



جامعة دبي الطبية  
DUBAI MEDICAL UNIVERSITY

# FACULTY HANDBOOK

2025–2026





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## FOUNDER'S MESSAGE

We have the privilege of being the pioneer in medical education in the UAE with the establishment of Dubai Medical University in 1986 & Dubai Pharmacy Colleges in 1993, and as much as we believe it is a privilege, we realize the great responsibility that comes with it.

My happiness at our success in educating girls to become professional health practitioners to serve UAE community is beyond measure. It is my belief that achieving Dubai Medical University vision of providing health education excellency and to advance health and well-being of the community can only be fulfilled effectively if the direction and mission described in these pages have a noticeable impact on our choices and actions every single day. It is essential that our deeds match our Islamic values, aspirations, and the expectations of our community. We are judged by how we act, the sum of these judgments is our reputation, upholding our reputation of integrity, and respect for Islamic values can be maintained only by commitment to Dubai Medical University values from all our students, faculty members & faculty members.



*Late Haj Saeed Bin Ahmed Al Lootah  
The Founder*





## University Overview

Dubai Medical University (DMU) embodies the visionary legacy of the late H.E. Saeed Ahmed Lootah, a trailblazer in UAE education. The inception of Dubai Medical College for Girls in 1986 and Dubai Pharmacy College in 1992 attests to his commitment. Recognizing the importance of interdisciplinary collaboration and a holistic approach to healthcare education, the transformative merger of these established institutions, along with the recent addition of the College of Nursing in 2023, marks a significant milestone—the birth of Dubai Medical University.

This evolution aims to establish a comprehensive healthcare education institution offering a diverse range of programs, from undergraduate to postgraduate degrees, across various healthcare fields. The establishment of DMU not only elevates educational standards but also provides students with a more inclusive and well-rounded learning experience, impacting the healthcare industry in Dubai and the UAE positively.

This preface introduces the exciting journey of quality enhancement undertaken by Dubai Medical University—a journey that reshapes medical, pharmaceutical, and nursing education, envisioning a future where healthcare professionals collaborate seamlessly across disciplines to enhance patient care.

## Board of Trustees

The highest governing body of the institution is the Board of Trustees.

### Members of BoT:

No	Name	Position on the Board	Background
1	H.E Lieutenant General Dhahi Khalfan Tamim	Chairman	Chairman, Deputy Chief of Police and General Security
2	Eng. Yahya Saeed Lootah	Member	CEO SS Lootah Group
3	Eng. Hussain Nasser Lootah	Member	Businessman
4	Mr. Sultan Abdullah Bin Hada AlSwuidai	Member	Chairman, Sharjah Economic Development Department (SEDD)
5	Dr. Mohammed Murad Abdulla	Member	Director of the General Department of Security Conferences and Seminars
6	Dr. Wadia Mohamed Al Sharief	Member	Director, Medical Education and Research Department, Dubai Health Authority
7	Dr. Fatima Sultan AlOlama	Member	Consultant and Head of Child Health section
8	Chancellor	Member	DMU Chancellor
9	Prof. Janusz A J Jankowsk	Member	DMU Vice Chancellor - Academic Affairs & Support Services
10	Dean of DMCG	Member	Ex-Officio Member
11	Dean of DPCG	Member	Ex-Officio Member
12	Dean of CON	Member	Ex-Officio Member



## DMU VISION, MISSION, AND GOALS

### **Vision:**

Empower the next generation of health care leaders.

### **Mission:**

Dubai Medical University DMU is committed to educate and nurture the next generation of competent health care professionals through excellent learning environment, innovative research and compassionate patient care to serve humanity.

### **DMU mandate:**

- To educate and develop highly skilled and compassionate health care professionals who are prepared to meet the needs of patients and the community.
- To conduct innovative research that advances the knowledge and practice of medicine.
- To provide high quality patient care in a safe and compassionate environment.
- To serve the community by providing education, research and clinical services that promote health and wellbeing.

### **DMU Goals:**

**Goal 1:** To enhance student experience and inspire ethical culture and success.

**Goal 2:** To promote academic excellence through innovative learning environment.

**Goal 3:** To be the leading center of excellence in medical research and education.

**Goal 4:** To engage strategic partnership and community outreach.

**Goal 5:** To enhance human capital to develop professional knowledge and skills.

**Goal 6:** To expand health education programs.

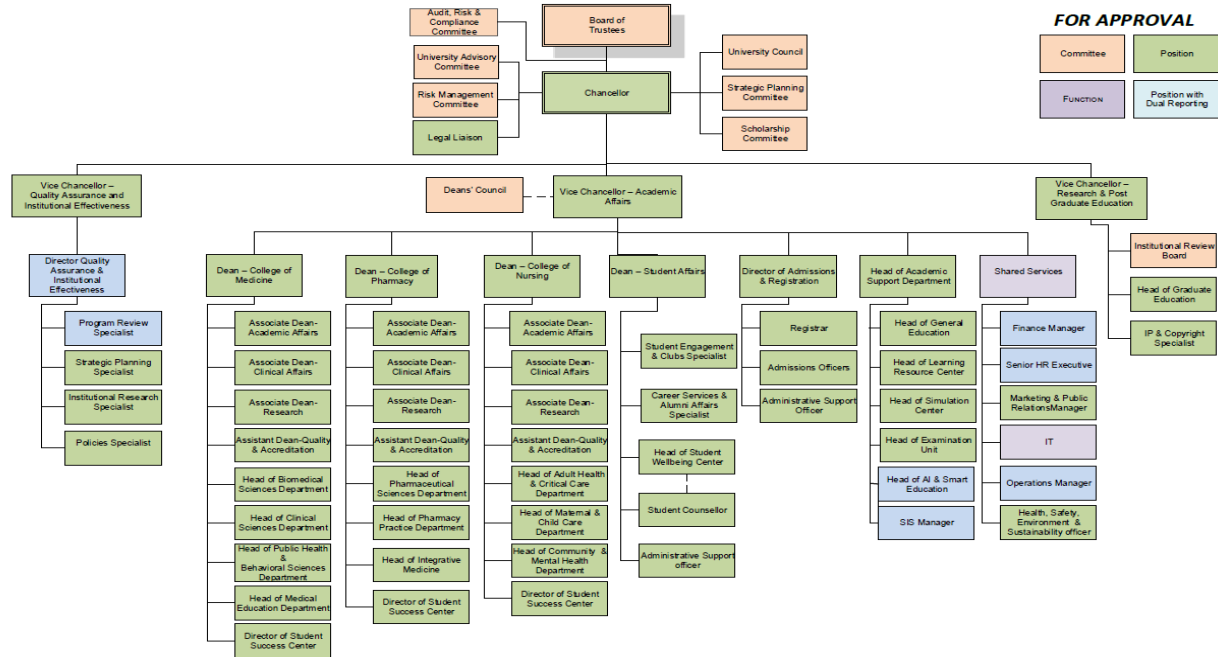




# DMU ORGANIZATION STRUCTURE

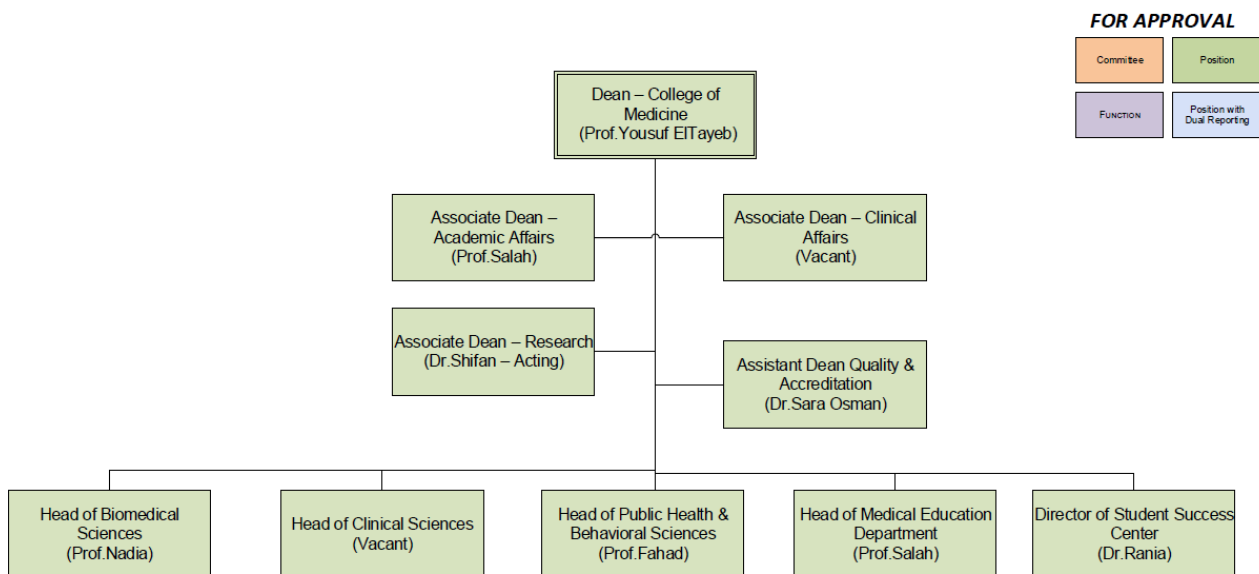
## DMU Organizational Structure

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## College of Medicine Organization Structure

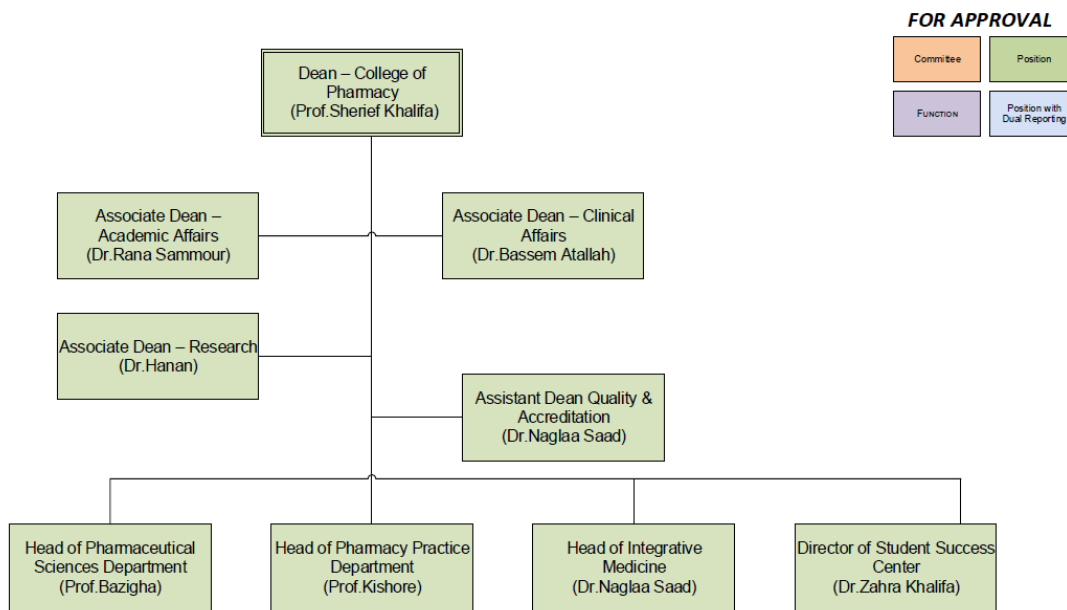
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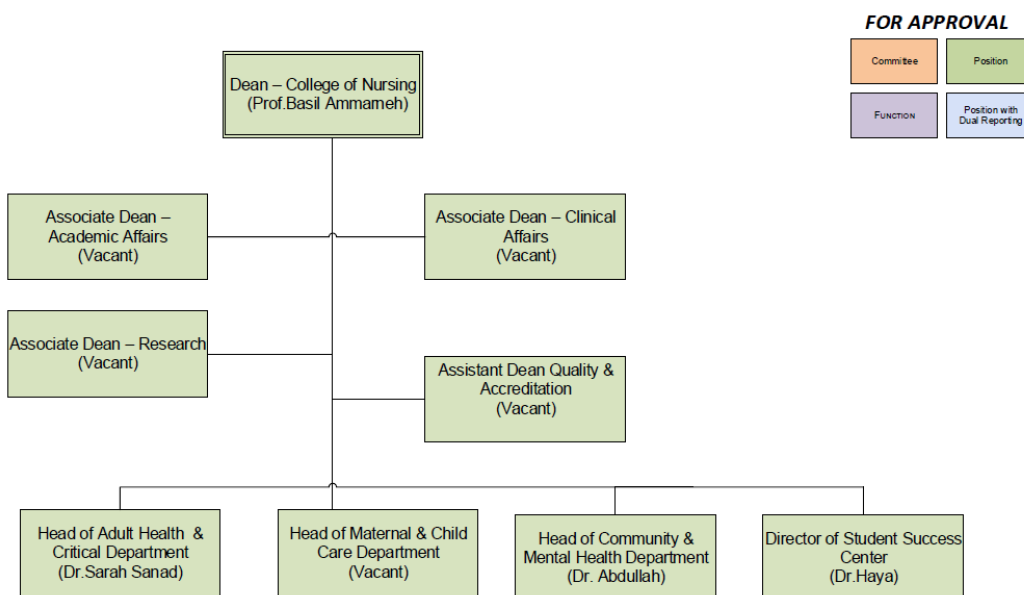
## College of Pharmacy Organization Structure

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## College of Nursing Organization Structure

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	DMU ORGANIZATION CHART	Approved by:		Page Number:	06	





## 1. DMU Boards, Councils and Committees

### 1.1 Board of Trustees (BoT)

The highest governing body of the university is the Board of Trustees.

### 1.2 University Advisory Board

The Dubai Medical University Advisory University board is a critical source of external counsel and advocacy, assisting the Chancellor, Vice Chancellors, and Deans in steering the strategic direction of DMU to ensure its growth and development into a premier medical university in the UAE and beyond.

### 1.3 College Advisory Board

The College Advisory Board has been formed to emphasize the importance of collaboration between professionals and the community in preparing healthcare professionals for the workforce. The board, comprising a multidisciplinary external team, provides critical external counsel and support to enhance the college's status as a leading Healthcare institution in the Middle East and worldwide. The Advisory Board participates in academic development by providing strategic advice to help shape long-term goals and strategies, offering feedback on the program's current direction, and making recommendations for improvement.

### 1.4 Deans' Council

The scope of a Deans' Council involves collaborative decision-making on academic affairs including academic policies, curriculum changes, faculty promotion and strategic planning within colleges.

### 1.5 College Council for each College

A college council typically serves as a governing body within an educational institution, such as a college or university. The specific scope of work for a college council can vary depending on the institution.

### 1.6 Faculty Promotion Committee

The Faculty Promotion Committee ensures a fair, transparent, and rigorous evaluation process for faculty promotion. It reviews faculty members' academic contributions in teaching, research, and service, and makes evidence-based recommendations to academic leadership in accordance with university policies and procedures.

### 1.7 Faculty & Staff Disciplinary Committee:

The Faculty & Staff Disciplinary Committee ensures fair and consistent handling of alleged misconduct involving university employees. It upholds institutional standards of professionalism, ethical conduct, and compliance by reviewing reported violations and recommending appropriate actions in accordance with university policies, employment regulations, and legal requirements.

### 1.8 Quality Assurance and Institutional Effectiveness (QAIE) Committee

The University QAIE Committee provides institutional oversight for quality assurance, accreditation compliance, and continuous improvement across all academic and administrative units. It ensures that the university maintains high standards of educational quality, operational effectiveness, and evidence-based decision-making in alignment with institutional goals, national regulations, and accreditation frameworks.





### 1.9 Institutional Review Board (IRB)

The Institutional Review Board ensures the ethical conduct and quality of all research projects. It provides rigorous review, approval, and ongoing oversight of research activities to safeguard participants, uphold scientific integrity, and ensure compliance with institutional policies, national regulations, and accreditation standards. The IRB also administers the university's required per-semester submissions of research projects to the Ministry of Higher Education and Scientific Research (MOHESR).

### 1.10 Assessment Committee

The College Assessment Committee ensures that all assessment practices within the college are valid, reliable, consistent, and aligned with program learning outcomes and accreditation requirements. It supports continuous improvement in teaching and learning by overseeing the quality and integrity of student assessment.

### 1.11 Curriculum Review Committee

The College Curriculum Review Committee ensures that all academic programs maintain high standards of quality, relevance, and coherence. It oversees curriculum development and review processes to ensure alignment with institutional goals, learning outcomes, accreditation requirements, and evolving professional and industry needs.

### 1.12 Quality Assurance and Program Effectiveness (QAPE) Committee

The College QAPE Committee oversees the quality assurance and continuous enhancement of academic programs. It ensures that programs meet institutional standards, regulatory requirements, and best practices in higher education through systematic evaluation and improvement processes

## 2. Definition of the categories of staff

### 2.1 Chancellor

The Chancellor is the Chief Executive Officer of the university and reports to the University Council. The Chancellor's core responsibility is to implement the policies of the University Council and to ensure that the University's resources are used in ways that most effectively advance the approved mission and strategic plan of the University.

#### Responsibilities

- Set and steward the mission, vision, and long-term strategy.
- Lead the executive team; oversee Vice Chancellors, Deans, and Directors.
- Ensure academic quality and student success; approve degrees and key policies.
- Drive research and innovation; grow external funding and partnerships.
- Ensure compliance, accreditation, and ethical governance.
- Manage finances, people, and assets; ensure efficient, high-quality operations.
- Chair key councils/committees; enable transparent decision-making.
- Monitor institutional performance and risk; report to and advise the Board.
- Build relationships with ministries, regulators, industry, and community; represent the





university.

- Safeguard reputation and culture; ensure leadership continuity; perform other duties as assigned.

## 2.2 Vice Chancellor - Academic Affairs

The Vice Chancellor - Academic Affairs & Support Services is the Chief Academic Officer of the University and provides primary administrative leadership, direction and evaluation for faculty affairs. The Vice Chancellor - Academic Affairs & Support Services work in collaboration with the Deans of the respective colleges.

Together they provide primary administrative leadership, direction, and evaluation for all academic activities of the University

### Responsibilities

- Serve as the university's Chief Academic Officer; lead Deans, Associate Deans, and academic units in delivering high-quality programs.
- Set academic strategy and priorities; carry out policies of the Board of Trustees and Deans Council.
- Oversee curriculum design, review, approval, and enhancement; ensure alignment with accreditation, regulatory, and quality standards.
- Drive student academic success (progression, assessment, degree requirements) and ensure due process in academic matters.
- Lead the faculty lifecycle: recruitment, development, evaluation, and succession; recommend appointments, promotions, compensation, and separations to the Chancellor.
- Plan and manage academic budgets and resources; align facilities and staffing with academic goals; monitor performance metrics.
- Chair/coordinate key academic councils and committees; present academic matters to the University Council; ensure transparent decision-making.
- Serve as the official channel between the Chancellor and Deans/Heads; keep the Chancellor fully informed and submit required reports (including an annual academic report).
- Ensure robust academic governance (policy lifecycle, program approvals, periodic program review); maintain compliance and risk oversight for academic affairs.
- Collaborate with the Vice Chancellor – Research & Postgraduate Education on postgraduate/ research matters; serve on IRB/ethics bodies as assigned.
- Represent Academic Affairs to ministries, regulators, accrediting bodies, industry, and community partners; uphold institutional reputation. Perform other duties as assigned by the Chancellor.

## 2.3 Vice Chancellor - Quality Assurance and Institutional Effectiveness

Quality Assurance and Institutional Effectiveness (QA & IE) is an integral part of Dubai Medical





University's quest for continuous improvement of the program, processes and administrative functions. The objective of this Office is to emphasize the results of education and to focus on the extent to which the institution uses assessment information to reevaluate goals, to make essential improvements, and to plan for the future.

### Responsibilities

- 
- Lead the university's quality assurance and institutional effectiveness strategy; set annual QA/IE plans and priorities.
- Oversee institutional and program accreditation/re-accreditation; ensure ongoing compliance with national and international standards.
- Chair the University QA & Program Enhancement Committee, coordinate with college QA committees.
- Provide accreditation enablement: design SSR/self-study templates and evidence maps; manage timelines; conduct pre-submission reviews and mock/site-visit readiness.
- Own the policy lifecycle: review and update existing policies; develop new policies and a "policy for policies"; monitor implementation and compliance.
- Direct the QA & IE Directorate (institutional research, assessment, data governance): define required data and tools, ensure data quality, analysis, dashboards, and timely reporting.
- Drive outcomes assessment and periodic program review; support colleges with improvement plans and follow-through.
- Produce the annual University Quality Assurance & Enhancement Report and other statutory quality reports.
- Enable evidence-based strategic and operational planning through KPIs, benchmarking, and risk monitoring; advise the Chancellor with actionable insights.
- Build a culture of continuous improvement via training, internal audits, feedback loops, and good practice sharing.
- Coordinate quality and accreditation across main and branch campuses to ensure alignment of standards, evidence, and reporting.
- Support the Chancellor's international engagements; liaise with ministries, regulators, and external quality agencies to extend the university's global footprint.
- Perform other duties as assigned by the Chancellor.

### 2.4 Vice Chancellor - Research & Graduate Education:

These include functions related to promoting research and its operational functions. On the other hand, the Research Committee reporting to the DMU Faculty Board will be responsible for strategic directions, monitoring of research applications and productivity, and continuous improvement. In addition, the structure will host the Office of Graduate studies.

### Responsibilities





- Set and deliver the university's research and postgraduate strategy aligned to mission and priorities.
- Oversee postgraduate education policies and regulations; approve new PG programs and periodic reviews; ensure accreditation and quality standards.
- Chair/coordinate Graduate Council and research governance (IRB/ethics, biosafety); ensure compliance with national/international requirements and research integrity.
- Establish PG admissions standards, selection processes, and enrollment targets in coordination with Academic Affairs.
- Define supervision frameworks (supervisor appointment/training, workload, codes of practice) and support high-quality mentoring.
- Monitor PG progression and milestones; oversee thesis/dissertation examination and viva processes; drive timely completion and success rates.
- Build research capacity and infrastructure (core labs, data services); prioritize investments and shared facilities.
- Secure external funding through grants, partnerships, and consortia; mentor teams on proposal development; oversee grants administration.
- Advance knowledge transfer, IP and commercialization; manage MOUs/agreements with external partners and funders.
- Support faculty and student development (methods, integrity, professional skills); promote an inclusive, high-performance research culture.
- Track and report KPIs (funding, publications/impact, PG outcomes and employability) to the Chancellor; recommend improvements based on evidence.
- Represent the university to ministries, regulators, industry, and international partners; raise institutional profile.
- Manage people, budgets, and resources across research and PG portfolios; ensure efficient, compliant operations.
- Perform other duties as assigned by the Chancellor.

## 2.5 Dean of the College

The college shall have a Dean appointed by a decision of the Chairman, Board of Trustees. The Dean is the CEO of the respective Colleges.

### Responsibilities

- Set and deliver the College's mission, vision, strategy, and annual KPIs aligned with the University plan.
- Lead the full academic portfolio (UG/PG): program design/approval, delivery, assessment, and periodic review.
- Ensure compliance with MOHESR (CAA and NQC, etc.) and relevant international





accreditors; oversee self-studies, evidence, and site visits.

- Drive teaching quality, academic integrity, and student success (admissions input, advising, progression, retention, graduation, employability).
- Manage budgets, people, and facilities (labs/clinics/resources) for efficient, high-quality operations.
- Recruit, develop, and evaluate faculty and staff; set workloads; oversee promotion, recognition, and succession planning.
- Advance research and innovation: set priorities, support grants and publications, ensure ethics/IRB and data protection compliance, and strengthen postgraduate research.
- For clinical/practice programs (where applicable): secure and manage affiliations/placements; ensure supervision, competency attainment, and learner safety.
- Chair College councils/committees; ensure transparent, evidence-based decisions and timely follow-up on actions.
- Partner with QA/IE on outcomes assessment and “closing the loop”; maintain accurate data, dashboards, and reports.
- Build external partnerships with ministries, regulators, professional bodies, healthcare/industries, and international collaborators; engage alumni and advisory boards.
- Oversee risk and compliance (health & safety, research integrity, data privacy); maintain up-to-date policies/SOPs.
- Representing the College in marketing, outreach, and reputation-building activities contributes to rankings and accreditation reputation.
- Mentor Associate Deans, Heads of Department, Program Directors, and emerging leaders; ensure leadership continuity.
- Provide periodic performance reports and recommendations to the Vice Chancellor – Academic Affairs, and perform other duties as assigned.

## 2.6 Head of Academic Support Department

Academic Support Department will provide administrative leadership for ongoing curriculum development, program delivery and program evaluation on par with international standards from the first year of study to graduation.

### Responsibilities

- Oversee planning, delivery, and continuous improvement of academic support services across all managed units.
- Supervise unit heads and align objectives, KPIs, and workflows with the University’s academic goals.
- Manage departmental budgets, staffing plans, workload distribution, and resource allocation.
- Develop, implement, and periodically review policies, SOPs, and service standards for





efficient support delivery.

- Ensure compliance with national and international accreditation and quality requirements, coordinate evidence and audits.
- Lead assessment operations (examination timetables, invigilation, results processing) and uphold academic integrity.
- Govern digital platforms (SIS): data quality, user access, training, reporting, and business continuity.
- Strengthen learning resources and simulation-based education through faculty development and service innovation.
- Drive cross-university coordination with Colleges, Admissions & Registration, QA & IE, Student Affairs, and Shared Services (IT/Operations).
- Monitor performance dashboards, analyze risks, and implement corrective and preventive actions.

### Units reporting to Academic Support Department

- **General Education Unit**  
This unit will be responsible to ensure that all general education requirements of all programs and courses are in alignment with CAA standards.
- **Library**  
This unit will ensure provision and update the learning resources (electronic and text) to support all the academic programs.
- **Simulation Center**  
This unit will support all programs by providing the required services and training to cater to the needs of the students.
- **Central Laboratories Unit**  
This unit will plan, oversee, coordinate, all university centralized laboratory's needs, requirements, and development to support the learning and research delivery.
- **Internship/Clerkship/PPE Unit**  
This unit will develop, plan, deploy and evaluate university internship/clerkship/PPE for the students in different colleges.
- **Assessment Unit**  
Assessment unit handles the process of measuring and evaluating the learning outcomes of a unit or course of instruction or a program.
- **AI & Smart Education Unit**  
This unit will plan, oversee, initiate, and enhance the learning process outcomes through different technology resources allocation based on the college's needs and requirements.

### 2.7 Dean – Student Affairs

#### Responsibilities

- Set Student Affairs strategy, KPIs, and annual plan; align with mission, CAA/professional standards, and UAE cultural values.





- Own Student Affairs policies (conduct, wellbeing, clubs, events, residence/transport touchpoints, publications) and schedule cyclical reviews.
- Represent student interests on executive/academic bodies; embed student voice and due process in decisions.
- Charter/oversee the Student Union and clubs; manage elections, leader training, inclusivity, activity risk, and major student events.
- Deliver career education, coaching, internships/placements, employer engagement, fairs; maintain alumni engagement, mentoring, and outcomes tracking.
- Ensure timely counselling access, case management, crisis response, and health-promotion/prevention programs.
- Set service standards/SLAs, workflows, and calendars; maintain student-facing content (portal/web) for all services.
- Coordinate orientation, advising/study-skills signposting, early-alert/case conferences to support retention and success.
- Align onboarding, enrolment transitions, eligibility checks for milestones (e.g., graduation communications).
- Coordinate student-facing services and event logistics as needed.
- Secure safe transport and residence touchpoints, technology for bookings/case records, budgets/procurement, and HSE compliance.
- Maintain the Student Handbook; administer rights/responsibilities, grievances, appeals, and academic/behavioral integrity with transparent procedures and education.
- Ensure equitable access to services for students of determination, and other at-risk groups; monitor accommodation and outcomes.
- Evidence compliance with internal regulations and external standards (CAA/professional bodies); close audit gaps; contribute Student Affairs inputs to self-studies, program reviews, risk registers, and site-visit readiness.
- Govern data for KPIs, utilization, satisfaction, incidents; publish dashboards and “you said—we did” actions; redesign services based on feedback and outcomes.
- Champion systems for bookings, counselling/advising records, case management, co-curricular transcripts, events and engagement analytics; ensure data security and access controls.
- Lead student risk/wellbeing reviews; ensure safeguarding training for staff/student leaders; oversee event/activity risk assessments; coordinate emergency protocols and post-incident follow-up.
- Structure the Deanship; recruit, mentor, and appraise Student Affairs staff; manage budgets, contracts, and vendor SLAs; commission and monitor outsourced student-facing services.
- Oversee student-facing planning and communications for graduation and recognition events in coordination with Registrar and relevant units.





### Units reporting to SAD.

- Scholarship Committee
- Student Disciplinary Committee
- Student Counseling Unit
- Admission & Registration Unit
- Career Guidance Unit
- Community Engagement Unit
- Student Happiness & Support Services
- Alumni Affairs Unit

### 2.8 Department Heads

#### Responsibilities

- Lead departmental strategy, operations, and annual KPIs aligned with College/University plans.
- Own curriculum and assessment: design, mapping (CLO/PLO), periodic review, and integration across programs; ensure compliance with (MOHESR (CAA, NQC, etc)) and relevant professional standards.
- Ensure high-quality teaching and academic integrity; plan timetables, allocate faculty workload, and approve syllabi.
- Manage faculty lifecycle: recruit/credential (incl. clinical/preceptor staff where applicable), mentor, evaluate, and support professional development.
- Monitor student success (progression, remediation, completion); oversee advising, appeals, and academic standing per policy.
- Direct labs/skills/simulation facilities and, where applicable, clinical/experiential training: secure and manage affiliations/placements; evaluate sites and preceptors; enforce safety and readiness requirements.
- Lead assessment quality (e.g., OSCEs, workplace-based tools, exam blueprinting, moderation, results analysis) and implement “close-the-loop” improvements.
- Advance research and scholarship: support grants/publications, foster student/faculty projects, and promote interdisciplinary/community-engaged work.
- Coordinate QA & accreditation: prepare self-studies, maintain evidence repositories and dashboards, host reviews/site visits, and track actions to closure.
- Manage budgets, people, space, equipment, and inventories; maintain HSE compliance and risk registers.
- Build partnerships with hospitals, clinics, pharmacies, community/mental-health facilities, government, and industry; engage alumni and advisory boards.
- Collaborate with Academic Affairs, Clinical Affairs, QA & IE, Registrar, and Student Affairs to ensure smooth delivery and reporting.
- Provide periodic KPI/performance reports and recommendations to the Dean; implement agreed action plans.





- Uphold policies/SOPs and promote a collegial, inclusive culture.
- Perform other duties as assigned by the Dean.

### 3. Accreditation

#### 3.1 National Accreditation

The University is fully licensed, and all its programs are accredited by the Commission for Academic Accreditation (CAA) of the Ministry of Education in the United Arab Emirates.

1. MBBCh (Old) and MD (New – Batch 37), GMD, BBMS, MHPE, and PG Diploma HPE – Dubai Medical College
2. B. Pharm, PharmD, PG PharmD, MDD, PG Diploma DD, MPharm – Dubai Pharmacy College
3. BSc Nursing – College of Nursing

#### 3.2 International Accreditation

The University aims to obtain accreditation and recognition for its programs from international accreditation and recognition.

#### 3.3 ACPE Accreditation

The following programs offered by the Dubai Medical University are accredited by the Accreditation Council for Pharmacy Education (ACPE) B. Pharm – Dubai Pharmacy College for Girls.

### 4. Faculty Employment

#### 4.1 Faculty Recruitments Process

A “Manpower Request Form” needs to be completed, along with an updated Job Description and a complete specification of the required personnel with details such as qualifications and experience.

#### 4.2 Terms of Contract

##### 4.2.1 Recruitment

Dubai Medical University is committed to adopting fair and consistent methods for recruitment and selection to choose the most appropriate candidates who satisfy the job requirements. The recruitment of faculty members is based on the approved DMU hiring plan. The hiring department will collaborate with the Human Resources department to determine the appropriate action to attract qualified candidates.

The Human Resources Department shall be responsible for advertising vacant positions through various appropriate recruitment channels and sources or, where applicable, use accepted Head-Hunting techniques to identify potential candidates. The Human Resources Department shall be responsible for short-listing and recommending candidates to the Dean. The Dean shall review the short-list and develop a list of candidates to be interviewed by the Appointment & Promotion Committee, Appointment & Promotion Committee consists of the Dean, ASD, and Department Chair or faculty members from the department.

The Human Resources Department shall prepare the limited employment contracts for 2 years and send it to the successful candidate.





The Human Resources Department shall further be responsible for a background and reference check for the candidates that will include professional and character references. These processes will be concluded before the offer letter is extended to the candidate.

#### **4.2.2 Sources of Recruitment**

DMU undertake two approaches for filling its vacant jobs: filling job vacancy internally by promoting suitable faculty members to the vacant post and through inter-business transfer or through external sources of recruitment by advertising job vacancies in different recruitment platforms.

#### **4.2.3 Shortlisting**

Job applications are initially screened by the Human Resource Department against the specified job requirements and qualifications in the job description. The Human Resources Department shall submit short-list candidates to the Chair/Head of the hiring department to shortlist for job interviews.

#### **4.2.4 Interviews**

The Human Resource Department is responsible for contacting the shortlisted candidates and arranging and coordinating interviews with the Appointment & Promotion Committee.

#### **4.2.5 Offers of Employment**

Human Resources Department shall prepare employment offers and send them to the successful candidates. Professional and character references should be obtained before issuing the employment contract.

#### **4.2.6 Employment**

The Human Resources Department is responsible for preparing employment contracts. The contract shall specify the duration of the contract, job title, the nationality of the faculty member, salary and benefit package details, and other terms and conditions.

#### **4.2.7 Renewal of Employment Contract**

DMU employment contract shall be signed by both the parties. All DMU full time faculty members are appointed with limited contract as per the UAE law with a probation period of maximum 6 months. The signed contract has legal obligations.

#### **4.2.8 Appointment of Staff**

Appointment of Staff is determined based on education, experience, skills, character, and position requirements. The nationality composition of the Dubai Medical University must also be considered as per the guidelines of the Ministry of Human Resources and Emiratization.

The DMU is, however, committed to being an equal opportunity institution that will not distinguish between race, religion or gender when it formulates an offer to a candidate.

#### **4.2.9 Appointment of Academic positions & faculty members**

Procedures governing the appointment of Faculty members and Adjunct Faculty members are explained in the Policy & Procedure Manual, chapter D 1.

#### **4.2.10 Special Appointments for Academic Administrators**





All University-level academic administrators shall receive regular academic appointments to the faculty in the appropriate college and at the rank appropriate to their credentials upon receiving an administrative appointment in accordance with the DMU faculty appointment and ranking guidelines. The faculty appointment survives the term of the administrative appointment and academic administrators may choose to take up faculty roles at the expiration of their administrative terms.

Faculty positions are reserved for all academic administrative appointments upon their employment in the appropriate college and are preserved until such time as the academic administrator elects to take up his or her faculty role while surrendering the administrative function.

As above academic appointments will be made in writing at the point each academic administrator joins DMU simultaneously with the academic administrative appointment.

#### **4.2.11 Emeritus Policy**

When an individual continues his service to the university holding the rank of professor, he or she may be eligible for consideration for the title “Emeritus Professor.” In addition to having served at DMU for a minimum of 30 years, faculty must have shown excellence in teaching, research, or administration, produced scholarly publication(s) and research, and offered a service of distinction to the University, the community, and professional discipline. Appointments as Emeritus Professors must be endorsed and approved by the chancellor.

**Please refer to the below link for Policy and Procedure Manual: D.1 Faculty and Staff Recruitment & Salary Scale ([Link](#))**

#### **4.3 Appointment of Faculty Members for PG Programs:**

The appointment of a faculty member for Postgraduate programs at Dubai Medical University requires highly-skilled in their field. The appointment shall be made through the recommendations of the Program coordinators and the Dean, to Vice Chancellor - Academic Affairs & Support Services. Adjunct Faculty members who hold a terminal degree in the discipline from a recognized institution of higher education. The appointments in the academic ranks are related to the qualifications and experience of the individual.

#### **4.4 Appointments of University Administrator**

Appointments are made by the Board of Trustees and the chairman's approval; the terms and conditions of employment will be specified in the employment contract.

#### **4.5 Types of Employment**

##### **4.5.1 Full-time Regular Employment:**

covers the employment of full-time faculty members who are hired to work for 48 hours a week on a daily basis.

##### **4.5.2 Part-time Employment:**

covers the employment of faculty members who are hired to work on an hourly basis for a specific period of time, this type of employment covers the appointment of part-time faculty and Adjunct Clinical Faculty members.





#### 4.5.3 Temporary Employment:

covers faculty members hired by Dubai Medical University to work for the duration of specific projects or assignments. Temporary assignments generally do not extend beyond a six-month period. Temporary faculty members are paid on a salary basis or on an hourly basis.

#### 4.6 Preparation of On-Boarding

The Human Resources Department will coordinate the following:

- Visa, flight tickets to mobilize and temporary accommodation, where applicable for new candidates.
- IT equipment and the allocation of an office, or shared workstation. Similarly, the Human Resources Department will arrange associated furniture for the faculty member, in cooperation with the Facility Manager.
- Arrange for company-provided transport or company-provided accommodation prior to the on-boarding of the new staff.

##### 4.6.1 Faculty Orientation

All new faculty members joining Dubai Medical University shall receive an orientation within the two weeks of their employment. They will be introduced to the Dubai Medical University through an initial briefing conducted by the Human Resources Department regarding DMU HR policies and procedures, including attendance policy, leave policy, medical policy, payment methods, and accommodation plans depending on the contract terms.

The Human Resources Department is responsible for arranging an escort to the work location and introducing the new faculty member to the Vice Chancellor - Academic Affairs & Support Services, Dean, Department Chair, faculty members, and professional staff. The Human Resources Department shall arrange a brief tour of the campus. Usually, the university will conduct public orientation gathering for all new faculty members and existing faculty members.

##### 4.6.2 Orientation Program Schedule

The Human Resources Department is responsible for conducting the orientation program in a period not exceeding 14 days from the date of employment, to be recorded in the orientation records.

#### 4.7 Orientation Program

- **HR Orientation:** Information will be given on the overall DMU policies and procedures, including Leave policy; attendance policy; grievance policy; overtime policy, performance management system and others. Faculty members will receive a soft copy of DMU procedure manuals & faculty/staff handbook, the Code of conduct, and disciplinary and grievance procedures will be explained.
- **Dubai Medical University Overview Orientation:** Brief description of DMU, vision, mission, and values and outline of the management structure.
- QA & IE & LMS orientation
- Health & Safety awareness orientation

#### 4.8 Probationary Period





Upon the appointment, the new faculty members' contract shall be subject to six months' probationary period from the date of joining. Their services may be terminated during the probationary period, as per the stipulations of the Federal Decree - Law 33 of 2021 (The UAE Labor Law).

#### 4.9 Nepotism Policy

DMU policies for recruitment, promotion and termination of faculty members are based on qualifications for the position, competencies, and performance capabilities. DMU attempts to avoid favoritism or the appearance of favoritism and conflicts of interest in employment decisions.

#### 4.10 Employment of Immediate Relatives

DMU does not permit the employment of relatives of faculty members. As an exception it could be considered where the relative:

- Is uniquely qualified and the recruitment of a similar faculty member would be either very expensive or difficult to source.
- Where the relatives do not report directly or indirectly to the faculty member.
- In such an employment the relationship with the faculty member needs to be declared and the final decision needs to be made by the Dean's Council.
- DMU has the right to take necessary action if there is evidence of non-compliance with this policy.

Direct family members or relatives should be disclosed to the Human Resources Department, the Dean and the Appointments and Promotions Committee of respective University for the sake of transparency.

#### 4.11 Outside Employment

DMU faculty members are permitted to engage in outside employment subject to the following restrictions:

- Faculty members are required to disclose outside work and the nature of the jobs to the Dean and obtain pre-approval to perform outside work.
- DMU requires that faculty members' activities and conduct away from the job must not compete, conflict with, or compromise its interests, or adversely affect job performance and the ability to fulfill all responsibilities to the DMU.
- Faculty members are cautioned to carefully consider the demands that additional work activity will create before accepting outside employment.
- Approval to engage in assignments or work outside the DMU or work for third parties must be obtained by the Dean of the DMU prior to engaging with Third Parties.
- The requirements set out in Federal Law 33 of 2021 must at all times adhered to.

#### 4.12 5.15 Personnel & Hiring Records Policy

All recruitment records and specifically all information related to salaries and benefits will be kept and maintained confidentially by the Human Resources Department. The Human Resources





Department shall create personal file each faculty member within DMU, as per appointment checklist (See Forms) to be kept in a secure location with limited Access.

Each new faculty member will have access to review his\her personal file in SIS system and correct erroneous information. Each new faculty member shall be issued with an Faculty member Identification Number (staff ID) prepared and issued by the Human Resources Department at the time of the faculty member's hiring

#### **4.13 Faculty Workload**

The academic, co-curricular, and governance responsibilities are assumed by faculty members during an academic term. A faculty member's "workload" is composed of the number of courses the individual teaches each year, as well as: the number of his/her Units assignments, the number of his/her student advisees, the number of project/thesis he/she supervises, and the number of ad hoc/ special Committees he/she serves on.

The academic workload shall be assigned at the department and college level, subject to the approval of the Dean/s by the ASD.

Each spring, the department Chair, in consultation with faculty or appropriate department committees, will draw up plans for teaching assignments and reassignments for the following year. Teaching workload adjustments require the approval of the ASD and Dean, who certifies that the requested teaching workload adjustment conforms to the requirements of the University Workload Policy.

Departmental plans for modifying class sizes, frequency of offerings, or curriculum to use faculty resources more effectively must be submitted to the ASD for review.

Faculty and chairs should maintain annual workload descriptions in DMU Workload Forms, recording each year's teaching assignments, equivalencies, and reassignments.

Faculty Workload Forms may be completed for a single semester or for an academic year.

#### **4.14 Full-time Faculty Members Workload**

Full-time faculty members' workload consists of fulfilling the primary duties of a member of his/her faculty. The normal teaching workload for full-time faculty shall be a maximum workload equivalent of 12 credit hours per semester of teaching in organized undergraduate classes each semester.

#### **4.15 Workload**

Policy statement to govern faculty teaching assignments.

- 30 credit hours for NON-TERMINAL DEGREE HOLDERS teaching undergraduate Diploma, Certificate, associate degree, and Baccalaureate programs for an academic year.
- 24 credit hours – for TERMINAL DEGREE HOLDERS teaching undergraduate programs for an academic year.
- 18 credit hours - for faculty teaching ONLY GRADUATE PROGRAMMES and pro-rata for faculty teaching a combination of undergraduate and graduate courses for an academic year.
- 6 credit hours or equivalent for per semester - for PART-TIME faculty
- 3 credit hours per faculty, per academic year - for TEACHING OVERLOADS, which are to be used





only in special circumstances, and faculty must be compensated for the overload.

- Summer programs must be accounted for differently.
- Clinical training, studio, laboratory, graduation projects and internship assignments are accounted for separately.

#### **4.15.1 The primary duties of a member of the full-time faculty are:**

Workload assignments include the entire range of a faculty member's responsibilities based on CAA Standards:

- Instruction, advising, project supervision, internship supervision, independent study, committee work, thesis/dissertation supervision, guidance of student organizations, research, service, and curriculum development.
- Assignments take into account the number of course preparations, the level of courses taught, student enrolments, subject matter, support from clerical and other staff or teaching assistants, and administrative responsibilities.

#### **4.15.2 Release Time:**

Policy that governs the minimum release time for the following workload assignments:

- 3 credit hours per semester for program coordinators and department chairs
- 6 credit hours per semester for deans
- release time as per policies for research and major administrative assignments

#### **4.15.3 Part-time faculty members workload**

The normal teaching workload for part-time faculty shall be a maximum workload equivalent of 6 credit hours per semester of teaching in organized undergraduate classes each semester.

The primary duties of a member of the part time faculty are:

- Teaching Hours: Teach in the classroom, laboratory, preparation, tutorial, seminar, or clinical setting.
- Teach in the classroom: These are the periods that a faculty member spends in classrooms to deliver theoretical lectures, or the hours that are spent in labs or the autopsy room to implement the practical part of the teaching program. A laboratory is given one hour of workload credit for every two-contact hour in the laboratory.
- Faculty are requested to assign two hours for scholarly activities per week.
- Administration: Perform curricular tasks auxiliary to teaching and research, e.g., serving on faculty committees, attending administrative and disciplinary tasks, and fostering intellectual curiosity and integrity in the student body.
- Community Service: is the use of professional expertise to benefit the community.

#### **4.16 Adjunct Clinical Faculty / Preceptors**

All adjunct clinical faculty members are employed by the external providers.





#### 4.17 Workload Equivalencies

Faculty who qualifies may be allocated credit load in accordance with the policy and process provided by CAA Standards and HEI framework. To equate between the undergraduate and graduate courses, all credit bearing postgraduate courses should be multiplied by the factor of 1.33 as per CAA standards.

#### 4.18 Teaching and advising activities

- **Classroom Instruction:**

Undergraduate courses taught in a lecture, seminar, discussion/recitation, and workshop, have a course designation value of 1 credit workload (15 hours of class instruction per semester equals one credit or one workload unit).

Graduate courses taught in a lecture, seminar, discussion/recitation, and workshop, have a course designation value of 1.33 (15 hours of class instruction per semester equals 1 credit or 1.33 workload units).

Thus, 4 faculty workload units of credit in undergraduate course will be given for a typical 3-credit graduate level course that enrolls graduate students and requires graduate level preparation and instructional techniques. In case of the shared instruction, workload allocation should be distributed on a pro-rata basis.

- **Laboratory/case studies/problem-based learning (PBL) Instruction/tutoring**

Two contact hours of undergraduate laboratories should receive a workload value of 1.0 workload unit.

Two Contact hours of postgraduate laboratory should receive a workload value of 1.0 workload unit. In the case of shared instruction, workload allocation should be distributed on a pro-rata basis according to the contribution and efforts of each faculty member or between course instructors and course assistants.

- **Research Project Supervision**

Research, scholarship, and creative activity are fundamental components of faculty expectations and workload. Graduate Research Project, Thesis, are multifaceted activities involving mentoring and guidance for research, scholarly, or creative projects. For a credit bearing graduate thesis supervision, the faculty member shall receive accrue student credit hours of independent studies and thesis advising. Faculty load shall be reduced by  $1 \times 1.33 = 1.33$  for supervising one post graduate thesis.

In circumstances where more than one person is supervising the thesis, the workload allocation should be distributed on a pro-rata basis according to the contribution of each supervisor, normally in the following distribution (principal [75%], co- [25%] or joint [50%] supervisor).

- **Academic Advising**





Academic advising is considered part of instruction. Advisees may be assigned to any faculty member, but not every faculty member is expected to have advisees. The academic advising assignment will be clarified in the workload form.

Normally, 30 undergraduate advisees equal 1 workload unit per semester based on the assumption that an adviser spends roughly an average of 1.5 hours per advisee per semester.

For graduate students, 10-15 student advisees equal 1 workload unit per semester based on the assumption that an advisor spends roughly 4.5 hours per advisee per semester. Workload credit for thesis, dissertation, creative work mentoring, and guidance will be given in the research, scholarship, and creative activity section of the workload document. Workload credit for thesis, dissertation, mentoring and guidance will be given in the research project supervision section of the workload document and not to be duplicated here.

#### 4.19 Other Equivalencies (Release Time)

- **Administrative Services**

Workload credit may be granted for a faculty member who is Chair of a department or Head of a comparable administrative unit up to a maximum of six semester hours of workload credit per semester. Faculty shall choose to serve on, or be assigned to, standing committees at the beginning of each academic year. Subcommittees, ad hoc committees and process improvement teams may be constituted during the year as the need arises. Time commitment differs dramatically with the task before a committee, thus there is no specified minimum or maximum committee assignment. Faculty with particularly heavy committee loads may receive a proportionate reduction in workload in another area.

- **Research & other scholastic activities**

Faculty members will be provided with the opportunity to request and ordinarily assign up to two workload credits for research or creative activity each semester. Approval of such requests is contingent upon continued evidence of research or creative productivity. Such requests shall be submitted to the Dean and will be subject to approval by the Dean. Supervision of graduate theses or dissertations is a part of teaching assignments and should not be duplicated for research equivalencies. Appropriate release time will be given for faculty members to attend conferences and seminars related to their field.

- **Course Development**

At the recommendation of the department Head and upon approval of the Dean, a one to three semester credit hours of workload credit may be granted to a faculty member involved in the creation of a new course, new course format, or new course materials.

- **Service Equivalencies**

A reasonable amount of community service is a normal expectation of all members in instructional units. To qualify for consideration as part of the scheduled workload, such activities must be specifically assigned and scheduled by the Dean of the College, must be directly related to the





mission of the department and College, and must be sufficiently extensive that they can be evaluated as equivalent to an instructional assignment. As a general workload equivalency, a service assignment requiring 50 hours of work during a semester is equivalent to one (1) workload hour. The above guidelines apply to service assignments which are part of the faculty member's "normal" assignment supported by the budgetary resources of the University.

<b>Workload Allocation Model</b>		
<b>Direct Instructional Activities</b>	<b>No of Students</b>	<b>Weight</b>
Didactic Lecture (undergraduate)	80-85	1
Problem Based Learning	8-15 in groups	1*No of groups
Student Presentations/seminars	40-45 in groups	1*No of groups
Practical/Lab	40-45 in groups	1*No of groups
Didactic Lecture (Graduate)	< 30	1*1.33
Graduate thesis supervision	One PG student	1*1.33 for supervising ten student credit hours
Undergraduate advisees	30-40	1
Graduate advisees	10-15	1
<b>Research Activities</b>		
Faculty engaged in research, including scholarship and creative work	Not > 2 workload credit per semester	
<b>Administrative/ Service Activities (Per semester)</b>		
Dean	6 hours of workload credit	
Associate Deans / Department Chairs / Phase Coordinators	3 hours of workload credit	
Head or member of major unit/office/committee	1 hour of workload credit	

#### 4.20 Work Hours

Faculty members are expected to work 8 hours per day and a maximum of 48 hours per week. Duty hours shall be reduced by two hours a day during the month of Ramadan. The time spent by the faculty member travelling between the place of work and home shall not be reckoned as a duty.

#### 4.21 Faculty Overload

DMU strictly follows the maximum workload requirement as stated above based on the CAA standards. Faculty members who are working on the weekends or public holidays will be allowed to take compensatory leave subject to approval by their respective department heads and the Dean. Overtime payments will be paid in cases where compensatory leave is not practical and will be awarded upon the sole discretion of the Dean / Vice Chancellor - Academic Affairs & Support Services.





## 4.22 Compliance

- At the departmental level, the department Chair shall be responsible for academic workload assignments for all individuals holding academic appointments in their respective departments/programs. The department Head shall approve these assignments, certify compliance with teaching workload policies and report to the Dean of the College.
- The Dean is responsible for instructional and other teaching workload assignments. The Dean shall approve these assignments; certify compliance with academic workload policies.

# 5 Faculty Job Description

## 5.1. Academic Ranks

### 5.1.1. Professor

Reports To: Head of Department

Qualifications & Experience

- PhD or equivalent in a relevant discipline
- For clinical faculty: valid Consultant License
- Minimum 10 years of academic experience, including 5 years as Associate Professor
- Distinguished record of excellence teaching, research leadership, and service

#### Role Focus

Senior academic leader responsible for academic strategy, research leadership, and institutional development.

#### Key Responsibilities

- Lead curriculum and program development initiatives
- Drive innovation in teaching, assessment, and academic quality
- Mentor faculty and provide academic leadership
- Lead high-impact research and establish national/international reputation
- Secure research funding and lead research teams
- Provide senior clinical leadership and supervision (if applicable)
- Lead committees, accreditation processes, and strategic initiatives
- Representing the University in professional, industry, and community engagements

### 5.1.2. Associate Professor

Reports To: Head of Department

Qualifications & Experience

- PhD or equivalent in a relevant discipline
- For clinical faculty: valid Consultant License
- Minimum 5 years at Assistant Professor level (or equivalent)
- Evidence of sustained research productivity in indexed journals

#### Role Focus

Senior academics demonstrated excellence in teaching and research, contributing to academic leadership.





### Key Responsibilities

- Deliver and coordinate undergraduate and postgraduate teaching
- Design and update curricula, assessments, and course documentation
- Mentor students and junior faculty
- Conduct independent and collaborative research with recognized outputs
- Supervise research and scholarly activities, where applicable
- Contribute to accreditation, quality assurance, and faculty development
- Undertake clinical teaching and supervision (if applicable)

#### 5.1.3. Assistant Professor

Reports To: Head of Department

Qualifications & Experience

- PhD or equivalent in a relevant discipline
- For clinical faculty: valid Consultant License (where applicable)
- Minimum 1 year of post-doctoral university teaching experience (preferred)

#### Role Focus

Early-career academic contributing to teaching delivery, research development, and academic service under mentorship.

### Key Responsibilities

- Deliver undergraduate and postgraduate teaching in line with approved curricula
- Prepare and maintain syllabi, course files, assessments, and teaching materials
- Assess student performance and provide timely feedback
- Engage in scholarly research and publish in peer-reviewed journals
- Provide academic advising and student mentoring
- Participate in departmental committees and quality assurance activities
- Fulfil assigned clinical duties and supervise students (if applicable)

#### 5.1.4. Lecturer

- Teaching: Lecturers primarily focus on teaching undergraduate and/or graduate courses. They deliver lectures, design course content, and create assessments.
- Curriculum Development: They are responsible for developing or updating course syllabi, selecting textbooks, and ensuring that course content aligns with course learning outcomes and program learning outcomes.
- Student Engagement: Lecturers engage with students in classroom discussions, encourage critical thinking, and facilitate learning through various teaching methods.
- Assessment and Grading: They design, administer, and grade assignments, quizzes, exams, and projects. They provide constructive feedback to students to help them improve.
- Office Hours: Lecturers should allocate regular office hours to provide one-on-one or small-group assistance to students, address questions, and offer academic guidance.
- Research: Depending on the university requirements and field, some lecturers or Lectors may have research responsibilities, including publishing scholarly work, securing research funding, and contributing to the academic community





- Professional Development: They engage in continuous professional development to stay current in their field and enhance their teaching skills.

#### 5.1.5. Teaching Assistant:

- Assisting in Teaching: Teaching Assistants help faculty members with various teaching-related tasks. This can include assisting discussion sessions, lab instruction, or tutorial sessions.
- Grading: Assists in grading assignments, quizzes, exams, and papers.
- Course Material Preparation: Assist in preparing course materials, such as slides, handouts, and online content. They may also help maintain course websites or learning management systems.
- Student Support: Serve as a point of contact for students, addressing their concerns, referring them to resources, and helping with course-related issues.
- Lab or Workshop Supervision: In disciplines that require practical work, TAs oversee laboratory experiments, workshops, or other hands-on activities, ensuring safety and providing guidance.
- Assisting with Research: Assist faculty members with research projects, data collection, analysis, and literature reviews.
- Proctoring Exams: They may be assisting in supervision of exams to ensure a fair and secure testing environment.
- Professional Development: TAs often have opportunities for professional development, such as attending teaching workshops or training sessions to enhance their teaching skills.
- Communication: TAs maintain communication with the faculty members to ensure they are aligned with the course learning outcomes and assignments.

#### 5.2. Full-Time Clinical Faculty

Full-time Clinical Faculty members are appointed at any of the above ranks based on the same criteria. The terminal degree required will be Highest professional postgraduate degree and professional recognition from accredited professional medical bodies from Arab Board, Canadian Board or American Board etc. (e.g., MRCP, FRCS, MRC Psych, FFARCS, MRCOG, FRCR). The college can permit them to work in a clinic for one to two days per week to maintain their practice without jeopardizing their research and academic activities.

#### 5.3. Adjunct Clinical Faculty

Adjunct Clinical faculty appointments are made to recognize health professionals with unique expertise to teach and train Dubai Medical University students and interns at affiliated Dubai Health Authority hospitals and health facilities. Decisions on Adjunct clinical appointments are subject to the exercise of professional and scholarly judgment by department Heads and the approval of the Associate Dean of Health and Community engagement to these appointments. Adjunct clinical faculty are appointed in ranks of Tutor, Lecturer, Senior Lecturers /Adjunct Assistant Professor, Adjunct Associate Professor and adjunct professor, the ranking is based on professional qualifications, academic and educational experience, and clinical experience.





Members of the Adjunct Clinical Faculty are generally expected to contribute to teaching or other academic activities approximately equivalent to 3-6 credit hours. The compensation package of an adjunct teaching faculty comprises an hourly rate payment as per the DMU pay structure.

The adjunct clinical faculty may be issued, for a period of one year, the title which is commensurate with their qualifications and experience. This will be renewable based on the policies and procedures of the University and evaluation of their performance. This will not involve any financial remuneration as it is taken care of in the contract with DMU and DHA.

#### 5.4. Part-Time Faculty Members

Part-Time faculty members are appointed to contribute to Dubai Medical University' different programs on a part-time basis. The appointment to academic ranks is related to the academic qualifications and experience of the individual in a relevant area. Part-time faculty should not be more than 25% of the instructors teaching courses in each program with a maximum of 6-hour workload per week. Part-time faculty members are compensated on an hourly basis as per Dubai Medical University' pay structure with no other benefits of full-time faculty members.

A signed contract between the Dubai Medical University and the part-time faculty members, contract original copies shall be kept with both parties, and a copy shall be kept with the Human Resource Department.

#### 5.5. Office Hours expectation

All faculty members should allocate 3 – 6 office hours to provide one-on-one or small-group assistance to students, address questions, and offer academic guidance for courses in their program.

#### 5.6. Faculty Qualifications

DMU Academic and Clinical Ranks Requirements are as follows:

Designation	Qualification	Experience	Research
<b>Associate Dean</b>	<ul style="list-style-type: none"> <li>- PhD from an internationally recognized university in an academic discipline represented within the College; and/or a higher professional medical qualification e.g., US or Canadian Board-certification or membership/fellowship of a Royal College or its Faculty (e.g., UK, Ireland, Canada, Australia or equivalent</li> <li>- Rank of at least Associate Professor.</li> </ul>	Experience of coordinating and/or developing Education and training programs in Medicine	At least fifteen research papers published or accepted for publication in indexed Journals (eg. Scopus), out of which at least ten as a first or corresponding author.





<b>Professor</b>	PhD degree in the relevant area of teaching from a recognized University in their area of specialization.	Five years teaching experience as an Associate Professor.	At least ten research papers published or accepted for publication in indexed Journals (e.g. Scopus), out of which at least ten as a first or corresponding author.
<b>Associate Professor</b>	PhD degree in the relevant area of teaching from a recognized University in their area of specialization.	Five years teaching experience as an Assistant Professor	At least seven research papers published or accepted for publication in indexed journals (e.g. Scopus) out of which at least five as a first or corresponding author.
<b>Assistant Professor</b>	PhD degree in the relevant area of teaching from a recognized University in their area of specialization.	Two years of teaching experience in a reputed University.	At least two research papers published in an indexed journal.
<b>Lecturer</b>	M.Sc. or M.A. in the Relevant Subject in their area of specialization.	Two years teaching experience.	
<b>Teaching Assistant</b>	UG / PG degree in their area of specialization.	Fresh Graduates	

Designation	Qualification	Teaching & Clinical Experiences
<b>Adjunct Clinical Professor</b>	Highest professional postgraduate degree and professional recognition from professional medical bodies (e.g., MRCP, FRCS, MRC Psych, FFARCS, MRCOG, FRCR) Canadian	<ul style="list-style-type: none"> <li>- Minimum of ten years in a consultant position.</li> <li>- Minimum of ten years of experience in teaching undergraduate or postgraduate courses in Medical or Health Sciences.</li> </ul>





	Board, American Board	
<b>Adjunct Clinical Associate Professor</b>	Highest professional postgraduate degree and professional recognition from professional medical bodies (e.g., MRCP, FRCS, MRC Psych, FFARCS, MRCOG, FRCR)	<ul style="list-style-type: none"> <li>- Minimum of five years in a consultant position.</li> <li>- Minimum of ten years of experience in teaching undergraduate or postgraduate courses in Medical or Health Sciences.</li> </ul>
<b>Adjunct Clinical Assistant Professor</b>	Highest professional postgraduate degree and professional recognition from professional medical bodies (e.g., MRCP, FRCS, MRC Psych, FFARCS, MRCOG, FRCR)	<ul style="list-style-type: none"> <li>- Minimum of three in clinical experience after obtaining highest professional degree.</li> <li>- Consultant position, previous experience in teaching either undergraduate or postgraduate level courses in Medical/ Health Sciences.</li> </ul>
<b>Adjunct Clinical Lecturer</b>	Postgraduate professional degree (Master's or equivalent) recognized by (MOHP), and MOE, in a relevant specialty.	<ul style="list-style-type: none"> <li>- Minimum five years' clinical experience.</li> <li>- At least three years holding a specialist position or equivalent.</li> </ul>
<b>Adjunct Clinical Tutor</b>	Medical Bachelor's degree in relevant field of teaching recognized by (MOHP), and MOE.	<ul style="list-style-type: none"> <li>- Minimum of three years' post-internship experience in relevant field of teaching</li> </ul>

### 5.7. Faculty teaching in Graduate Program

The faculty member for Postgraduate programs at Dubai Medical University shall be chosen through the recommendations of the Program coordinators and Vice Chancellor - Research & Post Graduate Education, existing colleges faculty members who hold a terminal degree in the discipline and are willing to teach in will be assigned, or through Part-time & Adjunct Faculty members who hold a terminal degree in the discipline from a recognized institution of higher education. The appointments in the academic ranks are related to the qualifications and experience of the individual.

Please refer to the links for Policy and Procedure Manual: **D.1 Faculty and Staff Recruitment & Salary Scale** ([Link](#)) and **D.2 Faculty Roles and Responsibilities** ([Link](#)) and **D.4 Faculty Workload Policy** ([Link](#))

## 6. FACULTY COMPENSATION & BENEFITS

### 6.1 Benefits & Allowances





Faculty members are compensated with a package of salary, allowances, and benefits. DMU has affirmed that the salary structure will be periodically revised and benchmarked with other universities of UAE.

### **6.2 Equal pay policy**

DMU aligns with the UAE Cabinet Law of 2018 specifying equal wages and salaries for women and men who perform the same work or work of equal value.

### **6.3 Grading system for administrative faculty**

A new grading system for administrative faculty has been prepared using international benchmarks.

### **6.4 Accommodation**

DMU provides faculty with monthly accommodation allowance.

### **6.5 Transport**

DMU shall provide conveyance transport from residence to place of work and back through, an faculty member who doesn't use University transport will be paid a monthly allowance.

### **6.6 Furnishing allowance**

DMU faculty members are entitled to a furnishing allowance over the period of four years detailed in the benefit chart.

### **6.7 Vacation Tickets**

Dubai Medical University provides annual tickets to the faculty member, the accompanying spouse and up to two (2) dependent children if they reside with the faculty member in the UAE and is under the sponsorship of the Faculty Member.

### **6.8 Healthcare**

Dubai Medical University provides Healthcare for the faculty member and accompanying spouse and Two (2) dependent children if they reside with the faculty member in the UAE and is under the sponsorship of the Faculty Member.

### **6.9 Experience allowance**

Experience allowance maximum for up to 10 years of service for working in a particular academic title. This allowance is given for each year of experience. Professor are entitled to AED 200, Assistant Professor & Associate Professor are entitled to AED 150, Demonstrator & Lecturer are entitled AED 100. Increments are also given each year of service in DMU as per academic title mentioned.

### **6.10 Other Benefits and Allowances**

Monthly management remuneration deanship allowance of AED 3000. Monthly management remuneration for ASD AED 1000 allowance.

### **6.11 Annual bonus**





An annual bonus equivalent to one month's basic salary for persons rendering excellent performance as per the standards of the evaluation set herein. This will be awarded solely upon the discretion of the management of the Dubai Medical University.

### 6.12 Gratuity

Faculty members are entitled to a gratuity as per the UAE Labour Law (Federal Law No 33 of 2021).

### 6.13 Death Compensation Policy

In the event of the death of an faculty member, the dependent family members shall receive the salary for the month during which the death occurred together with a payment equivalent to 24 basic salaries and the end of service benefit, the amount of compensation shall not be less than Dh18,000 or exceed Dh35,000. The University will cover reasonable expenses associated with embalming and repatriation of the deceased. The Dean may waive any requirement for repayment of dues owing to the University or clearance requirements.

### 6.14 Benefits of Clinical Faculty of MBBCh

AED 400 per teaching unit for other teaching Faculty.

**Please refer to the below link for Policy and Procedure Manual: D.1 Faculty and Staff Recruitment & Salary Scale ([Link](#))**

## 7. Leave Policy

### 7.1 Annual Leaves

All faculty members shall (in addition to public holidays announced by the Federal Authorities of United Arab Emirates) are entitled to a paid leave in accordance with the provisions relating to vacation leaves as stated in the University's academic calendar, provided that such leave shall not exceed Sixty (60) calendar days in each academic year.

### 7.2 Sick leave

Faculty members are entitled to sick leave for personal illness after the completion of their probation period, as follows:

- First fifteen days, on full pay
- Next thirty days, on half-pay
- The rest of the period, without pay

Sick leave that is a result of work-related injuries will be administered as per Federal Law 33 of 2021. Faculty members are required to provide a medical certificate for 1 to 2 days. If the sick leave exceeds 3 days, DHA/MOH certified sick leave certificate must be provided.

### 7.3 Emergency leave

Faculty members might be granted emergency leave in situations where prior notice is not possible, break from work shall not be permitted for more than two days at a time or more than three times





in an academic year. It cannot be joined to other leaves except at the beginning or end of a holiday. The faculty members must inform the Direct line manager of the reasons for their absence and provide authentic documentation to prove the same, the Dean may or may not accept the explanation. In the event of the non-acceptance of the explanation, the days of absence shall be deducted from the annual paid vacation days, or, upon the discretion of the Dean/ Vice Chancellor - Academic Affairs & Support Services as unpaid leave.

#### **7.4 Hajj Leave**

With the approval of the Dean, Muslim faculty who are attending Hajj for the first time shall be granted unpaid Hajj leave not to exceed one month, the Hajj leave should not conflict with the interests of work.

#### **7.5 Maternity Leave**

Female faculty members employed on a full-time basis are entitled to maternity leave for a period of forty-five days with full pay and fifteen days with half pay. In case of no completion of one year in continuous service, then leave shall be granted in proportion to her period of work.

#### **7.6 Bereavement Leave**

A faculty member may be granted bereavement leave with pay for a period not exceeding three days in the event of the death of an immediate family member.

#### **7.7 Special leave**

A faculty member may be granted special leave with pay for a period not exceeding three days for marriage.

A female faculty member whose husband died shall be given special leave for mourning without pay for four months and ten days from the date of death. She is not permitted to work at any other place during this period.

#### **7.8 Summer Employment**

DMU will recruit faculty members needed to offer the courses / modules as per the approved semester and academic year.

#### **7.9 Parental Leave**

A parental leave for a period of (5) five working days, for the worker, who has a newly born child, in order to take care of his child and the worker is entitled to such leave for a continuous or intermittent period, within (6) six months from the date of childbirth.

#### **7.10 Compensatory Leave**

Faculty members who work outside normal working hours are permitted to take time off in compensation for the work done. Such leave should be availed without interfering with the regular teaching responsibilities. E.g., If an examination falls on a weekend, the faculty or staff member on duty for that day shall avail of another day in lieu of the extra work. Prior approval from the Dean is required.





### 7.11 Absent Without Notice / Approval

A Faculty member who causes a break in service for seven consecutive days or fails to resume duty after the holidays within that period shall have her/his services terminated from the date of absence or the end of the holiday. The Dean / Vice Chancellor - Academic Affairs & Support Services might agree not to terminate her/his services if she/he presented acceptable reasons to justify his absence from duty, as long as it does not conflict with Rule (8) of 1980 of the Ministry and other laws as amended and supplemented from time to time.

### 7.12 Academic Sabbatical Leave

A sabbatical leave is defined as a leave for the purpose of engaging in research or other activities that will advance the faculty member's scholarly achievement or that will enhance the reputation of or otherwise benefit the university.

A full-time faculty member, who has been in continuous service with the DMU or colleges under DMU for a minimum of 5 years is eligible for a sabbatical for a period of 1 year, with possibility of extension upon approval from the Vice Chancellor - Academic Affairs & Support Services and upon the consultation with the respective Dean with full pay for, exchange programs, research, or academic projects at a reputed foreign or UAE institution, with no pay for higher studies, maternity or serious health issues based on the Dean's approval.

### 7.13 Training leave

Faculty members with approval of the Dean and Vice Chancellor - Academic Affairs & Support Services can engage in a professional development courses/ programs that are deemed very important for their professional development related to college / university core business or required to enhance the college / university local and global ranking. The leave duration will be decided based on the nature of the training program required.

### 7.14 Study Leave

An employee who is studying in one of the UAE's certified educational institutions is entitled to a paid leave of 10 days per year to sit for examinations. To apply for this leave, one must have completed at least two years of service with the employer.

**Please refer to the below link for Policy and Procedure Manual: D.1 Faculty and Staff Recruitment & Salary Scale ([Link](#))**

## 8. Faculty Roles & Responsibilities

DMU Faculty members are required to accomplish their teaching, research and service roles most effectively so that the primary educational mission and vision of the University will be achieved, and the faculty members are expected to participate in committees, administrative and advisory roles in addition to their main responsibilities.

### 8.1 Teaching Responsibilities





All Faculty members are expected to Carry out teaching duties effectively according to the timetable within the scheduled time and to follow DMU policies & procedures.

Perform all the teaching, evaluating, advisory and supervisory tasks according to the timetables and the instructions issued by the administration.

To be cooperative and efficient in meeting deadlines, submitting grades, and returning students' work with appropriate comments and participating in fulfilling the objectives mentioned in the principal rules of the University.

Prepare thoroughly to perform all the activities in psychological orientation to create a suitable scientific environment.

Interact and cooperate with other members within the department and other departments to ensure integration of the teaching program and examination system in both phases I & II to achieve the mission and vision of the University. Coordinate the delivery of courses to include innovative learning methods. Integrate the clinical knowledge with the basic sciences and fundamentals of basic sciences with the clinical subjects to the extent that enables the achievement of a clear understanding of health science.

## 8.2 Research & Scholarly

All Faculty members are expected to carry out research and other scholarly activities, upgrade their scientific knowledge and educational skills while maintaining professional and ethical standards.

### ***DMU Faculty members are expected to:***

- Publish at least one scientific research work every year in a well-reputed International Scientific Journal or present a paper in any National or International Scientific Conference.
- Participate in at least one scientific symposium, conference or workshop related to his/her specialization every year.
- Acquire internal and external research funding, and train undergraduate and graduate students.
- Follow all DMU regulations and obeyed by code of conduct.

## 8.3 Servicing

All Full-time faculty members are expected to participate in the administrative work and serve in the different academic and non-academic committees of the University, they will be assigned in leadership roles within these committees and playing an active role in managing these various administrative units of DMU to carry out different administrative work effectively.

## 8.4 Roles and Responsibilities of the Clinical Faculty Members

- Carry out the assigned academic duties regularly and conscientiously.
- Teach, conduct research and care for patients to the highest professional and ethical standards.





- Introduce the students to the clinical setting and impart to them the skills of history taking and examination.
- Introduce students to the ethical and professional principles that underpin the practice of medicine
- Teach the students the basics of communication skills
- Teach the students core knowledge of theoretical and practical clinical medicine that will allow them to become well-functioning junior doctors, able to contribute to the care of patients under supervision during their internship period, where they will be working as part of a medical team.
- Act as mentors to clinical students and other staff.
- Continuously develop and improve their professional competencies.
- Participate in advisory and committee work, necessary for the administration of the University, and the development of academic programs.
- Disclose freely and promptly any possible and potential conflicts of interest.

#### **8.5 Roles and Responsibilities of Teaching Assistants**

- Teaching assistants are responsible for assisting faculty members in preparing the laboratories and practical lessons.
- Teaching Assistant's work shall be limited to equip the labs with the necessary equipment, chemicals, and case presentation aids.

#### **8.6 Roles and Responsibilities of Part-time Faculty**

- Part-time faculty members are expected to handle their teaching assignments professionally.
- The weekly teaching load of a part-time faculty member shall not exceed 6 hours; practical lessons shall be counted as two hours.
- DMU shall devise the weekly timetable of each part-time faculty member to provide at least one hour before or after the lecture for a personal meeting with the students and satisfying their queries or respond to their reaction, the personal contact time with the students shall not be counted toward the six hours.
- The University website and LMS as the main learning platform shall be another forum for answering queries relating to the course.
- The timetable of the availability of the part-time faculty members must be advertised for the benefit of the students.
- The part-time faculty members may participate in the work of remedial extra teaching groups when needed.
- The Part-time faculty members shall be cooperative and efficient in meeting deadlines, submitting grades, and returning students' work with appropriate comments.
- The Part-time faculty members shall participate in seminars, symposiums or workshops related to their specialization.
- Part-time faculty members shall be governed by the same regulations and decisions and of the University.





- Part-time faculty members are evaluated based on student feedback questioners and performed teaching responsibilities.
- In case of any proof of the part-time faculty member violating any of the provisions mentioned above, the Dean of the University may terminate the services of the part- time faculty members.

### **8.7 Faculty Roles and Responsibilities in curriculum development and review**

Implementation of the curriculum is the responsibility of the faculty. Therefore, all faculty members should be thoroughly familiar with the total curriculum specifically, its mission, philosophy, organizational framework, student learning outcomes, and plan of study. Full- time faculty should have a working knowledge of these components for all levels of education within their program including undergraduate and graduate programs. While teaching activities may focus on graduate studies or undergraduate, it is necessary for faculty to know how they relate to one another and build upon the other. Part-time faculty may not need the details of the curriculum when compared to full-time faculty, but they should understand the relationship of the course(s) in which they teach to the curriculum and its framework and goals.

While it is not necessary to know the details of the courses that implement the curriculum, it is critical to its integrity for faculty to identify the place that the courses in which they teach has in the framework. Thus, the temptation to change course objectives and/or content is less likely to occur. The role of course coordinator is to assume the responsibility for new faculty's orientation to the course and its relationship to the curriculum and also to periodically assess the delivery of the course to ensure its germaneness to the curriculum. Periodic meetings of faculty members in the courses to review teaching strategies, learning activities, and learning outcomes are vital to the implementation of the curriculum and to overall quality control.

#### ***Objectives of Curriculum Development and Review***

- Participate in faculty development activities to increase knowledge and skills in curriculum development and review
- Analyze the role and responsibilities of faculty in curriculum development and evaluation including:
  - Assessment of the relationship of course content and learning activities to the mission, philosophy, framework, goals, and student learning outcomes of the curriculum
  - Implementation of the curriculum
  - Identification of needs for curricular revision or new programs
  - Participation in program evaluation and accreditation activities
- Participate in or generate research relating to curriculum development and evaluation in nursing education.

### **8.8 Faculty Roles and Responsibilities in Student Support**





As per DMU policy concerning students' counselling and academic advising services, Dubai Medical University is implementing a system that directly connects faculty advisors with student support services (Student counselling) on campus in the commitment to providing students with ongoing support on campus using the below model:

- Faculty members as advisors attend an orientation by the student counsellor discussing their crucial role in noticing and reporting observed physical, emotional, social, and academic warning signs observed on students. This aims to facilitate early intervention for students of concern and to provide them with appropriate services.
- An advising system is created covering the entire student body from year 1 until graduation with each faculty member responsible for a maximum of 8 students per semester. Each advisor and his/her students receive an email directly connecting them to start planning meetings forward.
- Advisors/advisees meetings are mandatory and are thoroughly followed up along the semester. Faculty members are requested to meet with their students 3 times per semester (2 group meetings and 1 individual meeting) to understand their needs/ concerns and report them accordingly while refraining from discussing personal matters as this is confidentially handled by the psychological counsellor. Advising Meetings occur face to face or via online methods.
- Advising notes are shared by advisors after every meeting conducted with students, these notes are continually monitored and observed by the counsellor and DSAR. The notes are channelized depending on their nature. If the area of concern is within the scope of the advisor, the advisor provides direct intervention and support.
- A clearly defined referral system to psychological health services is available for the use of faculty members to report any observations and input requiring intervention.
- Planning and collaboration take place between faculty members and the counsellor for intervention plans for cases of students of concern.
- Faculty members/advisors are part of task forces in discussions about reported students' misconduct/ behavioral problems on campus.
- Students who are diagnosed with mental health disorders are followed up by the counsellor and their academic needs and accommodations are discussed with ASD/ faculty members in confidentiality (after getting the student's consent) to ensure appropriate services are designed and presented depending on the unique needs of every student as per the diagnosis.
- Faculty members are active participants in student support related group sessions and discussions / mental health days.
- Faculty advisors share their experiences and lessons learned during their medical journey with their students. Specific roles and responsibilities for advisors are defined, discussed, and shared at the start of the academic year outlining diverse methods of support provided by advisors to students.

### **8.9 Academic Advising / Mentoring:**





Academic Advising or Mentoring is a process by which students realize their maximum educational potential through communication and information exchanges. It is ongoing, multifaceted, and the responsibility of both student and advisor. The advisor / mentor serves as a facilitator of communication, a coordinator of learning experiences through academic progress review, and an agent of referral to other campus services as necessary.

#### **8.9.1 Responsibilities for Application:**

- Academic Support Department for each college
- Faculty advisors and mentors
- Student Counselor
- Deanship of Student Affairs Department

#### **8.9.2 Faculty Advisor Roles & Responsibilities:**

The Deanship of Students Affairs Department in coordination with Academic Support Department will assign the students to Academic Advisors and Mentors. The students and Advisors / Mentors are notified by email about the assignment. The information is updated on the Student Information System (SIS).

The responsibilities of the Academic Advisor / Mentor include the following:

- Help students define and develop realistic educational goals.
- Assist students in planning a program consistent with their abilities and interests.
- Monitor and evaluate students' educational progress.
- Interpret and provide rationale for instructional policies, procedures, and requirements.
- Designate and post hours available for advisory.
- Advisor guides students on study skills, time management skills, and exam policies.
- Advisor identifies students at risk of academic unsatisfactory performance.
- Identify students who are facing mental health challenges and refer them to the Student Counselor.

#### **8.9.3 Professional development for academic advisors**

Advisors will be invited to attend a professional development workshop on the best practices in advising / mentoring to support them in their role.

- Communication skills
- Study skills
- Resources on Time management skills
- Identifying signs of mental health disorders to ensure early referral to the student counselor.
- Advisors / mentors should be aware and informed about any program requirements and any change to curriculum or assessments.





#### 8.9.4 Evaluation of effectiveness

For evaluation of the effectiveness of the counselling / advising / mentoring services, annual surveys will be given to all students to collate feedback.

#### 8.10 Academic Freedom

DMU is committed to preserving an environment of excellence in teaching, learning, and inquiry by sustaining freedom of expression, the scholarly pursuit of knowledge and intellectual exchange in compliance with UAE laws. Academic freedom is vital to the DMU community's shared goal of the pursuit of knowledge, fundamental to the exploration of new ideas, and essential for the share of knowledge. All members including faculty, staff, and students shall support and protect this fundamental principle and work collaboratively to provide an environment of tolerance and mutual respect. Faculty members are entitled to full freedom in research and the publication of results, subject to the adequate performance of their other academic duties. Furthermore, there are no restrictions on the acquisition of library materials. All members of DMU should follow the University code of conduct and create an atmosphere free from harassment and discrimination and respect the principles of Islam and the values of the United Arab Emirates.

#### 8.11 Academic Integrity

Dubai Medical University (DMU) aspires to uphold behaviors that help us to maintain our high standards of integrity and achieve our mission. Every faculty member is expected to share and model these behaviors. DMU is committed to promoting and maintaining a culture of equality and diversity. Each DMU faculty member shall treat his/her colleagues with dignity and respect, and promote a safe environment free from discrimination, harassment, and victimization. Each faculty member is expected to respect our colleagues' privacy and right to a life outside work. At DMU, we strive to ensure a healthy and safe work environment.

#### 8.12 Academic Ethics and Responsibility

Academic integrity is vital to the success of DMUs' mission. It entails a strong commitment to the values of honesty, trust, fairness, respect, and responsibility. All members of DMU the academic community will not act dishonestly in their teaching, research, and service to the institution. Faculty members have ethical obligations and responsibilities to the students

The faculty member accepts the obligation to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge and practicing intellectual honesty. Faculty are entitled to freedom in the classroom to discuss their subject within UAE culture and ethical values but they should be careful not to introduce into their teaching inappropriate matter or matter which have no relation to the subject.

As medical educators, faculty members are responsible for the following:

- Faculty members shall respect Islamic and scholarly values in students, including academic





honesty, the free pursuit of learning, and the exercise of academic freedom.

- Faculty members shall act professionally in their academic relationships with students.
- Faculty members shall exercise critical self-discipline and judgment in using, extending, and transmitting knowledge.
- Faculty members are entitled to freedom in the classroom to discuss their subject, but they should be careful not to introduce teaching inappropriate matters that have no relation to their subject.
- Faculty members must maintain respect for students as individuals, within their role as intellectual guides and counsellors.
- Faculty members must ensure that evaluations of students reflect true merit.
- Faculty members must avoid taking any action that would compromise the honesty and equity of the evaluations.
- Faculty members shall be available at reasonable intervals to students for consultation on coursework through posted office hours.
- Faculty members shall duly acknowledge the contribution of students to their scholarship and research.
- Faculty members shall not engage in any exploitation, harassment, or discriminatory treatment of students.
- The Counselling of students on non-academic issues should be professional, confidential, and within the capabilities of the Faculty member. Students who have serious and sensitive matters, especially if they are related to a specific culture, religion, or custom, should be referred to professional counsellors available in Student.

### **8.12.1 Faculty members have ethical obligations and responsibilities to other members of the University community**

DMU seeks to provide and maintain a harmonious work environment which includes respectful relationships between the University and its faculty members, and among faculty members across all levels. Each faculty is obliged:

- To follow the DMU code of conduct at the university campus and establish clear regulations governing workplace behavior that is respectful of the Islamic religion, colleagues, and traditions of the UAE.
- To follow principles of integrity, decency, and respect in their behavioral conduct, and to comply with DMU regulations.
- To refrain from harassment, abusive language, offensive behaviors, or discrimination based on race, color, sex, age, disability, or any other category prohibited by laws such as radical, extremist ideologies or behaviors, carrying explosive materials or weapons.
- To acknowledge the academic contributions of others and strive to be objective in their





professional judgment of colleagues. Clearances must be obtained from the relevant persons or individuals when appropriate to the norms of the discipline, and digital and archival material must be used per the rules of the source.

- To carry out their duties and responsibilities professionally & ethically to achieve the mission and goals of DMU in an optimal way.

### **8.12.2 Faculty members have ethical obligations and responsibilities to their profession**

The fundamental responsibilities of a faculty member as a medical educator and scholar include:

- Maintenance of competence in one's field of specialization, including appearances in the public arena such as discussions, lectures, consulting, publications, and/or participation in professional organizations and meetings.
- fostering honest academic conduct as specified in the University regulations.
- The demonstration of professional and academic integrity by a faculty member includes the recognition that society at large will judge DMU by his/her statements and behavior. Therefore, the faculty member should strive to be accurate, exercise appropriate restraint, and be willing to listen to and show respect to members of society at large expressing different opinions.
- Scholarly conduct must avoid fabrications, falsifications, plagiarism, and other practices that deviate from DMU research policy such as unethical use of AI and underdeveloped inventions.
- Faculty members must practice caution and efficiency in using funds designated for scholarly activities.
- Faculty members must protect the privacy of the DMU and other DMU faculty. All information/documents (as per DMU policy-D7) that they have access to as an faculty member of DMU should be considered confidential unless mentioned otherwise, to avoid causing mental or physical harm and to promote safe and healthy working practices and environments.

### **8.12.3 Violations of Rules About Professional Conduct, Ethics, and Conflicts of Interest-**

All faculty members are expected to comply with all DMU regulations and Code of Conduct, any violations of DMU regulations will be addressed promptly as per DMU Policy 7.2

**Please refer to the below link for Policy and Procedure Manual: D.2 Faculty Roles and Responsibilities ([Link](#))**

## **9. Faculty Professional Development**

This procedure is to be implemented by the Faculty and Staff Professional Development Committee, the Human Resources department, and the Dean following Line managers.

This process is to maintain the commitment toward the development of the skills and competencies of its faculty members to achieve its vision, mission, and goals; DMU is implementing the following procedures:





- Organize advanced workshops and training sessions to enhance the skills of faculty/staff members at the University.
- Adhering to the annual schedule of academic seminars and symposiums and making it binding on all faculty members to present at least one talk in an academic year on a topic of contemporary value
- Each faculty member shall have the right to attend important local congresses and workshops, and the University shall pay all the participation charges for all the congresses in addition to transport and accommodation charges for congresses held outside Dubai.
- Each faculty member shall have the right to attend one international congress in a year and the University shall bear the travel expenses provided s/he presents a research paper or gives a talk at the congress.
- Participation in the congresses shall be considered a basic element for the evaluation of the performance of the faculty member concerned, as mentioned in the relevant decisions.
- The Annual Plan shall represent the program of professional development of the faculty members.
- The program shall be approved in the first or second meeting of the University Council and shall be advertised among all the faculty members.
- Each faculty member shall publish at least one scientific research in an international congress or reputed journal as this is one of the performance evaluation criteria.
- Support DMU top graduates to become working Faculty via holding Postgraduate certificate, diploma, masters, and PhD degrees, in medical education and different medical specialties.

The notice regarding conferences, workshops, seminars and symposiums are sent to the faculty members. The list of publications and posters presented should be saved as hard and soft copies as well.

### 9.1 Faculty & staff Professional Development Plans

DMU faculty development plans are developed based on the identified performance gaps, required performance improvement areas, future potentiality and career development plans. Faculty Development Committee is responsible for preparing the annual Faculty development plan and the HR department is responsible for supporting in implementing these plans.

The HR department is responsible for coordinating and supporting in fulfilling of the professional staff development plan and to follow-up all professional development plans status and the effectiveness of the implemented development activities.

### 9.2 Release Time

Release time is defined as that time during which an faculty member is released from normal work duties and compensated at the regular rate of pay to attend training and development programs designed to assist in developing and/or improving job skills and competencies, it includes course development or program enrichment by way of releasing them from their teaching or key duties,





which will be covered by other members in the same department or by appointing part-time members for teaching staff.

### **9.3 Conferences in Dubai**

Faculty members can attend any number of conferences inside Dubai which are held in their respective specialization. For each conference one to three days is given release time depending on the schedule of the conference.

### **9.4 Conferences in UAE (outside Dubai)**

Faculty members are permitted to attend twice a year, for each conference 2-3 days is given as release time depending on the schedule of the conferences.

### **9.5 Conferences outside UAE**

Faculty members are permitted to attend once a year. The days for release are the number of days for conference plus two days for traveling. For conferences outside the GCC the release time will be a maximum of 14 days. In the case of staff needing more than 14 days, permission may be given to complete the course with or without pay at the discretion Faculty and Staff Professional Development Committee.

### **9.6 Workshops**

Faculty can attend 7 days of workshop (inside or outside UAE) once in two years. The educational program being attended must be for the purpose of developing a new area of expertise that has been determined to be needed to meet the goals of the University and is subject to approval of the deans.

### **9.7 Research**

This applies to faculty members, who wish to complete their research work on the University campus or another laboratory. Regular part-time faculty members are eligible to participate in staff training and development classes with release time prorated according to their work schedules (e.g. a faculty member working a 50% schedule is eligible for a maximum of 12 hours of release time per quarter).

Faculty members who are not scheduled to work during the time a course offered, they may participate in the course however no compensatory time off or additional compensation will be allowed. In the case of research work, one day per week can be given to complete their work regarding research inside or outside the University. This will be only for research, which has the approval of the faculty research committee and University Council or the research, which has received grants from the University Research Funding or from any external funding agency. In order for teaching to continue uninterrupted, the ASD Officer will make appropriate adjustments from the existing faculty in the timetable for the faculty away on release time.

### **Procedure for applying for release time for Research**





This procedure governing application for release time for faculty members to conduct research, Applicants should submit the following:

- Application for Professional Development Release Time /Fund Form with dates required for a maximum of one semester. In cases where release time has to be extended to the next semester, a separate application request will be required.
- A document from the institute which the member intends to perform the research proving that such work is being done in the institute.
- A letter from the principal investigator showing the time and duration during which the candidate has to work there.
- An approved copy of the research protocol showing evidence of approval of the research by the research institute, this has to be approved by the DMU Research coordination unit.
- The published research should indicate that he/she is from DMU under the member's designation.

Continuing Professional Development is also included in community engagement policy Chapter K.1.

**Please refer to the below link for Policy and Procedure Manual: D.6 Professional Development for Faculty and Staff ([Link](#))**

## 10. Faculty Member Performance Review

Dubai Medical University believes that performance evaluation is a vital management tool for setting and measuring faculty members' productivity for the achievement of DMU strategic goals and objectives by motivating superior performance and counseling poor performers.

This policy applies to all full-time, part-time and adjunct clinical faculty members of DMU. New faculty members to be eligible for performance evaluation should have completed six months in the service by the time of performance review.

### 10.1 Responsibilities of Application

The Dean, Academic Support Department, and Department Chairs shall provide constructive feedback to faculty and staff members under their supervision on time.

The HR Department is responsible for administering the performance evaluation system, processes and enhancing its implementation and effectiveness through proper checks, training and awareness.

### 10.2 Process

Performance evaluation is a two-way communication method between faculty members and direct managers/ supervisors, a continuous ongoing process that includes several activities where performance discussions and feedback should take place throughout the year.

### 10.3 The Performance Review





DMU has developed separate evaluation criteria to evaluate the performance of faculty members and staff due to the difference in the duties and responsibilities of faculty and staff members.

Faculty and Staff members' performance is reviewed at the end of each academic year. Faculty members shall fill out the Performance Evaluation Form to reflect their achievements in the academic year and to do a formal self-rating for each performance objective; this is followed by a performance review meeting with the direct manager or supervisor.

The Direct manager/superiors should prepare for one-on-one performance review meetings to provide feedback and discuss the performance of faculty members in their department or unit. During the performance review meeting, the faculty member should make his\her comments concerning the performance rating and the reviewer's remarks.

The faculty member has the right to review his\her evaluation report before the final approval of the Dean.

#### **10.4 Faculty Members Performance Evaluation Criteria**

Faculty members are reviewed for their performance in teaching, student perception of faculty performance, service, research and professional development accomplishments, along with professional conduct.

#### **10.5 Teaching Responsibilities**

This criteria is to measure teaching effectiveness and direct educational interaction with students inside or outside the classroom or laboratory, and includes such activities as classroom or laboratory instruction, seminars, self- study supervision and supervision of undergraduate research. It also includes the academic advising of students, and other educational activities include curriculum development of new or revised courses, educational publications, and other instructional materials.

#### **10.6 Student Evaluation**

Students' perceptions regarding the performance of faculty members will be attending through surveys at the end of each academic year; the questionnaires questions include adequate use of time, self-directed learning, equal treatment of students and the interactive nature of the class.

#### **10.7 Servicing**

This criterion is to evaluate faculty members participate in the administrative work of the University, serving in academic and non-academic committees, helping in the Institution Effectiveness programs in addition to participating in community services utilizing their expertise.

#### **10.8 Research & Professional Development**

This criterion is to evaluate faculty members research and scholarly activities that lead to the production of new researches proposals, academic publication, acceptance for publication of research papers in scientific journals, presentations of research papers at a conference, and for





obtaining new knowledge by the attendance of seminars, symposium or workshop in the relevant field of expertise.

### **10.9 Professional Conduct**

This criterion is to evaluate faculty members' adherence to the DMU principles, values, and professional conduct through collaboration, teamwork, accountability, and punctuality.

### **10.10 Faculty members Performance Rating**

DMU classifies the results of faculty member performances into four categories in terms of achieving job objectives and meeting expectations. The four categories of faculty and staff members' performance are:

#### **Green Category: Exceeds Expectations**

Performance exceeded expectations in all essential areas of responsibility, and the quality of work overall was excellent. Annual goals were met.

#### **Green Category: Meets Expectations**

Performance consistently met expectations in all essential areas of responsibility, at times possibly exceeding expectations, and the quality of work overall was very good. The most critical annual goals were met.

#### **Yellow Category: Partially Meets Expectations/Below Expectations**

Performance did not consistently meet expectations – performance failed to meet expectations in one or more essential areas of responsibility, and/or one or more of the most critical goals were not met. A professional development plan to improve performance must be attached, including timelines, and monitored to measure progress.

#### **Red Category: Did Not Meet Expectations**

Performance was consistently below expectations in most essential areas of responsibility, and/or reasonable progress toward critical goals was not made. Significant improvement is needed in one or more important areas. A plan to correct performance, including timelines, must be outlined and monitored to measure progress.

### **10.11 Professional Development for Faculty Members**

Continuous professional Development is mandatory for all faculty members. requests for external CPD shall be approved by Faculty and Staff Professional Development Committee. in coordination with Academic Support Department and the direct line manager and Vice Chancellor - Academic Affairs & Support Services. The Faculty and Staff Professional Development Committee and Line managers of each Unit/department shall analyze all professional development needs, discuss and





approve them from the Dean and Vice Chancellor - Academic Affairs & Support Services to set training and development plans for the following year.

### **10.12 Performance Improvement plans**

For faculty members with unsatisfactory performance and failure to produce the desired objectives or demonstrate the relevant competencies or work dimensions. If an faculty member receives a “Did Not Meet Expectations or Partially Meets Expectation rating” in his/her review or if there is a drop of faculty performance witnessed during the year, the direct line department chair/Associate Dean /Dean / Vice Chancellor - Academic Affairs & Support Services in coordination with HR shall fill out a Performance Improvement plan form communicated, agreed and signed by both the faculty member and his/her supervisor.

### **10.13 Incentive Bonus**

An annual bonus is awarded to recognize the ability and efficiency of distinguished faculty members and to develop the University using their constructive suggestions. Faculty members are entitled to an annual bonus equivalent to a one-month basic salary subject to the financial budget and the decision of DMU management.

**Please refer to the below link for Policy and Procedure Manual: D.5 Faculty Members and Professional Staff Performance Evaluation ([Link](#))**

## **11. Faculty Member Performance Review**

Dubai Medical University established this policy to set standards and criteria for faculty members' promotion to higher academic ranks. Promotion applications will be assessed based on performance excellence in areas of research, teaching, committee service, and other services to the University, these performance excellence indicators are considered in all tenure and promotion decisions. This policy is to motivate faculty members to develop their research and academic skills to the best of their abilities and to reward faculty members who are devoted and committed to sharing their knowledge. DMU always seeks to recognize and reward academic work according to its quality and impact.

### **11.1 Criteria to be fulfilled before applying for promotion**

The first criterion for eligibility to apply for promotion is that the faculty member should achieve Excellency in the annual performance evaluation. The criteria for performance evaluation include timely completion of course, use of new teaching methods, efficient student assessment, maintaining course files, and student satisfaction rates. Academic, extracurricular, professional development, research and community activities are integral parts of the annual evaluation process.

Faculty members under following conditions will not be eligible to apply for a promotion:

- Faculty on leave without salary for a period in excess of 12 months, this policy applies to Full-time faculty members.





- Faculty who has served in their current appointment for less than 2 years prior to applying for promotion.
- A faculty member who has resigned or has submitted a notice of resignation.

### 11.2 Timing of Rounds

Promotion rounds for academic faculty will be conducted annually.

### 11.3 Application for Promotion

- Faculty members seeking promotion should submit a Promotion Application Form with a complete Academic Portfolio of Teaching, Research, and Services and incorporate a case for Promotion.
- Teaching Portfolio includes
- Student and peer evaluations.
- Awards for excellence in teaching and learning.
- Fellowship of recognized teaching and learning societies
- Publication of a University teaching text
- Publication of scholarly work in refereed (teaching and learning) journals.
- Presentations on reflections on teaching practice at teaching and learning conferences.
- A teaching portfolio outlining a process of critical engagement with pedagogical literature, reflection on current teaching practice and the application of new methods into teaching practice
- Demonstration of how the 'Principles to Promote Excellence in Learning and Teaching Practices at DMU' have been implemented.

#### 11.3.1 Research Portfolio includes

- Publications of academic books and monographs and Publications in peer-refereed journals; two research papers for Assistant Professor, five research papers for Associate Professor and, ten research papers for Professor.
- Exhibitions of creative work in recognized galleries.
- Substantial and original creative and performance work which has received positive recognition with the discipline produced in a recognized community of practice.
- Success in achieving competitive external grants.
- Invitations to present keynote addresses at international conferences.
- Research that has had a measurable impact on policy and practice within the wider community.
- Membership of journal editorial boards.
- Awards recognizing research excellence.
- Successful supervision of students.

#### 11.3.2 Service Portfolio includes





Faculty may demonstrate outstanding achievement in service by a number of activities. These include but are not limited to:

- Leadership in the conduct of research within the University leading to significant impact through leadership in research center activities, via research mentoring.
- Leadership in their discipline and/or profession using editing scholarly journals, examining research higher degree theses, and convening academic conferences.
- Leadership in community engagement by establishing partnerships with community organizations, government, corporations or practitioner societies.
- Leadership in teaching within the University, leading to significant impact by establishing new teaching programs and implementing measures to improve student retention.
- Leadership in administration through a substantial contribution to academic supervision and involvement in key University governance structures and promoting the University in relation to student recruitment.
- Leadership in service to professional practice on behalf of the University.

#### **12.4 Role of the Appointment & Promotion Committee**

The Appointment & Promotion Committee is responsible for reviewing and approving the promotion applications, the committee consists of the Dean, Associate Deans, or Department Chairs. The Appointment & Promotion Committee shall determine the eligibility of the promotion application against the set criteria for the promotion.

The Dean is responsible for the submission of the faculties research for referral, two external referees with expertise in the relevant area of the research, these referees should be in a professor rank for a minimum of five years, at least one referee should be from a reputable medical University outside the UAE and one referee in professor rank might be selected from DMU. Once referees' feedback is obtained, the promotion committee will decide for promotion if approved a letter of the promotion will be handed to the faculty member.

Dean will provide feedback to unsuccessful applicants and direct them on what activities they might undertake to satisfy the promotion criteria on a future occasion.

#### **12.5 Role of Human Resources**

Applications should be submitted to the Human Resources Department which shall revise and validate that all information is correct and new obtain higher qualifications are attested from Ministry of Education, the application to be submitted to Dean for initial review, then to be reviewed and approved by the Appointment & Promotion Committee.

#### **12.6 Salary Increase associated with promotion**

Faculty members will be eligible for a salary increase derived from the promotion and the reclassification of position, in addition to an annual merit increase when achieving a satisfactory





work performance. Annual merit increment to be effective from the start of the academic year. The amount of the yearly bonus (calculated on basic salary) is subject to the availability of funds and fulfilling of performance evaluation criteria

### 12.7 Promotion Criteria Chart

Assistant Professor to Associate Professor	Associate Professor to Professor
<p>(a) Ph.D. degree in the relevant area of teaching from a recognized University.</p> <p>(b) served as a full-time Assistant Professor for at least five years with noteworthy contributions in research and service to the academic institution and community.</p> <p>(c) At least five research papers published or accepted for publication in indexed journals.</p>	<p>(a) Ph.D. degree in the relevant area of teaching from a recognized University.</p> <p>(b) served as a full-time Associate Professor for at least five years with significant contribution in research and service to the academic institution and community.</p> <p>(c) At least ten research papers published or accepted for publication in indexed Journals.</p>

Please refer to the below link for Policy and Procedure Manual: D.5 Faculty Members and Professional Staff Performance Evaluation ([Link](#))

## 13. Intellectual Property Rights

Intellectual Property: a term used to refer to the various rights which the law gives for the protection of creative effort and especially for the protection of economic investment in creative effort. It covers not only patentable inventions covered under the United Arab Emirates patents act, but also any innovative work covered by virtue of other copy rights.

Copies of these rules and related explanatory information must be distributed to all academic, research and technical staff, and to research and senior students. Department Chairs must ensure that all new academic, research and technical staff and all new research students are informed of the policy and its operation.

For the purpose of these regulations, intellectual property includes the rights relating to literary, artistic, and scientific innovations, discovery and inventions in all fields of human endeavor.

### 13.1 Research Categories

Research carried out in DMU which results in commercially exploitable inventions falls into one of three categories:

- Research carried out by academic staff as part of their customary activities as members of the academic community. In this category, the exploitation of research results is a matter between the employer, and faculty member alone.





- Research is carried out with the support of grants from an external body, governmental or private. In this category, the staff member remains an faculty member of DMU; exploitation of research results is handled under the conditions of the research grants.
- Research carried out by students, the student is, of course, not an faculty member of DMU, although the supervisor will be, and where a student is supported entirely by external body, it is important that the student should be a party to a contract which includes provision for the protection, publication and exploitation of the research results and the proper sharing of any profit.  
Faculty and student output could have industrial applications, commercial value, and/or patentable potential.
- Commercial value, and/or patentable potential: The name of the last author usually indicates the budget holder or the Chair of the department or the most senior person in the team through whom the communication should be addressed when needed, unless the communication addressee is otherwise specified in the paper. (This conforms to Federal Law No. 11, 2021).

### 13.2 Ownership of Intellectual Property

- Subject to sections B.3, and B.5 of these rules, all intellectual property which is created by staff members in pursuance of the terms of their employment with the DMU vests in the DMU.
- The intellectual property referred to in this section is restricted to:
  - intellectual property created in connection with a project to which the DMU has made a specific contribution of funding or other resources.
  - patentable inventions including circuit layouts, computer programs, design, and plant varieties.
  - copyright in original course and teaching/learning materials published by the DMU for use in award courses and continuing education programs offered by the DMU.
  - copyright in films, sound recordings and multi-media to which the DMU has made a specific contribution in funding, resources, facilities or apparatus.
  - data bases with potential commercial value.
  - Projects which have incorporated intellectual property belonging to the DMU.
- Subject to section B.5 of these rules, the DMU assigns to the originator copyright to all materials generated by staff other than those specified in section B.2 of these rules.
- Where the DMU owns the copyright, the DMU grants the originator a non-exclusive, royalty-free and irrevocable license to use the work for the originator's teaching and research at the DMU and, with the approval of the DMU, at other institutions.
- Where the originator is the owner of intellectual property created in the course of employment with the DMU, the originator must grant the DMU a non-exclusive and irrevocable license to use the intellectual property for teaching and research without the payment of any fees.
- In the case of intellectual property created by a student, that property is owned by the student.





However, the student may assign the property to the DMU, in which case such property will be treated in the same manner as property generated by faculty member of the DMU.

- At the commencement of research program, the student and supervisor(s) may be required to meet with the head of department in order to determine an arrangement for the ownership of any intellectual property arising from the student's project.
- Where the DMU publishes a copyright, work owned by the DMU without adaptation or modification, the DMU shall ensure that the authorship is acknowledged in the publication. If adaptation or modification is proposed, the DMU shall consult with the originator concerning possible acknowledgment.
- Where the DMU assigns or licenses a copyright which it owns, the DMU shall ensure that the assignment or licensing agreement requires the purchaser or licensee to consult with the originator concerning whether the authorship of the work should be acknowledged and the form that any acknowledgment should take.
- The DMU may enter into agreements with external sponsors of research whereby the DMU agrees to relinquish or share all or part of intellectual property that results from externally sponsored or contract research with that sponsor or another party. In such cases, the ownership of intellectual property will be governed by that agreement.
- Collaborations: Even when faculty members collaborate with their former institutions, they should use DMU affiliation in their publication.

### 13.3 Obligation of Originators

- An originator of intellectual property must promptly report in writing to their department chair, in case of any invention or other work which, in the judgment of the originator, is a patent-worthy discovery or invention or intellectual property of commercial value.
- An originator must, if required by the Vice Chancellor - Research & Post Graduate Education, execute any document or take any actions reasonably required in relation to intellectual property created in part or whole by the originator for DMU to demonstrate or prove ownership to third parties or secure intellectual property protection. An originator must assist as required in work necessary to patent, market, license, register or otherwise commercialize remittable intellectual property.
- An originator must not apply for any form of protection for, or commercially exploit, any intellectual property which is the property of DMU without the prior approval of DMU.
- Where DMU owns intellectual property, which may be the subject of a patent application or subject to protection of confidential information, the originator may not disclose it or information about it, other than reasonable disclosure to persons employed by or contracted to DMU.

### 13.4 Protection of Intellectual Property

- To protect the interests of the originator and DMU, DMU may require a reasonable delay in





making public the nature of remittable intellectual property until an application is filed to protect the interests of the originator and DMU.

### 13.5 Commercialization of Intellectual Property

- DMU may enter into an agreement with the originator, or another person or an outside organization with respect to the commercialization of intellectual property. DMU also may enter into an agreement with the originator for intellectual property to be sold or for a license agreement to be entered into in such cases, the DMU will ensure that the originator is consulted at all stages.
- Where DMU owns or partly owns intellectual property, any agreement with respect to the distribution of revenue will follow policies determined by the university council This will apply to copyright or original course and teaching materials published by DMU for Use in award and continuing education programs offered by DMU as well as to other intellectual property owned by DMU.
- DMU and DMU partnership have the obligation to decide as soon as possible whether there is an interest in pursuing a patent or registration concerning remittable intellectual property owned by DMU.

#### As per the Federal Law No. 7 (article 7);

- Licensing the use of a product/report
- Owner's rights to allow others to use:
- It is the right of the author or the heirs to legally allow the beneficial use of the product or the report in any way especially duplicating or publishing in any other way which includes social media and Information networks.
- The owner/inventor owns the right to file for patency to Ministry in accordance with Clause 8 of Federal Law.
- If it is not possible to understand, interpret, or apply any of the previous clauses, the Emirate of Dubai's laws shall apply instead.

### 13.6 Guidelines on Authorship

- Authorship provides credit for an individual's contributions to a study and carries accountability. There are no universally accepted standards for assigning authorship, and principles, customs and practices differ significantly from one discipline to another.
- Responsibility for decisions regarding the authorship of publications lies with those who carried out the work reported in the publication. Researchers should be aware of the authorship practices within their own disciplines and should always abide by any requirements stipulated by journals as part of their instructions to authors.

### 13.7 Planning for authorship



- Where no journal or discipline-specific norms apply, authorship criteria should be agreed by all investigators at an early stage of the research. Where possible, it is advisable to keep written records of decisions regarding authorship and these should be revisited where roles and contributions change over the lifecycle of the study.
- Normally, an author is an individual judged to have made a substantial intellectual or practical contribution to a publication and who agrees to be accountable for that contribution. This would normally include anyone who has:
  - made a significant contribution to the conception or design of the project or the acquisition, analysis, or interpretation of data for the work;
  - drafted the work or reviewed/ revised it critically for important intellectual content.
- This is a general guidance only and may not apply to all disciplines or journals which may set different standards.
- Anyone listed as an author on a paper should approve the final version of the paper and accept responsibility for ensuring that he or she is familiar with its contents and can identify his or her contribution to it.
- Individuals who contributed to the work, but whose contributions were not of sufficient magnitude to be listed as authors should be properly acknowledged, usually in an acknowledgements section. In particular, the help of technical services staff (e.g., facility staff) should be acknowledged, if relevant.
- Authors should be careful to ensure fair and proper acknowledgement of contributions from individuals who have not been listed as an author and make sure that acknowledgements fully reflect the level of the input of the contributor.”
- “Affiliations: Any article affiliations should represent the institution(s) at which the research presented was conducted and/or supported and/or approved. For non-research content, any affiliations should represent the institution(s) with which each author is currently affiliated.”

**Please refer to the below link for Policy and Procedure Manual: 1.2 Intellectual Property Rights**  
[\(Link\)](#)

## 14. DMU Conflict of Interest

While DMU trusts the professionalism of the staff that it employs, a conflict-of-interest policy has been stated in the Procedure Manual. This policy is created to help the Colleges in DMU protect its faculty members against criticism or compromise by reporting and managing situations of potential conflict, proactively. The process ensures that such situations are recognized and disclosed so that appropriate steps can be taken to avoid and manage them.

### 14.1 Definitions

"Conflict of Interest" is defined as:



- a situation in which the concerns or aims of two different parties are incompatible.
- a situation in which a person can derive personal benefit from actions or decisions made in their official capacity.

It is emphasized that this policy does not imply a lack of trust in the faculty members. A clear policy is warranted as a criticism related to integrity might be very damaging for the reputation of the University. Such situations might arise not only in cases where there is actual betrayal of trust but also where a conflicting situation exists or appear to exist.

### 14.2 Process

The faculty members who are involved in educating, training, supervising or directing the work (education) of students, should ensure that the education they provide is appropriate to the student and in the best interest of the colleges in DMU.

Should any member of DMU staff feel they are in a position where there is a possibility of conflict of interest, they must contact Deans/Vice Dean- Clinical Affairs through head of their department as soon as possible. The potential conflict of interest has to be disclosed in the form provided.

The Dean will then take appropriate actions to deal with the situation. This policy can be applicable to areas of Conflicts with educational mission, research integrity, commitment, financial dealings or grading of examination.

### 14.3 Resolution

Full prior disclosure of interests is clearly an important mechanism for management of conflicts of interest. In some cases, after adequate evaluation, the Dear of the University may decide that no further action needs to be taken.

The primary obligation rests with the faculty member to recognize situations in which he or she potentially has a conflict of interest and to disclose to their superior.

In addition, staff are reminded that failure to declare a significant interest is potentially a disciplinary matter and there-fore staff are advised to declare such an interest if they are in any doubt about its relevance or materiality.

The most important message in the document is that staff should always disclose an activity if they are in doubt about whether it represents a conflict of inter-est.

Examples of conflicts and proposed actions.

- A board member who has stake in a decision should not participate in the voting of the particular case
- In a situation where the relationship between an examiner and a student/examinee may compromise an unbiased assessment. In this case appropriate action needs to be taken. This faculty should not be included in the examination proceedings.





- Faculty members are not permitted to work outside the organization without prior approval (in accordance with the UAE laws).

Please refer to the below link for Policy and Procedure Manual: 1.1 Conflict of Interest ([Link](#))

## 15. Code of Conduct

DMU Code of Conduct is to guide the ethical conduct of faculty members at the workplace and to establish clear regulations governing workplace behavior that is respectful of the Islamic religions, colleagues, and traditions of the UAE .

DMU faculty members should know the basic ethical principles to act properly. This Code of conduct is considered the basis on which faculty members conduct daily activities on behalf of DMU.

Minor Code of Conduct violations may be handled informally by the faculty member's direct supervisor, major violation will subject to disciplinary action and will be filed in the personal faculty member records.

### 15.1 Professional and Personal Conduct

DMU expects all its faculty members to follow principles of integrity, decency, and respect in their behavioral conduct, and to comply with DMU regulations that were established to maintain a positive and productive working environment. DMU expects all faculty members to carry out their duties and responsibilities professionally & ethically to achieve the mission and goals of the University in the optimal way.

### 15.2 Use of DMU Funds and Assets

The assets of the DMU are to be used exclusively for the benefit of the University and only for authentic educational or work purposes. The assets of DMU are much more than physical equipment, inventory, research funds, or office supplies. These assets may not be improperly used to provide personal gain for faculty members or others. Faculty members may not transfer any of the assets to other people, except in the ordinary course of work nature.

### 15.3 Damage to Property

Dubai Medical University shall not tolerate any reckless, careless, or deliberate damage to its properties; DMU at its discretion might report such damage of its property to law enforcement agencies for necessary action.

### 15.4 Falsification of Records

DMU prohibits its faculty members from providing false information regarding their work status, education, timesheet, or any other job-related records. Faculty members who observe such a violation must report it to the Dean immediately.





### **15.5 Theft**

Stealing or attempting to steal DMU's property or property belonging to others is strictly prohibited. To protect faculty members, DMU reserves the right to inspect all purses, briefcases, lockers, toolboxes, desks, cabinets, vehicles, and any other containers or items within DMU's premise.

### **15.6 Gifts & Gratuities**

DMU Faculty members and their family members shall not accept gifts of money under any circumstances, nor may they ask non-monetary gifts, favor, or any other kind of personal benefit from DMU students, service providers, and suppliers.

Faculty members may accept simple, non-monetary gifts from a service provider or DMU allies only if the gift is of simple value or the gift is primarily of an advertising or promotional nature. Gifts of more than minimal the value may be accepted if the protocol, courtesy or other special circumstances exist, However, all such gifts must be reported to the Dean, Head of the Department and the Human Resource Department to determine if the faculty member may keep the gift, return it, or whether it should become DMU property.

Business gifts, services, hospitality, or travel-related business gifts, other than items of very small value, are not to be personally accepted (by self or family).

### **15.7 Harassment**

DMU seeks to maintain an effective, respectful, and harassment-free work environment; therefore, it strictly prohibits harassment, offensive behaviors, or discrimination based on race, color, sex, age, disability, or any other category prohibited by law. Harassment includes, but not limited to physical contact ranging from touching to assault, dictatorial and bullying behavior, verbal and written interaction through offensive jokes and language or behavior that is considered threatening or intimidating.

Retribution against an faculty member or student for having complained of being harassed is considered to be harassment itself and will be treated as a disciplinary offense. An faculty member who repeats actions considered to be harassment after an initial warning will be subject to disciplinary action up to and possibly resulting in termination of employment.

### **15.8 Injuries and Accidents**

All injuries of DMU students, faculty members and visitors, must be immediately reported to the safety officer and Head of the Department or administrative officials for the provision of first aid and medical treatment, this includes incidents that happened inside and outside the DMU campus.

### **15.9 Research Integrity**





DMU strives to create a research climate that promotes adherence to high ethical standards and maintaining integrity in the conduct of research. Faculty members are responsible for adherence to high ethical standards in the conduct of research and assure that those standards are communicated to all who work under their supervision. Any inquiry or investigation of allegations of research misconduct must proceed promptly and with due regard for the reputation and rights of all individuals involved.

### **15.10 Confidentiality & Privacy**

Safeguarding the confidentiality and privacy of all matters related to faculty members is crucial and vital to the values and professional conduct that DMU strives to achieve.

Confidential information includes, but is not limited to faculty member information, payroll information, student records, programs examinations, research data, the intellectual property of the University, financial information of all kinds, soft wares & computer systems, supplier information, marketing strategy or any other items that may be considered confidential or proprietary to the University. Violations of this policy may result in discipline up to and including termination of employment.

### **15.11 Combating Cheating and Violation of Examination System**

As per Federal Decree by Law No. 33 of 2023 Concerning Combating Cheating and Violation of Examination System, all faculty and staff are required to immediately report any act of cheating or violation in examination system on the same day. Failure to do so will subject the faculty or staff to action and penalties as per the decree.

**Please refer to the below link for Policy and Procedure Manual: D.7.1 Code of Conduct ([Link](#))**

## **16. DMU Disciplinary Procedures**

All faculty members are expected to comply with all DMU regulations and Code of Conduct, any violations of DMU regulations will be addressed promptly. This policy is to frame procedures for reporting conduct violations, methods for investigating such violations, the rights of the faculty member, and the disciplinary actions that may be imposed by DMU management.

### **16.1 Violations**

- Unjustified refusal to carry out the duties required by his/her position or refusal to abide by the instructions of the employment contract issued.
- Unauthorized and forbidden distribution of literature in the material or books posting on institution property.
- behaving in unprofessional manner and compromising or violating the regulations issued by the University pertaining to the safety and security of the computers and lab equipment inside the Colleges/university.
- Racial, sexual harassment, verbal harassment , physical or verbal abuse to any student,





employee or visitor to the University.

- Absence without justifiable reason
- infringing an article of contract or violating the regulations and policies issued by the University regarding safety and security of DMU community.
- interrupting , causing disturbance in the safety and security procedures or equipment, threatening the rules of safety and public health in the University or obstructing the employees from carrying out their duties .
- Falsification of reports, reports pertaining to absence from work, and communications or records including personnel and production records.
- Gaining unauthorized access /hacking to institutional electronic records and files on campus or stored virtually on DMU one Drive or equivalent storage area.
- Theft of any property on institution premises.
- Submission of false certificates and documents.
- Professional negligence, which causes material, reputational or moral damage to the College/ University.
- Intentional breaching of the internal published, policies, procedures and laws of the University.
- Disclosing confidential information or a professional secret of the University
- Violation of the moral ethics of the UAE society
- Substance abuse in the University premises
- Reporting to work under alcoholic influence or mentally disturbing substances.

### **16.2 Disciplinary procedures may take one of the following forms Verbal Warning**

In the case of any violations of the University Code of Conduct, the faculty member's head of the department or direct supervisor issue a verbal warning. Following the issuance of the verbal warning, a written summary of the verbal warning (turn-on notice) should be prepared for placement in the faculty member's personnel file.

### **16.3 Written Warning**

If a faculty member has already received a verbal warning for offensive behaviors or breaching the regulations, and continues to violate the regulation, the head of the department or direct supervisor of the faculty member shall refer the case to the dean, who will issue a formal Written.

### **16.4 Loss of Pay**

A faculty member may be subject to a salary deduction for a maximum of 15 days at each occurrence of a major violation.

### **16.5 Suspension of the Annual Bonus**

A faculty member could be deprived of receiving an annual bonus, if the faculty member did not meet performance expectations or neglected their obligations and responsibilities.





### 16.6 Dismissal with Notice

Dismissal from service with notice results in termination of employment with right to end of service gratuity. Termination may be imposed by the decision of the Dean's Council for misconduct.

### 16.7 Termination for without notice

For an act of "gross misconduct" termination of employment is imposed by the Dean's Council and as stipulated in Federal Degree 33 of 2021, Art 44.

### 16.8 Handling employment Legal Issues

Should a problem that has developed from a disciplinary action or work dispute reach the stage of litigation, the matter will be referred to the Legal Department for handling on behalf of the University.

**Please refer to the below link for Policy and Procedure Manual: D.7.2 Disciplinary Procedures ([Link](#))**

## 17. Grievances & Appeals Policy

DMU aims to provide a fair and productive work environment for all its faculty members and academic staff that includes a variety of means by which faculty member grievances are brought to consideration and successive resolution in a timely manner.

This policy aims to provide guidance for handling grievances of its faculty members and academic staff and advise procedures for the resolution of grievances.

### 17.1 Apply for Grievance

Faculty members have the right to apply for a grievance if they believe they have been treated unfairly or improperly at any condition of their working relationships within DMU or regarding their working & employment conditions.

An Faculty member shall submit a signed, clear and detailed complain of the case to the HR department which will refer the case to the DMU Dean. The Dean shall appoint members of the Grievance Committee for reviewing the grievance and ensuring that it is complete with all required information and documents.

In cases were a grievance can be resolved informally, faculty members are encouraged to discuss the grievance directly with their immediate Supervisor, or with the other concerned party in an attempt to resolve the matter informally. If the issue is not resolved through the immediate supervisor, faculty members may apply for a formal grievance.

### 17.2 Investigation





The Grievance Committee shall carry out any necessary investigation to establish the facts of a case. The Grievance Committee shall interview all personnel associated with the grievance including the faculty member, supervisor and any witnesses. Parties involved in the investigation shall provide written replies and explanations within five (5) working days at stage of the Grievance Process from the Grievance Committee interview.

### **17.3 Grievance Decision**

The Grievance Committee shall make recommendations to the dean on the required actions to resolve the grievance within 20 working days.

The Grievance Committee decision shall be communicated to the faculty member in writing.

If the grievance investigation finds that the faculty member's grievance is made on false information, the faculty member will be held accountable for their actions and could result in formal disciplinary action against the faculty member up to termination.

### **17.4 The Grievance Committee**

The Grievance Committee will have the authority to access all documents, statements and records involved with the faculty member filing the grievance and will has the right to interview all personnel associated with the grievance including the faculty member, supervisor and any witnesses with the aim of finding exactly what happened to make recommendations on the required actions to resolve the grievance.

All Information concerning grievance shall be treated as highly confidential, all participants in grievance incidents are required to maintain the confidentiality of the proceedings and may be permitted to disseminate information to appropriate officials of the University on a need-to-know basis.

### **17.5 Appeals**

A faculty member has the right to appeal for the imposed penalties resulting from violation of University regulations and code of conduct. Appeals must be in writing, providing new information not considered previously, it should be submitted within 15 days from the imposed disciplinary actions.

**Please refer to the below link for Policy and Procedure Manual: D.7.3 Grievances and Appeals Policy ([Link](#))**

## **18. Termination of Employment Relations Policy**

This policy guides situations where employment at Dubai Medical University may end, due to changes in the needs of DMU (termination) or due to faculty member's desire (resignation). This chapter presents the policies governing such situations, including end of service benefits, contingent on the circumstances of the end of employment.





### 18.1 Process

The Federal Decree-Law no. 33 of 2021: Regarding the Regulation of Employment Relationship; will be followed. Possible reasons for end of the employment or termination could be the following:

- Resignation: occurs when an faculty member notifies the University in writing of her/his intent to end employment in accordance with the notice period contracted to by the two parties.
- Unsuccessful probation period: an faculty member's services may be terminated during the probationary period, through a one-day written notice without any entitlement to any bonus or periodic holiday or any allowances. She/he shall only be eligible to receive the basic salary.
- End of the employment contract.
- Faculty member scoring low performance rating.
- End of Employment Due to Death.
- Dismissal by disciplinary decision or by judicial decree.
- The University and the faculty member mutually agreed to end the contract.

### 18.2 Termination without notice and without end of employment benefits

Dubai Medical University may terminate an faculty member service based on disciplinary action or case, without notice and without end of employment benefits, due to misconduct or violations of DMU regulations that include, but are not limited to:

- Submission of false documents, certificates or falsification of identity or nationality.
- Execution of wrongful act which results in a substantial loss or damage of DMU assets.
- Disclosure of confidential or secret information relating to his/her work e.g., reviling examinations to a student.
- Absence without reasonable excuse for more than fifteen (15) consecutive days during any one year.
- Conviction of an offence relating to honor, honesty or public morality.
- Being found, during working hours, in a state of obvious drunkenness or under the influence of drugs.
- Physical assault upon one of his/her supervisors or colleagues.
- If Faculty members are to be found providing private lessons to DMU students whether it is free or paid. A major violation of the University Code of Conduct.

### 18.3 Notice Period

A notice of the end of employment must be given by the employer or by the faculty member. For faculty and academic staff engaged in the delivery of academic programs, the notice period must normally result in an End of Employment date outside of a regular semester.

- During the probationary period, DMU shall give the faculty member notice as per Federal Law 33 of 2021.





- Following successful completion of the probationary period, the notice period by either party for faculty member is three (3) months.
- Following successful completion of the probationary period, the notice period by either party for professional staff is Thirty (30) days.

#### **18.4 End of Service Benefits**

DMU faculty members will be entitled to End of Service Benefit in the following situations:

#### **18.5 Resignation**

If a faculty member intends to end their employment with DMU they shall notify the University in writing in accordance with the notice period contracted to by the two parties. The faculty member must continue to honor their duties for the duration of the notice period. The notice period commences from the date that the faculty member submits the letter of resignation to the Dean. The acceptance of the resignation should be indicated by management in writing.

A Lack of communication is considered an indication of the acceptance of the resignation.

#### **18.6 Exit Interview upon Resignation**

The Human Resources Department shall have conducted an exit interview with the faculty member to gather feedback and gain insights that might assist the development of the University.

#### **18.7 Redundancy**

DMU may terminate the employment contract of any faculty member at any time following completion of the probation period for non-disciplinary or non-legal reasons in the situation where the services of such faculty member are no longer required, and it is not possible to find a new position for the faculty member that suites their qualifications and skill or due to budgetary or financial limitations.

#### **18.8 Termination on Medical Grounds**

DMU has the right to terminate on medical grounds an faculty member who undergoes from a continuous and/or interrupted illness that results in absence from work beyond his/her sick leave balance. In such cases, the faculty member will be paid all benefits due to him/her on termination. The University shall make the termination of service decision according to a decision by a competent medical entity upon confirmation of the permanent medical unfitness or disability.

#### **18.9 End of Employment due to Death**

A faculty member's service shall be terminated due to the death of the faculty member; the termination will commence from the day following the faculty member's death date as per the official death certificate.





Please refer to the below link for Policy and Procedure Manual: D.8.2 Termination of Employment Relations Policy ([Link](#))

## 20. Academic Calendar and Holiday Calendar

DMU Academic Calendar- Academic Year 2024 - 2025		
Event	Day	Dates
<b>First Semester (Fall)</b>		
Beginning of Fall Semester	Monday	26/08/2024
White Coat and Welcoming Ceremony	Monday	First week of September
Beginning of Midterm Exams	Monday	Mid of October
Beginning of Final Exams	Monday	December- Mid of January
Winter Break	Saturday to Monday	Last two weeks of December
<b>Second Semester (Spring)</b>		
Beginning of Spring Semester	Monday	Mid of January
Beginning of Midterm Exams	Monday	Second week of March
Beginning of Final Examinations	Monday	Third week of May
Spring Break	Monday to Sunday	First week of April
<b>Summer Semester</b>		
Beginning of Summer Semester	Monday	First week of June
Beginning of Final Examinations	Monday	First week of July
Beginning of Summer Vacation	Monday	Second week of July

Events	
Event	Date
Prophets Birthday*	As announced by UAE Government
UAE National Day	
New Year's Day	
Eid Al Fitr Holiday*	





Eid Al Adha Holiday*
* <b>Note:</b> Islamic holidays are determined after sighting of the moon. Thus, actual dates may not coincide with the dates in the calendar
<b>**Beginning of Academic Year 2025-2026 will be on Monday 25 August, 2025</b>

## 21. ACCESS TO POLICIES AND PROCEDURES MANUAL

Policies and procedures can be accessed by clicking on the link below:

Link to Policies and Procedures Manual ([Link](#))

## 22. Document Revision History

Version	Date	Updated Information	Author/ Reviewer
V 1.0	Nov 2023	New Handbook	HR
V 1.1	June 2024	Version History added and link to PPM	HR Unit
V 1.2	July 2024	Combating Cheating & Violation of Examination System	HR Unit
V 1.3	July 2024	Added hyperlinks in the contents related to PPM	HR Unit
V1.4	July 2025	Update the handbook	HR Unit

