferences, business meets etc.].

Step 2: Notify students about the event by displaying information on plasma and request them to send their willingness in participating in such events.

Step 3: Orient students about importance and approaches of networking and expected desirable behavior.

Step 4: Organize for visiting cards for the students who volunteer for participating in networking event.

Step 5: Coordinate with Finance for transportation, refreshments, etc.

Step 6: Coordinate with IRO for feedback of the event.

Step 7: Report the event experience

17b. Collection of Feedback from Students, Employers, Employed Graduates, Alumni and Corporates

Policy number	CORP_POLICY_02
Policy name	Feedback Employer Survey & Employment Rate
Policy version	Version 2
Standards applicable	Standard 6.15, 11.2
Policy owner	Corporate Affairs Office
Date of policy development	20th July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	VP-AO

A. Feedback from Employer & Employed Graduates

Corporate Affairs & Outreach Department takes the responsibility of getting feedback from the corporate regarding the performance of the students employed with them, internships working with them, industry requirements are collected through employer feedbacks. It also collects information from alumni, HUC students studying in foreign universities. Corporate Affairs & Outreach Department will facilitate by collecting feedback form from the employer and students.

i. Step 1: Collects survey information from IRQA department.

ii. Step 2: Takes appointment with corporate and employed alumni for getting the feedback.

iii. Step 3: Collects employer feedback for understanding the corporate needs for areas of trained human resources.

iv. Step 4: Collects alumni feedback to understand placement rate or to plan for facilitating placements.

v. Step 5: Reports the progress with regard to the feedback activities to President & Vice President-AO.

B. Internship & Placement Feedback

Corporate Affairs & Outreach Department requests companies which come for placements and hiring Interns to give feedback and candid assessment of the students. The feedback will help the Corporate Affairs & Outreach Department to work upon the areas which require improvements. Corporate Affairs & Outreach Department will ensure the company fills up the recruitment form.

C. Guest Lecture & Industry Visit Feedback

Corporate Affairs & Outreach Department ensures that the feedback on Guest lectures and industry visits are conducted by the concerned faculty members and handed over to IRO for analysis of the feedback data. IRO forwards the feedback analysis report to Head of Corporate Affairs & Outreach Department.

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D. Alumni Meet Feedback

The Corporate Affairs & Outreach Department collects feedback from the participants of the Alumni Meet and submits it to the Institutional Research Office for further analysis.

E. Alumni Events Feedback

The Corporate Affairs & Outreach Department in coordination with the Student Affairs Office collects feedback from the participants of the various Alumni activities or events and submits it to the Institutional Research Office for further analysis.

F. Feedback on Partnership Projects Through Articulation

The Corporate Affairs & Outreach Department will collect feedback from the participating Universities on the joint activities and submit it to the Institutional Research Office for further analysis.

G. Program Review – Course Development

Corporate Affairs & Outreach Department serves as a liaison between IRO office and corporates for program review.

Program Review

i. Step 1: Receiving information from Head of Academics invites corporates for curriculum review.

ii. Step 2: Arranging for Corporate and industry experts for curriculum review in different domain areas (Marketing, Finance, Information System, International Business, Travel & Tourism, Human Resource & Strategic Management and Leadership).

iii. Step 3: Face to face interaction with industry experts and academia to discuss and deliberate on the curriculum structure.

iv. Step 4: Head of Academics with the Area Chair and concerned faculty members evaluate the recommendations of the experts and take a decision related to incorporating the changes in the Program Review Committee Meeting.

H. Consulting Services

Information gathering for industry training & consultancy requirements and industry requirements of certification courses. Corporate Affairs & Outreach Department assists CLL by gathering information from various industries regarding the requirements of training and development and certification programs. Corporate Relations facilitates CCL and the academics to develop training programs and syllabuses for certification program.

I. Horizon Corporate Cricket Cup

Corporate Affairs & Outreach Department in coordination with Sports Department invites corporates to participate in the Horizon Corporate Cricket Tournament. The corporates are selected if they have a cricket team which is used to playing T-20 match with the international playing conditions.

Scope: It is also a brand building activity which is equally responsible for the holistic development of the students as well as to develop relation with the industry.

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Media and Communications Department Policies

18a. Public Information Integrity Policy

Policy number	MEDC_POLICY_03
Policy name	Integrity Policy
Policy version	Version 2
Standards applicable	-
Policy owner	Media & Communications Department
Date of policy development	20th July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	President

HUC policy is to ensure any material released for the internal and external communities shall be authenticated, verified and meets the integrity requirements. This information placed on the public media reflects the image of the University. Therefore utmost care needs to be taken before releasing such information. It is also important to ensure that any image, content and the language should not be in conflict with the social and legal framework of UAE.

This policy is applicable to all promotional material released by marketing department such as brochures and catalogues, exhibition material, advertisements, press releases, and write-ups. All information emerging out of the events, activities, achievements and development information that needs to be placed on various public channels selected by the University should be verified for its authenticity and approved by responsible person of the respective departments.

18b. Privacy Policy

Policy number	MEDC_POLICY_04
Policy name	Privacy Policy
Policy version	Version 2
Standards applicable	-
Policy owner	Media & Communications Department
Date of policy development	20th July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	President

It should be ensured that no information which is in breach of the privacy of any individual stakeholder of HUC such as student, faculty, staff, officials and alumni shall be placed on the public channels unless it is approved by the person in question and the President.

A. Selection of Appropriate Communication Strategies

The department is responsible in understanding the strategic directions of HUC and developing various short term strategies that fulfills the strategic directions. The selection of appropriate media should be focused on attracting both internal and external segments with a purpose of increasing the reach and keeping them engaged for longer durations. Since it is a public disclosure source, the department's responsibility is to verify the details in its substance, quality and the language complying with the legal and cultural perspective of UAE.

B. Process of Selecting Appropriate Channel

The process of selecting the appropriate channel shall be based on reviewing the effectiveness of each channel and identifying the channel with highest response followed by the second and third. The weak areas need to be improved by adopting corrective measures. To enable the appropriate selection of the channel, the response rate must be constantly monitored and reported.

18c. Article Publishing Policy

Policy number	MEDC_POLICY_05
Policy name	Article Publishing Policy
Policy version	Version 3
Standards applicable	-
Policy owner	Media & Communications Department
Date of policy development	20th July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	President

MCD coordinates with the faculty and the publisher for getting the article published submitted by the faculty/staff of HUC. The responsibility of finalizing the articles rests with the faculty/staff member. MCD facilitate in formatting and coordinating with publisher.

All the articles and website material must be submitted to MCD at least 2 days in advance. The submitted material will be sent for review to the expert of the subject and will be finally approved by the HQA before publishing. The content of the subject must be original and may be related to the events taken place in the HUC or articles that are written in a scholarly format and must not have been plagiarized; if material is referred, it must be duly referenced.

A. Publishing Policy and Rights on HUC Website & Social Media Channels:

i. The responsibility of managing the content of the website is totally on the author and necessary approvals from the President.
ii. MCD does not publish any sponsored articles or paid content.

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iii. Does not publish any other public relations (PR) content which is not approved by the President.

iv. No advertisement can be published in the website or social media from the HUC portal by anyone without due permission from the Head of Department and the President.

v. HUC respects the rights of authors, designers, photographers and developers and the copyright is maintained by the HUC. HUC encourages constructive criticism and suggestions from stakeholders and uses the inputs for the website development without any bias and prejudice against the critiques.

At Horizon University College, we recognize the impact of social media in connecting, informing, and celebrating our vibrant community. To uphold our brand integrity, ensure accurate communication, and maintain a unified presence, the following guidelines apply to all staff and faculty regarding the sharing of official photos and content of any event meeting or conference or any activities where any employee is representing Horizon in personal or official capacity

i. Official Content Release

Staff and faculty are expected to refrain from posting any official photos, event images, or promotional materials on their personal or professional social media accounts until the content is first published on the university's official platforms.

ii. Approval & Sharing

All official photos and content must be reviewed and approved by the respective AAC and MCD prior to release. Once the content is live on Horizon University College's official channels, staff and faculty are encouraged to share and amplify the posts.

iii. Upholding Brand Standards

All content associated with Horizon University College must reflect our values, protect our reputation, and adhere to the highest professional standards. Unapproved or premature postings can result in misinformation, brand inconsistency, and potential privacy concerns.

iv. Respecting Privacy

Photos or videos featuring students, staff, or guests should only be shared with proper consent, in line with the college's privacy and data protection policies.

Academic Support Services Policies

19a. Diversity, Equity, and Inclusion Policy (DEI)

Policy number	ASSE_POLICY_01
Policy name	**Diversity, Equity, and Inclusion Policy (DEI)**
Policy version	Version 1
Standards applicable	MOHESR CAA Standard 5 & 6

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Policy owner	Presidents Office
Date of policy development	18 December 2023
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	President

A. Introduction / Preamble

HUC's purpose of existence (mission) aspirations (vision), policy and procedures process-map, and performance matrices are aligned and integrated with diversity. Being open to diversity means HUC is inclusive, and equitable regardless of ethnicity, nation, age (to the extent employees are healthy to perform the job as per the mental and physical competencies required), marital status, culture, gender, religious beliefs, and orientations, ideologies, as well as learning uniqueness such as people of determination. The purpose of this policy is to provide guidelines for implementation, and the associated procedure and process map give clear instructions for implementation. This policy is implemented across the Institution to ensure that primarily, HUC employees, staff, students, and all relevant stakeholders associated with HUC, such as vendors, and suppliers are dealt with equitably and fairly with a divergent and inclusive perspective. The fundamental objective of this policy and its implementation is to ensure equitable employee, student, and stakeholder experiences on a consistent and ongoing basis.

B. Policy Outline

HUC is committed to cultivating and preserving a culture of equity, inclusion, and diversity. Our internal constituents such as employees and the student community are the most valuable assets we have.

The distinctive and unique behaviour of individuals is considered at HUC as the outcome of exceptional life experiences, knowledge, self-expression, and talent that our employees invest in their work. We believe this would foster unique innovation and design thinking capabilities forming our culture, reputation, and institute's achievement.

We, thus welcome and embrace differences in race, religion, age, gender identity, colour, disability, learning orientations and uniqueness, ethnicity, family or marital status, or expression, language, national origin, physical ability, socio-economic status, veteran status, and other attributes that would make our employees and students unique.

This policy and procedure intend to implement relevant process maps in all the departments including the Performance Indices and matrices to meet planned outcomes.

C. Policy and Procedure:

i. Purpose

a. Establish, document, and maintain a system to ensure that the Diversity, Equity, and Inclusion Policy is effectively implemented throughout all departments, and integrated into applicable systems and processes.
b. To ensure that the working environment provides an inclusive and safe space for all.
c. To ensure that recruitment, selection, and promotion of Faculty and staff create opportunities for all candidates from all economic and ethnic backgrounds.

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d. To ensure a research environment that promotes equity, diversity, and fairness for faculty members and students irrespective of cast, creed, gender, age nationality, ideology, marital status, and religion.
e. To create opportunities and an atmosphere for inclusion thereby integration in the Institution. This policy and procedure intend to promote and ensure an Institutional culture for Inclusion and full recognition of diversity and equity. This policy and procedure seek to create an inclusive and equitable environment that recruits, supports, and retains a diverse community of students, faculty, and staff.

ii. Scope

Applicable to Horizon University College campus, University City, Sharjah.

iii. Authority and Responsibility

President's Office holds the Authority for this Policy and procedure.
Respective HODs hold the responsibility to implement this Policy and procedure.
IRQA-Office holds the responsibility to develop and review this Policy and procedure in consultation with the President.

iv. Definitions:

Diversity: At HUC, Diversity is a multifaceted concept that integrates multiple variables, such as differences in socio-economic status, language and culture, race, ethnicity, gender, national origin, age, disability, parental status, religious commitments marital status, etc.

Equity: At HUC, Equity is considering everyone equal, irrespective of their socio-economic background, ethnicity, color, gender, age, nationality, or financial situation, does have an equal opportunity to achieve their goals.

Inclusion: The HUC campus is a place where every employee and student is valued for being who they are, where everyone's experiences and ideas are heard and respected, and where they feel safe, comfortable, and safe expressing themselves openly within the context of UAE laws and regulations.

v. Method

This procedure has been established to take care of cases of the following attributes and, our main priorities are focused on the following:

a. Gender diversity and equality.
b. Age-wise diversity whether young or veteran.
c. Ethnic cultures, nations/countries including color and race.
d. Students and staff with special needs and of determination.
e. Diversity in Marital Status and dependency
f. Religious inclusion and diversity

a) Gender diversity, and Equality:

Horizon University College provides gender diversity, equity, and equality in terms of teaching, learning, and participation. Both male and female students receive the same teaching, learning, and opportunities to conduct and engage with different topics of research.

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Gender diversity, equity, and equality also apply to Staff and Faculty during all stages of recruitment and selection, retention, and promotion based on their performance, merits, and outcomes planned and achieved.

HUC has both segregated and non-segregated spaces for both genders, to function independently The spaces for teaching and learning provisions, and the library are all integrated.

b) Age Inclusion:

We at HUC consider ageism to be stereotyping / discrimination against individuals or groups based on their age. At HUC, we are in alignment with the UN's call to implement anti-aging strategies to prevent this prejudice.

HUC values the contributions of all its Faculty and Staff members irrespective of their age and both experience and initiative are appreciated.

HUC values both the experience and initiative, of all its faculty and staff members regardless of their age. Equal opportunities are given to all individuals to participate, occupy different positions in the College, and engage in any initiative. We are in alignment with UAE norms and regulations to ensure that every faculty and staff must feels safe in the workplace and is treated fairly irrespective of their age. At HUC, no person should feel mistreated and singled out in College activities, promotions, or training just because of their age.

At the student level, ageism is not accepted. Students of all ages are welcome to apply to any of our Undergraduate, Postgraduate, and Professional Services programs. Access to student activities is also regardless of the student's age. Special support and access are provided to senior citizens if applicable if they enroll to study in our college.

c) Ethnic and Cultural Inclusion:

Horizon University College believes in balanced, gentle, and thoughtful traits that include cross-cultural perspectives. Our 34-year tradition regards attitudes and behaviors of openness that respect diversity of ideas, cultures, and religions, to be generous and open to accepting different views and accepting the plurality of viewpoints.

HUC accepts students, Faculty, and staff from all faiths and cultural backgrounds. Students and Faculty are encouraged to use and engage knowledge and examples that relate to their communities. HUC ensures that class delivery and assessment are sensitive to cultures and backgrounds. HUC ensures that practitioners of other cultures and faiths feel safe and included and we at HUC welcome teachers and students from all cultures in the College.

At HUC we are zero tolerant of racism or discrimination and undertake immediate investigation and recommend sanctions against any individual who displays this type of behavior.

Our grievance policy has an appeal system that includes specific clauses to appeal against racism and discrimination.

d) Students /or staff with special needs and of determination.

HUC is committed to accepting staff and students with diverse and special needs both physical and psychological. This scope covers mobility limitations, physical impairments, and broad mental health aspects.

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HUC invests in professional development to better prepare Faculty members and Students to foster and cultivate inclusive learning environments, implement accessible instruction, understand the impact of specific disabilities on academic performance, and support accommodation requests from all faculty members and students. Differential Learning abilities such as dyslexia, autism, hyperactivity, and impulsivity (termed as students with determination) if any, and reported in CHEDS data. However, confidentiality is ensured while doing so, and labeling students is strictly banned based on their differential abilities. Confidentiality of the data is ensured.

Appropriate ramps and other physical facilities are provided to necessary staff and students with physical disabilities.

e) Diversity in Marital Status

HUC welcomes every student, staff, and faculty member irrespective of whether they are single, married, a divorcee, or a Widow.

f) Religious inclusion and diversity

HUC welcomes students, staff, and faculty members of diverse religions and their belief systems. We understand and accept religion as a core dimension of culture and human upbringing. We give equal value to all religious affiliations across the world and we understand that religion helps in inculcating core-value systems in all human beings.

vi. Reporting and recording adverse incidents:

HUC is committed to fulfilling the needs of the student community, faculty members, staff members, and applicable and relevant stakeholders and aims at excellence in all activities.

HUC would consider legitimate student, faculty, and staff complaints very seriously, and would take appropriate and timely action about its Diversity, Equity, and Inclusion policy and procedure to resolve them in a clear, transparent, and objective manner. HUC also would take appropriate corrective action so that similar complaints are not further re-occurred.

Any member of the HUC community, who has experienced any violation or subject of HUC's Diversity, Equity, and Inclusion Policy and procedural violation, should report the incident as per the Faculty and Professional Staff Grievance policy, policy reference HUMR_POLICY_14. All complaints and grievances shall be handled as per the HUMR_POLICY_14.

vii. Policy Review

Frequency and authority of review

Components	Responsibility for policy development	Review Frequency	Timeline	Responsible to implement	Approval Authority
Diversity, Equity, and Inclusion Policy	Team IRQA	Once every two years	September	All HOD's Committee members	President
Diversity, Equity, and Inclusion Procedure	Team IRQA	Once every two years	September	All HOD's	President

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Diversity, Equity, and Inclusion records	Team IRQA	Once every two years	September	All HOD's	President
Diversity, Equity, and Inclusion achievement matrices/graphs	Team IRQA	Once every two years	September	All HOD's	VP-IRQA

D. References:

i. Ministry of Higher Education Standard 5 & 6.
ii. Faculty and Staff Grievance policy HUMR_POLICY_14
iii. HRM Software and related records
iv. Annual Report and Factbook: AY-2024-25
v. Applicable UAE laws related to Diversity, Equity and Inclusion

19b. Safeguarding Policy

Policy number	ASSE_POLICY_02
Policy name	**Safeguarding Policy**
Policy version	Version 1
Standards applicable	MOHESR CAA Standard 5 & 6
Policy owner	Academic Support Services
Date of policy development	19 December 2023
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	President

A. Introduction

HUC is committed to providing a safe and conducive environment for all stakeholders including students regardless of their age. The purpose of this policy is to safeguard and promote the welfare of students, faculty members, and staff, in line with applicable UAE federal decrees and laws. We understand that students, faculty members, and staff, regardless of gender, ability, language, age, race, culture, or religion, have equal rights to be safeguarded and protected. This policy intends to support activities involving students, faculty members, staff, volunteers, and visitors to ensure that safeguarding would be effectively dealt with in a timely and effective manner.

B. Policy Outline

HUC is committed to safeguarding and promoting the welfare, health, and safety of its students, faculty members, and staff. All, irrespective of their age, gender, religion, culture, language, race, or religion, have equal protection rights.

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Primarily, at HUC, we ensure that Students are feeling safe and better equipped to learn. We follow the basic five elements of Child Protection UAE Federal Law No. 3 of 2016, Issued on 08/03/2016 Corresponding to 28 Jumada Al-Awwal 1437 on Child rights (Wadeema's Law) for students below 18 years of age.

HUC is committed to safeguarding and promoting the welfare of students, and young people and expects all faculty members, staff, and volunteers to share this commitment. Representatives of the whole HUC family of staff, faculty members, students, parents, and volunteers will therefore be involved in developing, shaping, and reviewing safeguarding policy and its arrangements.

When concerned about the welfare of a student, faculty and staff members will always act in the interests of the child. All faculty and staff members will maintain an attitude of possibility that "It could happen here' where safeguarding is concerned.

At HUC, Our online safeguarding is evidenced by policies on Data Security (COMP_POLICY_02) and Appropriate use of technology resources (COMP_POLICY_03)

C. Policy Review

This policy will be reviewed at least once in two years, unless new legislation, an adverse event or an incident, or guidance suggests for an interim review.

D. Frequency and authority of review

Components	Responsibility for policy development	Review Frequency	Timeline	Responsible to implement	Approval Authority
Policy	Team IRQA	Once every two years	September	All HODs	President
Records	Team IRQA	Once every two years	September	All HODs	President

E. References:

i. MOHESR CAA Standard 07: Health, Safety and Environment
ii. COMP_POLICY_02: Data Security
iii. COMP_POLICY_03: Appropriate Use of Technology Resources

19c. Professional Membership and Certification Policy

Policy number	ACAD_POLICY_10
Policy name	Professional Membership and Certification Policy
Policy version	Version 1
Standards applicable	Standard 5: Stipulation 5.4
Policy owner	Dean-SOB and Dean-SOC
Date of policy development	10 September 2023
Review date	25 August 2025

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Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	President

A. Introduction

Horizon University College (HUC) encourages all its employees to enhance their professional knowledge and skills and network with other professionals. HUC recognizes that for professional development, employee need to upgrade their knowledge and skills through achieving and maintaining professional certification from reputed international professional associations. Professional certification and active participation in professional bodies will enable them to remain abreast of best practices in their respective fields.

B. Objective

Following are the objectives of this policy.

1. To be member of professional associations/organizations.
2. Keep the employees professionally competent through professional certification.
3. Employees to adopt best professional practices in their respective field.

C. Institutional membership of Professional Associations/ Organizations

All schools and departments of HUC need to be an active institutional member of relevant professional associations/organizations. They also need to pursue relevant accreditations/certifications as deemed fit. Vice President-IRQA, VP-AO, respective Deans and Head of Departments are responsible to achieve and maintain membership/ accreditation /certification from relevant professional associations/ organizations. They have to, not only maintain membership of existing professional associations/organizations but also exert for membership/accreditation/certification from other relevant associations/organizations. For any new institutional/school/department membership/accreditation/certification concerned Dean/HoD need to submit detail proposal including benefits to the unit/HUC, applicable fee, terms, conditions etc. to University Council (UC) for its approval. Individual or personal membership for professional associations/organizations will not be considered.

D. Professional Certification

All HUC employees, who have completed one year, is not on probation and have employment contract valid for at least one year are eligible to apply for seeking relevant professional certification. Individual membership to professional bodies will not be funded for the HUC employees. Employee interested to obtain a professional certification need to apply to respective Dean/HoD for required funds in Professional Membership/Certification Form (refer annexure). Dean/HoD will compile all such request and submit the proposal to University Council (UC) for its approval at the beginning of both Fall and Spring semester in each academic year. UC will examine each case on its merit, relevance and benefits within the allocated budget to the school/department and may approve cases to pursue certification.

E. Procedure

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For institutional membership for HUC, School/Department, VP-IRQA, VP-AO, respective Dean/HoD will submit annual plan including benefits, terms and conditions and applicable fee to UC at the beginning of the academic year for its approval.

For approval of funds to pursue professional certification by employees of HUC, respective Deans/HoD will compile list of interested candidates, based on submission of their application and present to UC at the beginning of both Fall and Spring semester of Academic Year. Cases approved by UC will be informed by the respective Dean/HoD to the employee for necessary action.

UC reserves the right to approve or reject funding for institutional membership/ professional certification of employee based on merit/benefits/availability of funds etc.

F. Budget

Each school/department will have allocated budget for both, institutional memberships and professional certifications. School/departments need to utilize allocated budget for Promoting Professional Development.

G. Annexure

Application form for Professional Membership / Certification.

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Application form for Professional Membership/Certification

(Attach relevant documents related to Professional Membership/Certification)

Employee Information			
Name of the Employee		**Submission Date**	
School/Department		**Academic Year**	
Date of Joining		**Contract validity**	
Current Designation		**Discipline/ Function**	
Professional Membership/Certification Details			
Name of the Professional Membership/ Certification			
Name of Professional Association/ organization			
Terms and conditions			
Validity		**Applicable Fee in AED**	
Professional Benefit to individual			
Benefit to school/ department			
Any other relevant information/ remarks			
Signature of Applicant		**Date**	
Recommendation of Dean/HoD			
Signature of Dean/Ho			

UC Approval Status	**Approved**	**Deferred** (submit again with more detail)	**Not Approved**

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19d. Policies and procedures regarding the review of facilities and learning resources

Policy number	ASSE_POLICY_03
Policy name	**Review of Facilities and Learning Resources Policy**
Policy version	Version 1
Standards applicable	-
Policy owner	Finance, Library and Computing Departments
Date of policy development	28th March 2025
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	28th March 2026
Approved by	President

I. Review of Facilities:

A. Committee responsible for the review of facilities

The Facilities Resources Committee initiates the review and update of facilities.

B. Constitution of the Facilities Resources Committee

The Facility Resources committee members comprise Vice President-IRQA, HOMC, Director of Academic Engagment and Impact, Deputy Director-Finance, and Maintenance Supervisor.

C. Role of the committee

i. To provide and maintain adequate facilities to support the academic and academic support services.

ii. To assess the requisition for adequate resource requirements for the departmental functions.

D. Development and maintenance of facilities

The development of the facilities and upgradation of existing facilities is undertaken by the Facilities Resources Committee as per the Strategic Plan requirements as well as the feedback received from the students. HUC signs a contract with approved companies for carrying out the developmental and maintenance works. All periodical maintenance of the existing and new facilities is taken care of by the Maintenance Department.

E. Review procedures

The Facility Resources Committee (FRC) recommends, approves and procures appropriate resources required for creating a conducive learning environment and smooth operations in HUC. The committee fulfills the requirements of each functional department by assessing their requirements based on the requisitions submitted by the departments.

i. Process Flow

Step 1

The FRC reviews the facility requirements as per the Strategic Plan and feedback on facilities received from the students

Step 2

FRC receives the proposal, including resource requirements, from each department at the end of the academic year and reviews the adequacy of facility resources for the next academic year

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Step 3
The FRC convenes its meeting annually, evaluates the above submissions for review of the facilities, and sends the facility resources adequacy report to the Finance department

Step 4
On the recommendation of FRC, Deputy Director of Finance prepares the final report along with the required budget and submits it to the President for his review and comments.

Step 5
After due approvals by President and BOT, the Finance department initiates the procurement process.

II. Review of Library Learning Resources

i. Committee responsible for the review of facilities

The Learning Resources-Library Committee (LRC-Library) is responsible for the collection development, renewal of online and print subscriptions, sharing of Information services and weeding out of library materials.

ii. Constitution of the Facilities Resources Committee

The members of the Learning Resources-Library Committee (LRC-Library) comprise Vice President-AO, DSOC, Director of Academic Engagment and Impact, Dean-Research & Innovation, Discipline Leaders, Head of Library, Program Chairs, Faculty members from the School of Computing and the School of Business and at least 2 students.

iii. Role of the committee

a. To provide guidelines and suggestions for maintaining adequate library resources
b. To regularly upgrade existing library resources to meet future requirements on an annual basis, including the procurement of E-Resources and discarding the outdated editions of the current stock
c. To orient the students, faculty and staff about the usage of library resources, eBooks and facilities
d. To enrich the library learning resources with the most relevant online & offline materials
e. To facilitate a conducive research and consultancy environment for faculty to pursue scholarly activities
f. To integrate AI in teaching and learning

iv. Procedures

Learning Resources Committee–Library recommends and approves appropriate library resources required for the faculty, staff and students in carrying out the academic activities and research in HUC. Library resources include textbooks (hard copy books/e-Books), reference books, online databases, research journals, magazines and audio-visual support material for conducting the courses and research work. The adequacy of these resources is ascertained through annual feedback from Faculty, Staff and Students. The Committee is also responsible for the process of selection and acquisition of library resources. The library resources are selected based on the appropriate academic level, strength of present holdings of a subject area, authority and reputation of the author and publisher and availability. The acquisition is accomplished through the submission of requests by the faculty and the students. These requests are approved by both the committee and the President. The committee also seeks cooperative (Inter Library Loan) agreements with libraries in the UAE.

a. **Process Flow**

Step 1

The library department prepares an annual LRC- Library meeting calendar & budget to seek annual budget approval from the finance department.

Step 2

Places the approved budget proposal and presents the current status of available resources to the committee.

Step 3

The LRC-Library reviews the relevancy of the requests and approves the development plan as per the allocated budget.

Step 4

The library coordinates with the respective School and IRQA department for updating core text and reference books, which are recommended by the Program review/revisit committee. Faculty members also directly forward their Library resource requests to the committee.

Step 5

The LRC-Library reviews the request and selects the resources based on the appropriate academic level, strength of present holdings of a subject area, authority, and reputation of the published and allocated budget.

Step 6

The LRC-Library periodically reviews adequacy and identifies areas of improvement.

Step 7

The LRC-Library reviews Library resource adequacy feedback from faculty, staff and students on an annual basis at the end of the academic year.

Step 8

The LRC-Library convenes the library collection development meeting annually for planning resources procurement and budget for the next academic year

Step 9

The LRC-Library audits the stock and plans resource procurement and the required budget for the next academic year

Step 10

The Head of Library prepares the final report along with the committee's recommendations and required budget, which is submitted to the President for his review and comments.

Step 11

After due approvals of planned resources and budget by President and BOT, the Head of Library initiates the procurement process.

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III. Review of Information Technology Learning Resource

A. Committee responsible for the review of facilities

Learning Resource Committee – Information Technology (LRC-IT) is responsible for reviewing and approving the requirements of Information Technology resources by faculty, staff and students in carrying out the academic activities and research in the University College.

B. Constitution of the Facilities Resources Committee

The members of the Learning Resources Committee – Information Technology comprise Vice President-IRQA, DSOB, HOIT, DYF, Dean-Research & Innovation, Program Chairs, Discipline Leaders, Head of General Education, Faculty members from the School of Computing and the School of Business and at least 2 students.

C. Role of the committee

i. To review the adequacy of IT resources as per the strategic plan and provide suggestions/recommendations for improvement
ii. To assess the adequacy of hardware and software for creating a conducive learning environment.
iii. To regularly upgrade existing IT resources to meet the requirements.
iv. To prepare and implement a preemptive maintenance plan.
v. To procure IT equipment as per the annual approved plan and based on post post-audit annual report
vi. To provide regular updates of information to users on the upgradation and implementation of various new IT resources.
vii. To equip classrooms with adequate audio, video & internet facilities
viii. To procure and install the updated antivirus, firewall and other protective devices to ensure information and network security
ix. To ensure the upgradation of backup devices and regular cloud-based data backup
x. To regularly perform D/R Site Backup and upgradation of the backup devices
xi. To develop, upgrade & implement software & various online services to meet the academic, academic support services & students
xii. To develop an ERP implementation plan
xiii. To provide online support to academic, academic support services and students through portal services.
xiv. To provide and process the online survey & interaction from the HUC community.
xv. To assess the software training needs and train the faculty members, staff & students on IT, operational and learning resources.
xvi. To train and support students and staff on computer-related operational issues, including accessing Wi-Fi on the university campus.
xvii. To provide training & orient users regarding various software tools & web services implemented on the campus and to improve the usage of IT resources
xviii. To ensure proper disposal of hardware equipment associated with approved e-waste centers.
xix. To encourage cost-cutting measures in the utilization of various IT resources.
xx. To audit the ERP, DMS, CMS, Infrastructure, Website, Portal, and FAQs monthly.
xxi. To prepare and implement a risk plan for data backup, outsourced agencies and maintenance of equipment
xxii. To maintain health and safety in the labs, server rooms,

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xxiii. To develop, upgrade & implement online services in Mobile Apps and DMS to meet the academic, academic support services & students.

D. Procedures

The LRC-IT recommends and approves, appropriate computing & IT resources required for the faculty, staff and students in carrying out the academic activities and research in the University College. Computing resources include hardware, software, online resources, website management, in-house ERP and Learning Management System (LMS) maintenance & development. It also manages the procurement of licenses and liaisons with service providers. The adequacy of these resources is ascertained through annual feedback from Faculty, Staff and Students

i. Process Flow

Step 1

Computing department prepares annual LRC-IT meeting calendar & budget and seeks approval of annual budget from the finance department.

Step 2

Places the approved budget proposals and presents the current status of its available resources to the LRC-IT.

Step 3

The LRC-IT reviews the relevancy of the requests and approves the development plan as per the allocated budget.

Step 4

The LRC-IT periodically reviews adequacy and identifies areas of improvement.

Step 5

The LRC-IT reviews the relevancy of the requests received from the departments for the development of new modules in the ERP and approves the requests.

Step6

The LRC-IT periodically reviews the implementation status of the ERP modules and identifies areas of improvement provides suggestions for improvement.

Step 7

Computing department coordinates with the academics for updating required classroom, lab, software and statistical resources.

Step 8

The LRC-IT reviews computing resource adequacy feedback from faculty, staff and students on an annual basis at the end of the academic year.

Step 9

The LRC-IT convenes the computing resource development meeting annually, audits stock and plans resource procurement and budget for the next academic year.

Step 10

The Head of IT prepares the final report along with the committee's recommendations and required budget, which is submitted to the President for his review and comments.

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Step 11
After due approvals of planned resources and budget by President and BOT, the Head of IT initiates the procurement process.

Finance Policies

20a. Scholarship, Sponsorship and Fee waiver Policy

Policy number	Scholarship, Sponsorship and Fee waiver Policy
Policy name	FINA_POLICY_12
Policy version	Version 5
Standards applicable	CAA Standard 6: Students
Policy owner	Finance Department
Date of policy development	18 July 2019
Review date	23rd October 2025
Date of recent modification	23rd October 2025
Next review date	8th May 2026
Approved by	President

I. Introduction

HUC wishes to pay back to society its achievements by extending scholarships, sponsorships and fee waiver to various schools, associations, social clubs, embassies, consulates, government, and private organizations which will not only help students who are financially unstable to fulfill their educational goals but will also benefit high achieving students. The Scholarship policy provides information on the allocation of scholarship fund along with the guidelines to students who wish to avail the Scholarship / fee waiver granted by HUC.

II. Purpose

The purpose of Scholarships, Sponsorships and Fee Waiver is to provide financial support to local and international students who are:

a. High achieving students
b. Employees of the Government and private organizations with whom HUC has signed MOU and their immediate family members
c. Sports enthusiasts to pursue their academic journey
d. Eligible for the Youth Empowerment Sponsorship program
e. Alumni / Siblings of current students or alumni
f. Approved for fee waiver under President Office / Vice President Office fund

Scholarships go further than being financial aid for many students they reward deserving students with the ability to afford higher education.

~~III.~~ Scholarship allocation

HUC provides scholarship to prospective undergraduate students based on merit as well as MOUs signed.

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A. Merit based Scholarships:

Merit based Scholarships for new admissions are allocated and distributed to the schools, government & semi-government entities, corporates, social clubs & associations, embassies and consulates. At the undergraduate level, merit based scholarships are offered up to 75% on tuition fees only.

These scholarships are awarded to UAE citizens or residents and international students for undergraduate admissions based on below given criteria:

A. Undergraduate Programs - UAE

Programs	Scholarship Percentage (Tuition Fees)	Marks at the Time of Admission for all local and international curriculum (except Indian and Pakistani curriculum)	Marks at the Time of Admission Asian Schools (Indian and Pakistani Curriculum)
Undergraduate Programs A) School of Business B) School of Computing	75%	95% and Above	90% and Above
	50%	90% - 94.99%	85% - 90%
	35%	85% - 89.99%	80% - 84.99%
	25%	80% - 84.99%	70% - 79.99%
	15%	70% - 79.99%	60% - 69.99%

B. Undergraduate Programs - International Market

Programs	Scholarship Percentage on Tuition Fees	Marks at the Time of Admission
Undergraduate Programs A) School of Business B) School of Computing	50%	95% and Above
	25%	80% - 94.99%
	15%	70% - 79.99%

B. MOU based scholarships

Horizon University College signs MOU with various government departments, Consulates, Embassies, Social Clubs, Schools, and corporate sectors; and provides scholarship to the employees of these organizations as well as their immediate family members for studying at HUC. The percentage of scholarship on Tuition fees varies based on the terms and conditions of the MOU signed with the specific organization. A 100% scholarship may be awarded on an exceptional basis for specific government entities and this will be decided by HUC on a case-to-case basis and is subject to approval by the President. Students seeking admission with a transfer of credits in the undergraduate program are eligible for a merit-based scholarship of maximum 50% on tuition fee irrespective of the number of courses that are awarded as transfer of credits.

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The Scholarship to Local students working in Government organizations will be as per below criteria:

Government - Local UAE		
Sr.No	Scholarship Percentage On The Tuition Fees	Marks / Requirement [At The Time Of Admission] Undergraduate
1	100%	Open for maximum 10 students As per letter of recommendation from the office of the <signatory>
1	75%	95% and Above
2	50%	90% - 94.99%
3	35%	60% - 89.99%

IV. Fee waiver

HUC provides a fee waiver /discount on tuition fees to prospective students under the following categories:

A. President's Office fund for fee waiver: A fee waiver / discount of tuition fees may be allocated based on the recommendation of the Marketing Department to the President's office. The President reviews the proposal and recommends the fee waiver to the Academic Affairs Council for their final approval. The President's office fee waiver may range from **15% to 50%** discount on tuition fees, or as otherwise approved. This allocation is subject to the final approval of the AAC.

B. Vice President's Office fund for fee waiver: A fee waiver / discount of tuition fees may be allocated based on the recommendation of the Marketing Department to the Vice President's office. The Vice President reviews the proposal and recommends the fee waiver to the President and University Council for their approval. The Vice President's office fee waiver may range from **15% to 50%** discount on tuition fees, or as otherwise approved. This allocation is subject to the final approval of the President and UC.

C. Fee waiver to Alumni and siblings

HUC offers a discount of 15% on the tuition fees for undergraduate programs to its alumni and siblings of current students or alumni.

D. Fee waiver based on MOUs with industry

Horizon University College signs MOU with corporates and provides scholarship to the employees of these organizations for studying at HUC. It offers 15% fee waiver on the tuition fees for undergraduate program to the employees of these organizations.

V. Sponsorship

HUC offers following Sponsorship programs to empower the community with advanced education

a. Sports Sponsorship

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HUC also offers sports scholarships for students who have shown excellent ability in sports before joining HUC. A discount on tuition fees ranging from 15% to 50% is offered to prospective students with a sports background. Interested students should submit their application along with proof of their sports achievements, academic qualifications and a recommendation letter from their high school or university. The percentage of discount on tuition fees shall be decided based on the evaluation of application and documentary evidences submitted to show the achievement level of the candidate in sports.

b. Youth Empowerment Sponsorship

Horizon University College has launched the new Youth Empowerment Sponsorship program that aims to empower young students of all nationalities and make them obtain the best higher education in the UAE. This Youth Empowerment Sponsorship program is available to all young students who have successfully completed their high school and meet the admission criteria required by the Ministry of Higher Education and Scientific Research. Under this program, HUC offers a 25% discount on tuition fees to all eligible candidates across all undergraduate programs at HUC.

VI. General Guidelines to Students availing Scholarship / Sponsorship / fee waiver

The scholarship/ Sponsorship/fee waiver shall be awarded to students at the time of registration as per terms and conditions given below.

i. The approval of the scholarship Sponsorship/fee waiver application is subject to meeting the admission criteria and submission of the supporting documents.
ii. Students must submit all relevant academic and non-academic documents as per the requirement of admission and scholarship Sponsorship/fee waiver criteria before the commencement of the batch
iii. The scholarship Sponsorship/fee waiver will be withheld if any document is pending before the commencement of the second semester until pending documents are submitted.
iv. Students will have to pay normal fees without any scholarship Sponsorship/fee waiver for the month where documents were incomplete. Once the documents are submitted after the timeline mentioned above, the scholarship will be applied to the remaining fees
v. Students seeking admission with TOC (Transfer of Credits) in the undergraduate program offered at HUC are eligible for a merit-based scholarship of a maximum 50% on tuition fees based on the criteria mentioned in the above section for Merit-based Scholarship. However, there will be no reduction in fees for the courses that are awarded as transfer of credit.
vi. The MOU signed with an organization for granting scholarship/fee waiver shall be effective from the date of signing by both parties
vii. Any previous academic year scholarship proposal/MOU will be treated as null and void
viii. In case of termination of the Scholarship / Fee waiver proposal/ MOU by either party before the expiry of the agreement, the students who are continuing their studies with HUC will be honored by both parties. Both parties can terminate the scholarship MOU for any valid reason with written notice of sixty (60 days).
ix. In case of any revision in the fee structure, the scholarship will be applicable on the revised fee. The current fee structure and payment plan exclude the summer semester. Students who wish to register in the summer semester must contact the SSD Department to submit an application. Upon approval, the Finance Department will issue a revised payment plan, which will subsequently be updated on the student portal.
x. No encashment of scholarships is allowed.

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xi. Students will be entitled to avail only one type of scholarship throughout their study term with Horizon University College. Students enrolled in a degree program must complete the program to retain the Scholarship /fee waiver granted to them. Students will be issued a fee payment plan along with the scholarship / fee waiver granted to them at the time of admission upon fulfilling the admission requirements and completing the registration formalities. The student must complete the admission requirements before the commencement of the semester; otherwise scholarship granted will be forfeited and the regular fee structure of the academic year will be applicable.

xii. Student must complete their admission process by depositing the semester fee in cash or Postdated Cheque (s) (excluding the first installment), at the time of admission. Please refer to Student Finance Policy for more details.

xiii. Continuing Students must complete their semester registration process (as per the Semester Registration Policy), and ensure the regularity in their payment in order to retain the scholarship/fee waiver.

VII. Documents required to be submitted along with the Scholarship application

i. Copy of attested Transcript and, High School Certificate for undergraduate program before the commencement of the semester

ii. Valid Identification Cards/Documents (UAE ID, Passport Copy & Valid Visa)

iii. "Letter of confirmation" for applicants of merit-based scholarship which must be "Signed by Authorize Signatory" within 30 days of closing of the semester, if required

iv. Equivalency or No Objection Certificate from the Ministry of Higher Education and Scientific Research, UAE before commencement of the semester.

v. Other applicable documents as per the requirements for specific type of Scholarship/Sponsorship/fee waiver

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Teaching Effectiveness Committee Policies

21a. Evaluation of Teaching Effectiveness

Policy number	TECE_POLICY_03
Policy name	Evaluation of Teaching Effectiveness
Policy version	Version 2
Standards applicable	Standard 2.a Standard 2: Quality Assurance- Annex 3: 2a
Policy owner	Teaching Effectiveness Committee
Date of policy development	18 July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	Vice President- Academic Operations

A. Measuring Effectiveness of Teaching and Learning

The quality of teaching and learning in the program will be evaluated based on the inputs received from direct and indirect measures on various components such as:

1. Planning the course delivery methodologies and assessment tools
2. Selection of appropriate teaching pedagogy
3. The provision of a CLO/ PLO mapping matrix aligned with the QF Emirates strands
4. The Assurance of Learning framework to measure the CLOs achievement level for each course. (Refer Assurance of Learning Policy)
5. External evaluation reports on internship
6. Evaluation reports on graduation projects
7. Course file evaluations which includes following:
   i. Ensure course syllabus meets the requirement of Annex 13 of MOHESR CAA Standards
   ii. Ensuring formative and summative assessments are moderated and evaluated by more than one individual faculty members
   iii. Evaluating the student performance on assessment components against the rubrics and marking scheme
   iv. Evaluation of Lab-work assessments
   v. Evaluating course reports submitted by the faculty members
8. Ensuring teaching effectiveness through indirect measurements such as Student Academic Faculty feedback, Alumni Survey (Graduating Students Survey), External Advisory Members feedback and Employer Survey

The Program effectiveness is measured based on the reports received from Discipline Leaders of respective schools and the IQRMC. They regularly oversee the planning and execution of the course delivery at three different stages. Before commencement of the semester they ensure the completion of course syllabus including teaching pedagogy and assessments to meet the requirement of CLO achievement. They also evaluate the progress of the courses during the mid-review.

The IQRMC ensures that the questions in the assessment instruments are having sufficient rigor and depth to assess the students' knowledge skills and responsibilities.

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B. Course planning delivery and assessment

The course planning and delivery is the starting point for ensuring the teaching and learning are effectively carried out during the semester. Based on the course planning, the discipline leaders and the IQRMC shall evaluate the effectiveness of the course using various tools that are managed by the IS committees relevant to evaluating academic programs.

1. Academic Planning
2. Program Review and Revisit
3. Student Skills Development
4. Internship and Work placements
5. Assurance of Learning
6. Benchmarking and Best Practices
7. Teaching Effectiveness
8. Academic Progression
9. Feedback from Academic Advising
10. Feedback from Class Representatives In Decision Making
11. Suggestions and Complaints Process
12. Conduct of Faculty and Staff Development Programs

C. Learning Outcomes and Examination Analysis

Performance of Course learning outcomes are measured based on the predefined Learning outcomes matrix which clearly indicates the distribution of total assessment weights according to specific learning outcomes. The distribution may vary based on the level of the course nature of assessment tools and the level of learning outcome. The criteria to measure the achievement of learning outcomes is mentioned below for Under Graduate and Graduate level programs:

ii. 70% of the students achieving at least 70% in each learning outcomes at UG level courses
iii. 80% of the students achieving at least 80% in each learning outcomes at Graduate level courses.

D. Course File and Course Report Review

Faculty members prepare their course file and course report as per the Course File Checklist and Course Report Format respectively as per the Annex 16 of MOHESR-CAA standards. The course file contains the syllabus, teaching material, assessment tools with pre assessment moderation, marking guidelines and rubrics, sample of students answer scripts, students' attendance data, course report, quantitative analysis of student performance with post assessment moderation, summary of student feedback, instructor's proposals for any course improvements, summary of actions taken to improve the course. Course files also provide evidences related to the delivery of the course in a particular semester. Course file needs to be submitted in hard as well as soft copy format. Internal Quality Review and Moderation Committee (IQRMC) from each school verifies all the course files before submitting to IRQA. IRQA shall review the course files and course file evaluation forms for conformity with the Annex 16 of MOHESR CAA requirements otherwise, it is returned to the concerned faculty member to close the gaps identified by the evaluators. .

IRQA department prepares the summary report and forwards it to the Program Review/Revisit Committee at the end of the year. Program Review Committee reviews the report and provides recommendations to be implemented in the curriculum during its review process.

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21b. Organizing Professional Skills Development Program for students

Policy number	TECE_POLICY_04
Policy name	Organizing Professional Skills Development Program for students
Policy version	Version 2
Standards applicable	MOHESR Stipulation 6.8 Student Support Services
Policy owner	Teaching Effectiveness Committee
Date of policy development	18 July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	Vice President- Academic Operations

A. Introduction

This policy highlights the importance of PSDP courses, philosophies, operational aspects and outcomes as well as the role of Faculty members. TE Committee members will provide awareness of the importance and purpose of operationalizing PSDP courses at HUC to Faculty members. The PSDP policy shall be reviewed for its effectiveness at the end of each academic year. The evaluation of PSDP courses shall be done on an annual basis.

B. Role of TEC

TE Committee is responsible for creating awareness amongst Faculty members about the importance and mode of operationalizing PSDP.

i. Appropriate orientation on the preparation of PSDP courses will be provided for Faculty
ii. TE Committee shall develop the calendar and liaise with resource persons / administration and IRQA Department for feedback.

C. Process

i. The Teaching Effectiveness committee creates calendar for conduct of PSDP courses
ii. The Teaching Effectiveness committee orients Faculty members on conducting PSDP course
iii. Each Faculty member will be required to self-nominate or on an allotment basis, carry out the role of a resource person for the PSDP program.
iv. The Faculty member shall submit the slides and exercises used to engage students to the TE Committee (in hard and soft forms) to the TE Committee within one week.
v. The committee shall provide timely information on the details of the session to the resource person.
vi. Faculty members shall orient students on the importance of PSDP
vii. Faculty members shall conduct the PSDP sessions as per calendar
viii. Faculty members shall facilitate students with session materials
ix. Students provide their feedback at the end of every PSDP session
x. IRQA department analyzes the feedback and presents report to EC with positives and gaps identified

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xi. President reviews report and provide his inputs including suggestions or recommendations to the Teaching Effectiveness Committee for improvement of PSDP sessions
xii. Teaching Effectiveness Committee responds back to President recommendations and suggestion with the implementation plan
xiii. The status of implementation is submitted to IRQA department at the end of an academic year

D. Purpose of the Professional Skills Development Program

The purpose of professional skills development program is to provide students with the fundamental qualities needed for undergraduate students to excel in both future occupations and employable skill sets needed to unlearn, learn, and relearn to survive the modern employment environment. Furthermore, our goal is to create graduates who are not simply academically talented but also well-rounded. In addition, to possessing the Human skills, Professional skills, Employability skills, and talents for lifelong learning that will allow them to succeed in a constantly changing environment and professional setting.

E. PSDP Academic Requirements

i. The Professional Skills Development program has zero credits. However, it is a required to be completed in order to qualify for Internship
ii. The Professional Skills Development program will be offered without any additional fee payment from the students
iii. Students need to complete the Professional Skills Development program requirement for the Freshman, Sophomore and Junior level before graduating.
iv. Attendance for PSDP sessions shall be recorded for reference purposes.

F. PSDP Learning Outcomes

Upon completion of this course, the students will be able to:

i. Demonstrate improved interpersonal abilities such as empathy, active listening and cultural awareness.
ii. Apply effective communication skills, resolve conflicts and critical thinking and problem solving skills to handle obstacles at work.
iii. Display employability skills, and personal branding by equipping them with professional certifications.
iv. Will be able to solve real time problems using systemic critical thinking and problem solving approaches.

G. PSDP Program Details

Areas of PSDP program for various levels of the Undergraduate program are given below:

Level	PSDP Topics
Freshman	Knowing Yourself (2.5 hours) 1. Emotional intelligence, 2. Self-Reflection 3. Personality Traits 4. Self-Awareness 5. Goal and Aspirations
	Ethics and Values (2.5 hours) 1. Applied Ethics 2. Professional Ethics 3. Personal Values and Beliefs
Sophomore	Cover Letter and CV Writing (5 Hours) 1. Cover Letter Basics 2. Addressing Employers 3. Professional Language and Tone 4. CV versus Resume 5. Summary or objective Statement
	Life Long Learning (2.5 Hours) 1. Benefits of Lifelong Learning 2. Learning Styles and Preferences 3. Setting Learning Goals 4. Developing Critical Thinking and Problem-Solving Skills 5. Learning in a changing world
Junior	Mock Interview (2.5 Hours) 1. General Interview Questions 2. Behavioral Questions 3. Cultural Fit and Values 4. Body Language and Communication Skills 5. Stress Management and Confidence Building
	Etiquette: Face to Face conduct (5 Hours) 1. Greetings and Arrival 2. Dress Code 3. Respecting Personal Space 4. Handling nervousness 5. Respecting Diversity and Inclusion

H. PSDP BUDGET

The committee proposes a budget required for the conduct of PSDP sessions to the Finance Department along with the PSDP calendar. Budget is generally allocated for payment to the internal and external resource person as per TED policy. For external resource persons, payment needs to be made on the day of the session unless otherwise agreed.

21c. Role of TEC in the Selection Panel for Recruitment of Faculty Members

Policy number	TECE_POLICY_02
Policy name	Role of TEC in the selection panel for recruitment of faculty members
Policy version	Version 2
Standards applicable	MOHESR Stipulation 3.9 Teaching Methods
Policy owner	Teaching Effectiveness Committee
Date of policy development	14 October 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	Vice President-Academic Operations

A. Introduction

This practice enables members of the TE Committee to be a part of the panel for recruitment and gauge incumbent Faculty members on their teaching effectiveness skills and abilities. Any one member of the TE Committee shall participate in the interview panels for recruitment when required during the academic year. The member shall be given an opportunity to interview the applicant on teaching effectiveness related questions (already drafted and available to the members) in order to take a decision. Comprehensive written feedback shall be provided by the TE Committee at the completion of the interview session that guides the TED department to take a decision on recruitment. The policy shall be reviewed for its effectiveness at the end of each academic year.

B. Role of committee members

TE Committee participation in the interview panel shall occur as and when requested by the TED department. The TE Committee member shall interview faculty members from Teaching Effectiveness perspective and accept or reject the candidate / incumbent based on the criteria of the TE Committee. Upon recruitment, the committee shall review the faculty member's performance during probation period and provide feedback to the Human Resource department. TE Committee participation in the recruitment process shall strengthen the process in selecting the most suitable member for the correct position with the appropriate amount of experience and knowledge.

C. Process

i. TEC to liaise with Dean, Faculty Search Committee, and TED department to complete the CV screening. TED provides the CVs of the applicants / incumbents before the interview giving enough time to the TE Committee member to review it.

ii. The Teaching Effectiveness Committee member interviews candidates from Teaching Effectiveness perspective

iii. The TE Committee member attending the interview session shall provide written feedback on the performance of the candidate to the TED department immediately after the interview in the format provided by the latter

iv. The committee reviews the performance of faculty member during probation period
Submit Faculty probation feedback reports from teaching effectiveness perspective to TED for evaluation of probation confirmation

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21d. Role of TEC in coordinating HUC IEEE Student Chapter

Policy number	TECE_POLICY_06
Policy name	Role of TEC in coordinating HUC IEEE Student Chapter
Policy version	Version 2
Standards applicable	MOHESR Stipulation 6.10 Student Activities and Publications
Policy owner	Teaching Effectiveness Committee
Date of policy development	18 July 2019
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	Vice President- Academic Operations

A. About HUC IEEE student Chapter

Horizon University College (HUC) Student Chapter of Institute of Electrical and Electronics Engineers (IEEE) is a student organization, which helps them to learn theory, practical applications in the engineering field including the computer science and information technology specialization. IEEE main purpose is to promote innovation in technology, which will benefit the society in general.

B. Objectives of the Student Chapter

i. To provide platform for students to enhance their technical skills in the areas of computer science and information technology
ii. To conduct workshop and technical awareness programs for students
iii. To encourage project activity among students
iv. To prepare students to present papers in the IEEE international conferences

C. Role of TEC

This IEEE highlights the importance of participating in conferences and symposiums, workshops, projects in the field of Information Technology and Computer Science. TE Committee members will provide awareness on the importance and purpose of operationalizing IEEE chapters to HUC Faculty members and students. The IEEE objectives shall be reviewed for its effectiveness at the end of each academic year. The evaluation of IEEE committee member's performance shall be done on an annual basis.

Computing Department Policies

22a. Backup (D/R Site)

Policy number	COMP_POLICY_08
Policy name	Backup (D/R Site) Policy
Policy version	Version 2
Standards applicable	CAA Standard 7: Health, Safety and Environment
Policy owner	Computing Department
Date of policy development	15 August 2021
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	VP-IRQA

This policy defines acceptable methods for disaster recovery planning, preparedness, management and mitigation of IT systems and services at HUC. HUC has a backup policy to prevent loss of any crucial information. Due to uncertain events such as system break down, damages etc. The disaster recovery standards in this policy provide a systematic approach for safeguarding the vital technology and data managed by the Computing Department. This policy provides a framework for the management, development, implementation and maintenance of a disaster recovery program for the systems and services managed by Computing Department. IT D/R tests demonstrate recoverability commensurate with documented IT D/R plans conducting regularly; as well as when warranted by changes in the business and/or information systems environment. Backup media supporting critical business processes are tested quarterly. Reviews are required within 60 days after a test to correct exposed deficiencies.

The following maintenance activities conducted Monthly:

i. Updating the documented D/R plan
ii. Reviewing the D/R objectives and strategy
iii. Conducting a simulation/desktop exercise
iv. Conducting an application recovery test
v. Verifying the alternate site technology
vi. Verifying the hardware platform requirements
vii. Submitting the D/R Status and Recoverability Report
viii. IT manager are responsible for briefing staff on their roles and responsibilities related to D/R planning, including developing, updating and testing plans.

HUC maintains regular backups which are collected on regular intervals as follows:

i. Daily Data Backup: Daily backup is maintained from the servers at the end of working hours on each day of the Databases.
ii. Weekly Data Backup
iii. Data Backup at the end of each semester
iv. Backup data is stored within in the campus, off-campus site & Data Centre and one copy stored in the bank locker.

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22b. Data Privacy

Policy number	COMP_POLICY_09
Policy name	Data Privacy Policy
Policy version	Version 2
Standards applicable	CAA Standard 7: Health, Safety and Environment
Policy owner	Computing Department
Date of policy development	15 August 2021
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	VP-IRQA

Keeping our student's personal data secure: When students use services available on the HUC website and Portal, mobile site, and mobile applications, HUC may collect and process their personal data. HUC is committed to respecting regulation concerning student's privacy and data security. All data collected through the HUC website is processed in accordance with IT policy

How does HUC use the data it collects?
Any personal data prospective candidate provides on our website, mobile site, and mobile applications is primarily used to know more about HUC and provide specific services: web updates, marketing information and statistics.

Personal data may also be used to provide the various services available on the HUC website, mobile site and mobile applications: user accounts & e-newsletters

Who uses the personal data collected by HUC?
Personal data collected on the HUC website and Portal, mobile site and mobile applications may be communicated to authorized Marketing personnel

Everyone has a part to play in data security and privacy. For this reason, we recommend that students avoid communicating passwords to others. We also remind them to log out of their account and close their browser window when leaving the HUC website and Portal, especially when using a public device to access the web. This way, other users will not be able to access your personal data. HUC does not share, sell, or transfer student personal data to external parties except as required by UAE law or with the explicit consent of the student.

All collection and processing of student personal data is carried out in compliance with UAE Federal Decree-Law No. 45 of 2021 on the Protection of Personal Data (PDPL) and UAE Federal Law No. 5 of 2012 on Combating Cybercrimes (including amendments).

22c. Data Redundancy

Policy number	COMP_POLICY_10
Policy name	Data Redundancy
Policy version	Version 2
Standards applicable	CAA Standard 7: Health, Safety and Environment
Policy owner	Computing Department
Date of policy development	15 August 2021
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	VP-IRQA

The data resource will be safeguarded / protected. As an institutional asset, data will be protected from deliberate, unintentional, or unauthorized alteration, destruction and/or inappropriate disclosure or use in accordance with established institutional policies and practices.

Data will be shared based on institutional policies, Institutional data, are not owned by a particular individual, unit, department, or system of the University. The data will be made accessible to all authorized users and systems.

Data will be managed as an institutional resource. Data organization and structure will be planned on functional and institutional levels. Data usage and data sources will be managed through the centralized file server and administering and controlling data quality and standards in support of institutional goals and objectives.

Institutional data will be identified and defined. Standards will be developed for their representation in the database. Controls will be established to assure the completeness and validity of the data, and to manage redundancy.

Databases will be developed based on needs of University processes. Data architectures will be developed to support our institutional processes. These data architectures will drive physical implementation of databases.

Information quality will be actively managed. Explicit criteria for data validity, availability, accessibility, interpretation, and ease of use will be established and promoted. Action programs for data quality improvement will be implemented.

Contingency plans will be developed and implemented. Disaster Recovery/Business Continuity plans and other methods of responding to an emergency or other occurrence of damage to systems containing institutional data, will be developed, implemented, and maintained. These contingency plans shall include, but are not limited to, data backup, disaster recovery, and emergency mode operations procedures. These plans will also address testing of and revision to disaster recovery/business continuity procedures and a criticality analysis.

Access to data will be authorized and managed. User's right of access to institutional data will be granted based on authorization provided by University staff who have been designated by the data steward as authorized signers for that data. Authorization to access institutional data, including sensitive data, will be based on appropriateness to the user's role and the intended use. Access will be consistent with applicable requirements of University policies and federal and state laws and will be granted only to those individuals or systems that have been authorized. Authorization and access will be documented, reviewed, modified, and terminated in accordance with University policies.

Institutional data refers to a data element which satisfies one or more of the following criteria:

i. It is relevant to planning, managing, operating, controlling, or auditing administrative functions of an administrative or academic unit of the University;
ii. It is created, received, maintained, or transmitted as a result of educational, clinical, research or patient care activities;
iii. It is generally referenced or required for use by more than one organizational unit;
iv. It is included in an official University administrative report;
v. It is used to derive an element that meets the criteria above;
vi. It is generated by a University workforce member or agent using any of the above data.

Private/confidential data refers to data whose unauthorized disclosure may have moderate adverse effect on the University's reputation, resources, services, or individuals. This is the default classification category and should be assumed when there is no information indicating that data should be classified as public or sensitive.

Public data refers to data whose disclosure to the general public poses little or no risk to the University's reputation, resources, services, or individuals.

Sensitive data refers to data whose unauthorized disclosure may have serious adverse effect on the University's reputation, resources, services, or individuals. Data protected under federal or state regulations or due to proprietary, ethical, or privacy considerations will typically be classified as sensitive

Workforce member refers to any faculty, staff, student, volunteer, trainee, or other person whose conduct is under the University's direct control, whether or not the University pays them for their services.

22d. Security System & RFID Policy

Policy number	COMP_POLICY_11
Policy name	Security System & RFID Policy
Policy version	Version 2
Standards applicable	CAA Standard 7: Health, Safety and Environment
Policy owner	Computing Department
Date of policy development	15 August 2021
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	VP-IRQA

i. The HUC computing services is well secured with the help of server management, IP cameras (maximum 90 days' backup of all the cameras), and firewalls & anti viruses and is updated on regular intervals. In case students, staff and faculty members lose any valuable items they should first approach to student service department who is handling lost and found cases. The surveillance cameras coverage in such cases will be shown to the student only in presence of SSD representative provided an email request has been sent.

ii. QR code system in place to allow the faculty, staff & students. All faculty, staff & student are required to have QR code or use car's plates for faculty, staff so they can gain access to the university. All the members are required to renew it as and when it is required. For student only 2 RFID Tag will be issued if a student need more than 2 Tag he/she has to pay for it in the Finance Department. The issuing authority of the RFID Tag is Administration & Examination Department.

22e. Replacement Of Server / Storage Hard Disk Drive (HDD)

Policy number	COMP_POLICY_12
Policy name	Replacement Of Server / Storage Hard Disk Drive
Policy version	Version 2
Standards applicable	CAA Standard 7: Health, Safety and Environment
Policy owner	Computing Department
Date of policy development	15 August 2021
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	VP-IRQA

The HDD hardware replacement result in improvement of system distribution and cooling, better processor power, memory and I/O (input/output) speed. HUC HDD policy gets replaced every 3 years from date of installation in the server/storage device in order to keep the upgraded performance.

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Major benefits of replacing HDD on regular basis in the server / storage enhances performance, prevention of bad sector and smooth operation.

22f. Bring Your Own Device (BYOD)

Policy number	COMP_POLICY_14
Policy name	Bring Your Own Device Policy
Policy version	Version 2
Standards applicable	CAA Standard 7: Health, Safety and Environment
Policy owner	Computing Department
Date of policy development	15 August 2021
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	VP-IRQA

The Computing Department provides information technology resources at HUC to the students such as portal services and email services. HUC student can use their personal devices like Laptop, iPad, iPhone, Kindle etc. in the HUC campus as per following guide lines.

i. The HUC will provide assistance to on-campus students connecting personal computers to the HUC campus network.
ii. The HUC will not install operating systems or application software on student systems other than that required to gain access to HUC's networks.
iii. HUC does not take the responsibility of repairing any student-owned equipment, software, or operating system files.
iv. Students are responsible for keeping personal computers virus-free. Students who are knowingly or unknowingly propagating viruses on the HUC network will be disconnected from the network.
v. Student should not use the external storage media such as USB/CD/DVD/Pen Drive etc. on the HUC network without the approval of concerned faculty member, staff or Computing Department.
vi. Student should not use HUC printing resources from their personal devices such Laptop, iPhone, iPad, Blackberry etc. without approval of Computing Department.

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22g. Encryption

Policy number	COMP_POLICY_15
Policy name	Encryption Policy
Policy version	Version 2
Standards applicable	CAA Standard 7: Health, Safety and Environment
Policy owner	Computing Department
Date of policy development	15 August 2021
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	VP-IRQA

The value of the data that requires protection and the system storing the data need to be considered carefully. Physical security refers to being able to control access to the system's storage media. All encryption methods detailed in these guidelines are applicable to desktop and mobile systems.

A defense in depth approach is recommended when evaluating and deploying encryption products. In an ideal situation, full disk and/or boot disk encryption would be combined with file/folder encryption in order to provide two "layers" of encryption to protect data in the event the first layer is compromised. This typically involves a combination of boot/full disk encryption and file/folder encryption.

Commercial operating systems such as Windows and Mac OS provide integrated encryption solutions at no additional cost. HUC recommends the use of integrated encryption solutions in combination with preferred third-party products detailed in the following scenarios.

i. **Boot Disk Encryption**
   Scenario: Mobile systems such as laptops are highly susceptible to theft and frequently contain valuable data. Boot disk encryption requires the key in order to start the operating system and access the storage media. In this scenario the operating system is removed as a vector for attack in the event of physical compromise. Boot disk encryption is typically implemented in conjunction with full disk encryption.

ii. **E-mail Encryption**
   Scenario: E-mail-specific products integrate encryption into the e-mail client, allowing messages and attachments to be sent in an encrypted form transparent to the user. This is most appropriate for departments whose users require frequent and regular encryption of e-mail communications. Most departments can make use of a broader range of file/folder encryption products to encrypt individual files and folders.

iii. **External Devices Encryption**
   Scenario: External devices such as hard drive, DVDs, CDs and USB flash drives can be encrypted in their entirety. Data on these systems can be considered secure without access to the key and encryption software.

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iv. **File Encryption**

Scenario: Individual or multiple files can be encrypted separate from the host operating system. These encrypted archives can be stored in different locations such as network shares, external hard drives or be transmitted securely via e-mail. Product(s): 7-Zip, Disk Images, WinZip, WinSCP, WinZip

v. **Folder Encryption**

Scenario: Folders containing data can be encrypted separate from the host operating system. These encrypted archives can be stored in different locations such as network shares, external hard drives or be transmitted securely via email. Product(s): 7-Zip, Disk Images, WinZip, WinSCP, WinZip

vi. **Full Disk Encryption**

Scenario: Full disk encryption encrypts all data on a system, including files, folders and the operating system. This is most appropriate when the physical security of the system is not assured. Examples include traveling laptops or desktops that are not in a physically secured area.

vii. **Mobile Device Encryption**

Scenario: Mobile devices such as PDAs and smartphones allow users to exchange, transfer and store information from outside of the office. The extreme portability of these devices renders them susceptible to theft or loss. HUC recommends the use of standardized devices such as laptops for storing, transmitting or processing Sensitive Data. Product(s): BlackBerry Content Protection (BlackBerry Content Protection is not available on all BlackBerry devices), iPhone Encryption

viii. **Transport-Level Encryption**

Scenario: Secure transport client/server products provide transport-level encryption to protect data in transit between the sender and recipient in order to ensure delivery without eavesdropping, interception or forgery. This scenario requires the appropriate configuration of a server in order to allow clients to connect in a secure manner.

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22h. Faculty Owned Technology

Policy number	COMP_POLICY_16
Policy name	Faculty Owned Technology Policy
Policy version	Version 2
Standards applicable	CAA Standard 7: Health, Safety and Environment
Policy owner	Computing Department
Date of policy development	15 August 2021
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	VP-IRQA

The Computing Department provides information technology resources at HUC to the faculty such as portal services and email services. HUC faculty can use their personal devices like Laptop, iPad, iPhone, Kindle etc. in the HUC campus as per following guide lines.

i. The HUC will provide assistance to on-campus faculty connecting personal computers to the HUC campus network.
ii. The HUC will not install operating systems or application software on student systems other than that required to gain access to HUC's networks.
iii. HUC does not take the responsibility of repairing any faculty -owned equipment, software, or operating system files.
iv. Faculty are responsible for keeping personal computers virus-free. Faculty who are knowingly or unknowingly propagating viruses on the HUC network will be disconnected from the network.
v. Faculty should not use the external storage media such as USB/CD/DVD/Pen Drive etc. on the HUC network without the approval of concerned faculty member, staff or Computing Department.
vi. Faculty should not use HUC printing resources from their personal devices such Laptop, iPhone, iPad, Blackberry etc. without approval of Computing Department.

22i. IT Stock Procurement

Policy number	COMP_POLICY_17
Policy name	IT Stock Procurement Policy
Policy version	Version 2
Standards applicable	CAA Standard 7: Health, Safety and Environment
Policy owner	Computing Department
Date of policy development	15 August 2021
Review date	25 August 2025
Date of recent modification	25 August 2025
Next review date	15 June 2026
Approved by	VP-IRQA

This policy outlines the procedures that must be in place to achieve these benefits and to ensure the purchase, delivery and installation of IT equipment is coordinated successfully.

i. All IT related hardware and software will be specified by the Head of Computing. Hardware and software cannot be purchased without a completed IT Procurement Authorization Form. This needs to be completed and signed by the user's line manager;
ii. On receipt of the completed form, IT will acknowledge receipt and the form will be processed;
iii. The Head of Computing will decide whether to approve, decline or amend the requirements for the purchase of the equipment;
iv. If equipment is declined or changed, the Head of Computing will provide a brief explanation to the requesting manager for the decision;
v. If the equipment is approved or changed then IT will order the equipment directly with supplies;
vi. Equipment will only be ordered according to IT work load, and the equipment's/users' priority within this work load. Where equipment is authorized and ordered, an installation window will be proposed, however this may change according to IT priorities;
vii. Equipment suppliers are also recommended by the IT Department but may be changed, in agreement with the Head of Computing, by the Supplies Department in favor of a better price or service.;
viii. The IT Department will request that equipment be delivered to the IT Department. Here it can be checked for damage and compliance with the ordered specification before being set up and transported to its final destination.;
ix. The IT Department will be responsible for arranging delivery of the equipment from the IT Department to its intended destination;
x. The IT Department will inform the original requestor of the equipment when the equipment is delivered to the IT Department, and will decide for installation;
xi. The IT Department has a standard set-up procedure for new hardware, software and systems. This procedure ensures the equipment is configured correctly and that all IT security measures are addressed. This includes the setup of passwords, anti-virus software and security marking the equipment;
xii. The IT Department will not install software or hardware unless it has been involved in the specification of both. Hardware and software cannot be installed by staff; a third-party contractor may be given approval by the Head of Computing;

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xiii. Installation of replacement equipment will be given priority over new equipment in order to maintain continuity in the existing service.

Abbreviation	Full Form
UC	University Council
AOB	Any Other Business
BBA	Bachelor of Business Administration
BOT	Board of Trustees
BSIT	Bachelor of Science in Information Technology
BSCS	Bachelor of Science in Computer Science Program
CAA	Commission for Academic Accreditation
CCL	Centre for Continuing Learning
CLO	Course Learning Outcomes
CR	Class Representative
CEC	Community Engagement Committee
DRI	Department of Research and Innovation
DSOB	Dean of School of Business
DSOC	Dean of School of Computing
HOMC	Head of Marketing & Communications
DOI	Digital Object Identifier
DPR	Director - Government And Public Relations
DAEI	Director of Academic Engagement and Impact
VP-IRQA	Vice President-Institutional Research nd Quality Assurance
VP-AO	Vice President- Academic Operations
EHSM	Environment Health and Safety Management
EOSB	End of Service benefit
ERT	External Review Team
GDRFA	General Directorate of Residency and Foreign Affairs
FDP	Faculty Development Program
FES	Faculty Evaluation System
FSSC	Faculty and Staff Search Committee
TED	Talent Empowerment Department
HOGE	Head - General Education
ICT	Interact, Coach, and Transform
IE	Institutional Effectiveness
IRQA	Institutional Research & Quality Assurance
KPI	Key Performance Indicator
LRC	Learning Resource Committee
MENA	The Middle East and North Africa
MOHESR	Ministry of Higher Education and Scientific Research

MOU	Memorandum of Understanding
PSDP	Professional Skills Development Program
RAF	Resource Adequacy Feedback
RSAC	Research and Scholarly Activities Committee
SBJ	Horizon Business Journal
SDP	Staff Development Program
SES	Staff Evaluation System
HEIC	Horizon Innovation and Entrepreneurship Center
SOB	School of Business
SOC	School of Computing
HUC	Horizon University College
TEC	Teaching Effectiveness Committee
TNA	Training Need Analysis
TOC	Transfer of Credit
President	President
WCPR	Withdrawal Cancellation Postponement and Reactivation

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