



GLOBAL STUDIES
جامعة الدراسات
UNIVERSITY

Global Studies University

Faculty Handbook

2025-2026

Table of Contents

Preface	4
About Global Studies University (GSU)	5
Introduction	6
Vision and Mission	7
Strategic Goals	7
GSU Campus	8
Governance And Organization	12
Governance	13
University Leadership and Governance	14
Board of Trustees	15
Advisory Board	16
President	17
Chancellor	18
Distinguished Professors and Honorary Titles	20
Senior University Administrators	20
Organizational Chart	21
GSU Organization Chart	22
GSU Academic Affairs Chart	23
Recruitment And Appointment Of Faculty	24
Faculty Recruitment Process	25
Conditions and Qualifications of Faculty Members	27
Contracts	30
Faculty Records	32
Faculty Orientation	33
Faculty Rights And Responsibilities	34
Salary and Benefits	35
General Leave Policy	36
Duplication of Benefits	37
Demise Policy	43
Compensation for Administrative Positions	41
Academic Freedom	41
Community Service	43
Quality Assurance and Institutional Effectiveness	43
Faculty Engagement and Participation	44
Working Hours	45
Faculty Workload Allocation Policy	46
Roles Of Faculty And Administrative Faculty	50
Roles of Faculty Members	51
Roles of Academic Administration Faculty	52

Faculty Performance Evaluation & Promotion	54
Performance Evaluation Criteria	55
Information and Materials Required for Faculty Performance Evaluation	57
Faculty Performance Evaluation	57
Evaluation for Annual Faculty Performance	57
Academic Promotion	58
Evaluation for Promotion Decisions	58
Eligibility	58
Promotion Procedure	58
Guidelines Regarding External Peer Review	59
The Evaluation Process	59
File Preparation and Submission	59
Guidelines and Procedures for Promotion to the Rank of Professor	62
Guidelines and Procedures for Promotion to the Rank of Associate Professor	68
Guidelines and Procedures for Promotion to Senior Lecturer	73
Research and Publication Policy	74
Policy Statement	75
Policy Scope	76
Support for Research and Scholarly Activity	79
Research Ethics	79
Research Program Policy	80
Faculty Conference Grant Program	80
Faculty Development	81
Faculty Scholarly Activities Grant Program	81
Standards Of Conduct	82
Ethics Policies	83
Nepotism	88
Other Policies	90
Hiring, Transfer, and Promotion Conflict	95
Dress Code	95
The Library	96
Policy Statement	96
Library Code of Conduct	96
Library Access and Circulation of Material	96
Grievance	105
Faculty Separation Policy	108
Dismissal	109
Resignation	110
Intellectual Property Guideline	111

Preface

Under the patronage of His Highness Sheikh Dr. Sultan bin Muhammad Al-Qasimi, Member of the Supreme Council of the United Arab Emirates and Ruler of the Emirate of Sharjah, the establishment of the Global Studies University was initiated in 2023 acknowledging both Sharjah's and the UAE's past, and their rising significance as a cultural and educational hub, as well as an economic nexus, both regionally and internationally.

GSU is conceived as a network of semi-independent but related interdisciplinary institutes, with each concentrating on a different region of the world. The aim of these globally oriented institutes is to focus on postgraduate teaching and studies, research, and documentation of histories, cultures, and peoples who constitute the different regions of the world. Launched in 2018, The Africa Institute of the GSU has already made a name for itself and has put Sharjah on the map as the base for one of the emerging centers of excellence in African and African diaspora studies regionally and globally.

Located in Sharjah, United Arab Emirates, Global Studies University (GSU) aims to be a postgraduate, research, and documentation institution striving to position itself as one of the premier universities in the Gulf that will be recognized for its academic excellence in the domain of global studies. As the first university of its kind, the GSU will be comprised of various interdisciplinary research institutes and postgraduate programs that offer Master's and PhD degrees across diverse disciplines in the humanities, social sciences, and non-Western languages.

The next entity to be officially established in 2024 is The Asia Institute. Preparations are also underway to launch additional institutes that will focus on the regions of Oceania, Europe, and the Americas in the coming years. As the only university of its kind worldwide, GSU aspires to become a center of excellence in postgraduate studies and research that engages with, as well as shapes, new paradigms of thought and understanding in global studies.

This Faculty Handbook outlines the main policies and procedures that govern the academic activities and working environment for faculty at GSU. All policies in the handbook must be approved by the Board of Trustees.



About Global Studies University

Introduction

Global Studies University (GSU) was established in 2023 as a non-profit institution for higher education by His Highness Sheikh Dr. Sultan bin Muhammad Al-Qasimi, Member of the Supreme Council and Ruler of Sharjah. Its establishment is closely aligned with the National Higher Education Strategy 2030 and the National Agenda 2021 and recognizes the UAE's unique role as a hub of cultural, economic, and social interchange. GSU sets out to build and achieve the highest standards in global studies education to serve both the UAE's future generations as well as international graduates who will become UAE international ambassadors. The Investment in Knowledge, an initiative of the National Higher Education Strategy, is closely aligned with GSU's mission to increase the number of PhD students by providing support for postgraduate funding.

Historically, the UAE and the wider Gulf region have acted as a convergence point of peoples and cultures from across the globe, a pattern that continues today through migrations, tourism, pilgrimage, and other modes of exchange and movement of diverse populations. The establishment of GSU illustrates the continued recognition of this rich and diverse cultural tapestry and the ambitions and visions of the UAE. GSU, therefore, is conceived as a network of semi-independent but related interdisciplinary institutes, each concentrating on different regions of the world. This network includes The Africa Institute, which was established in 2018, as well as the soon-to-be-established Asia Institute. Similar institutes focusing on other regions, such as the Americas, Europe, and Oceania, are also planned to follow. The aim of these multiple institutes is to focus on teaching, research, and documentation of histories, cultures, and peoples who constitute different regions of the world, with a focus on the Global South, the majority of whom inhabit continents in Africa, Asia, Pacific Islands, and the territories of Indigenous peoples in parts of the Americas and the Pacific and Indian Ocean Islands, which were all formerly controlled by Western colonial powers in one way or another.

With the unabated ambition of becoming the region's cultural and educational hub, coupled with the growing focus on building a knowledge-based economy, the natural next step is to focus on establishing and strengthening postgraduate education and specialized research institutes. The creation of GSU is set to play a vital role in the necessary and timely training of a new generation of critical thinkers in the UAE and globally. The students will be educated to focus on local and regional issues, understanding and framing them within a global context. As such, GSU's postgraduate curriculum, at both the Master's and Doctoral levels, is designed to promote interdisciplinarity and interconnectedness, encouraging a deeper, more comprehensive understanding of global issues. The curriculum at GSU seeks to address the most vital and pressing questions related to global studies, spanning the full breadth and depth of the humanities and social sciences. It blurs traditional disciplinary boundaries, advancing interdisciplinary methodologies and thought processes by identifying key, intersecting thematic fields and areas of studies. Moreover, with its emphasis on the teaching of non-Western languages and translation, to both graduate and undergraduate students as well as the public at large, GSU provides its graduates with a vital understanding of local contexts, relevance, and deep-rooted connections. GSU anticipates enrolling students from both the UAE and various global regions. Its graduates are expected to have a lasting impact on the ways in which research and teaching in the areas of social sciences and humanities are conducted and how knowledge is produced.

Vision

Global Studies University (GSU) aims to establish itself as a leading global studies institution recognized worldwide for its excellence in teaching, research, and documentation. Situated in the Gulf region, GSU seeks to transcend traditional area studies and continental thinking frameworks by pioneering critical, interconnected, and interdisciplinary paradigms that redefine global studies.

Mission

GSU's mission is to serve as a hub for critical engagement in global studies within the arts, humanities, and social sciences, producing new knowledge and nurturing the next generation of critical thinkers to address global complexities and interconnectedness through knowledge production and postgraduate training. GSU is conceived as a multi-institute entity focusing on Africa, Asia, the Americas, Europe, Oceania, and other key regions of the world.

GSU Campus

The Global Studies University (GSU) is currently working on commissioning an architectural firm to design a new building to house The Africa Institute and all future institutes, which includes The Asia, Americas, European and Oceanic Institutes. In the meantime, the university has been operating out of a temporary location called Khalid bin Mohammed School (KBMS). The following section details the current temporary location as well as the specifications to be included in the future building design.

Khalid Bin Mohammed School

To fulfill its mission to start welcoming postgraduate students in 2024, GSU is temporarily operating out of Khalid bin Mohammed School located in Al Manakh, Sharjah, UAE. Established in the mid-1970s as a boys' school, forming part of a series of nearly identical schools constructed across the UAE, KBMS's distinctive soft orange colored design has been replicated 28 times across Sharjah City and the three port towns of Dibba Al-Hosn, Khor Fakkan, and Kalba, making it the region's most widely used school building typology.

The school model, which emerged as the first primary and secondary school typology after the establishing the UAE's union on December 2, 1971, boasts a modular precast structure designed with shaded external circulation and passively ventilated classrooms. Its eye-catching features encompass repetitive flat vaulted bays, tall arcs with long corridors, and covered walkways encircling courtyard spaces, granting the schools an iconic and unmistakable presence that enhances neighborhoods across the country. These architectural structures were designed by the architecture studio Khatib & Alami, under the patronage of the Ministry of Education.

The doors of Khalid bin Mohammed School eventually closed. Recognizing the potential of this historical structure, the Sharjah Art Foundation acquired it from Sharjah Government, and architect Mona El Mousfy led the renovation, not only preserving Sharjah's modern heritage, but also showcasing a brilliant example of adaptive reuse, breathing new life into the existing framework.

Today, the once-abandoned school has metamorphosed into the vibrant center of GSU. Within its walls, one can find an auditorium, workshop spaces, modular classrooms, a library, and

a bookshop, all catering to the university's mission of fostering knowledge and engaging with the broader community of Sharjah, the UAE, and beyond.

Layout

- **Area:** 23,053 sqm
- **Floors:** 2
- **Facilities:**
 - Reception/Information Desk: 1
 - Bookshop: 1
 - Auditorium: 1
 - Library: 2
 - Archive: 2
 - Pantry: 1
 - Storage: 1
 - Classroom: 6
 - Language Lab: 1
 - Staff Office: 20
 - Faculty Office: 18
 - Fellowship Office: 6
 - Basketball Pitch: 1
 - Prayer Room: 2
 - Football Pitch/Multipurpose Field: 1
 - W/C: 6
 - Parking (including disabled parking)

Renovation plans are underway for the GSU campus, with expected completion in January 2025. The renovation plans will include the following facilities:

- Clinic
- Café
- Jogging track
- Student Center
- Volleyball Court
- Tennis Court
- Football Pitch
- Student Learning Center

Main Campus Layout

Ground Floor



Main Campus Layout

First Floor



Main Campus Layout





Governance and Organization

Governance

The leadership structure of GSU consists of a President, Board of Trustees, Chancellor, and Deans of Institutes. The President is the institution's top authority, while the Board of Trustees is responsible for legislation, policy approvals, and general oversight of the university. The Chancellor is appointed by the President and approved by the Board of Trustees. The Chancellor acts as the chief academic officer of the university, and manages both academic and administrative sectors, enforces policies, and represents the university on local, regional, and international scales. No investors, owners, or relatives of owners are involved in the day-to-day operations of the university, nor hold offices at the university premises.

Led by the Chancellor, the Council of Deans includes Deans of the various Institutes under the GSU. This council approves curricula, academic calendars, faculty appointments, extracurricular activities, and research endeavors. The Director for Academic Affairs is entrusted with academic matters, while the Director for Operational, Financial, and Administrative Affairs takes care of non-academic responsibilities. Alumni and community relations fall under the purview of the International Program and Community Engagement Coordinator. For legal concerns, the Chancellor designates a Legal Advisor, and the Internal Audit Office handles financial auditing and ensures policy adherence.

Currently, the Global Studies University includes The Africa Institute, with plans to introduce The Asia Institute in 2025. The Africa Institute is organized into three Departments: Social Sciences, Humanities, and African Languages and Translation. Additionally, the university has departments that include Academic Affairs, IT, Library and Archive, Finance, Human Resources, Physical Facility, and Public Relations, among others. Overseeing institutional research, quality assurance and academic accreditation is the Office of Institutional Effectiveness.



University Leadership and Governance

Board of Trustees

Dr. Muhadditha Al Hashimi, Chairperson, Sharjah Private Education Authority, Sharjah, UAE

Dr. Zahra Saeedi Baalawi, Independent Higher Education Consultant, Dubai, UAE

Dr. Fatima Al-Shamsi, Senior Economist, Novus Consulting Group, UAE

Chika Okeke-Agulu, Robert Schirmer Professor of Art and Archaeology and African American Studies; Director, Program in African Studies and Director, Africa World Initiative, Department of African American Studies and Department of Art and Archaeology, Princeton University, New Jersey, USA

Manthia Diawara, Distinguished University Professor, Department of Comparative Literature and Cinema Studies, New York University, USA

Abiy Yeshitla, CEO, Muleback Technologies, Aurora, Colorado

Osama Daoud Abdellatif, Chairman, DAL Group Company Ltd, Invictus Trading Company, DAFZA, Dubai, UAE

Lina Haggar, Art Consultant and Interior Decorator, Dubai, UAE

Savitri Bisnath, Senior Director, Institute on Race, Power and Political Economy, The New School, New York, USA

Samallie Kiyingi, Global General Counsel for Standard Chartered's Corporate and Investment Bank, Singapore

Advisory Board

Professor Ousseina Alidou, Distinguished Professor of Humane Letters in the School of Arts and Science, Rutgers University-New Brunswick, USA

Professor Naminata Diabate, Associate Professor of Comparative Literature, Cornell University, USA

Professor Mamadou Diouf, Leitner Professor of African Studies, Columbia University, USA

Professor Pamela Maseko, Executive Dean of the Faculty of Humanities, Nelson Mandela University, South Africa

Professor Eve M. Troutt Powell, Christopher H. Browne Distinguished Professor of History, University of Pennsylvania, USA

Professor Dagmawi Woubshet, Edmund J. and Louise W. Kahn Endowed Term Associate Professor of English, University of Pennsylvania, USA

President

Hoor Al Qasimi has been spearheading the establishment of the Global Studies University and The Africa Institute into a major international institution, building upon the rich legacy of Afro-Arab cultural and scholarly interchange in Sharjah, including the landmark 1976 “Symposium on African and Arab Relations” that envisioned a future nexus for learning and collaboration between the two regions. Working in partnership with The Africa Institute’s Dean and Chancellor, Prof. Salah M. Hassan, she continues to shape its programming and future endeavors. A practicing artist and curator, Al Qasimi is also President and founding Director of the Sharjah Art Foundation (SAF) which was established in 2009 as a catalyst and advocate for the role of art in Sharjah, the UAE, regionally, and internationally. With a passion for supporting experimentation and innovation in the arts, Al Qasimi has continuously expanded the scope of the Foundation over its 10-year history to include major exhibitions that have toured internationally; artist and curator residencies in visual art, film, and music; commissions and production grants for emerging artists; and a wide range of educational programming for children and adults in Sharjah. As Biennial Director, Al Qasimi co-curated Sharjah Biennial 6 (2003) and Sharjah Biennial 15: Thinking Historically in the Present (2023).

Under her leadership, Sharjah Biennial has become an internationally recognized platform for contemporary artists, curators, and cultural producers. Her leadership in the field led to her election as President of the International Biennial Association (IBA) in 2017, an appointment that transferred IBA’s headquarters to Sharjah. In addition to her role at The Africa Institute and Sharjah Art Foundation, Al Qasimi also serves as President and Director of the Sharjah Architecture Triennial, which inaugurated its first edition in November 2019. Al Qasimi serves on the Board of Directors for Kunst-Werke Berlin e. V. and Ashkal Alwan, Beirut. She is the Chair of the Advisory Board for the College of Fine Arts and Design, University of Sharjah, and



is a member of the advisory boards for Khoj International Artists’ Association, New Delhi; Darat al Funun, Amman; Independent Film Council, ICA, London; and the Eye Art & Film Prize Eye Film Museum, Amsterdam (2022–2024). Previously, she was a board member for MoMA PS1, New York (2010–2021), and the UCCA Center for Contemporary Art, Beijing (2013–2016). She was also a member of the Prince Claus Award Committee (2016–2020) and served on juries and prize panels for the MAXXI Bulgari Prize (2022), Pinchuk Art Centre’s fifth edition of the Future Generation Art Prize (2019), Bonnefanten Award for Contemporary Art (2019), Maria Lassnig Prize (2017), Mediacity Seoul Prize (2016), Hepworth Wakefield Prize for Sculpture (2016), Berlin International Film Festival–Berlinale Shorts (2016), Videobrasil (2015), Dubai International Film Festival (2014), and Benesse Prize (2013). Al Qasimi holds an MA in curating contemporary art from the Royal College of Art, London (2008). She earned a diploma in painting from the Royal Academy of Arts, London (2005), and received a BFA from the Slade School of Fine Art, London (2002).

Chancellor of Global Studies University, Dean of The Africa Institute

Salah M. Hassan, Dean, The Africa Institute, Chancellor of Global Studies University, Sharjah. In addition to his position at the institute, Hassan is the Emeritus Distinguished Professor of Arts and Sciences in Africana Studies, Director of the Institute for Comparative Modernities (ICM), and Professor of Art History and Visual Culture in the Africana Studies and Research Center, and the Department of History of Art and Visual Studies, Cornell University. He served as the Madeleine Haas Russell Professor, Departments of African and Afro-American Studies and Fine Arts, Brandeis University (2016-2018). Hassan is an art critic and curator, and editor and co-founder of *Nka: Journal of Contemporary African Art* (Duke University Press). He currently serves as a member of the editorial advisory board of *Atlantica*, *Journal of Curatorial Studies* and *International Journal of Middle Eastern Studies*. He also served as consulting editor of *African Arts*. He authored, edited, and co-edited several books including *Darfur and the Crisis of Governance: A Critical Reader* (2009), and *Diaspora, Memory, Place* (2008); *Unpacking Europe* (2001); *Authentic/Ex-Centric* (2001); *Gendered Visions: The Art of Contemporary Africana Women Artists* (1997); and *Art and Islamic Literacy among the Hausa of Northern Nigeria* (1992). He guest edited a special issue of *SAQ: South Atlantic Quarterly*, titled *African Modernism* (2010). His book *Ibrahim El-Salahi: A Visionary Modernist* was published in 2012 in conjunction with the retrospective of the Sudanese artist Ibrahim El-Salahi, exhibited at The Tate Modern in London (July-October 2013) after premiering at the Sharjah Art Museum (in March 2013) in Sharjah, UAE. Hassan edited and introduced *Ibrahim El-Salahi: Prison Notebook* (New York and Sharjah: MOMA, and SAF Publications, 2018). Hassan has contributed essays to journals, anthologies, and exhibition catalogues of contemporary art. He has curated several international exhibitions such as *Authentic/Ex-Centric* (49th



Venice Biennale, 2001), *Unpacking Europe* (Rotterdam, 2001-2002), and *3x3: Three Artists/Three*: David Hammons, Maria Magdalena Campos-Pons, Pamela Z (Dak'Art, 2004). He also curated several exhibitions for the Sharjah Art Foundation including *The Khartoum School: The Making of the Modern Art Movement in Sudan, 1945-2016* (2016-2017) and *When Art Becomes Liberty: The Egyptian Surrealists (1938-1965)* (2016). He is the recipient of several grants and fellowships, such as the J. Paul Getty Postdoctoral Fellowship, as well as major grants from the Sharjah Art Foundation, Ford, Rockefeller, Andy Warhol, and Prince Claus Fund foundations. Most recently, Hassan has been honored as the 2021 Distinguished Professor by the College Art Association (CAA), the oldest and largest scholarly organization for history and criticism of the visual arts.

Distinguished Professors and Honorary Titles

Professor-at-Large

Professor Barrymore Anthony Bogues, Asa Messer Professor of Humanities and Africana Studies at Brown University

Professor Margo Natalie Crawford, Edmund J. and Louise W. Kahn Professor of English, University of Pennsylvania, chairs the department

Professor Matthew S. Hopper, Professor of History, California Polytechnic State University, San Luis Obispo

Professor Pumla Gobodo-Madikizela, SARChI Chair in Violent Histories and Transgenerational Trauma Director, Centre for the Study of the Afterlife of Violence and the Reparative Quest (AVReQ) Stellenbosch University

Professor Fouad Makki, Director of the Polson Institute for Global Development, Associate Professor in the Department of Global Development at Cornell University

Professor Moges Yigezu Woube, Associate Professor of Linguistics at the Department of Linguistics and Philology, Addis Ababa University

Professor Munther Younes, Reis Senior Lecturer in Arabic Language and Linguistics and Director of the Arabic program in the Department of Near Eastern Studies at Cornell University, Academic Director of Akadimiyyat Arabiyyat al-Naas in Jordan

Professor Terence (Terry) Smith, Emeritus Andrew W. Mellon Professor of Contemporary Art History and Theory in the Department of the History of Art and Architecture at the University of Pittsburgh, USA

Senior University Administrators

Associate Dean

Binyam Sisay Mendisu, Director of Graduate Studies, Professor of African Language and Linguistics

Internal Audit

Intisar Ghandour: Head of Internal Audit

Institutional Effectiveness

Moji E. Olaniyan: Director of Institutional Effectiveness

Academic Affairs

Sara Majdi: Director of Academic Affairs

Administration and Operation

Sataan Al-Hassan: Director of Administration and Operations

Human Resources:

Fatima Rashed: Human Resources Manager

Finance

Abdulrahman Salem: Finance and Accounting Manager

Library

Adel Labadi: Librarian

Archives

Ramadan Elkhouly: Researcher & Archivist

Information Technology

Sherif Nour: Head of IT and Academic Computing

Communication and Marketing

Ahmed Moustafa: Digital Marketing Manager

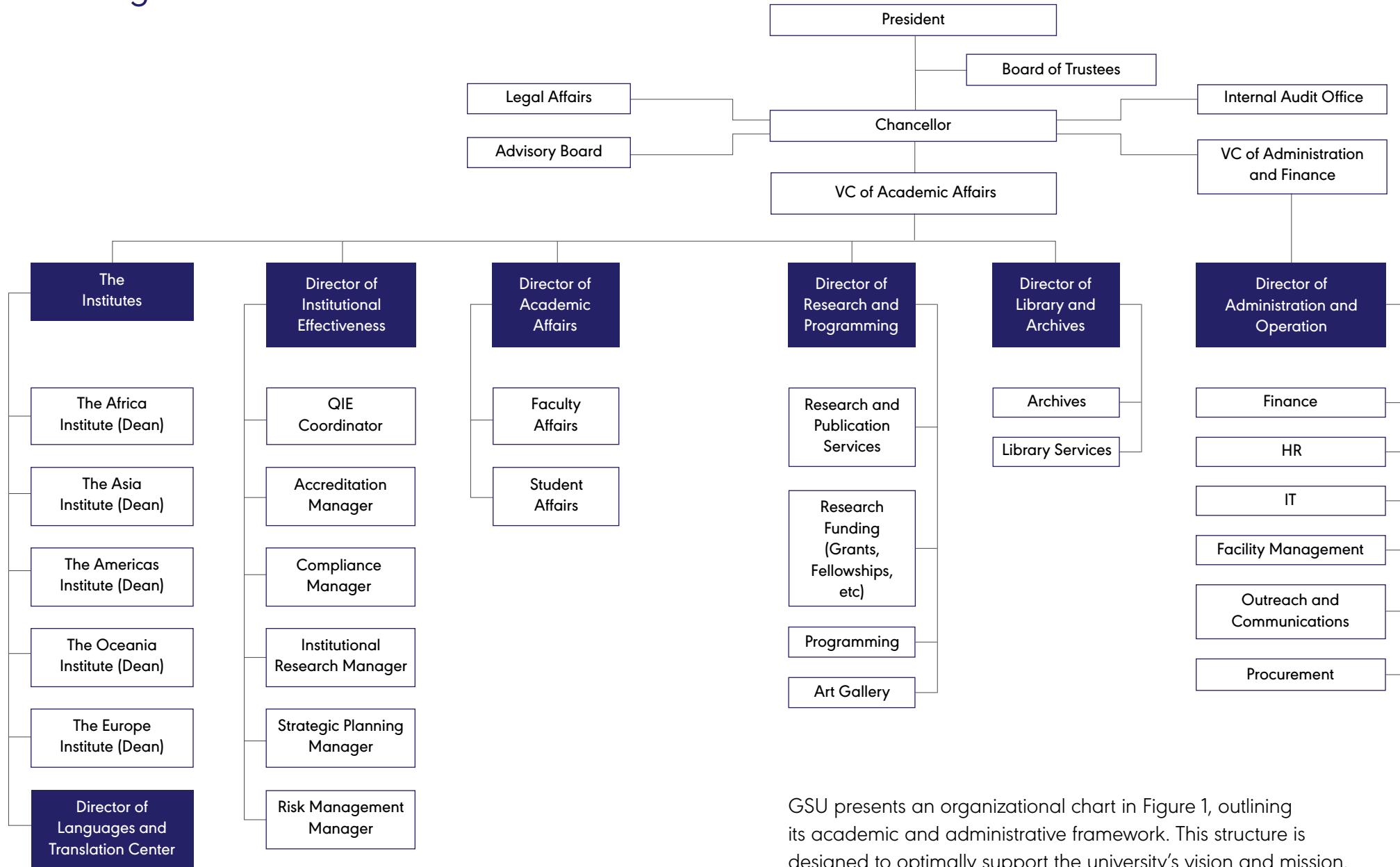
Megna Kalvani: Communication and Outreach Manager

Aisha Al Hammadi: Communication and Outreach Manager



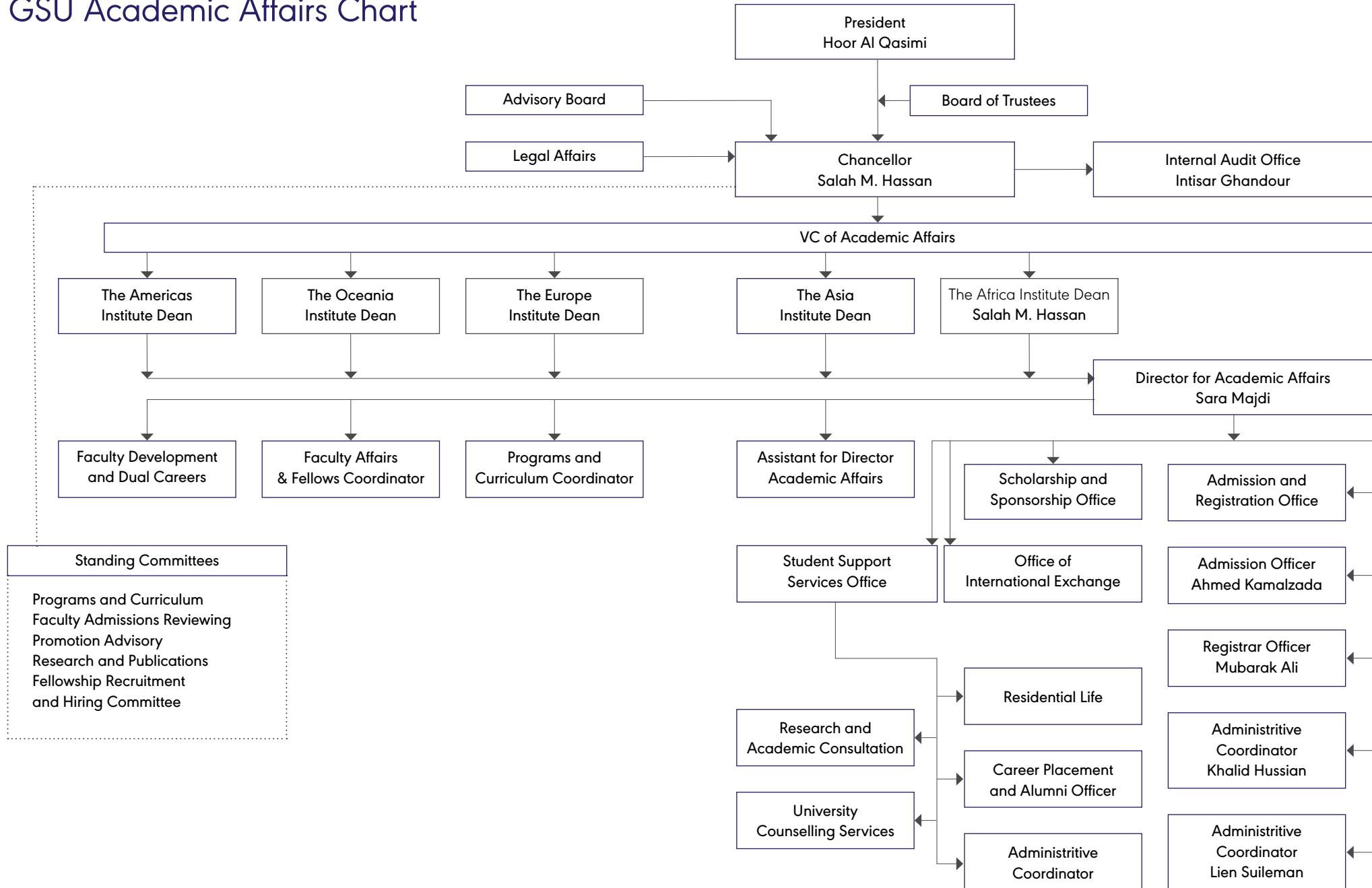
Organizational Chart

GSU Organisational Chart



GSU presents an organizational chart in Figure 1, outlining its academic and administrative framework. This structure is designed to optimally support the university's vision and mission.

GSU Academic Affairs Chart





Recruitment and Appointment of Faculty

GSU is committed to offering faculty and staff a fulfilling employment experience, enabling them to reach their full potential. Upholding the principles of equal employment opportunities and fairness, as stated in UAE national labor laws, GSU bases recruitment, training, promotion, and compensation on qualifications and performance alone. GSU fosters diversity in its faculty, staff, and administration, encompassing a range of cultural and educational backgrounds as well as gender diversity. Discrimination on the grounds of race, color, religion, origin, gender, age, or disability is strictly prohibited.

GSU's transparent and documented policies emphasize ethical conduct and address conflicts of interest, fostering an environment of integrity and mutual respect. This robust recruitment approach ensures the selection of highly qualified staff to uphold the university's commitment to top-tier academic services. The GSU Human Resources Department meticulously maintains records for each faculty and staff member, encompassing verified academic transcripts, employment contracts, and other documents mandated by the UAE Ministry of Labor and Social Affairs. Additionally, GSU ensures faculty proficiency in the language of instruction. The Human Resources Department safeguards all documents in a secure manner, granting access only to authorized personnel.

For faculty joining higher education institutions in the UAE, the UAE Ministry of Education mandates:

1. Authentication of degrees/certificates issued within the UAE.
2. Equivalency for certificates/degrees from abroad. Further details are available through the Human Resources Department or the UAE Ministry of Education's official website.

Faculty Recruitment Process

The Global Studies University is committed to maintaining an adequate faculty size to ensure that every core program area and specialization course are taught by experts with the relevant qualifications and expertise. Therefore, the institution employs a sufficient number of faculty members to effectively deliver both credit-bearing and non-credit-bearing programs, aligning with its mission and adhering to international standards. GSU has established a robust and strategic faculty recruitment process, leveraging various tools and approaches to attract and evaluate potential faculty members who align with its academic goals and community.

1. Senior and Postdoctoral Fellowship

- An effective tool for recruiting faculty at the inception of The Africa Institute was through the fellowship program.
- These fellowship programs serve as a robust strategic recruitment tool for faculty. The residency period allows the institute to evaluate the scholar's work and assess whether they are a potential fit for the institute's academic community.

2. Targeted Hires and Internal Recommendations from Faculty and Fellows

- Faculty and Fellows submit their recommendations via email (CV and Application File) to the Chancellor and Dean or the Chair of Departments.
- Scheduling online interview between the Candidate and Dean/Chancellor.
- Evaluating the online interview.
- Scheduling a visit to the university in Sharjah.
- Scheduling in-person meetings with Faculty and Fellows, sharing candidate CV and Files with everyone, and notifying them this is a potential hire.
- The candidate is required to give a seminar/lecture to assist in the evaluation process.
- City Sites visit.
- Chancellor, Dean, and Committee receives formal evaluations via email from Faculty and Fellows.

3. Faculty Vacancy Ads

- Faculty positions are posted on the university official website, social media accounts, and academic websites for job postings.
- Applications are submitted through careers@theafricainstitute.org.
- Sharing all applications with Dean and Associate Dean.
- Scheduling online interview between the Candidate and Dean/Chancellor.
- Candidate must submit three names of references to provide letters of recommendation.
- Evaluating the online interview.
- Scheduling a visit to the university in Sharjah.
- Scheduling in-person meetings with Faculty and Fellows, sharing candidate CVs and Files with everyone, and notifying them this is a potential hire.
- The candidate is required to give a seminar to assist in the evaluation process.

- City Site visit.
- Chancellor, Dean, and Committee receives formal evaluations via email from Faculty and Fellows.

The faculty recruitment process at the Global Studies University is overseen by the faculty recruitment committee comprised of key academic and administrative leaders. This committee is responsible for evaluating candidates through a rigorous selection process, ensuring that each potential hire aligns with the institute's academic standards and values. The hiring committee members should disclose any potential conflicts of interest and declare any previous work or personal relationship with the potential candidate to the Chancellor or Dean before the interview.

This process ensures that both full-time and part-time faculty have the necessary preparation, qualifications, and credentials for their specific fields and the levels of their assignments. All faculty members must meet the minimum qualifications for their roles and hold degrees from reputable, internationally recognized higher education institutions. Part-time faculty are held to the same qualification standards as full-time faculty and are hired based on well-documented job descriptions and clear, equitable contracts. Upon approval by the Chancellor, the selected candidate will receive a comprehensive offer letter. This offer includes details such as the job title, salary, contract type, job description and responsibilities, and information about the university.

Following a successful selection in accordance with the policy, the candidate's details are forwarded to HR to initiate the employment process. The candidate is then required to submit the following to HR:

- Evidence of employment requirements, including authentic documents like educational and professional qualifications and certificates.
- Education attestation and equivalency evidence, along with necessary approvals.
- Completion of a pre-employment medical check-up.
- Completion of a background check and references.
- Obtaining the required security clearance.
- Obtaining a Good Conduct Certificate if applying from within the UAE.
- Confirmation of no prior convictions related to integrity and honor, or evidence that such convictions have been revoked.
- Confirmation of no prior termination due to a court order or final disciplinary decision.
- A satisfactory previous employment history.
- Pre-joining Formalities
- HR compiles all the necessary documents and information to maintain in each Employee File.
- New faculty members are requested to promptly update HR with any changes to their personal data or documentation.
- To secure UAE residence visas, document authentication is required, and HR informs new faculty members of the documents that need attestation in their home country.
- Faculty members planning to bring their spouse and/or children to reside in the UAE must ensure that their marriage certificate and/or children's birth certificates are fully attested before departing for the UAE. This attestation must be completed by the relevant authorities, such as the Ministry of Foreign Affairs in the faculty member's home country or the UAE Embassy.
- It is highly recommended to begin this process at least two months prior to arrival to accommodate any unforeseen delays. The documents must bear the UAE attestation stamp upon certification. Note that the attestation of these documents is mandatory and cannot be waived. The faculty

member may choose to engage a professional attestation service to handle the entire process, though the associated costs must be covered by the faculty member, as the institution does not subsidize these expenses.

- The residence visa process for the faculty member's dependents will commence only after the required attested documents have been submitted. For further details on document authentication, please visit [Document Attestation](#), and [UAE Verify](#).
- HR provides new faculty members with comprehensive information about employment policies.

Entry Visas and Travel Logistics

- HR assists new faculty members in securing entry visas.
- Academic Affairs takes care of arranging travel and hotel accommodations for new faculty members.

New Faculty Introduction & Orientation

- Academic Affairs provides a detailed orientation about the university as well as guidance on living and settling in the UAE.
- Academic Affairs provides new faculty members with an introduction program. The program offers an overview of the university, insight into its leadership and governance, a tour of the campus and facilities, and other essential details, in addition to providing valuable information and insights about the UAE tradition and culture.
- Feedback is gathered from new faculty members to continually enhance the introduction experience.

Exceptional Appointments

In some cases, the Chancellor has the authority to directly appoint new faculty who meet the necessary criteria, as well as professors with an exceptional scholarly record or those with rare specializations, permitting the Chancellor to bypass the standard review and appointment process.

Probation Period

The probation period for faculty members is one academic year. Termination during the probation period will require approval of the Dean and the Chancellor.

New faculty members terminated during probation are entitled to return tickets, whereas those who resign during probation are not eligible for benefits such as annual leave and ticket allowances.

Office Location

The Global Studies University campus is located in the heart of Sharjah - Al Manakh area, and it is currently operating from Khalid Bin Mohamed School, 7 Sheikh Saqr Bin Khalid Al Qasimi St - Al Gharb - Al Manakh - Sharjah.

Conditions and Qualifications of Faculty Members

The faculty members at the Global Studies University are exceptionally well-prepared to meet the demands of both the Master's and Ph.D. programs. Faculty members hold advanced degrees from internationally recognized higher education institutions, ensuring that they are well-qualified to teach and mentor students at the graduate level. The diverse academic backgrounds and extensive research experience of the faculty align with the university mission.

Faculty members are not only experts in their respective fields, but also bring a wealth of practical experience and scholarly contributions that enrich the academic environment. Their work is deeply connected to the university vision. This alignment with the university mission allows faculty to provide students with a comprehensive, high-level education.

In addition to their academic qualifications, faculty members at the university are actively engaged in research that contributes to their areas of studies and interests. The faculty's dedication to teaching, research, and service significantly enhances the academic experience for students, preparing them to become leaders in their respective fields.

The faculty at Global Studies University (GSU) consistently meet the high standards required for graduate-level instruction. All faculty members teaching in the Master's and PhD programs hold terminal degrees relevant to their fields from internationally recognized institutions. These qualifications align directly with GSU's mission and vision to provide world-class education and leadership in global studies. As part of the university's commitment to maintaining top-quality faculty, it ensures that no more than 25% of the instructors teaching courses in any given program are part-time faculty.

Moreover, the faculty members actively engage in research and scholarship, as evidenced by their recent publications in top academic journals, as mentioned in their resumes, and during the annual performance. Additionally, many bring significant professional experience in applied fields, ensuring that their teaching is informed by both theoretical knowledge and practical application. This combination of rigorous academic credentials and professional expertise underscores GSU's commitment to academic excellence and prepares students to be leaders in their respective fields.

Teaching members of the GSU shall be appointed to one of the following tracks:

1. Teaching and Research Track

In this case, the faculty members shall be evaluated on their teaching and research performance, and the requirements of such tasks, as well as on institute and community service in accordance with the bylaws and regulations for this track.

2. Teaching Track

In this case, the faculty members shall be evaluated on their teaching duties and community engagement in accordance with the approved regulations for this track at the university.

To be appointed as a faculty member at GSU with the rank of Assistant Professor or higher, the candidate in addition to the other conditions and qualifications, must:

- Hold a PhD degree or the equivalent qualification for the academic discipline from an accredited university recognized by the UAE Ministry of Higher Education.
- Be physically fit in accordance with a recommendation from a medical committee approved by GSU.

To be appointed a lecturer or an instructor, the candidate, in addition to the other conditions and qualifications, must:

- Hold a Master's degree or its equivalent from an accredited university recognized by the UAE Ministry of Higher Education.
- Be physically fit in accordance with a recommendation from a medical committee approved by GSU.

Academic and Professorial Ranks

The professorial faculty ranks in postgraduate research at GSU are defined as Assistant Professor, Associate Professor, and Full Professor. Appointment at a specific rank, or promotion from one rank to another, depends on the following factors:

- Academic Qualifications, which is the obtaining of a PhD, or an equivalent qualification such as an MFA in creative fields such as creative writing, film and media, and performing arts.
- Record of research and publications in peer-reviewed articles and books and other respected publications, depending on each field, within the humanities and social sciences; in addition to creative work, when applicable, in areas such as creative writing, film and media, and performing arts.
- Teaching records and student evaluations.
- Record of service to the department, the institute, the university, and to the profession at large.
- Record of grants, awards, and other relevant honors.

Hiring Visiting Professor, Professor-at-large, and Part-time Lecturers

- The Chancellor or Deans of the institutes may decide to invite visiting professors from among scholars, thinkers, or experts, or from among current or former faculty members, to teach courses offered by GSU on a temporary basis, deliver public lectures, or participate in symposia or debates in accordance with procedures and criteria issued by the Dean/Chancellor. The decision to invite someone shall include the duration of the visit, the reason for it, and the remuneration due to the visitor in accordance with the institute's bylaws.
- The Chancellor or Deans of the institute may hire visiting professors for one semester or for a whole academic year. Their salaries and compensation shall be determined according to the criteria set by the university and in accordance with the institute's bylaws.
- A Chair of a Department may hire part-time lecturers holding the rank of Full Professor, Associate Professor, Assistant Professor, Lecturer, or Instructor, according to their qualifications, who shall be paid for each teaching hour in accordance with the criteria set by the university's policy.
- All visiting professor appointments should be within the approved faculty criteria for each department. Regarding certificate equivalence and rank allocation, a committee shall be set up under the coordination of the Dean of the institute for the purposes of verifying academic certificate equivalence and recommending academic ranks. The Chancellor may add to this committee other specialized persons to act as permanent or temporary members. The committee may consult any educational institution or otherwise, inside or outside the country. The decisions of this committee regarding certificate equivalence and recommending academic ranks in the institute shall be final after the approval of the Dean.

Contracts

The employment contract or letter of offer establishes the terms and conditions applicable to the appointment and complies with GSU's Human Resources policies for the category and type of appointment. Full-time faculty terms of contract are as follows:

Professorial Ranks (full-time faculty members)

- The first contract term of a faculty member shall be for three years, the first year of which shall be probationary. The university may terminate the contract prior to the end of the first year based on the performance of the faculty member. The Deans of the institutes reserve the right to do so in consultation with the Chancellor.
- Faculty members holding the rank of assistant professor or higher shall be evaluated at the end of the first year of their contract in accordance with the track for which they were appointed. Faculty members shall be informed of the institute's decision six months prior to the end of their contract term. The decision shall be either nonrenewal or renewal of the contract for one or two years in the teaching track or for one to three years maximum in the teaching and research track.
- Faculty members holding the rank of assistant professor or higher shall be evaluated for subsequent contract periods at the department level during the first month of their final contract year. They shall be fully evaluated on what they have accomplished during their work at GSU in the areas of teaching, research, and service. The faculty member shall be informed of the decision six months prior to the end of the contract term. The decision will be either nonrenewal or renewal of the contract for a maximum of three years.

Non-faculty

Non-faculty members refer to:

1. Non-Academic Staff Members
2. Researchers
3. Lecturers
4. Teaching Assistants and Research Assistants
5. Language Instructors

Determining non-faculty members' hiring needs, nomination, and appointment of candidates shall be subject to the provisions set forth in this decision.

The first contract term for non-faculty members shall be two years. The first year is considered a probationary period, during which the institute may end the contract without providing a reason. In this case, the non-faculty member shall be entitled to the total sum of six months' salary or the remaining salary until the end of the academic year.

Non-faculty members shall be evaluated at the end of the first year of the contract in the areas of teaching and service to the institute and community at the levels of the chairs of departments. Concerned non-faculty members shall be notified of the institute's decision six months prior to the end of their contract. The decision will be either nonrenewal or renewal of the contract for a maximum period of two years.

Faculty Records

The Human Resources Department of GSU maintains a record for each full-time faculty, part-time faculty, and professional staff member (for non-UAE Nationalities). It adheres to policies that govern the content and upkeep (including backup) of these files, ensuring that employees have the right to review and correct any inaccuracies. These onsite records include certificates, official academic transcripts, signed contracts, and all necessary documentation in compliance with the Ministry of Human Resources and Emiratisation and UAE labor laws.

Records hold all pertinent information related to the employee, including:

- Offer Letter
- Valid Passport Copy
- Security Approval
- Work Visa & Related Documents
- Attested Academic Transcripts of Academic Qualifications
- Certificate Equivalency
- CV
- Signed Employment Contract
- All Documents Required by the UAE Ministry of Labor and Social Affairs and Ministry of Higher Education

Moreover, GSU demonstrates that faculty members are competent in the language of instruction. All files and records are kept in safe cabinets at the Human Resources Department and in digital cloud-based storage. Access to these records is limited to authorized personnel. Individually identifiable personal information contained in computerized databases, whether maintained centrally or by institutes, departments, or other units, is afforded the same confidential treatment that applies to written records. The following circumstances identify persons or cases to access personal faculty and staff files:

1. Persons designated by the Chancellor or Dean.
2. Both active and retired members of the faculty and staff have the right of access to their personal records when granted permission by the Chancellor or Dean.
3. Legal representatives of deceased faculty and staff members shall have the right of access for five (5) years following the death of the individual.
4. Personnel records may be disclosed to GSU officials and authorized individuals performing work for the institute who require the information for the performance of their duties.
5. GSU may release personnel records in response to a lawful subpoena, warrant, or court order, including disclosure to a government agency.
6. The university may disclose information contained in records to protect its legal interest when it believes the actions of an individual violate or have violated the conditions of employment or threaten injury to people or property.
7. Information may be disclosed if, in the judgment of the designated custodian of HR records, such disclosure is necessary to protect the health, safety, or property of any person.

Faculty Orientation

The orientation program at GSU is meticulously designed to ensure a smooth transition for new faculty members, beginning at least three months before their official start date. Faculty members receive a comprehensive introductory document outlining the required documents and procedures, including booking flights and hotel accommodations for their initial weeks until they find suitable housing. This period also covers airport transfers and daily transportation arrangements.

Furthermore, the orientation includes an in-depth presentation that covers the GSU's vision, mission, history, programs, activities, leadership team, faculty, and staff. The university also provides valuable insights into UAE traditions, culture, and living in Sharjah. As part of the orientation, faculty members are given a guided city tour showcasing Sharjah's most remarkable landmarks, followed by a detailed onboarding process that includes a campus tour and introductions to the GSU team. This robust orientation program is crafted to immerse new faculty into the GSU community and the broader cultural and professional environment of Sharjah and the UAE, ensuring they are fully prepared and welcomed before they begin their roles.



Faculty Rights and Responsibilities

Salary and Benefits

Global Studies University provides competitive salaries and benefits to attract and retain highly qualified faculty with diverse cultural and educational backgrounds. Our compensation packages are carefully aligned with market trends and are on par with or exceed those offered to faculty in similar fields throughout the UAE. The annual salary is determined based on the individual's rank and specialization in accordance with GSU's salary scale. Each rank will be paid an end-of-service gratuity equating to the sum of one month's salary per year of service.

Faculty members receive the following benefits:

1. An annual increment is possible and the percentage of which is subject to the performance evaluation and annual accomplishment report, in addition to availability of funds allocated in the annual budget, which will vary from year to year.
2. An annual round-trip airfare to their designated home country for themselves, their spouse, and up to three children, as per GSU's guidelines.
3. A housing stipend in line with GSU's standards.
4. An initial AED 15,000 allowance for relocation or furniture. If a faculty member departs from GSU before completing a year, they must refund the full amount to the institute.
5. Health coverage for the faculty member, spouse, and up to three children below 18 years of age.
6. Relocation and shipment allowance: You will be entitled to AED 15,000, which will be paid once at the start and once at the end of employment. The shipping allowance will be disbursed based on official invoices presented to The Africa Institute. If the faculty member decides to leave work before completing one year, they shall return the disbursed amount in full to the institute and shall not be entitled to the amount at the end of the employment. At the beginning and end of the employment, the faculty member is responsible for providing quotations from three different shipping companies, and the institute shall pay the shipping company the amount mentioned above.
7. A yearly education stipend covering textbook expenses, capped at AED 25,000 per child and a total of AED 50,000 for all eligible children, spanning from KG1 to the end of secondary school.
8. The university will cover the cost of one economy airfare ticket at the expatriation and one at the end of the appointment.
9. Research Fund: For teaching and research track faculty an amount of AED 10,000 will be available once per contractual year as a research fund. The fund will be dispensed by filling a research travel form at least a month in advance of the date of your travel or commencement of research. In addition to submitting a detailed proposal, approval by the Research and Travel Committee will be needed to disburse the fund. Requests for additional funds will be considered and evaluated on a case-by-case basis.
10. Research Fund: For teaching track faculty an amount of AED 5,000 will be available once per contractual year as a research fund. The fund will be dispensed by filling a research travel form at least a month in advance of the date of your travel or commencement of research. In addition to submitting a detailed proposal, approval by the Research and Travel Committee will be needed to disburse the fund. Requests for additional funds will be considered and evaluated on a case-by-case basis.

Faculty Ranks	Basic Monthly Salary (AED)
Professor	30,062-38,360
Associate Professor	25,318-32,926
Assistant Professor	20,142-27,174
Lecturer	12,242-19,022

11. At the end of their service, faculty members will receive an end-of-service salary equivalent to one month basic salary for each year served.
12. Annual Summer Recess: You will be entitled to Annual Summer Recess according to our academic calendar. At any rate, the annual summer recess days are not to be compensated in cash. The dates for national and religious holidays are listed annually in the academic calendar, which are subject to change based on official announcements or institutional adjustments.
12. Academic Leave: GSU offers two types of leaves to its faculty:
 - Sabbatical Leave: GSU provides the Sabbatical Leave option for faculty and academic staff who have completed six years or twelve semesters of counted service.
 - Study Leave: GSU provides a one-semester of Study Leave option for faculty and academic staff who have completed three years or six semesters of counted service.

General Leave Policy

At GSU, faculty members have access to the following categories of vacation leave.

Faculty Types of Leaves and Absences

The faculty appointed in permanent jobs shall be entitled to an annual leave as follows:

1. Faculty members are granted vacation as outlined in the academic calendar. This includes summer recesses, as well as religious and national holidays. Additionally, faculty members who are part of the examination process are required to administer exams during mid-semester and final exams, even if these exams take place on designated holidays.
2. GSU's leave plan entails that a faculty member arranges their vacation and other leaves as outlined in the academic calendar, taking into consideration both personal and operational needs to ensure that the leave does not affect the faculty's teaching responsibilities or GSU's operations and productivity.
3. For a faculty member to be able to take other leaves than the summer, fall, and spring breaks, they must fill out a Leave Application form and obtain the necessary approval from Chair of Departments and in all cases, they need the approval of the Dean or Chancellor.
4. With the exception of the outlined breaks in the academic calendar, a faculty member is not permitted to go on leave unless she or he has received an official notice of approval. Otherwise, they will be considered to have taken their leave without approval.
5. If required in the interest of the work, the competent authority may require the faculty member to return to work prior to the conclusion of the previously approved leave period.
6. The faculty member is not eligible to receive cash compensation either during their service or upon termination for the remaining unconsumed annual leave balance.
7. A faculty member returning to work must complete a Notice of Return form approved by the Chair of the Department or the Dean and send it to the Human Resources Manager.
8. A faculty member must return to work on the date specified on the approved leave form. In the case that a faculty member does not return to work on the pre-approved date, the following actions may be taken:

- If the period is less than fifteen (15) days and the faculty member has provided a just reason for the delay that has been approved by their Chair of Department, and Dean, the additional days will be deducted from the faculty member's periodic leave balance if balance is available, and a salary is granted to them. If there is no balance available, the additional days will be considered unpaid leave (if the faculty member has not already exceeded the allotted unpaid leaves); otherwise it will be considered absence from work without pay.
- If the justification provided by the faculty member is rejected by their Chair of Department or the Associate Dean, and the period of delay is less than fifteen (15) days, the leave will be considered absence from work without pay, resulting in the faculty member receiving a first warning. If the delay is repeated a second time, the faculty member will receive a second warning. Should a delay be repeated a third time, the situation will be presented to the Chancellor or Dean(s) for further action.
- If the period of delay is fifteen (15) consecutive days or more, the situation will be presented to the Chancellor or Dean(s) for the best course of action.
- In all cases, the additional days of absence from work without justification or without pay will not be counted toward the faculty member's length of service at GSU.

9. A faculty member who is absent from work or who does not return to work after completing the summer recess leave within thirty (30) days of the pre-approved date of return will be considered as having resigned due to failure in performance. However, should the Chancellor or Dean(s) consider acceptable the faculty member's reasons for not returning to work on time, the period in which the faculty member has been absent from work will be calculated as per the GSU provisions mentioned above.

10. A faculty member may not apply for sick leave during their summer recess leave.

11. The faculty member will not be eligible for annual leave for the following periods:

- Period of GSU leave for an educational mission.
- Period of faculty member's stoppage from the work (without salary).
- Period of faculty member's imprisonment in implementation of a judicial judgment passed against them.
- The probationary period of the faculty member, if such period is terminated due to unsuitability for the job.

13. Faculty and staff are entitled to cash in lieu of air tickets annually at the start of each contractual year.

Sick Leave

1. The faculty member shall be granted sick leave if the status of their health hinders their ability to perform or in order to alleviate any health risks that may be posed to themselves or those around them, based upon a medical report provided by an approved medical authority.
2. The faculty member shall inform their head of department/dean about the sick leave, unless there is a compulsive excuse that hinders doing so in a timely manner.
3. The maximum days of sick leave shall be determined based on the number of their regular workdays. This allotment can be utilized either in a single instance of illness or cumulatively over the course of the calendar year. The weekends and the official holidays may not be compensated with other days if such leaves and holidays occurred during the sick leave.
4. The faculty member is entitled to a maximum of fifteen (15) workdays of sick leave per year permitted as follows:

- As per medical report approved by the official medical authority, if the period of the sick leave does not exceed five (5) successive workdays at one time.
- If the sick leave exceeds five (5) consecutive workdays at one time or if the sick leave period exceeds the maximum referred to above, at such time the permission of the sick leave shall be granted as per medical report recommendations.

5. If the faculty member exceeds the maximum sick leave (i.e., fifteen (15) workdays per year), they may be referred to the HR Manager and the Chancellor or Dean(s) to determine what is deemed suitable in relation their health status.
6. In case of repeated sick leaves, the faculty member may be referred to the HR Manager and the Chancellor or Dean(s) to undergo a medical examination that will provide a detailed report to determine necessity of the sick leaves and the extent of their health fitness to work.
7. The approval of sick leaves that continue for a period that exceeds six (6) months shall be determined as per a report approved by the HR Manager. The HR Manager may extend such period to a maximum of six months or recommend the termination of the faculty member's services due to the lack of health fitness.
8. The faculty member shall be permitted to take a sick leave for a period that doesn't exceed one (1) year with total salary if the disease resulted from work-related injury. If the disease continues for more than this period, they shall be referred to a medical professional to examine their pathological status. Based on the recommendation of the medical professional, the HR Manager and the Chancellor may extend such leave for a period no more than six (6) additional months or recommend the termination of the faculty member's services due to the lack of health fitness, according to the provisions of the Law of Pensions and Social Security.
9. In application of provisions of this regulation, a work-related injury is defined as any injury that occurs as a result of an accident that took place while performing the work, due to the work, or the injury with any of the occupational diseases. Accidents that occur during the commute to and from work shall also be considered as work-related injuries.

Maternity Leave

1. A female faculty member appointed to a permanent position shall be granted a maternity leave with total salary for a period of three (3) months and such leave may be granted two (2) weeks prior to the expected delivery date, upon receipt of a medical report submitted by the physician, provided that such leave shall be successive.
2. After termination of the maternity leave and for period of four (4) months from the date of returning to work, the female faculty member may depart from the work headquarter for two (2) hours daily to breastfeed her child, whether such departure was in the beginning of the official work hours or in the end thereof. In all cases, these two (2) hours shall be calculated from the work hours and with full salary.
3. The female faculty member may combine the maternity leave with a leave without pay.
4. The weekends and official holidays occurring during maternity leave shall be calculated as part of the leave period, including those that occur at the beginning or end of the leave.
5. The calculation of the entitlements to the end of service reward, the retirement pension (UAE citizens only), shall continue for the approved maternity leave period.
6. If the female faculty member has been granted a sick leave during the maternity leave, the maternity leave may not be extended to the amount of such leave.

7. The female faculty member may take a maternity leave during the probationary period, provided that the probationary period shall be extended to the amount of such leave.

Paternity Leave

A male faculty member who is blessed with a child within the UAE shall be granted paternity leave for a period of four (4) consecutive or separate workdays during the first month following his child's birth.

Bereavement Leave

The faculty member shall be granted a funeral leave with total salary as follows:

- For a period of five (5) workdays in case of death of any of their first-degree relatives (father, mother, son, daughter, wife of a male employee, husband of female employee).
- For period of three (3) workdays in case of death of any of their second-degree relatives (grandfather, grandmother, brother, sister, grandchild).

1. Funeral leave may be combined with a leave without pay.
2. The faculty member shall inform GSU regarding the death of any relatives, provided that the individual can submit acceptable proof following their return from the leave.
3. The funeral leave shall begin as of the date of the death.

Iddat Leave

1. A Muslim female faculty member whose husband dies shall be granted a special leave with total salary for a period of four (4) months and ten (10) days as of the date of her husband's death, with this leave not being calculated within her other categories of leaves.
2. The female faculty member shall inform her direct line manager regarding the death of her husband through any possible means, whether it be personally or through relatives or colleagues. The death certificate, which is approved and authenticated by the official authorities either inside or outside of the UAE according to the place of death, shall be attached.
3. The entitlements to the end of service reward, the retirements pension (UAE citizens only) shall continue during the approved iddat leave.

Pilgrimage Leave

1. A Muslim faculty member shall be granted a leave for a period of fifteen (15) workdays with total salary to perform the pilgrimage obligation a maximum of two (2) times during their service period, provided that a period of ten (10) years shall pass between both pilgrimages.
2. The faculty member may combine the pilgrimage leave and the summer recess.
3. The pilgrimage leave may not be granted unless the probationary period has been passed successfully. The faculty member shall submit proof on performing the pilgrimage obligation after their return.
4. An unused pilgrimage leave may not be considered as an acquired right and, accordingly, may not be included in the calculation of the annual leave balance upon termination of the faculty member's employment.

Exceptional Leave

Leave for accompanying a patient abroad

1. The faculty member may be granted an exceptional leave by the Dean or Chancellor with total salary for a maximum period of one (1) month in order to accompany their spouse or any of their relatives (until the second degree) for treatment abroad, based upon a recommendation from an official medical authority.
2. This leave may be extended based upon a medical report regarding the status, provided that such report shall be attested by the UAE's embassy.
3. Upon their return to the work, the faculty member must submit a medical report about the patient's status issued by the medical authority that undertook the treatment. Such a report shall be authenticated by the UAE's embassy in the treatment country and shall be approved by a competent medical authority within the UAE. If the faculty member fails to submit this report, the chair of department shall submit a recommendation to the Dean and Human Resources Department to carry out the required procedures in reference to the faculty member.

Leave for accompanying a patient in the UAE

1. The faculty member may be granted an exceptional leave by the Dean or Chancellor with total salary for a maximum period of one (1) month to accompany their spouse or any of their relatives (until the second degree) in case of receiving treatment within the UAE. This shall be based upon a medical report approved by an official medical authority stating the need of the patient for a companion during the period of receiving treatment in a hospital or elsewhere.
2. This leave may be extended based upon a medical report regarding the status, provided that such report shall be approved, and demonstrates the need of the patient for accompaniment.
3. Upon their return to the work, the faculty member shall submit a medical report about the patient's status issued by the medical authority that undertook their treatment. Such a report shall be approved by a competent medical authority within the UAE. If the faculty member fails to submit this report, the Chair of Department shall submit a recommendation to the Dean and Human Resources Department to carry out the required procedures in reference to the faculty member.

Unpaid Leave

1. The faculty members may be granted a leave without pay for a maximum one academic year, provided that they submit serious reasons for granting this leave.
2. The following are conditions for granting the leave without pay:
 - Granting the leave without pay shall not affect the progress of the work in light of the requirements and interest of the work.
3. The unpaid leave will not be calculated toward the faculty member's service period.
4. The weekends and official holidays that occur within the period of leave without salary shall be considered as part of the leave period.

General Provisions on Leaves

1. The leaves due for a GSU faculty member shall be granted within the periods permitted by the chair of department.
2. The service period of the faculty member shall be deemed continuous during any determined and approved leaves. Therefore, such leaves shall be included in entitlement to the periodic bonus, end of service reward, and the retirement pension (UAE citizens only), with the exception of unpaid leave.

Duplication of Benefits

Duplication of benefits may occur when a faculty member receives benefits, and their spouse also receives benefits from another UAE government or partly-owned UAE government entity. As an employee of GSU, the faculty member must inform the institute of a spouse's employment with a UAE government entity or one of its agencies. If duplication of benefits is determined, GSU will decide as following:

1. If both spouses are employed by the university, grant the benefits to the spouse earning the higher salary.
2. If one spouse works for another government office/agency, institute benefits shall be restricted to those that the spouse does not receive from the other government office/agency.

Demise Policy

Should a faculty member, contracted through secondment or a personal agreement, pass away, the following provisions will be offered to their dependent family members:

1. The total of one month's salary for the month in which the death occurs.
2. The total of the next three months' salary.
3. End-of-service gratuity is equivalent to one month's basic salary for every year of service, pro-rated for service periods of less than one year.
4. The preparation of the deceased, transporting their body to their country, and the expenses of the return of their family and its belongings will be borne by the university.

If a faculty member is contracted on secondment or by means of a personal contract, and one of their dependents passes away while the contract is in force, the expenses incurred for the preparation and transportation of the body and a return ticket for one family member will be borne by GSU.

Compensation for Administrative Positions

When faculty members assume different administrative positions, they are compensated according to the following guidelines.

1. The Chancellor will get monthly compensation as determined by the President.
2. The Dean will get monthly compensation as determined by the Chancellor.
3. The Associated Dean will get monthly compensation as determined by the Chancellor, in addition to a reduction in the teaching load of one full course.
4. The Chairs of Departments will get monthly compensation as determined by the Dean and Chancellor, in addition to a reduction in the teaching load of one full course.

Academic Freedom

GSU values academic freedom, which allows its academic community to study, discuss, teach, research, and engage with the broader community, in alignment with their specific roles. Central to GSU's mission is delivering top-tier education and advancing knowledge through rigorous research and collaboration, often in partnership with leading global academic entities. GSU firmly believes that such a mission is best achieved in an environment fostering free expression, underpinned by mutual respect. While promoting academic freedom, GSU also upholds the cultural and religious tenets of the UAE. As such, faculty members are expected to respect these principles while demonstrating a strong sense of societal responsibility. The subsequent guidelines aim to direct faculty on balancing academic freedom with due respect.

1. The main responsibility of a faculty member is to use the freedom of their academic position in an honest and sincere effort to find out and communicate the knowledge that lies in the area of their discipline.
2. A faculty member is encouraged to practice full freedom in research and in the publication of the results as long as their scholarly work does not conflict with their other assigned duties nor with the university bylaws for scientific research and conflict of interest policies.
3. High levels of personal integrity and professional competence should be practiced by all faculty members in teaching, research, and community service activities.
4. A faculty member is encouraged to practice freedom in the classroom in discussing the subject. However, faculty members should use care in expressing personal views in the classroom and should be careful not to introduce controversial matters that have no relation to the subject taught. Class discussions should maintain appropriate levels of sensitivity and respect toward local cultural and religious values and traditions.
5. A faculty member should recognize that academic freedom is a common right shared by all members of the university's community. Mutual respect, confidence in other colleagues, and professionalism should always be fostered in the university's community.
6. When a faculty member speaks outside the classroom or writes for publication, they should be free to express their opinions as long as the activities do not conflict with the university's laws and general provisions. When conducting activities outside the university, such as lectures, seminars to which they are invited or chose to participate, and most specifically in cases where the faculty is not representing nor has been asked to officially participate by the university, it should be clearly understood that the individual does not speak for the university.

GSU's leadership, dedicated to the highest standards of academic excellence, prioritizes fair and comprehensive procedures in recruiting, retaining, and advancing faculty members.

Faculty appointments come through the Chancellor's endorsement, based on department chair recommendations. It is the administration's duty to foster an environment conducive to academic freedom in both teaching and research and to recognize exceptional faculty contributions. Each administrative section is tasked with formulating policies and strategies that echo the university's broader objectives and mission. Consequently, administrators hold the mandate to uphold and safeguard these academic rights within the university's governance framework. The Faculty Grievances Committee, comprised of faculty representatives from diverse departments, is responsible for addressing, examining, and forwarding its findings and recommendations about faculty grievances to the Chancellor.

Community Service

The following are the responsibilities of the faculty member related to their contributions to the community within GSU as well as local and regional communities:

1. Responsibility to support and make useful contributions to the social community and activities in which they can make a positive contribution.
2. Responsibility to positively publicize the university and be active in outreach to the local and regional community. Such service may include activities in the faculty member's professional area as a consultant or in a research capacity, in community lectures, or participation in community activities that enhance the image of GSU. It is expected that much of the faculty member's service to the community, but perhaps not all, will involve the use of the individual's academic expertise.
3. In addition to the duties mentioned, all faculty members are expected to participate on university councils and committees and perform any other duties as requested by the Dean/Chancellor, so long as such tasks are not incompatible with the nature of the faculty member's work.

Quality Assurance and Institutional Effectiveness

The following are the responsibilities of the faculty member related to quality assurance:

Stating the objectives and outcomes for each of the courses the faculty member teaches or specializes in.

1. Completing the necessary outcomes mapping for the courses the faculty member teaches or specializes in.
2. Utilizing the above in classroom assessments.
3. Writing the necessary assessment reports to be discussed with the committee of the faculty member's academic department.
4. Participating in all assessment activities required by the faculty member's academic department and/or the university at large.
5. Using student evaluations and faculty (officially requested by the chair of the department to visit and observe the class) in order to improve the academic content of the courses the faculty member teaches, as well as further develop teaching and assessment methods.

In addition to the duties mentioned above, all faculty members are expected to participate on department and university-wide committees and perform any other duties as requested by the Chancellor, Dean, and/or Chair of Department, so long as such tasks are not incompatible with the nature of the faculty member's work.

Faculty Engagement and Participation

Faculty engagement and participation at GSU refers to the involvement and commitment of faculty members in academic and administrative activities, as well as in the broader university community. Engaged faculty contribute positively to the university's teaching, research, and service missions. GSU fosters the participation and engagement of faculty by maintaining open and transparent communication about institutional goals and by involving faculty in decision-making processes. Faculty members will be represented on most committees and in most administrative structures of the university, with a representative being elected by faculty members to serve as their delegate and represent their voices in different administrative units.

Thus, faculty engagement at GSU occurs at five key stages:

1. Preliminary Self-Assessments:

Academic units undertake initial self-evaluations, and faculty members will take an active role. These assessments help in identifying strengths, weaknesses, and opportunities. The compiled results serve as a foundation for the subsequent stages.

2. Institutional Review:

The outcomes from the self-assessments are presented and reviewed at the university level. This review aids in setting institutional priorities, ensuring that individual departmental needs are addressed within the broader institutional context.

3. Departmental Strategic Planning:

Academic departments are then tasked with devising their strategic plans, aligning with institutional priorities. While they are guided by the overarching goals of the university, departments are encouraged to tailor their strategies based on their unique challenges and strengths.

4. Individual Faculty Planning:

Faculty members create yearly plans, ensuring alignment with their respective departmental objectives. This personalizes the broader goals, promoting individual accountability and dedication to the university's mission.

5. Review and Documentation:

Throughout the academic year, progress is monitored, and achievements are documented. At the end of the year, comprehensive reviews of individual, departmental, and institutional performances take place. Examples of these performance reports, along with faculty annual plans, are archived in the faculty portfolio.

Working Hours

Recognizing the vital role of accessibility in student success, faculty members at the Global Studies University of Sharjah are dedicated to holding regular office hours in addition to their teaching commitments. This approach guarantees that students have ample opportunities to receive guidance and academic assistance from their instructors. The following guidelines detail the expectations for faculty regarding office hours:

1. Notification and Posting of Office Hours:

Faculty members are responsible for providing the departmental administrative assistant with a copy of their schedule, which should include both class times and office hours. To ensure easy access for students, this schedule should be prominently displayed outside the instructor's office. Additionally, faculty members are encouraged to clearly communicate their office hours in course syllabi or during class sessions.

2. Flexible Scheduling: Faculty members should make accommodations for students whose schedules conflict with the posted office hours. In such cases, instructors are expected to make reasonable efforts to arrange meetings at mutually convenient times, ensuring that all students have access to the support they need.

3. Communication of Absences: If a faculty member is unable to attend their designated office hours, they should make every effort to inform students in advance. This proactive communication fosters transparency and allows for the arrangement of alternative consultation times, ensuring continuity of support for students.

4. Full-Time Faculty: Full-time faculty members are required to schedule a minimum of five office hours per week, distributed over at least two days. These office hours are dedicated to providing students with the opportunity to discuss course-related matters, seek clarifications, and receive academic assistance.

5. Part-Time Faculty: The office hours for part-time faculty members will be proportionate to their teaching responsibilities. Although the number of office hours may differ, part-time faculty are strongly encouraged to set aside adequate time for student consultations to enhance the overall learning experience.

6. Evening Course Considerations:

Faculty members assigned to teach evening courses are expected to schedule at least one office hour during the evening. This arrangement ensures that students enrolled in evening classes have the opportunity to meet with their instructors before their class sessions.

7. Ramadan Classes Schedule:

To accommodate teaching and learning requirements during the holy month of Ramadan, all classes will conclude by 5 p.m. Faculty are encouraged to schedule their classes as early as possible during the day for that month specifically. If the proposed schedule proves inconvenient, we may consider holding classes over the weekend as an alternative.

Faculty Workload Allocation Policy

1. Introduction

This section sets out the GSU's Faculty Workload Allocation Policy. The Policy helps establish an equitable measure of workload, financial accountability, and institutional efficiency. Workloads are determined by Chairs of Departments in conversation with respective faculty. Where necessary, Deans may be involved in the determination of workloads. Ultimately, the Vice Chancellor responsible for Academic Affairs has oversight over the Faculty Workload Allocation Policy ("the Policy") and is responsible for continuous improvement of the Policy.

2. Definitions and Expectations

- Seminal activities to the mission of the university are teaching, research, scholarship and artistry, creative activity, academic advising, and administrative and community service.
- Faculty are expected to teach two full courses per semester. Teaching of a course may involve coordinating or leading a core/main course on which several faculty members teach or coordinating an Institute/University wide academic seminar series. In team-taught courses, the coordinator receives half of the total course credit, while the remaining credit is shared equally among the other participating faculty. Faculty with teaching track are expected to teach six courses per academic year divided between two semesters of the academic calendar according to the need of the department.
- Faculty may teach up to three courses in a semester to make up for the fact that they only taught a single course in the preceding semester. In all cases, overload teaching assignments beyond two courses per semester must be approved by Deans and Chairs of Department.
- Faculty members with administrative responsibilities in the university (Chairs, etc.) may obtain course releases and the precise nature of the release is determined by the Dean in close consultation with the faculty member in question.
- Faculty are expected to maintain an active research, publications, and creative record throughout the academic year. The precise nature of the expectations in this regard are to be determined by Deans and Chairs of Department in close consultation with respective faculty member.
- Faculty are expected to advise graduate students of the GSU. Student assignments will be determined equitably by Chairs of Departments in close conversation with faculty and students.
- Faculty are expected to serve on at least two committees of the university. Committee assignments are determined equitably by Deans and Chairs of Department in close conversation with faculty.
- Faculty are expected to serve the wider community beyond the university. This may involve serving on external advisory boards, examining external theses, reviewing manuscripts, writing op-eds, etc. Faculty are advised to be judicious with external service commitments in such a way that they do not jeopardize their own work-life balance and that of the core function of the university.
- Summer and off-load assignments are not considered part of the academic year workload assignments for full-time faculty. A faculty member who assumes additional teaching, advising, or other responsibilities during the summer must be compensated.

3. Workload Assignments and Distribution of Responsibilities

- Deans and Chairs of Department will meet annually with their faculty to develop workload plans.
- The Vice Chancellor responsible for academic affairs will meet annually with Deans to monitor the implementation and efficacy of the Workload Allocation Policy and to determine any adjustments that are deemed necessary.
- Individual workload assignments and distribution of responsibilities will be determined for a faculty member in accordance with this Policy and with the mission and priorities of GSU and the goals of that faculty member's institute.
- Teaching Assignments: Teaching assignments approved for faculty cannot be defined by only using the framework of standard lecture and field courses. GSU's missions in research, artistry, and public and professional service are upheld through the activities of its faculty. In order to fulfill these responsibilities, the teaching workloads of individual faculty members may be adjusted by their units on an annual basis.
- Reductions in teaching assignments shall not be approved for:
 - Any activities where there is remuneration over and above the faculty member's institute compensation.
 - Community service activities (e.g., personal volunteer work with civic organizations), unless these are formal, externally funded public service activities of GSU, and there is a percent of the faculty member's effort committed to the sponsor.

4. Course Releases and Course Buyouts Workloads

- Faculty members who assume administrative positions within the university will be released from some of the teaching requirements. The exact nature of the course release will be determined by the Chairs of Department and Deans in close consultation with the faculty member responsible.
- Faculty members who obtain external research funding may buy themselves out of teaching requirements (Course Buyout). Course Buyouts are defined as using external funding to compensate the university for the lost teaching load. Faculty who have the funding and see the need to buy themselves out of teaching will have to notify their respective chairs at least a semester in advance. The decision to grant a course buyout will be determined by the Dean in close consultation with the respective Chair of Department.
- Extraordinarily productive faculty in the areas of research, scholarly, and creative activities may have some of their teaching requirements reduced. The exact nature of the reduction will be determined by the respective Deans and Chairs of the Department in close consultation with the respective faculty members.
- Reductions in teaching assignments shall not be approved for:
 - Any activities where there is remuneration over and above the faculty member's institute compensation.
 - Community service activities (e.g., personal volunteer work with civic organizations), unless these are formal, externally funded public service activities of GSU, and there is a percentage of the faculty member's effort committed to the sponsor.

5. Extra Load and Part-Time Work

Basic guidelines of GSU workload policies are outlined below:

- Seminal activities to the mission of the university are teaching, research, scholarship and artistry, creative activity, academic advising, and administrative and community service.
- Summer and off-load assignments are not considered part of the academic year workload assignments for a full-time faculty member. A faculty member who assumes additional teaching, advising, or other responsibilities during the summer must be compensated.
- Overload teaching assignments must be approved by the faculty members' supervisor and the Dean/Chancellor.
- Faculty members may teach a classroom, laboratory, or equivalent course for a unit other than their own, and that course may be considered part of the faculty member's standard university teaching load assignment.
- Supervision of graduation projects and internships is factored into the workload assessment. The policy recognizes the time commitment and responsibility associated with guiding students through these significant components of their academic program. The supervision of theses, dissertations, and graduation projects is integrated into the overall teaching load. Faculty members will be expected to manage their advising responsibilities within their total workload, balancing these with their regular teaching and administrative duties.
- To maintain quality supervision and advising, the university sets clear limits on the number of students a faculty member can supervise or advise concurrently. These limits will be reviewed periodically to ensure they align with faculty workload and institutional goals.

6. Variations to Normal Workload Assignments

To effectively fulfill GSU's responsibilities and achieve its mission, it is sometimes prudent to adjust individual faculty members' workloads. Such adjustments may include replacing one or more teaching assignments with other workload assignments. Such assignments might include administrative duties, unusually heavy academic support or institute service roles, and extraordinary research/scholarly/creative activity. Adjustments to an individual faculty member's standard workload, in accordance with the faculty appointment type, may be made by the Chancellor, Dean, or the faculty member's Chair of Department. Adjustments proposed by the Chair of Department must be approved by the Dean and the Chancellor.

7. Overloads

Overloads should be avoided and are justified only by extenuating circumstances such as a sudden resignation or illness of a faculty member and/or an unexpected enrollment demand. Generally, faculty are in overload status when their total assigned workload exceeds their official maximum workload. An overload assignment of more than 1 credit/contact hour must be approved by the Dean. Overloads are compensated in accordance with GSU's pay scale. Typically, faculty members receiving course release(s) for a service assignment or additional research assignment do not receive teaching overload compensation. It is the sole responsibility of the Chair of Department, under the supervision of the Dean, to establish workload assignments. These equivalencies are designed to provide guidance to Department Chair in determining teaching assignments and should not be considered guarantees/entitlements regarding teaching workload assignments. With justification, units may adopt different equivalencies based on their mission, student demands, and any unique disciplinary considerations.

8. Private Professional Work, Consulting, and Outside Employment

Private professional work, consulting, outside employment, and other bases of supplemental compensation should not be a factor in workload assessment and determination in any of GSU's workload assignments, requests for adjustments, and/or requests for other teaching assignments. Workload adjustments and/or other teaching assignments should not be requested, assigned, and/or approved for any external activities.

Faculty members must obtain prior written approval from their Dean and Department Chair before entering into any agreement for outside employment, private professional work, or consulting services. In all such cases, it must be clear that the faculty member is acting in a private capacity and not as a representative of the Global Studies University. Faculty must avoid the use of the University's name, branding, or affiliation in a way that implies institutional endorsement or involvement. Private consulting and external activities must be considered in relation to the faculty member's full responsibilities to GSU. Such activities must not interfere with university duties or affect teaching, research, advising, or service obligations. Full-time faculty members are required to inform their Department Chair in writing of any compensated external consulting activities. These activities may be approved only if they are deemed to enhance the faculty member's professional value to the University and do not conflict with institutional responsibilities. Generally, faculty may undertake compensated consulting work for the equivalent of up to one day per week during the contractual period of employment.

This time allocation does not accumulate year to year. Consulting activities that:

- exceed the one-day-per-week limit,
- require an absence from campus for more than seven consecutive days, or
- involve unusual obligations
- must receive explicit approval from the Dean.

Use of University Resources

Faculty members who engage in external consulting or research for personal financial gain may use University facilities or equipment only with prior written approval from the relevant Department Chair or Dean. Approval will depend on the nature of the activity and whether appropriate service fees or cost recovery charges can be applied. Where such use is ongoing or significant, the faculty member must consult with the relevant administrative unit for appropriate arrangements.



Roles of Faculty and Administrative Faculty

Roles of Faculty Members

GSU faculty members have core responsibilities in teaching, research, skill enhancement, and various service roles. These roles span departmental, institute, and university-wide duties, external academic and professional activities, and support for students' extracurricular pursuits. Additionally, they are committed to their professional development, maintaining institutional privacy, following ethical guidelines, and advancing their department, institute, and the university as a whole.

Faculty members at GSU have the following responsibilities:

1. Delivering lectures and overseeing assignments and examinations.
2. Undertaking original research endeavors.
3. Mentoring students on their dissertations and academic projects and overseeing student-driven academic and social initiatives.
4. Providing academic guidance to students.
5. Engaging in university boards and committees, as well as other approved external committees.
6. Committing fully to their academic roles, ensuring they uphold the university's esteemed standards in research, teaching, mentorship, and administration.
7. Undertaking tasks as directed by the Chancellor, Institute Dean, or Department Chair, provided they align with their academic role.
8. Serving and addressing the needs of the local community based on the university's established criteria.

Faculty members also play integral roles in the assessment process at GSU, which includes:

1. Defining objectives and outcomes for their respective courses.
2. Mapping out the desired outcomes for each course they teach or have expertise in.
3. Engaging in both departmental and university-wide accreditation and assessment endeavors.
4. Utilizing feedback to refine course content, teaching methodologies, and assessment techniques.
5. Ensuring rigorous course effectiveness measures are in place, leading to consistent course and curriculum improvements.
6. Regularly updating their individual data in the university's faculty e-portfolio system.
7. Keeping their course e-files up to date within the university's framework.

Moreover, faculty members at GSU play a pivotal role in hiring new faculty, as they are integral members of the hiring committees. Additionally, faculty play a central role in ensuring institutional quality and effectiveness. This means they actively participate in the creation, enhancement, and modification of the curriculum. Finally, faculty members may also be called upon to undertake additional responsibilities assigned by the Chancellor, Dean, or Department Chair, provided these tasks align with their professional role and expertise.

Furthermore, at the Global Studies University, non-resident faculty such as Professor-at-Large contribute to program-related and institutional activities by participating in regular evaluations, engaging in professional development and training, serving on relevant committees, and assisting with curriculum development.

Professor-at-Large

The title “Professor-at-Large” at Global Studies University (GSU) refers to a distinguished academic who is internationally recognized in the fields of humanities, social sciences, and the arts. Such a professor is normally appointed as part of a group of scholars affiliated with the institute, and periodically visits to teach, conduct seminars, collaborate on research, and engage in various academic activities.

Roles of Academic Administration Faculty

The responsibilities of faculty members who take on academic administrative and leadership positions within the institute are detailed below.

President

The University President holds the highest office within the institution, carrying a broad and vital mandate with numerous key responsibilities. As the head of both the Board of Trustees and the Executive Committee, the President plays a critical role in steering discussions and decision-making, ensuring strong governance and strategic leadership. The President is responsible for nominating and appointing the Chancellor, who serves a key leadership role within the university. In addition, the President holds the authority to approve appointments for key university leaders, including Vice Chancellors and Deans. Beyond these responsibilities, the President has the authority to make key organizational decisions that impact the university’s operations and future development. This decision-making role helps guide the institution’s strategic growth and effectiveness.

Chancellor

The Chancellor of the Global Studies University (GSU) is the chief executive and academic officer of the Global Studies University. The Chancellor shall oversee both administrative and academic functions, reporting directly to the President and the Board of Trustees. The Chancellor is responsible for implementing Board policies, guiding development, and enhancing the reputation of both the university and its various institutes. The Chancellor is empowered to delegate responsibilities to Vice Chancellors and other senior staff, promoting efficient management across the university. Additionally, the Chancellor may be assigned further responsibilities by the President, reinforcing leadership in advancing GSU’s mission and vision.

Dean

The Dean is the academic and administrative leader of the institute. The Dean reports to the Vice Chancellor for academic affairs and the Chancellor, and shall be a member of the Academic Council and all committees formed by the Board. If elected by the Board of Trustees and the President, the Dean may also function as the Chancellor and chair the Council of Deans. The Dean shall recommend annual plans for the institute after engaging in a process of guiding and coordinating the preparation of annual plans to be submitted together with the Chancellor’s and Vice Chancellor of academic affair’s recommendations to the Board. The Chancellor will lead the execution of the annual plan and corresponding programs, following the Board approval.

Associate Dean

The Associate Dean of the institute shall assist and work closely with the Dean in the planning and running of the institute. The Associate Dean is considered to be part of the academic faculty

of the institute and is therefore expected to be a qualified scholar holding a PhD degree from an internationally accredited research university who, in addition to teaching credentials, has a promising record of published work. The Associate Dean will help in the process of hiring full-time academic faculty and staff for the institute.

Director of Research and Publications

The Director of Research of the institute is responsible for establishing a research division to enhance the research portfolio of the institute. This role will work internally on developing the research policies following best practices in universities both locally and internationally. In addition, this role will also work with the faculty to attract research grants in line with the mission of the institute in order to become a world-class research destination for scholars.

Chairs of Departments

The Chair of each department is appointed by the Dean in consultation with members of the faculty of each department and other units. Accountable to the Dean and or Associate Dean, the Chair of Department is responsible for administering the human, fiscal, and physical resources of the department in ways that promote quality in every aspect of departmental life and programs, and in accordance with the university's vision, mission, and strategic plan. The Chair promotes an environment that supports faculty members and students in their efforts to succeed academically and scholarly. In carrying out these responsibilities, the Chair engages in collaborative leadership with the faculty.

The Chair of Department is responsible and accountable for the following:

- Fostering an environment of shared purpose and responsibility, transparency, good citizenship, and academic excellence.
- Ensuring university policies, procedures, and processes are followed.
- Enhancing the student academic experience and addressing student concerns.
- Encouraging and facilitating instructional and scholarly development of the faculty.
- Conducting structured faculty evaluations, as outlined in the annual staff evaluations.
- Participating in faculty hiring.
- Contributing to assessing and implementing curricular changes.
- Developing teaching schedules and service assignments, with consideration given to interests solicited from the faculty.
- Leading program accreditation efforts in the department.
- Promoting departmental programs internally and externally.
- Proposing and managing the department budget in consultation with faculty.
- Formulating and updating strategic planning, in collaboration with faculty and in line with the university plan, advocating on behalf of the faculty and serving as a communication conduit between the Associate Dean and the department.



Faculty Performance Evaluation and Promotion

Performance Evaluation Criteria

The performance of all full-time, part-time, and visiting faculty members is regularly assessed using a range of evaluation measures. These evaluations are conducted regularly to achieve several goals: to acknowledge and incentivize exemplary work that furthers GSU's mission; to evaluate faculty in teaching, research, and service; to offer feedback for professional growth; and to gather data for decisions on contract renewals, promotions, terminations, or merit-based pay adjustments.

Faculty member performance evaluations will be conducted based upon criteria in this section in the areas of scholarly activities, teaching, and service. The specific performance criteria used in the evaluations can vary among the departments and areas of specialization. The performance criteria for each department will be developed, monitored, and updated through an ad-hoc Department Evaluation Committee, approved by the department, and the institute leadership team (such as Chairs of departments, the Dean, Associate Dean, the Chancellor, etc.). The criteria must be in line with the criteria described below. Copies of the current performance criteria must be available to the faculty. These performance criteria will be used for end-of-year, rolling contracts, promotion, and in-depth evaluations.

Scholarly Activities

The highest indication of scholarly activities is the development, presentation, and documented acceptance of original work in the scholarly community. Excellence in scholarly activities is typically considered as the continued publication of scholarly work primarily in relevant journals, in the form of books published by respected publishing presses in the community or curated and reviewed exhibitions of creative works. Citations of a candidate's work in professional literature and/or a journal's impact factor are other indicators of scholarly activities. As part of scholarly activities, creative work may include, but is not limited to, literary publications, drawings, paintings, models, exhibitions, installations, digital creations, and built work, as well as other work authored by the candidate.

The work will be assessed against the standard production of such an activity. The publication of a textbook is also considered a scholarly activity and is evaluated according to the nature of the textbook and the contributions it makes to the field.

The following are examples of scholarly activities fulfilling performance evaluation criteria:

- Refereed journal publications
- Books and book chapters
- Refereed conference proceedings
- Citation index/impact factor
- Refereed conference presentations
- Internal/External research grants
- Supervising graduate theses/projects
- Patents obtained
- Presentations at international conferences
- Creative endeavors such as art pieces, films, etc., presented to juried exhibitions

Teaching Activities

Teaching includes educational activities that directly involve students. Activities in this area may include the following: classroom instruction; advising; developing and testing new educational and evaluation methods; teaching new courses; serving as a course coordinator; and/or revising and improving existing courses. Teaching should be evaluated using multiple measures.

The following are examples of teaching performance evaluation measures:

- Course portfolios
- Curriculum development
- Flexibility to teach different courses
- Peer Evaluations
- Evaluations by Chair of Department
- Supplementary teaching material
- Course revision/improvement
- Teaching evaluations by students
- Teaching technology tools
- Advising graduate projects

Service

Service is non-remunerated work other than teaching or scholarly activity on behalf of GSU or external to the institute. Service is one of the three performance areas required from a faculty member for annual evaluation, contract renewal, rolling contract, in-depth, and promotion review. GSU commends faculty for undertaking a variety of volunteer work external to the institute. However, to be considered as a part of the evaluation, the service must be related to the faculty member's professional expertise.

The following are examples of service performance evaluation criteria:

- Mentoring and advising students
- Service to the department
- Service to the institute, and the university
- Service as a reviewer in the profession at large
- Membership on editorial boards of scholarly and scientific journals, book series, and other publications
- Service in organizing conferences and symposia
- Outreach activities (e.g., workshops, consultation, training, etc.)

Information and Materials Required for Faculty Performance Evaluation

Evaluations will be based on the professional responsibilities of the faculty member in the areas of teaching, scholarly activities, and internal and external service. It is recognized, however, that within the broad definitions of these areas, the activities in which the faculty engage to fulfill their professional assignments can vary from one department to another.

Faculty Performance Evaluation

At the beginning of each academic year, the Dean will establish deadlines for the completion of the performance evaluation processes. In all contract-related evaluations, the Dean will provide a summary of the unit's evaluations to the faculty member and will meet with the faculty member to discuss the review. The faculty member has the right to review the Dean's and the Chair's performance evaluations and recommendations. The faculty member has the option of attaching a written response to the file. If shortcomings are identified, appropriate plans for professional development and improvement should be worked out between the faculty member, the Chair of Department, and Dean. The plan will be part of the dossier for future reference. For individuals with joint appointments, their related (when applicable) annual evaluation, salary raises, promotions, rolling contracts, decisions, and disciplinary actions should be conducted by their primary unit, in collaboration with and/or participation of the secondary unit(s). The primary unit is responsible for actively coordinating the processing of the final reports. The agreement at the time of appointment must specify the method that will be used to collaborate and to solicit input from the secondary unit(s). For all evaluations, the weighting of performance criteria should be consistent with the specific expectations articulated in the agreement.

Evaluation for Annual Faculty Performance

Assessments for the purpose of awarding merit raises are conducted at the end of the year. Evaluation of faculty performance is designed to provide a planning mechanism for faculty development to recognize excellence in role performance, to improve teaching, to enhance professional competencies, and to delineate areas for improvement. The primary purpose of this evaluation is to provide a basis for professional growth and development. Professional growth plans serve as the framework for the evaluation and recognition of past endeavors and for focusing on future goals and objectives.

A second purpose of faculty performance evaluation is to recognize past professional performance and, with approval from the administration and board of trustees, to reward those endeavors with appropriate merit increases in salary, while also providing feedback to faculty demonstrating a need for improvement. A third purpose of the faculty performance review is to provide a structure for systematically measuring progress and to substantiate consideration toward a promotion. The Chair of Department is required to use and sign an Annual Faculty Performance Evaluation form.

Academic Promotion

This section provides a detailed overview of the criteria, requirements, procedures, and policies related to academic promotion at GSU.

Evaluation for Promotion Decisions

At certain points during their employment, faculty members may elect to apply for promotion. It is the responsibility of the Department Chairs to inform faculty early on of the expectations for the granting of a promotion within a given department and the university.

A faculty member is considered for promotion to a higher rank based on demonstrated quality in scholarly activities, teaching, and service, and becomes eligible to apply for promotion after a period of five years in the preceding rank with a minimum of one year under full-time faculty contract. Faculty who wish to apply for promotion early must meet the minimum criteria that apply to the five-year promotion requirement and must have a record of achievement in teaching, scholarly activity , and service that is at least equal to the record expected of a faculty member coming up after five years at rank. In such a case, the Department Chair, the Dean, or Chancellor must add to the candidate's dossier a written supporting report justifying the basis for early promotion. An unsuccessful candidate for early promotion can reapply only after serving three years at rank.

Eligibility

A faculty member is considered for promotion to a higher rank based on demonstrated quality in scholarly activities, teaching, and service.

Promotion Procedure

Though the promotion application procedure may vary across departments and across disciplines and specializations, the procedure should achieve a fair and objective evaluation of the applicant's total record in terms of, scholarly activities, teaching, and service.

The promotion procedures are as follow:

1. The eligibility of a faculty member for promotion is established by the Department Chair in consultation with senior members of the department and the Dean of the institute.
2. A candidate for promotion prepares and submits to the Chair of the Department a full dossier and application for promotion consideration. The Chair of the Department adds other necessary documents as detailed in the Dossier (File) Preparation and Submission section.
3. The Dean, in consultation with the Department's Chair and other appropriate members of the department, selects appropriate external evaluators of the scholarly activities of the candidate from lists provided by the both the candidate and the Department Chair

Guidelines Regarding External Peer Review

Scholarly activities must be evaluated by external reviewers who are experts in the applicant's field and who are in a position to give an objective evaluation. A list of reviewers should be submitted by the candidate; in addition, the Department Chair should submit a reliable and appropriate compilation of external reviewers on file in the office of the Dean. The Dean's Office, in consultation with the Chair of the Department, will make every effort to obtain three or more reports from external reviewers that should be obtained and used as part of the evaluation of the candidate's scholarly activities where appropriate to the rank of the candidate. The external reviewers should be at least at the rank considered for promotion and are preferably members of an academic institution. The applicant's Curriculum Vitae (CV) and copies of scholarly work should be sent to the reviewers, together with a briefing about GSU and an explanation of the conditions and expectations under which the applicant has worked. Since standards of acceptable scholarly activities may properly vary from one department to another within an institution, and from one institution to another, it is important that the standards applicable to a given application for promotion be clearly explained to each external evaluator. A copy of the explanation of conditions and expectations furnished to each reviewer should be included with the application. Each reviewer must be requested to justify any conclusions regarding the quality of the scholarly activities of the applicant, and do so at a level of detail that permits an understanding of the achievement of the applicant relative to standards of excellence in their field. The degree to which the external assessments will be considered is based on the quality and depth of the argument made.

The Evaluation Process

The faculty evaluation process is established for the evaluation of all full-time faculty members for the purposes of promotion to a higher rank.

File Preparation and Submission

An evaluation file for consideration is prepared by the faculty member and should include the following. Many elements of the evaluation file should already be present in the faculty member's dossier on file in the Chancellor's Office:

1. A cover letter incorporating the faculty member's request for consideration and a list of attachments.
2. The applicant's current curriculum vitae (CV); a list of scholarly publications and a copy of each scholarly publication, providing full and accurate documentation of all scholarly activities, plus complete bibliographic listings of publications and status of journals (e.g., refereed, indexed, etc.). For promotion, copies of published items and other reported scholarly activities must be available for examination by reviewers.
3. A list of scholarly contributions considered in the previous promotion or in-depth review. The candidate should incorporate in the portfolio details of the previous promotion or in-depth review supported by official documents, including a list of counted material (e.g., papers, books, patents, etc.), date of submission for promotion, etc.
4. A list and copies of unpublished work (optional).
5. A list and description of internal and external services at all levels. When providing evidence to support achievement in service to the relevant profession, academic peers, and the wider community, applicants are encouraged to relate their claims to measurable outcomes that demonstrate their contribution to the initiation and maintenance of links between the university and external groups. Documentation of all service activities is required.

6. Any other relevant information.

The faculty member's contribution to the file is considered complete when the above documents are submitted to the Dean of the institute, who shall forward to the Chancellor's office. All pages of the application are to be numbered consecutively by the applicant. Submission of the full application by the candidate is required for action during that academic year.

To complete the evaluation file, the Chancellor's office requires the following:

- Letters from appropriate Dean and Department Chair of academic departments evaluating the candidate's record in teaching, scholarly activities, and service (hard copies of these letters are made available to the candidate at their request).
- Material demonstrating the applicant's record as a teacher. These include summary of student teaching evaluations.

For promotion, the Chancellor's office requires the following:

- Copies of letters sent to the external evaluators, a statement regarding the procedures used in selecting them, and a brief statement concerning the evaluators' qualifications.
- All letters from external evaluators addressing the quality of the applicant's scholarly contributions, including information about any relationship to the candidate.

Minimum Criteria by Rank

At certain points during their employment history, faculty members may elect to apply for promotion. It is the responsibility of the Department Chairs to inform faculty early on of the expectations for the granting of promotion within a given department and the university as a whole.

- To be considered for promotion, a candidate must meet minimum eligibility requirements, which include time-in-rank and scholarly accomplishments as set forth in the Minimum Criteria by Rank below.
- To be granted promotion, a candidate must meet clear and distinct criteria established by the administration and faculty members.

GSU has established the following minimum criteria for promotion to the academic ranks cited. All faculty members are expected to demonstrate the highest levels of character and professional ethics when representing the university and serve as role models.

Senior Lecturer

Promotion to Senior Lecturer requires five years of full-time teaching as a lecturer or equivalent professional experience, including at least one year of full-time service as a lecturer. A candidate for Senior lecturer should demonstrate effectiveness in teaching, production of minimal scholarly work (at least two papers presented at international conferences), and constructive participation in service, according to the promotion guidelines developed by the institute. The candidate should have demonstrated good teaching effectiveness and substantial service to the university and the community at large. A Senior Lecturer should have displayed consistently mature performance in course and curriculum planning, guiding and counseling students, mentoring, and participating in university and community service.

Associate Professor

Promotion to Associate Professor requires at least five years in the rank of Assistant Professor, including at least one year of full-time service in the rank of Assistant Professor at GSU. An Assistant Professor can apply for early promotion to Associate Professor with evidence of strong publishing record, plus teaching and service that is on par with Associate Professors in the institute or peers in other institutions in the area of specialization. An Associate Professor must possess a doctorate or appropriate terminal professional degree and have substantial experience in teaching and scholarly activity or applicable professional experience. The candidate will demonstrate teaching effectiveness and have the interest and capacity for continuing growth as a teacher, scholar, and member of their profession. An Associate Professor will display consistently mature performance in course and curriculum planning, guiding, and counseling students, mentoring junior faculty, and participating in university and community service.

Professor

Promotion to Professor requires at least five years in the rank of Associate Professor, including at least one year of full-time service in the rank of Associate Professor at GSU. An exception can be made considering time in rank if the faculty member has managed to achieve early recognition for scholarly publications in addition to teaching excellence and standing in their field of specialization. The rank of Professor recognizes the attainment of authoritative knowledge and the achievement of effective teaching skills. The Professor will have attained an excellent reputation in their field of expertise, as evidenced by scholarly activities, teaching excellence, leadership within their department and within their professional or learned organizations, and effective participation in university and community service.

Guidelines and Procedures for Promotion to the Rank of Professor

Criteria for Promotion to the Rank of Professor

The criteria for promotion to the rank of professor are based on excellence and potential in teaching, advising, and research, in addition to a judgment on whether the individual has fulfilled the promise on which promotion (to Associate Professor) was originally granted. Service to the department, the institute, and to the public and professional community is a further criterion but is of lesser importance than the quality of research, teaching, and advising.

1. The overall comprehensive academic record of the applicant should demonstrate continuous achievement since the last promotion. GSU expects the candidate to present an exceptional record in research, teaching, and advising, ranking very high in comparison to the candidate's peers colleagues at the institute, those in the same field at similar points in their careers, and, in comparison, to those at peer institutions. The candidate should be considered a leader in the field.
2. The candidate's research should be published in recognized scholarly journals or in books issued by reputable publishers.
3. The candidate must have the capability of teaching at the graduate level in addition to conducting advisory skills outside the classroom. Curricular innovation will also be considered.
4. Associate Professors holding positions are reviewed for promotion to full professorships as early as the beginning of the second semester of their fifth year of employment at the professorship rank, or as late as the first semester of the sixth year.
5. Basic steps in the review process are outlined in the section to follow. Permission to proceed with the review must be obtained in writing from the Chancellor. If the review is delayed, at the candidate's request or because the department's recommendation is negative, then the Chairs of Department, in consultation with the candidate, should establish a definitive timetable for further review, as described in the Procedures for Promotion to the Rank of Professor.

The effective date for promotion to full professorship is on January 1. In order to be reviewed in time to meet this date, the dossier must be submitted via email (hard copy books are also accepted) to the Director of Academic Affairs, to be shared with the Chancellor. Changes in title cannot be made retroactively.

Departmental Procedures for Promotion to the Rank of Professor

The following procedures are sequential. The discussion of each step contains essential points and is not meant to be comprehensive nor to cover every possible circumstance. Departments may exercise flexibility in applying the procedures described in the Faculty Handbook. Significant deviations from the basic procedures, however, must be discussed with the Chancellor and communicated in writing to the candidate.

Differences may arise between the candidate and the department at several points in the promotion process. Mechanisms to resolve these differences have not been instituted by the university. Rather, common sense, goodwill, and professional courtesy are assumed to prevail. The Chancellor's Office is willing to help in resolving disputes. In the case that a negative decision is provided following the completion of the full review, the candidate may present a formal appeal, according to the appeal procedures.

Promotion Review Process

Meeting of the Chair of Department and the candidate

A meeting between the chair and the candidate must be scheduled in the second semester of the fifth year of employment at the professorship rank or the first semester of the sixth year at that level. In case the candidate scheduled for early promotion, the meeting should be scheduled a semester ahead of the deadline of the promotion process. The candidate is informed that the department's full professors plan to carry out a preliminary review to determine whether to undertake a full review. The departmental procedures are discussed and, especially if the procedures deviate from these basic guidelines, the candidate is given a copy of the departmental and the institute guidelines for promotion. In case the candidate may wish to postpone the review, accordingly the Chancellor will consult the full professors and the candidate the following year.

The process of preliminary review by full professors of the department

The preliminary review form is at the department's discretion. Written permission from the Dean must be obtained if the preliminary review results in proceeding with a full review. In this case, the candidate must be informed of relevant special procedures and provide draft form letters that must be submitted to external referees and students.

In line with the institute policies, in the case that the full professor's preliminary review resulted in the decision to not proceed with a full review, the Chancellor will inform and discuss the decision with the candidate. The candidate is eligible to request a formal review if they are in their sixth or later year of rank. This request will be automatically granted.

If the decision to postpone the promotion is accepted by the candidate, the Chancellor will consult with the full professors and the candidate at the beginning of the following academic year, at which point the formal review process will be initiated, unless a request is received from the candidate to postpone. If the candidate has served as an associate professor for the last seven years and has not been reviewed at least once since joining the department, the Chancellor will have to consult the candidate at least triennially and will initiate a formal review, unless the candidate does not wish to do so. In the case that the candidate to be reviewed is a Chair of Department who is an Associate Professor, the Chancellor will be responsible for conducting the discussion or will assign the responsibility to a senior member of the department.

In the case that the review process results in the candidate not receiving a recommendation for promotion, they will be eligible to request a second review after two or more years have elapsed, and this request will be automatically granted. (If the first review was unsuccessfully appealed, the two years are measured from the time of the appeal committee's decision.) There is no upper limit to the time a faculty member may serve in the rank of associate professor. It is university policy, however, that if a faculty member is not promoted after ten years to the rank of Associate Professor, the case should be discussed with the Chancellor.

Dossier Contents for a Formal Review

1. Table of contents
2. Written recommendations from recognized external experts for promotion. The candidate must provide:
 - A list of seven potential external referees.
 - A separate optional list of scholars in the field who, the candidate believes, for either personal or professional reasons, might not write with objectivity and/or impartiality. The department

also constructs a relatively large list of potential referees that should not be discussed with the candidate. All three lists constitute a permanent part of the dossier.

The recommendation letters from external referees requesting an assessment of the candidate must clearly state the comparisons with scholars in the field at comparable stages in their careers. It will be beneficial, when comparing scholars, to mention their names.

The department must select five out of the seven external referees to give a written recommendation. The institute's internal faculty is considered acceptable; however, discretion in soliciting opinions from internal colleagues must be applied. This is due to the fact that the authors of letters included in the dossier are excluded from service on the candidate's ad hoc committee.

3. A list of graduate students (and/or postdoctoral associates) whose research has been supervised by the candidate
4. Statements from the Chair of Department and the Chancellor assessing the candidate's effectiveness as an adviser for graduate students
5. Assessment letters from graduate students (and/or postdoctoral associates) explicitly illustrating the candidate's capabilities and methodologies undertaken as a teacher and adviser
6. Letters from students from a variety of courses should be provided in writing expressing their candid, confidential opinions of the candidate's teaching ability
7. Letters solicited from the candidate's undergraduate advisees assessing the candidate's effectiveness as an adviser (only when applicable)
8. Optional evaluations of the candidate's teaching and advising/mentioning abilities from teaching assistants and graduate students of the candidate may be included
9. Sample letters of solicitation sent to graduate student
10. A list of students whose views are solicited
11. A statement of how student evaluators were selected, the rate of response, and the usual rate of response in the department
12. A list of courses taught since last promotion, with enrollments
13. A summary of course evaluations since the time of the candidate's promotion to or appointment as associate professor and of student opinions prepared by someone other than the candidate, including data on how the candidate's evaluations compare to those of other faculty teaching the same or similar courses
14. Assessment of the candidate's teaching by the Chair of Department, the Dean, or members of a faculty committee that visits classes of colleagues, based on observations of the candidate's courses and review of course materials (syllabi, reading lists, handouts, non-print materials, problem sets, assignments, graded exams, student research papers, final projects, final grade distribution, examples of written feedback to students, etc.)
15. A review (if appropriate) of the candidate's external research support
16. The candidate must provide a written statement summarizing past accomplishments and future career plans (below are details of the research, teaching, and advising at graduate levels, that must be part of the statement)
17. In addition to the services for the institute and the department, community service (public and external professional services) may be included

18. Courses assigned or developed and course materials (e.g., syllabi, handouts, assignments, problem sets, graded work, etc.)
19. Comments on teaching (goals, approaches, pedagogic techniques adopted or invented, successes, challenges) and results of student learning assessment efforts in selected courses
20. A brief statement from the candidate about goals for and success in advising
21. Independent studies and graduate students supervised
22. Plans for future teaching, needs students, and plans for courses
23. A complete curriculum vitae that includes educational background; citations of all professional publications; outside research funding (amount and period of support); awards; invited lecturers; courses taught; department, and institute committees served on; and outside professional activities
24. Copies of publications and reviews (if available) of these publications. Works-in-progress may be submitted.

Discussion of the Dossier with the Candidate

Before the dossier is considered by the department's full professors, the Chair of Department informs the candidate of the department's progress in gathering materials.

Review by the Department's Full Professors

This process can be conducted by several methods. At the time of discussing the candidate's promotion, the dossier must be available to all faculty taking part in the review and must be present at the meeting(s) to be held to discuss the candidate's qualifications. A vote by secret ballot of the full professors is to be obtained and recorded. All recorded votes from attended faculty during the meeting must be followed up with a letter to the Chair of Department providing substantive reasons for their votes. Faculty who did not attend and should be part of this process must submit advisory votes before the meeting, accompanied by a rationale that is to be read at the meeting to further the discussion of the case. All letters from faculty received by the Chair's established deadline will be included in the dossier submitted to the Chancellor and will be treated with the same confidentiality as all other letters in the dossier.

Written Notification of the Candidate

The Chair of Department summarizes a written statement to the candidate with the department's decision and reasons for reaching that decision. If the outcome of the review is negative, the candidate can appeal and should follow the appeal procedure outlined below. The outcome of the review, whether negative or positive, must be communicated in writing to the Dean and the Chancellor.

Submission of Dossier

The candidates must follow the Guidelines for Compiling Dossiers for Internal Candidates for Promotion to Full Professor in organizing the materials to be submitted to the Dean's office. These are based on uniform requirements from the Chancellor's office.

The decision for promotion, either positive or negative, must be conveyed in writing to the Dean. The Chair of Department's cover letter must include the following:

- The department votes and abstentions (if any) in numeric, as well as an explanation for abstentions and negative votes. If the Chair's vote differs from the department's vote, the Chair of Department may attach a separate letter.
- Outline of the procedures executed during the process, with detail if any special procedures were

undertaken by the department. A summary of the external referees' opinions in the letter must be highlighted, mentioning any special circumstances that might have influenced their opinions, with a brief description of their qualifications and standing. The Chair of Department's letter must provide an overview of the important points that arose in the department's review and a summary of the faculty letters received, noting any new points that come up in them. All letters from faculty will be included in the dossier and will be treated with the same confidentiality as all other letters in the dossier.

- Comment on the quality of journals, presses, and other venues where the candidate's work has appeared.
- Assessment of candidate's contributions to co-authored publications, explaining conventions of the field in listing authors.
- Candidate's role in the department and in allied departments or disciplines.
- Candidate's teaching strengths and weaknesses, in addition to comments on efforts to improve instruction.
- Candidate's scholarly achievement and promise.
- Reasons for early or late promotion, if applicable.

Executing Promotion

The Dean will appoint an ad hoc committee at the time of receiving a positive recommendation. The committee will be comprised of three full professors from outside the department, who are responsible for reviewing the dossier and advising if the promotion should ensue. If major procedural or substantive flaws are found in the dossier, the Dean is authorized to return it to the department. After the ad hoc committee provides its recommendation, the Dean can form a decision. If the case turns out to be complex, the Dean may form an advisory committee on appointments. The Dean's decision typically takes place approximately eight weeks after the dossier has been submitted by the department; delays, however, can and do occur. In the case that the department's recommendation is negative, the Dean can either: (a) accept the department's findings; or (b) appoint an ad hoc committee to review the dossier. The Dean will reach a decision on the case after receipt of the ad hoc committee's recommendation. In complex cases, the Dean may convene the Dean's Advisory Committee on Appointments.

- If the Dean's decision is positive, it will be reviewed by the Faculty Advisory Committee on Appointments and Promotions. The committee is advisory to the Chancellor. The Chancellor may reaffirm or change their decision after consulting with the Committee.
- If a Chancellor reaches a preliminary decision to deny promotion to an associate professor faculty member whose promotion to full professor has been recommended by their department, the Chancellor within three weeks of that decision will furnish the candidate and the department with a preliminary written statement of the reasons for that decision and the nature of the evidence within the limits set by the need to preserve confidentiality. For a two-week period following receipt of the Chancellor's statement, the candidate and/or department will have the opportunity to respond to the Chancellor. If, following this response, the Dean is not persuaded to change the decision to deny promotion, the Dean forwards the file, together with an explanation for the decision, to the Chair of Department. If the Chair does not have any concerns or reservations about the Chancellor's proposed decision, they inform the candidate, and the decision becomes final and subject to appeal. If the Chair does have a concern or reservation, they forward the file to the Faculty Advisory Committee for consideration at a meeting of the full committee. Following the procedures used by the committee in cases that result in positive recommendations, the Dean

consults with the Chair of the Department.

- If the department’s recommendation is negative, the Dean can either: accept the department’s findings; appoint an ad hoc committee to review the dossier; or convene the Dean’s Advisory Committee on Appointments.
- If, however, the candidate has appealed a negative departmental decision and the department has reaffirmed its negative assessment, then the Dean, at the candidate’s request, must appoint an ad hoc committee. If, following receipt of the ad hoc and/or advisory committee’s recommendation, the Dean’s decision is positive, the department and the candidate are informed and a recommendation for promotion is made by the Dean to the Chancellor. If there are no concerns or reservations, the Chancellor will forward a positive promotion decision to the Academic Committee of the Board of Trustees. If the Chancellor’s final decision is negative, the department and the candidate are informed, and the decision becomes subject to the Faculty Appeal Procedures.

If the decision for promotion is negative, both the department and the candidate will be informed by the Dean in writing. The department or candidate has the right to appeal. Appeals procedures must be followed as outlined by the university’s Faculty Appeals Procedures.

- If the decision for promotion is positive, the Chancellor shall submit the recommendation of the ad hoc committee, together with a positive vote to promote the faculty member, to the Academic Affairs Subcommittee of the Board of Trustees, in accordance with the University’s governance and promotion regulations outlined in this section.
- If the Academic Subcommittee of the Board of Trustees votes positively, the Chancellor shall inform the Dean in writing. The Dean shall then communicate the decision in writing to the Chair of the Department and formally notify the candidate.

If the Academic Subcommittee votes negatively, the Chancellor shall inform the Dean in writing. The Dean shall communicate the negative decision in writing to the Chair of the Department and the candidate.

The decision of the Academic Subcommittee, whether positive or negative, is final and binding.

Discarding of the Promotion Dossier

By the end of any promotion process, the dossier file should not be retained by the department. The Academic Affairs and office of the Chancellor are the only authorized and proper custodians of all such materials and the preservation of confidentiality is best served by this policy.

Guidelines and Procedures for Promotion to the Rank of Associate Professor

Each Spring semester, the Chair of Department receives a list from the Academic Affairs Office detailing faculty members scheduled for review for promotion to associate professor during the next academic year. Promotion reviews should ordinarily be completed by the end of the assistant professor's penultimate year of appointment.

Criteria for Promotion to the Rank of Associate Professor

The criteria for promotion to the rank of associate professor are based on excellence and potential in research, teaching, and advising. Service to the department, institute, and to the public and professional community is an additional criterion but is of lesser importance than the quality of research, teaching, and advising. The candidate's overall academic record should be of such accomplishment that the promotion will enhance the quality of the department. The institute expects the candidate to present an exceptional record in research, teaching, and advising; to rank very high in comparison to colleagues in the same field at similar points in their careers at peer institutions; and to demonstrate the potential to become a leader in the field. The candidate's research should be published in recognized journals or in books issued by reputable publishers.

The candidate should demonstrate the ability to teach a range of courses, usually at both the undergraduate and graduate levels. Performance outside the classroom in advising and in curricular innovation is also considered. Specific guidance developed by the candidate's department about what constitutes an exceptional record in research, teaching, and advising is provided in a separate document. Given the rigorous standards for promotion in the institute and its departments, individuals whose performance has been adequate, or even good, might not receive promotion. For some faculty, creative and artistic accomplishments may be evaluated as the equivalent of research. Special guidelines must be developed by the candidate's Chair of Department for details.

Basic steps in the review process are outlined below. Permission to proceed with a review, if the candidate wishes to be considered, must be obtained by the Chair of the Department in writing from the Dean of the institute. Permission to delay the review beyond the first term of the sixth year of appointment must also be secured from the Chancellor.

Exceptional Cases

Well-qualified candidates may be reviewed earlier as an exceptional case. Assistant professors with service at other universities or research institutions may also be reviewed earlier if such an arrangement was made in consultation with them at the time of the individual's hiring. Individuals reviewed early who fail to be promoted are entitled to the same two-semester terminal appointment following notification as those reviewed in their sixth year; the promotion decision resets at the conclusion of the contract date. Time spent at the rank of instructor does not count as part of the probationary promotion period. Time spent on leave from the institute, with or without salary, does count as time in rank, with the exception of parental leave, which automatically extends the promotion clock by one year. The effective date of July 1 is used for promotions of individuals whose appointments began at the start of the academic year, while the date January 1 is used for those whose appointments coincide with the calendar year.

Promotion Review Process

Meeting of the Chair of Department and the candidate

A meeting of the Chair of Department and the candidate is held at the beginning of the second semester of the fifth year of such an appointment. The candidate is told that the department's faculty plans to conduct a preliminary review of the promotion case. The departmental procedures are discussed, and the candidate is given a copy of this document and the department's guidelines. The candidate may wish to withdraw from the promotion review, either before or after hearing the results of the preliminary review. If the candidate wishes to be considered, permission to proceed with a review for promotion to associate professor must be obtained in writing from the institute.

Full review

If a full review is to take place, the candidate is advised once again of special procedures and is given drafts of the form letters that the department will send to outside referees and students. The candidate must provide the department with their contributions to the dossier by the end of their fifth year (departments will provide candidates with a specific due date). The department will assemble additional materials for the full departmental review, which will take place in the first semester of the candidate's sixth year.

Departments must establish a fixed date, consistent for all promotion reviews in the department, on which dossiers will be closed to contributions from candidates. (The fixed date must be no later than September 1 for faculty whose appointments began July 1, and January 1 for mid-year hires.) Candidates may add materials to the dossier up until this date. The completed dossier and departmental recommendation must be submitted by January 2 of the sixth year.

Dossier Contents for a Formal Review

1. Table of contents
2. Written assessments of the candidate's qualifications for promotion from recognized outside experts.
The candidate is invited to provide:
 - A list of potential referees.
 - An optional, separate list of scholars in the field who the candidate believes, for either personal or professional reasons, might not write with objectivity and/or impartiality. The department also independently constructs its own relatively large list of potential referees, which should not be discussed with the candidate. All three lists (the candidate's two lists and the department's list) constitute a permanent part of the dossier.

The dossier must contain at least seven letters from external referees. At least four of these letters should be written by referees from the department's list of potential referees.

Letters to external referees requesting an assessment of the candidate should ask referees:

- To indicate whether they have any current or prior collaborative or supervisory associations with the candidate—e.g., on a research project or as a coauthor, as a former teacher, advisor, or PhD. External associations of this nature do not disqualify referees from offering their assessment of the candidate as long as they are clearly identified, since departments may well seek views informed by close collaborations, such as these, as part of a well-rounded dossier. At least five letters, however, should be from peers outside of the institute who have not been closely associated with the candidate.

- To provide comparisons with scholars in the field at comparable points in their careers. It will be beneficial, when comparing particular scholars, to mention their names.
- To indicate whether, based on the materials provided to them in the dossier, they think the candidate should be granted promotion at the institute.

Obtaining written assessments from faculty in other departments at the institute may be appropriate; however, departments should exercise discretion in soliciting opinions from internal colleagues because authors of letters of recommendation are excluded from service on the candidate's ad hoc committee.

3. Sample letters of solicitation sent to graduate and undergraduate students
4. A list of students whose views are solicited
5. A statement of how student evaluators were selected, the rate of response, and the usual rate of response in the department
6. A list of courses taught since appointment, with enrollments
7. A summary of course evaluations and student opinions prepared by someone other than the candidate, including data on how the candidate's evaluations compare to those of other faculty teaching the same or similar courses
8. Assessment of the candidate's teaching by the Chair of Department, or members of a faculty committee that visits classes of colleagues, based on observations of the candidate's courses and review of course materials (syllabi, reading lists, handouts, non-print materials, problem sets, assignments, graded exams, student research papers, final projects, final grade distribution, examples of written feedback to students, etc.)
9. A review (if appropriate) of the candidate's external research support
10. A statement written by the candidate containing a review of past accomplishments and future career plans. Below are details of the research, teaching, and advising at undergraduate and graduate levels, that must be part of the statement.

In addition to the services for the institute and the department, community service (public and external professional services) may be included.

- a. Courses assigned or developed and course materials (e.g., syllabi, handouts, assignments, problem sets, graded work, etc.)
- b. Comments on teaching (goals, approaches, pedagogic techniques adopted or invented, successes, challenges) and results of student learning assessment efforts in selected courses
- c. A brief statement from the candidate about goals for and success in advising
- d. Independent studies and graduate students supervised
- e. Plans for future teaching, needs of undergraduate and graduate students, and plans for courses
- f. A complete curriculum vitae that includes educational background; citations of all professional publications; outside research funding (amount and period of support); awards; invited lectures; courses taught; service in the department, the institute, and professional committees; outside professional activities
- g. Copies of publications and reviews (if available) of these publications (readers' reports from presses may be submitted as well as works-in-progress)
- h. A copy of the third-year review letter to the candidate.

Discussion of the Dossier with the Candidate

Before the dossier is closed to contributions from the candidate, the Chair of Department should consult with the candidate about the materials that have been provided. The Chair of Department may suggest additions or changes to these materials.

Review by the Department's Associate and Full Professors

This process can be conducted by several methods. At the time of discussing the candidate's promotion, the dossier must be available to all associate and full professors (who are faculty members) taking part in the review. All opinions must be sought during this meeting, and a vote by secret ballot must be obtained and recorded. Those members participating in the promotion review but unable to attend the meeting must submit advisory votes prior to the meeting, accompanied by a rationale that is to be read at the meeting to further the discussion of the case.

All recorded votes, including those unable to attend the promotion meeting (unless they are on leave and have chosen not to participate), must follow up with a letter to the Chair of Department providing the substantive reasons for their votes. Faculty letters should not introduce substantive reasons for or against promotion that have not been introduced and made available for discussion in the department meeting(s) devoted to discussion of the promotion case.

Notification Statement to the Candidate

The Chair of the Department summarizes a written statement to the candidate with department's decision and reasons for reaching that decision. If the outcome of the review is positive, the candidate will be notified. If the outcome is negative, the candidate can appeal.

Submission of the Dossier

Both positive and negative decisions are transmitted in writing to the Dean's Office. The dossier (including all the materials specified above), the letters from faculty received by the Chair's established deadline, and the Chair's letter must be submitted to the Dean's Office by the specified date. Letters from faculty will be treated with the same confidentiality as all other letters in the dossier.

The Chair of Department must supply a cover letter that will accompany the completed promotion dossier. The Chair's cover letter must present the department's recommendation, including a report of the formal department vote on the case, distinguishing votes cast at the meeting from advisory votes cast by faculty members not in attendance at the meeting. It should summarize the procedures used, noting any special procedures set in place by the department. The letter should summarize the outside referees' opinions, speak of special circumstances that might have influenced their opinions, give a brief description of their qualifications and standing, and identify any potential conflicts of interest. If a large number of outside letters have been obtained, the descriptions of the qualifications and standing of the referees can be limited to those whose letters are particularly significant. The Chair's letter must provide an overview of the important points that arose in the department's review.

Before submitting the dossier to the Dean, the Chair's letter should be made available to the full professors and associate professors who are members of the department for review. The purpose of this review is to allow full professors who are members to verify that the letter accurately reports the department's proceedings and deliberations. The letter should not be disseminated in any form to faculty, but should remain in the Chair's office at all times and be made available for viewing there. The Chair may then revise the letter in light of comments received from full professor members of the department.

In addition to writing a cover letter for the promotion dossier, the Chair is required to provide their own judgment on the case. This may be done in an appendix to the Chair's cover letter, which is clearly

distinct from the Chair's account of the department's proceedings and deliberations and marked as the Chair's own assessment, or in a separate letter. If it is included with the Chair's cover letter, it should not be made available to the full professor members of the department for review along with the rest of the Chair's letter.

Executing Promotion

The Chancellor will appoint an ad hoc committee at the time of receiving a positive decision. The committee will be comprised of three full professors/faculty (at least two of whom are members of the institute faculty) to review the dossier and advise whether promotion should ensue or not. The Dean will return the dossier to the department only if serious procedural or substantive defects are found. Very few dossiers will be returned to the department if the procedures outlined above are followed carefully. The Dean will reach a decision on the case after receipt of the ad hoc committee's recommendation. In complex cases, the Dean may convene the Dean's Advisory Committee on Appointments.

- If the Dean's decision is positive, it will be reviewed by the Faculty Advisory Committee on Appointments and Promotions. The committee is advisory to the Chancellor. The Chancellor may reaffirm or change their decision after consulting with the Committee.
- If a Chancellor reaches a preliminary decision to deny promotion to an associate professor faculty member whose promotion to full professor has been recommended by their department, the Chancellor within three weeks of that decision will furnish the candidate and the department with a preliminary written statement of the reasons for that decision and the nature of the evidence within the limits set by the need to preserve confidentiality. For a two-week period following receipt of the Chancellor's statement, the candidate and/or department will have the opportunity to respond to the Chancellor. If, following this response, the Dean is not persuaded to change the decision to deny promotion, the Dean forwards the file, together with an explanation for the decision, to the Chair of Department. If the Chair does not have any concerns or reservations about the Chancellor's proposed decision, they inform the candidate, and the decision becomes final and subject to appeal. If the Chair does have a concern or reservation, they forward the file to the Faculty Advisory Committee for consideration at a meeting of the full committee. Following the procedures used by the committee in cases that result in positive recommendations, the Dean consults with the Chair of the Department.
- If the department's recommendation is negative, the Dean can either: accept the department's findings; appoint an ad hoc committee to review the dossier; or convene the Dean's Advisory Committee on Appointments.
- If, however, the candidate has appealed a negative departmental decision and the department has reaffirmed its negative assessment, then the Dean, at the candidate's request, must appoint an ad hoc committee. If, following receipt of the ad hoc and/or advisory committee's recommendation, the Dean's decision is positive, the department and the candidate are informed and a recommendation for promotion is made by the Dean to the Chancellor. If there are no concerns or reservations, the Chancellor will forward a positive promotion decision to the Academic Committee of the Board of Trustees. If the Chancellor's final decision is negative, the department and the candidate are informed, and the decision becomes subject to the Faculty Appeal Procedures.
- If the decision for promotion is positive, the Chancellor shall submit the recommendation of the ad hoc committee, together with a positive vote to promote the faculty member, to the Academic Affairs Subcommittee of the Board of Trustees, in accordance with the University's governance and promotion regulations outlined in this section.

- o If the Academic Subcommittee of the Board of Trustees votes positively, the Chancellor shall inform the Dean in writing. The Dean shall then communicate the decision in writing to the Chair of the Department and formally notify the candidate.
- o If the Academic Subcommittee votes negatively, the Chancellor shall inform the Dean in writing. The Dean shall communicate the negative decision in writing to the Chair of the Department and the candidate.
- o The final decision regarding promotion is made by the trustees. The decisions of the President and of the trustees are not subject to appeal.

Guidelines and Procedures for Promotion to Senior Lecturer

The responsibilities of the position of senior lecturer are primarily, if not entirely, in teaching; therefore, research responsibilities are not expected to be included. The title senior lecturer implies significant professional qualifications. Senior lecturers are expected to teach in the classroom or laboratory; to meet with students during scheduled office hours; to prepare and grade assignments and examinations; to contribute to the design, syllabi, and organization of departmental course offerings; and to know applications and development of pedagogy in the field. This position can often carry administrative duties that may include such activities as developing independent or team-taught courses, producing teaching materials and methodologies, and training/supervising lecturers and teaching associates.

Promotion to senior lecturer is based on excellence in teaching and pedagogy. Such excellence may be demonstrated through the exceptional contributions in any of the responsibilities listed above. The Dean is responsible for determining appropriate qualifications for senior lecturers; those qualifications may vary by subfield or department. Senior lecturers may be hired at such a rank if they have appropriate qualifications and experience; they may also be promoted to that rank, typically after six years of service as lecturer. Persons appointed to a senior lecturer will not be eligible for sabbatical leave, but they may be eligible for professional development leave.

Lecturers and senior lecturers are not members of the institute faculty. They are non-voting members of the institute, except as stated below, or unless given the right to vote by a particular faculty member in circumstances defined by that faculty. However, they participate fully in those decisions that are directly related to their roles within the university and within the department. The Dean has the responsibility of identifying those issues that are related to their roles within the institute, and the Chair of Department has that responsibility within the department.



Research and Publication Policy

GSU is conceived as a research-focused postgraduate studies institution that aims to train a new generation of critical thinkers who will benefit the UAE society and societies around the world. As global change continues to accelerate, the mission and strategy of research at GSU is to establish a world-class research program that thrives in innovative thinking and in new ways of using knowledge and ideas. Recognizing the importance of research as an essential component of the scholarly work of faculty members, GSU places significant emphasis on encouraging and facilitating research activities. It aims to advance the growth, development, and implementation of a groundbreaking research agenda that pushes the boundaries of knowledge in the disciplines of the social sciences and humanities. GSU's research team provides strategic vision and guidance for faculty research efforts, nurtures strategic collaborations, and fosters an interdisciplinary research culture.

Policy Statement

GSU is conceived as a research-based think-tank as well as a postgraduate studies institution in the humanities and social sciences. It aims to be a model center of excellence that responds to globally emerging challenges and engages with research that can shape new paradigms of thought. As the only institution of its kind located in the Gulf, GSU is uniquely positioned to expand research as a global enterprise. Furthermore, GSU aims to clearly demonstrate the value that social sciences and humanities research contributes in providing the tools, knowledge, and insights into the human condition required to ensure the well-being of global humanity, in addition to research contributions that inform policy and practice in global public, private, and not-for-profit sectors.

Producing knowledge through research is a vital part of the duties and responsibilities of fellows and faculty. It is important that GSU's research environment encourages and supports the intellectual integrity of researchers. Faculty and fellows at GSU are expected to conduct research activities with honesty and integrity. Faculty and fellows are expected to respect appropriate standards of research related to their field of study and to follow the highest standards of professional conduct and ethical behavior when preparing, developing, and publishing research. GSU will investigate claims of research and research-related misconduct and will take judicious measures to protect the rights and interests of individuals whose work is questioned. Misconduct does not include genuine errors on the part of researchers or differences in interpretation or judgment of data.

Furthermore, faculty and fellows should keep in mind that the quality of their work reflects on the university and, therefore, seek to ensure that the quality of their work enhances the good name of the institution.

1. Faculty members make vital and significant contributions to GSU's mission through their research, scholarship, and other relevant activities. Research also informs the practice of teaching and enriches the experiences of students who study with the university's research faculty.
2. On copyright of publications:
 - Publications with name recognition - the copyright remains with the individual
 - Publications in the name of GSU - the copyright remains with the university
3. Research is conducted by both the teaching and research faculty, but students can also be involved in supervised institute research activities, either voluntarily or by course requirement.
4. GSU distinguishes between GSU-related research projects and activities and "non-GSU research," such as peer-reviewed articles, books, book chapters, working papers, and other publications published by an institution other than GSU. Faculty should consult with the legal and compliance manager for the appropriate disclaimers for different types of publications.

5. GSU encourages faculty members to publish in peer-reviewed journals and other academic outlets. Faculty members will discuss proposed publications with the Dean in their annual goal-setting process. Faculty members will update the Dean of their research and publication activities, respectively, as deemed appropriate.
6. All individual research initiatives are discussed on an annual basis between the individual teaching faculty members and the Dean.
7. The GSU-related research agenda is set and updated on a quarterly basis by the Associate Dean for Research after discussions with the Director of Research and Publications and Operations and faculty members. The Director for Research decides on what research projects are taken on, for which clients, and, in discussion with the Director for Academic Affairs and the Director for Research and Publications, how to manage the budget for respective projects, which is then presented to the academic committee for approval.
8. Institutes within GSU are independent think-tanks and will ensure the highest possible standard of autonomy in research, analysis, and thought leadership to all those working in their respective institutes.
9. Individual faculty members and researchers are encouraged to generate additional funds for research activities through grant writing and submission of proposals to relevant funding organizations. However, such efforts to generate additional funds must comply with GSU's legal and compliance guidelines.
10. Faculty members can apply for external research grants for travel to conferences and other research-related activities. GSU can contract, receive grants, or create other arrangements with governments, institutes, and active platforms to execute commissioned research projects.
11. GSU-related research activities must be well documented. The faculty member or researcher proposing the project or activity shall provide detailed information. The Research and Travel Committee has the authority to approve, modify, or disapprove proposed research proposals; to require progress reports on ongoing research; to oversee the conduct of ongoing research; and to suspend, terminate, or place restrictions on ongoing research.
12. GSU encourages students to be involved in the research activities of the university. Faculty members will notify the student body of any opportunities to get involved.
13. GSU-related research shall be approved by the Research and Travel Committee before dissemination.

Policy Scope

1. The university's research strategic oversight is provided by the Associate Dean and the Chancellor of GSU.
2. The Director of Research together with the research committee oversees all research activities at the university. The Director of Research together with the committee develops, implements and monitors the University Research Strategy.
3. GSU actively supports and promotes research visits and participation in conferences and workshops. The research policy, therefore, is formulated with the recognition that research and scholarly travel are essential components of our intellectual pursuits, and GSU encourages and supports them. Moreover, the policy defines scholarship and research support within the context of the mission of the GSU and the expectations of the CAA. Institutes within GSU are independent

think-tanks and will ensure the highest possible standard of autonomy in research, analysis, and thought leadership to all those working in their respective institutes.

4. Faculty members make vital and significant contributions to GSU's mission through their research, scholarship, and other relevant activities. Research also informs the practice of teaching and enriches the experiences of students who study with the university's research faculty.
5. All faculty are expected to submit an annual research action plan to the Director of Research.
6. GSU-related research agenda is set and updated on a quarterly basis by the Director of Research after discussions with the Director for Administration and Operations. The Director of Research decides on what research project it takes on, for which clients, and, in discussion with the Director for Administration and Operations, how to manage the budget for respective projects, which is then presented to the academic committee for approval.
7. All individual research initiatives are discussed on an annual basis between the individual teaching faculty members and the Director of Research.
8. The Director of Research advises, guides, supports, and monitors research activities. The Director reviews researcher development, oversees the effective implementations of action plans, and identifies any hurdles to accomplishment of the actions.
9. GSU-related research budget requests must be well documented. The faculty member or researcher proposing the project shall provide detailed information. The Director of Research has the authority to approve, modify, or disapprove proposed research proposals; to require progress reports on ongoing research; to oversee the conduct of ongoing research; and to suspend, terminate, or place restrictions on ongoing research.
10. Research is conducted by both the teaching and research faculty, but students can also be involved in supervised Institute research activities voluntarily, or by course requirement. Teaching faculty members are expected to dedicate around 40% of their time to research projects and activities. GSU faculty members are expected to contribute to GSU-related research alongside their non-GSU research activities. GSU researchers and research fellows dedicate around 80% of their time to GSU related research, executing the institutional research agenda.
11. GSU encourages socially responsible research processes that leverage sustainability. Frameworks for sustainability include appropriate methods to examine uncertainty, ethics, interdisciplinarity, and transparency.
12. GSU encourages students to be involved in the research activities of the university. Faculty members will notify the student body of any opportunities. GSU distinguishes between GSU-related research projects and activities and "non GSU research," such as peer-reviewed articles, books, book chapters, working papers, and other publications published by an institution other than GSU. Faculty should consult with the legal and compliance manager for the appropriate disclaimers for different types of publications.
13. GSU encourages faculty members to publish in peer-reviewed journals and other academic outlets. Faculty members will discuss proposed publications with the Director of Research in their annual goal-setting process. Faculty members will update the Director of Research of their research and publication activities, respectively, as deemed appropriate.
14. Faculty members at GSU are expected to follow the highest standards of professional conduct and ethical behavior when preparing, developing, and publishing research. Furthermore, faculty should keep in mind that the quality of their work reflects on the university and, therefore, seek to ensure that the quality of their work enhances the good name of the institution. Activities considered to be inappropriate in this respect include plagiarism, falsification of data, and inappropriately claiming

credit for research in which the individual had limited involvement. Other forms of dishonesty or questionable integrity might include theft, inappropriate attacks on the reputation of others, and deliberate efforts to manipulate research outcomes. Misconduct does not include genuine errors on the part of researchers or differences in interpretation or judgment of data.

15. All members of GSU community have a responsibility to report any incident of suspected research misconduct to the legal and compliance counsel. Deliberate research misconduct will be met with disciplinary action. GSU has an ethical and legal responsibility to review all proposed research projects and activities involving human beings as subjects. GSU makes every effort to ensure compliance with internationally recognized principles and regulations governing the protection of human beings participating in research. In this regard, all research proposals involving the participation of humans must be submitted to and approved by the Research and Travel committee before any study is undertaken.
16. GSU expects faculty and any staff members involved in research to maintain high ethical standards that reflect well on the university. Even the slightest appearance of misconduct should be avoided. In case a member of GSU faculty conducts research for another institution, the external institution's review board has jurisdiction regarding research on humans as long as the institution's standards meet or exceed the standards established by GSU.
17. Research and scholarly output at GSU shall be conducted in ways compliant with applicable regulations such as the Code for the Responsible Conduct of Research and the Copyright Act, as well as other relevant UAE laws. Disclosure of any potential conflicts of interest is essential for the responsible conduct of research. Such a conflict may exist if the researcher or a family member has a personal financial or business interest in the work being done, regardless of whether the researcher believes they can maintain professional objectivity. The formal written disclosure of any such interest must be made to the academic committee, the editors of any journals to which relevant papers are submitted, fellow research collaborators, and bodies from which any funds are sought.
18. Failure to disclose potential conflicts of interest is a violation of good conduct on the part of the researcher(s) involved and may result in formal disciplinary action. The Director of Research together with its committee may in certain cases deem participant consent forms to be a mandatory part of the study process. These forms must clearly state the name of the (primary) researcher, the organization, the goal of the research, and guarantees of anonymity and confidentiality. If consent forms are required, the forms must be stored separately from survey responses or study results. If participants are part of an organization or company, the consent of the organization should be secured before contacting participants. Departments of human resources or government relations generally handle these approvals.

Support for Research and Scholarly Activity

GSU has a budget for faculty to conduct research in their respected fields of study, organize seminars, conferences, roundtables, and other events, as well as to publish GSU-related briefings, working papers, reports, and other research outputs. A large part of GSU's publications will be disseminated digitally.

Faculty may also use allocated grants and budget for the following purposes:

- Participation in external conferences.
- Purchasing books and reference materials.
- Support for Research and related travel
- Host visiting researchers.

Research Ethics

Policy Statement

1. Faculty members at GSU are expected to follow the highest standards of professional conduct and ethical behavior when preparing, developing, and publishing research. Furthermore, faculty should keep in mind that the quality of their work reflects on the university and therefore seek to ensure that the quality of their work enhances the good name of the institution.
2. GSU has an ethical and legal responsibility to review all proposed research projects and activities involving human beings as subjects. Faculty members involved in such research must declare in the research form if their research involves human beings as subject. GSU makes every effort to ensure compliance with internationally recognized principles and regulations governing the protection of human beings participating in research. In this regard, all research proposals involving the participation of humans must be submitted to and approved by the Research and Travel committee before any study is undertaken.
3. GSU expects faculty and any staff members involved in research to maintain high ethical standards that reflect well on the university. Even the slightest appearance of misconduct should be avoided.
4. The Research and Travel Committee may in certain cases deem participant consent forms to be a mandatory part of the study process. These forms must clearly state the name of the (primary) researcher, the organization, the goal of the research, and guarantees of anonymity and confidentiality. If consent forms are required, the forms must be stored separately from survey responses or study results.
5. If participants are part of an organization or company, the consent of the organization should be secured before contacting participants. Departments of human resources or government relations generally handle these approvals.
6. In case a member of the GSU faculty conducts research for another institution, that institution's review board has jurisdiction regarding research on humans as long as the external institution's standards meet or exceed the standards established by GSU.

7. Disclosure of any potential conflicts of interest is essential for the responsible conduct of research. Such a conflict may exist if the researcher or a family member has a personal financial or business interest in the work being done, regardless of whether the researcher believes they can maintain professional objectivity.
8. The formal written disclosure of any such interests must be made to the academic committee, the editors of any journals to which relevant papers are submitted, fellow research collaborators, and bodies from which any funds are sought. Failure to disclose potential conflicts of interest is a violation of good conduct on the part of the researcher(s) involved and may result in formal disciplinary action.
9. Activities considered to be inappropriate in this respect include plagiarism, falsification of data, and inappropriately claiming credit for research in which the individual had limited involvement. Other forms of dishonesty or questionable integrity might include theft, inappropriate attacks on the reputation of others, and deliberate efforts to manipulate research outcomes. Misconduct does not include genuine errors on the part of researchers or differences in interpretation or judgment of data.
10. All members of the university community have a responsibility to report any incident of suspected research misconduct to the legal and compliance counsel.
11. Deliberate research misconduct will be met with disciplinary action.

Training and Research Program Policy

Faculty members at GSU should keep informed of developments and innovative teaching methods in their fields. The university will provide in-service training and travel funds to assist faculty in attending important professional conferences and encourage faculty to take advantage of these professional development opportunities. Provisions for faculty development are contingent upon the financial conditions and constraints of the university.

Faculty Conference Grant Program

The dissemination of scholarly work of faculty through appropriate peer-reviewed channels is essential to recognizing quality of work. Contingent upon the availability of funds, GSU will provide funds for travel to professional meetings, conferences, and seminars where faculty members are presenting results of their scholarly activities. The research grants cover expenses associated with faculty travel and conference registration fees up to a specified maximum. A faculty member may normally receive only one such grant in any given academic year. However, a faculty member may seek reimbursement for the costs of attending one or more additional conferences if conference grant funds remain available at the end of the fiscal year; the same reimbursement limitations apply. Written requests for conference grants are reviewed and awarded at the academic unit level. The program is competitive, and each grant request must include information regarding the relevance of the conference to the faculty member's professional development as specified by the research.

Faculty Development

Global Studies University commits to provide comprehensive support services and professional development programs for all faculty members, including part-time staff, to enhance their skills in diverse instructional strategies and technologies. The university offers extensive training and support for faculty in using educational software and tools necessary for meeting educational goals. This includes specialized training on Canvas and IT support, ensuring that faculty can effectively utilize these platforms.

Additionally, the university supports teaching, research, and scholarship, fostering a culture of active learning. In alignment with its mission, the university ensures that faculty members have ample opportunities and resources for research and scholarship, including support for publishing and presenting research papers, organizing and participating in national, regional, and international conferences, workshops, seminars, and exhibitions, as well as providing sabbatical and training leaves.

Faculty Scholarly Activities Grant Program

GSU's motivation for allocating grant funds includes recognition of the following: (a) the university must support professional development and continuing growth in a systematic way; (b) the institutional reputation and quality of teaching and scholarly activities require a strong and forward-looking faculty; (c) the university, to remain competitive, must continue to support efforts to refine and improve scholarly activities and teaching in order to provide students with the best possible education; and (d) in as much as research productivity is one of the areas of evaluation for contract renewal/extension and promotion, GSU offers financial support to help its faculty remain productive.

Types of Research Grants

GSU annually administers an internal, faculty peer-reviewed grant competition to support faculty scholarly activities, namely the Faculty Research Grant.

Faculty Research Grant

The purpose of the Faculty Research Grant is:

- To support the development of the scholarly activity program at GSU.
- To stimulate external research support, including support in developing pilot projects and preliminary data necessary to prepare competitive proposals.
- To assist faculty in conducting exemplary scholarly activity in fields where external funding is currently limited.
- To complement scholarly activity programs elsewhere.

Eligibility

Full-time faculty at the ranks of assistant, associate, and full professor are eligible for research grants.



Standards of Conduct

Ethics Policies

1. Discrimination

GSU policies prohibit any form of discrimination against any person based on race, color, religion, national origin, age (within the constraints of UAE labor laws), non-disqualifying disabling condition (people of determination), ethnic group, or gender, in any of its programs, activities, contracts, personnel administration practices, or any other actions it undertakes. The university shall continue to maintain and advance those practices, processes, and circumstances that afford equal opportunity to all individuals. Without limiting this non-discrimination policy, it is committed to complying with all laws that apply to a faculty member's employment at the university.

2. Faculty Professional Ethics

Faculty members are responsible for academic integrity and demonstrating high standards of professional ethics. They shall apply principles of justice, truthfulness, fairness, and respect for others in all matters related to their work, especially when making decisions involving ethical dilemmas. They are required to ensure that people are fairly treated and not discriminated against, abused, or exploited. They shall honor the rights of others and shall cause no harm to any individual. They should respect the diversity of cultures and recognize fundamental human rights. They must keep in confidence all privileged information gained while employed at GSU. When acting as referees, they must strive to be fair and objective.

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

3. Academic Ethics and Responsibility

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

Faculty members shall:

- Foster scholarly values in students, including academic honesty, the free pursuit of learning, and the exercise of academic freedom.
- Act professionally in their academic relationships with students.
- Exercise critical self-discipline and judgment in using, extending, and transmitting knowledge.
- Be entitled to freedom in the classroom in discussing their subject but should be careful not to introduce the teaching of inappropriate matter(s) that have no relation to their subject.
- Maintain respect for students as individuals within their roles as intellectual guides and counselors as well as ensure that evaluations of students reflect true merit.
- Avoid taking any action that would compromise the honesty and equity of the evaluations.
- Be available at reasonable intervals to students for consultation on coursework through posted office hours.
- Duly acknowledge the contribution of students to their scholarship and research.

- Not engage in any exploitation, harassment, or discriminatory treatment of students.
- Counsel students on nonacademic issues, which shall be professional, confidential, and within the capabilities of the faculty. Students experiencing matters of a serious or sensitive nature, especially those related to a specific culture, religion, or custom, shall be referred to professional counselors available through student services.

4. Ethical Obligations and Responsibilities to Other Members of the University

- Faculty members shall not engage in any exploitation, harassment, or discriminatory treatment of any member of the academic community.
- Faculty members shall acknowledge the academic contributions of others and strive to be objective in their professional judgment of colleagues. Permission shall be obtained from the relevant persons when appropriate to the norms of the discipline, and digital and archival material shall be used in accordance with the rules of the source.
- Faculty members who are in a supervisory position shall abide by the rules and policies of GSU as published in this handbook and policies and procedure manual.
- Faculty members have ethical obligations and responsibilities to GSU as an institution.
- Faculty members shall recognize that their primary responsibility is to GSU.
- Faculty members may follow subsidiary interests, but these shall be revealed to GSU and shall never compromise their freedom and willingness to draw intellectually honest conclusions.
- When considering the interruption or termination of their service, faculty members shall consider the effect of their decision upon GSU and give appropriate notice of their intentions, as detailed in their employment contract.
- Faculty members shall accept their faculty responsibilities of contributing to the governance of the institution.

5. Ethical Obligations and Responsibilities to Their Profession

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

- Maintenance of competence in one's field of specialization, including appearances in the public arena through discussions, lectures, consulting, publications, and/or participation in professional organizations and meetings.
- Exhibition of such professional competence in the classroom, library, or laboratory.
- Fostering honest academic conduct as specified in the regulations.
- The demonstration of professional integrity through the recognition that society at large will judge the profession as well as the institute by the statements and behavior of the faculty member. Therefore, the faculty member should strive to be accurate, to exercise appropriate restraint, and be willing to listen to and respect those expressing different opinions. Faculty should make every effort to indicate that they are not speaking or acting for GSU when speaking or acting as a private person.
- Scholarly conduct must avoid fabrications, falsifications, plagiarism, and other practices that deviate from accepted scholarly work.
- Faculty must practice rigor and integrity in obtaining, recording, and analyzing data as well as in reporting and publishing results. Faculty undertaking research should do so in a manner consistent

with professional honesty and within the public interest. Research should be designed to enhance knowledge in a particular field of scholarship, demonstrate sound methodology and accuracy, and maintain the factual integrity of the data.

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

6. Academic Integrity

Academic integrity is the pursuit of scholarly activity in an open, honest, and responsible manner. Academic integrity is a basic guiding principle for all academic activities, and all members of the GSU community are expected to act in accordance with this principle. Academic integrity includes a commitment not to engage in or tolerate acts of falsification, misrepresentation, or deception. Such acts of dishonesty violate the fundamental ethical principles of the academic community and compromise the value of work completed by others. It is worth emphasizing here that GSU expects all its faculty members to abide by the highest standards of professional ethics in all their activities conducted inside or outside its offices/campus.

7. Misconduct

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

- Refusal to carry out the duties required by the faculty member's position and/or refrain from abiding by the instructions set forth within the employment contract, which are issued by the superior or the person in charge.
- Use of physical violence against any person inside GSU campuses.
- Racial or sexual harassment or any other form of harassment of any student at, affiliate of, or visitor to the university.
- Proceeding work under the influence of drugs or alcohol.
- Intentionally keeping a superior in the dark regarding conflicts of interest.
- Committing any act that might infringe upon the employment contract or violate the regulations and policies issued by the university regarding safety and security.
- Mishandling safety equipment or acting in a manner that threatens the rules of safety and public health in the workplace and/or hinders other employees from carrying out their duties properly.
- Use of indecent language or resorting to threats when dealing with another person in the workplace.
- Unauthorized use of equipment inside the university offices.
- Disturbing the course of work by demonstrating an undesirable attitude.
- Absence without permission.
- Failure to abide by GSU policy regarding smoking in the workplace.
- Failure to abide by GSU safety regulations.

It can be difficult to classify some cases of misconduct. Therefore, any decision regarding the seriousness of the case is subject to the consideration of GSU, based on findings and relevant facts as determined by its Disciplinary Committee. The concerned faculty member will be treated fairly and given the opportunity to provide an explanation. If the disciplinary committee, after a thorough investigation, concludes that disciplinary action must be taken against the faculty member, it may recommend verbal counseling, written warning, suspension, or even termination. If the faculty member is not satisfied with the decision of the committee, a written appeal can be filed with the Dean and the Chancellor of the university requesting a review of the decision, as explained in the section related to Grievance in this handbook. If the faculty is not satisfied, they can also approach the Ombudsman Office for the purpose of mediation.

8. Violations of Ethics Policy

1. Serious violations of professional conduct, ethics, and conflicts of interest must be reported to the relevant Department Chair for investigation.
2. If the Department Chair is directly involved in the case or there is a conflict of interest, the matter must be referred to the Dean.
3. Allegations of intentional and knowing misconduct must be substantiated by a preponderance of evidence.
4. Investigations of alleged violations must be conducted to minimize risk to the reputation of the accused faculty member.
5. The process must be handled with strict confidentiality to ensure the integrity of the investigation and may include one or more of the following disciplinary actions:
 - Formal written reprimand to be included in the faculty personnel file.
 - Reporting the offender to external funding organizations or the client to whom consulting and/or outreach activities were provided.
 - Cancellation of internal grant proposals and a ban from submission to internal grants and sabbaticals for two years.
 - Reimbursement of the full amount granted if the proposal is already approved, and funds have been disbursed.
 - Suspension of merit increase for a period of one to three years.
 - Forfeiture of salary, benefits, and indemnity payment for faculty members in their terminal year of employment.
 - Non-renewal of term contracts or suspension of rolling contracts with a grace period of two years, with the possibility to reapply at the beginning of the second year.
 - Dismissal from the institution for adequate cause, effective at the end of the academic semester or year.
 - Immediate dismissal from the institution for adequate cause.
 - If the accused faculty member can demonstrate procedural or factual errors in the case, they may seek a remedy in accordance with the Grievance outlined in this handbook.
6. Formation of the Review Panel:
 - The Chancellor establishes a three-person Review Panel in consultation with the Dean from the eligible pool of faculty members.

- The eligible pool consists of faculty members with at least two years of service at the university.
- Administrators, including the Chancellor, Dean, Associate Deans, and Department Chairs, may not serve on the Review Panel.
- The Chancellor must ensure that appointees are free of perceived bias or conflicts of interest.
- The Review Panel will include one member from the department or school of the accused faculty member and two members from outside the faculty member's unit.

7. Mandate of the Review Panel:

- The Review Panel shall investigate the allegations and interview both the accuser and the accused.
- The Panel may interview others as part of the investigation.
- Following the investigation, the Panel shall submit a comprehensive written report to the Chancellor, Dean, Associate Dean, Department Chair, and the accused faculty member.
- The report must describe:
 - i. The allegations investigated.
 - ii. The manner in which the investigation was conducted.
 - iii. The sources of information obtained.
 - iv. The findings and their basis.

The report must include texts or summaries of interviews and hearings conducted by the Review Panel. If the allegations are proven by a preponderance of evidence, the report must recommend appropriate sanctions. If the allegations are unsupported and maliciously motivated, the Panel may recommend disciplinary action against those responsible for the false accusation. If the Review Panel cannot reach a consensus, the report must include detailed explanations of the majority and minority opinions without identifying the names of the panel members. The report must be submitted within four calendar weeks after the Review Panel's first meeting unless the Chancellor extends the deadline for good cause.

8. Procedures for the Review Panel

- The Review Panel is responsible for electing its own chair.
- Meetings of the panel cannot proceed if any member is absent.
- The Panel will establish procedures that ensure a fair and orderly hearing.
- This includes the authority to seek documents or other evidence relevant to the allegations and to call witnesses to provide testimony.
- Decisions regarding the procedures will be made by a majority vote. Parties involved in the review have the option to be assisted by an advisor during the hearings.
- Similarly, the Review Panel may also have an advisor.
- All advisors must be employees of the university, and it is important to note that the same individual cannot serve both as a witness and as an advisor.
- Once the Review Panel has completed the collection of oral and written evidence, it will meet in executive session to deliberate on its conclusions and recommendations.
- During these executive sessions, only members of the Review Panel shall be present.
- However, at the discretion of the Review Panel, a personnel officer or legal advisor from the university may be present to act as an advisor to the Panel.

Nepotism

GSU seeks to hire and retain the most qualified individuals and to foster an environment of trust and goodwill. Nepotism is defined here as favoritism in the workplace based on kinship or other familial relationships and ordinarily consists of making employment decisions based on a current or prior familial relationship. Nepotism is inconsistent with the university's longstanding policy of making employment decisions based solely on unit needs and individual qualifications, skills, ability, and performance. The purpose of this policy is to avoid favoritism, the appearance of or potential for favoritism, and conflicts of interest and loyalty often associated with nepotism.

Policy

No faculty member or other academic appointee may make, participate in, or attempt to influence employment decisions or actions involving a relative, former relative, or an individual with whom they have or have had a consensual romantic or sexual relationship.

Key Definitions

- Academic employee: GSU faculty member and other academic appointee within the meaning of the statutes.
- Employment decisions: the full spectrum of employment-related actions, including but not limited to decisions related to hiring; supervision; direction of work; promotion; retention; compensation; work hours; assignment or review of committee work, leaves, space allocations, and the like; performance evaluation; termination; and all other terms and conditions of employment.
- Relative: the spouse; and, whether by blood, adoption, marriage (including in-laws), or domestic partnership, the child, parent, grandparent, sibling, grandchild, aunt or uncle, niece or nephew, or any person residing (or previously residing) in the immediate household of a faculty member or other academic appointee. Relative also includes an individual formerly related to a faculty member or other academic appointee by virtue of one of the relationships listed above, e.g., a child or current spouse or a former spouse.

Guidelines and Commentary

- This policy does not prohibit GSU from simultaneously employing relatives. Indeed, relatives are permitted to work in the same institute, department, or unit so long as they comply with the requirements outlined above (e.g., there is no direct reporting or supervisory relationship between the relatives, and all employment decisions are made by others).
- Prospective faculty must disclose any relevant relationships with current university employees during the recruitment process.
- Current faculty, fellows, and employees must disclose within fourteen days existing relationships with relatives employed by the university.
- Disclose any new relationships (by blood or marriage) with university employees.
- Report any noncompliance with the Employment of Relatives Policy due to transfer, promotion, or reorganization.
- Inform the Human Resources Department if a relative is a candidate for employment at the university.
- Faculty members and other academic appointees are obligated to self-report in a timely manner

to the Chair of their department before they make, participate in, or attempt to influence decisions prohibited by this policy. If the at-issue relationship involves the leader of an organizational unit (e.g., a department Chair or Dean), the self-report must be made to the academic leader to whom the employee is accountable.

- This policy is applicable to instances of nepotism that existed before the enactment of this policy; those situations must therefore be evaluated and managed within the parameters of this policy.
- Legitimate issues may arise and must be disclosed in a timely manner and managed under this policy with regard to favoritism of: (1) relatives who do not fit the definition of relative provided above; (2) individuals with whom an academic employee has or has had a consensual sexual or romantic relationship; and (3) situations where the faculty member or other academic appointee is directly or indirectly involved in GSU's engagement or potential engagement (e.g., as a contractor) of a relative or individual with whom an academic employee has or has had a consensual sexual or romantic relationship.
- Exceptions to this policy are at the discretion of the institute's Chancellor and Dean. For example, if one of the related parties is uniquely qualified to work for the other based on qualifications for a position and performs work in direct support of teaching or research, the Chancellor or Dean may permit the related persons to continue to work together, provided that an appropriate management plan is developed, implemented, and administered, as described below.
- The fundamental goal of the management plan is to mitigate actual and perceived favoritism and conflicts of interest and loyalty by establishing appropriate processes for employment decisions. Depending on the employment classification (e.g., staff, academic) of the individual with whom the faculty member or other academic appointee has a relationship, a management plan should be devised by, as appropriate, the unit's academic affairs administrator, senior human resources representative, or GSU Human Resource Services, and must be approved by the Chair of the academic organizational unit (e.g., Dean, Chancellor, or Chair). At a minimum, management plans must: (1) address reporting relationships, supervision, and evaluation in a way that will ensure that there will be no participation in employment decisions as prohibited by this policy; and (2) establish a review and approval process for expenditures to sufficiently mitigate or preclude favoritism or the appearance of favoritism. To ensure continuity and appropriateness, review and, as needed, revision of the approved management plan should occur as soon as there is a germane change in reporting relationships. If the at-issue relationship involves the leader of an organizational unit, the management plan must be reviewed and approved by the academic leader to whom that leader is accountable.
- Complaints about violations of this policy should be submitted to the Chancellor. All such complaints will be treated as confidentially as feasible and will be addressed by the Chancellor.

Other Policies

Consultancy Professionalism

The Global Studies University encourages faculty members to engage in professional consultancy as it enriches their academic expertise and broadens their professional networks. Such activities are seen as valuable opportunities for faculty to apply their knowledge in real-world contexts, contributing to their development and the university's reputation. However, it is essential that these activities are conducted in accordance with university policies to maintain transparency, fairness, and integrity. The Global Studies University values the role of faculty consultancy in promoting professional development and enhancing the university's reputation and expertise. This policy establishes the guidelines for faculty engagement in consultancy activities, ensuring that such endeavors are conducted with transparency, fairness, and integrity.

- Consultancy is defined as any professional activity related to a faculty member's area of expertise or discipline that involves a fee-for-service arrangement or an equivalent relationship with an external party. This includes consulting for businesses owned by the faculty member or an immediate family member.
- All consultancy activities by faculty members must undergo a prior review and approval process, involving the Department Chair, Dean, and the Vice Chancellor for Academic Affairs. This process ensures that consultancy work does not create conflicts of interest or interfere with the faculty member's responsibilities at GSU.
- For non-compensated consultancy, where faculty members engage in public service aligned with their expertise, prior approval is still required if there is a potential for conflicts of interest. Faculty members are responsible for evaluating the possibility of such conflicts and must submit a consultancy form for review if any doubt arises.
- Faculty members must secure prior approval before using any of the university facilities or equipment, and before employing any of the university personnel—including faculty, staff, and students—in their consultancy activities. However, minor use of office-based resources, such as email or local telephone calls related to consultancy, is permitted without prior approval.
- The Global Studies University does not assume responsibility for any aspect of faculty consultancy activities. All consultancy agreements must include a clause that explicitly states the university is not liable for any actions or outcomes associated with the consultancy.
- Full-time faculty members may allocate up to 20% of their working hours, equivalent to one day per week, to professional consultancy activities. Other academic staff may engage in consultancy only with written approval from their direct supervisor but must adhere to the same time limit imposed on full-time faculty. Time restrictions on consultancy do not apply during official holidays or for faculty on fully compensated sabbatical leave. Faculty members are required to accurately report the time dedicated to consultancy work.
- Faculty members involved in consultancy must avoid any conflicts of interest with GSU policies and intellectual property. Any potential or actual conflicts must be disclosed, and intellectual property rights arising from consultancy will be determined by the university's designated office.
- The use of GSU's name in connection with any consultancy activity is strictly prohibited unless it is to reference the faculty member's credentials or is explicitly approved in writing by the Chancellor.

- Independent consultancy is solely the responsibility of the faculty member. Prior approval from the Dean is required before engaging in such activities. If the Dean intends to engage in independent consultancy, written approval from the Chancellor must be obtained.
- Faculty members are prohibited from engaging in consultancy that involves managerial responsibilities in for-profit organizations.

Conflict of Interest Policy

Faculty members at Global Studies University (GSU) are expected to maintain the highest standards of ethical conduct in their teaching, research, service, and administrative responsibilities. As full-time academic employees, faculty owe their primary professional commitment to the University and must avoid any external obligations, financial interests, or engagements that could compromise, or appear to compromise, their professional judgment, institutional responsibilities, or the integrity of the University's academic mission. A conflict of interest occurs when a faculty member's external relationships or financial interests interfere, or appear to interfere with their ability to perform duties objectively and in the best interest of the University.

Specific Situations Requiring Disclosure

The following situations represent potential conflicts of interest and must be disclosed promptly and in writing to the faculty member's Department Head or immediate supervisor:

- Any external employment, consulting, advisory roles, or business activities that may conflict with the faculty member's GSU responsibilities or influence their decision-making.
- When reviewing manuscripts, grant proposals, or participating in projects funded by external sources where there may be financial, professional, or personal interests that could bias judgment.
- When faculty or their immediate family members have a substantial financial interest in a business that supplies goods or services to GSU.
- When faculty are involved in the hiring, supervision, or evaluation of a family member or close associate for a project, position, or consultancy funded or administered through GSU.
- Faculty and their immediate family members must not accept any form of payment, gifts, or in-kind compensation from students in exchange for academic services or favors.

Obligations and Reporting

- Faculty are responsible for proactively disclosing potential conflicts of interest to their Department Head or Dean as soon as they arise.
- The University will assess disclosures and, if necessary, implement management plans to mitigate or eliminate the conflict.
- Conflicts of interest that are unreported or deliberately concealed will be considered violations of professional conduct.

Violations and Sanctions

Serious violations of GSU's conflict of interest policy will be investigated and may result in disciplinary actions, including but not limited to:

- Formal written reprimand placed in the personnel file.
- Reporting to external agencies or funding organizations as applicable.

- Cancellation of internal grants or sabbatical eligibility for up to two years.
- Reimbursement of funds received through a conflicted or misrepresented proposal.
- Suspension of merit pay increases for a period of one to three years.
- Forfeiture of salary or end-of-service benefits in cases involving willful misconduct.
- Non-renewal of contracts or suspension of rolling appointments, with a grace period to reapply in two years.
- Dismissal for adequate cause, either at the end of an academic period or immediately in extreme cases.

Review and Investigation Procedure

When a conflict of interest violation is alleged:

- The matter shall be referred to the Department Head. If the Head is involved or conflicted, the case is escalated to the Dean.
- A Review Panel will be formed by the Dean in consultation with the
- The panel consists of three impartial faculty members with at least two years of service at GSU. No administrators may serve on the panel.
- The Review Panel will conduct a confidential and thorough investigation, including interviews with all relevant parties.
- A detailed report with findings and recommended sanctions will be submitted to the Chancellor, the Dean, and the faculty member.
- The panel may also recommend sanctions against individuals who file knowingly false or malicious complaints.

Faculty have the right to appeal decisions or processes under the procedures outlined in the GSU Grievance Policy.

Violations of Rules Pertaining to Professional Conduct, Ethics, and Conflicts of Interest

This procedure applies only to serious violations of the professional conduct, ethics, and conflicts of interest policies outlined in the Standard of Conduct of this Handbook that may constitute adequate cause for termination of employment. Examples of serious violations include, but are not limited to: moral turpitude, falsification of academic credentials, violations of academic integrity, harassment, exploitation, or persistent failure to perform faculty responsibilities. This process does not apply to good faith or minor infractions, which should be addressed through departmental channels or annual review mechanisms.

Reporting and Investigation Timeline:

- **Week 1:** A potential violation is reported to the Head of Department (HOD), or to the Dean if the HOD is implicated. If a written allegation and credible evidence are verified, the HOD must submit all supporting documents to the Dean.
- **Weeks 1-2:** The Dean provides written notification of the allegation to the accused faculty member and the HOD. A meeting is convened between the Dean, HOD, and the accused. The Dean must then determine, in writing to the Chancellor, HOD, and the faculty member, either:
 - i. The case is closed due to insufficient grounds, or
 - ii. The case merits referral to an independent Review Panel.

If the allegations are found to be malicious and unsupported, the Dean may request a Review Panel to examine potential misconduct by the accuser.

If the accused faculty member confesses to the violation, the Review Panel's role will be limited to recommending appropriate sanctions.

In cases where the alleged violation is considered to pose an immediate risk to the institution or its members, the Dean, in consultation with the Chancellor, may implement interim measures, including temporary suspension from duties, until the investigation concludes.

- **Week 3:** If further review is required, the Chancellor, in consultation with the Dean, shall establish a three-person Review Panel from an eligible pool of faculty members. Eligible faculty are those with a minimum of two years of service at the Global Studies University (GSU) and who are not currently serving in senior administrative positions such as Chancellor, Dean, , or Department Chair. The Chancellor must ensure that Review Panel members are free from actual or perceived bias or conflicts of interest.

The Review Panel will include:

- One faculty member from the accused faculty member's department
- Two faculty members from outside the accused faculty member's department
- **Week 4:** The accused will be informed of the Review Panel's composition and may request a substitution due to potential bias or conflict of interest. Similarly, the accuser may request a panel change in cases involving harassment or exploitation. The accused may submit a written response to the Review Panel addressing the allegations.
- **Weeks 5-8:** The Review Panel investigates the case, interviews relevant parties, and submits a comprehensive written report to the, Dean, HOD, and the accused.
- **Week 9:** The accused may submit a written response to the report within 7 calendar days.
- **Week 10:** The Review Panel may respond in writing to the accused's reply within 7 calendar days.
- **Weeks 11-12:** The Chancellor issues a final written decision to the accused faculty member, with copies to the Dean and HOD, within 14 calendar days.

Formation and Mandate of the Review Panel

The Chancellor, in consultation with the Dean, appoints a three-member Review Panel from a pool of eligible faculty. Faculty members are eligible if they have completed at least two years of service at GSU. Individuals holding senior administrative positions—including the Chancellor, Dean, Associate Dean, and Department Chairs—are not eligible to serve.

The appointing authorities must ensure that all appointees are free from real or perceived conflicts of interest or bias. The Review Panel must include:

- One faculty member from the same department or academic unit as the faculty member under review; and
- Two faculty members from other departments or academic units at GSU.

Mandate of the Panel

The Panel is charged with conducting a thorough and impartial review. It will:

- Investigate the allegations;
- Interview all relevant parties;
- Call additional witnesses if needed;
- Review any supporting documents or evidence.

The Panel must submit a detailed written report to the Chancellor, Dean, Department Chair, and the faculty member under review.

The report must include:

1. A description of the allegations investigated;
2. A summary of the investigative methods used;
3. Sources of evidence and information;
4. Findings and the evidentiary basis for each conclusion.

The report must also include summaries or transcripts of hearings or interviews.

- If the Panel finds the allegations substantiated by a preponderance of evidence, it must recommend appropriate sanctions.
- If the Panel finds that the allegations are unsupported and made in bad faith, it may recommend disciplinary action against the accuser.

If the Panel cannot reach consensus, the report must present both majority and minority positions without identifying the individuals supporting each.

Unless extended by the Chancellor for good cause, the Review Panel must submit its final report within four weeks of its first meeting.

Procedures of the Review Panel

The Panel elects its own chair.

Meetings require full attendance of all three members.

It establishes its own procedural rules, ensuring fairness and order.

The Panel may request documents, interview witnesses, and call on relevant advisors, provided all advisors are GSU employees and not simultaneously serving as witnesses.

Deliberations are held in executive session, restricted to Panel members. At their discretion, a University legal or personnel advisor may attend. The final report is developed based on written and oral evidence gathered.

As GSU's academic governance bodies evolve, future modifications to this policy may incorporate consultation with formal faculty governance structures.

Occasional Work

Outside Employment and Consulting

GSU recognizes the benefit of faculty engagement with industry and local institutions, especially in ways that enhance teaching and institutional reputation. Rolling-track faculty may engage in outside employment or consulting activities, subject to prior approval and in accordance with GSU's Consultancy Professionalism outlined in this handbook. Faculty are expected to ensure that such engagements do not conflict with their primary obligations to the University or present a conflict of interest.

Hiring, Transfer, and Promotion Conflict

- The university reserves the right to reject job candidates who are relatives of current university employees if any of the conflict situations outlined in the handbook applies.
- If a conflict situation arises with current employees, the line manager must develop a conflict management report, including a mitigation plan, and submit it to the Human Resources Department for review. Management will make decisions to resolve the conflict.
- For transfers, promotions, or reorganizations that may lead to conflict situations, the line manager must prepare a report documenting potential conflicts and mitigation plans, to be reviewed by the Human Resources Department. Management will decide how to address the conflict.
- The university reserves the right to reject transfer requests by employees if the transfer would result in any of the conflict situations outlined in the handbook.
- If a change in marital status or personal relationship leads to a conflict situation, the university will make reasonable efforts to transfer one of the employees to a suitable position within 30 days. A conflict management report should be developed and submitted for approval. If no satisfactory resolution is found, termination may be considered, though it should not be the first option.
- The university will decide, at its sole discretion, which employee will be transferred, taking into account the preferences of the involved employees whenever feasible. If a mutually satisfactory decision cannot be reached, the university reserves the right to determine the transfer or termination based on business needs.
- Any exception to the employment of relatives must be approved by the Board of Trustees upon the written recommendation of the Chancellor.

Dress Code

The United Arab Emirates (UAE) is a predominantly Muslim society with its own cultural traditions in dress and cultural norms that advocate a level of modesty in appearance in the public domain. Hence, faculty as well as students and administrators are advised to exercise a level of respect for, and sensitivity toward, social, cultural, and religious values in their public appearance and dress while on campus and in the classroom.

The Library

Policy Statement

The library has the duty to acquire library learning resources and collections covering all subject areas of the Global Studies University (GSU) curriculum. The quality of our library collections is fundamental to the Global Studies University's success in meeting its strategic aims, mission, and vision. Library Services ensure to provide sustainable collections to support and strengthen the academic life of the Global Studies University in alignment with its current and future strategic objectives.

Library Code of Conduct

The university is conceived as a research-based think-tank and a postgraduate studies institution (offering both Master's and PhD programs), which aims to train a new generation of critical thinkers in the UAE and globally. Providing a productive learning environment for students is one of the university's missions, and, to continue supporting its faculty, students, and staff, we expect them to adhere to the following:

1. No Talking
2. Interacting with everyone inside the library with respect
3. Any disrespectful or inappropriate behavior will require the faculty, student, or staff to exit the library
4. All mobile devices must be set to silent mode
5. Working and studying groups are limited to a maximum of 3 people.
6. Lost or missing items are not the responsibility of the library or the institute
7. Students' items are not to be left unattended
8. Food and drinks are not allowed inside the library
9. Smoking is prohibited inside the library
10. Staff working in the library have the right to request the faculty, student, or staff show their institute ID
11. The university aims to engage with the community and create a learning environment. Accordingly, the same rules apply to them. Additionally, children under the age of 14 years old must be accompanied by an adult
12. Users violating the above library code of conduct will be suspended from library privileges and removed. They shall also receive a written warning notification
13. Faculty, students, and staff must present their original ID to borrow books or research materials and must return any borrowed items by the due date

Library Access and Circulation of Material

Policy Statement

1. The library is open to students, faculty, and staff during the university's working hours. Based on prior written approval of the librarian, a guest may be permitted to use the library facilities and resources on-site. Access to the wireless network is limited to authorized users through a secure authentication system.

2. The library staff is committed to excellence through the assimilation of quality traits in library services with continual improvement in the quality management system to fulfill users' expectations.
3. Students, faculty, and staff of the university may check out circulating materials from the library. Periodicals, reference books, and some audiovisual materials cannot be circulated outside the library.
4. The main collection and reference section are open shelf-systems. Users are encouraged to select and fetch material without the need for intervention by library staff. However, the staff will gladly assist users who are not able to access items on open shelves for themselves. Also, wherever possible, access to electronic resources is provided across networks that are always normally accessible.
5. The university ID serves as a valid library card. Circulating items may be renewed online or at the library circulation desk. Patrons may renew items in succession unless the item has been requested by another patron.
6. Through the library's online catalog, patrons may place online holds for an item currently charged to another patron. Once the item is returned to the library, the requested patron is notified that the item will be held at the circulation desk for three days. Items not picked up within those three days are returned to the circulating collection or placed on "hold" for the next requesting patron.
7. The library may recall any checked-out item after a minimum of one week, regardless of the borrower's status and standard loan period as defined by the library. Patrons receive recall notices by e-mail and must return the item to the circulation desk by the revised due date to avoid fines. Any item checked out and needed for reserve will also be recalled.
8. Normally, non-circulating materials cannot be taken out of the library. However, in the case of a pressing need, such materials may be checked out by a student for a few hours or overnight.
9. Each borrower is allowed two defaults of non-circulating materials, after which they will be deprived of this exceptional service for the rest of the academic year.
10. Reserved books may be checked out overnight if permitted by the concerned faculty member. A maximum of one item may be checked out by a student. The borrowed item must be checked out 30 minutes before closing the library and must be returned the following day within 30 minutes of opening the library.
11. All checked-out library materials must be returned only to the library circulation desk.
12. Fines are charged at rates determined annually by the librarian. Fines are levied for the late return of items in accordance with notices displayed in the library. Borrowers who fail to return books may be invoiced for the accumulated fines, the cost of replacement, and an administration charge, and their borrowing rights may be suspended. Failure to pay a fine imposed for late return results in the suspension of library privileges.
13. To ensure the prompt return of library materials, all patrons are charged for overdue items as follows:
 - Students: Students who fail to return or renew borrowed materials by the due date will be notified via the library by phone, email, and notice boards. A maximum of two notices will be posted on the bulletin board, after which the librarian will contact the Student Affairs Department requesting positive action. If the material is not returned or renewed within a week of the second notice, the library issues a "lost book notice" requesting the borrower to pay the charges involved.
 - Faculty and Staff: Overdue notices will be mailed every week to faculty and staff for materials that are not returned or renewed by the due date. A maximum of two overdue notices will be sent, after which the librarian will contact the defaulter. After the second overdue notice, the patron will be blacklisted.

Loan Policy

General Rules

- Borrowers at the GSU will be required to use their user cards when checking out materials.
- The library administration shall collaborate with Academic Affairs and the IT department on this matter.
- Master's and PhD students can use their student IDs, issued by Academic Affairs, as their library cards.
- Off-campus borrowers will be required to present photo identification when checking out materials.
- All borrowers must agree to follow the library's rules, including accepting responsibility for overdue penalties, replacement costs, and, if applicable, collection account fees.

Loan Limit Circulating Policies

Patron group	Numbers of items	Renewal
Faculty members	60	3
Fellows	30	2
PhD students	25	2
Master's students	20	2
Staff	15	2
Alumni	10	1
Visitors	5	1

Loan Period

Items	Faculty members	PhD students and fellows	Master's students	Staff	Alumni	Visitors
Books	90 days	40 days	30 days	60 days	20 days	1 week
Periodicals	7 days	3 days	1 day	1 day	1 day	2 hours consulting in situ
Newspapers	Do not circulate					
Microfilms (non-renewable)	90 days	40 days	30 days	Consulting in situ	Consulting in situ	Consulting in situ
Microfiche	7 days	3 days	1 day	Consulting in situ	Consulting in situ	Consulting in situ
Reserve (non-renewable)	Designated by the course instructor					
Reference	Library use only					
Special collections	Special request and Library use only					

N.B.: The library shall collaborate with faculty to establish a loan period for textbooks and reference materials that support general education courses, graduate, and PhD programs.

Renewal and Return Policies

Guidelines

- Faculty members, students, and staff should bring items and their ID cards to the checkout desk to proceed with the checkout.
- Borrowers will be provided with a date due receipt, if not clipped directly to the material itself, as a reminder to avoid late fees.
- All patrons are permitted to renew most items unless there are reserves on them. Special items such as music CDs and seasonally themed books cannot be renewed.
- Borrowers who will not be returning to the Global Studies University library should make arrangements to mail items back to the library by the specified due date or earlier.
- Renewal is not permitted if the item is on hold.

Library Holds

Borrowers at the GSU may place a hold on circulating items within the library system, including items available on the shelf at another location or checked-out items.

Recalls

Books checked out may be recalled for another user at any time. Below are the guidelines for such instances:

- Borrowers, such as faculty, students, staff, alumni, and off-campus borrowers, will be notified to return the book by the revised recall due date.
- Any borrowed items may be recalled.
- The GSU Library users will be notified via email and are required to return the recalled items within 3 days.
- If the item is not returned within 3 days, a fine of AED 1 per day will be applied until it is returned.
- Users with overdue recalls will be unable to borrow new items until they have returned the recalled item.
- If the borrower is unable to return the materials on time due to unavoidable circumstances, the individual should send an email to library@gsu.ac.ae to make alternative arrangements to avoid fines.

Use of Library Materials

- Patrons are responsible for the library materials they handle, whether they borrow the item or use it in the library.
- Users are not allowed to remove anything from the library unless they have followed the correct loan procedures.
- All patrons must respect copyright and licensing restrictions.
- Users must not damage or mark up materials.
- Users are not permitted to purposefully misplace items in the library.

Overdue Library Materials

General Policies

- Materials are considered overdue if they are not returned or renewed by the due date.
- The library has the right to send courteous reminders for overdue items. However, prompt material return is still the borrower's responsibility.
- Items overdue for more than 30 days will be considered lost, and a replacement fee will be charged. If the item is returned after this period, the patron will still be responsible for paying the applicable overdue fines (AED 1 per day) plus a processing fee of AED 50 per item.
- Until the item is returned or the debt is settled, the borrower will not be permitted to borrow any additional materials.
- Students who have unpaid fines at the end of a semester will not receive their grades and will not be allowed to register for classes the following semester. Students who have graduated or transferred will not be able to receive transcripts until any outstanding library fines have been paid.
- The library shall collaborate with Academic Affairs regarding the overdue library materials and unpaid fines.
- Users can access information about their circulation status through their library accounts or by contacting library staff.
- Users of the GSU Library are urged to use these resources wisely and to be responsible borrowers to prevent being charged fees for late, lost, or damaged goods.

Fines

- All overdue materials are fined AED 1 per day per item.
- The library has the authority to impose fines on items that are overdue when returned (AED 1 per day).
- Any lost, damaged, or non-returned material labeled as missing after being overdue for more than 30 days will incur late fees, replacement costs, and a processing fee of AED 50.
- These accounts will be turned over to the Accounts Department, and the borrower will be responsible for paying any interest that accrues on unpaid accounts.

Replacement fees

- The library has the authority to impose replacement fees for all lost, non-returned, or damaged materials.
- Replacement fees include the current cost of the item plus a AED 50 processing fee.
- Processing fees may be more for multi-volume sets or rare materials.

Disclaimer

The Library Circulation Policy is subject to change; therefore, patrons should consult the library's website or ask a librarian for the most up-to-date information.

The library shall inform faculty, Academic Affairs, the IT Department, and the Communication and Marketing Department of any updates to the policies and procedures.

Interlibrary Loan Policy

The interlibrary loan is a library service that enables our users to borrow materials that are not available at the GSU Library from another library. Interlibrary loan is available for the GSU faculty, PhD and Master's students, research fellows, and staff.

Interlibrary Loan Request

Patrons can submit interlibrary loan requests through the online request form available on the GSU Library's website. Requests may also be made via email or in-person at the circulation desk. After submitting the form, Patrons will be notified about the status of their requests and the availability of materials.

Interlibrary Loan Request Form

User Information:

Name:

Email:

Affiliation: [Faculty/PhD Student/Master's/Staff/Fellow]

Requested Material:

Title of the Journal/Book:

Author:

ISBN/ISSN:

Title of Journal/Book Chapter:

Vol:

Issue:

DOI:

Year of Publication:

Eligible Materials

The following materials may be requested through interlibrary loan:

- Books
- Journal articles
- Book chapters
- Theses and dissertations
- Other scholarly materials not available in the GSU collection

Period

The period of interlibrary loan is prescribed by the lending library. In general, the period varies from 10 to 15 days.

Limits

Please note that priority may be given to requests for materials directly related to an academic course or research.

Patrons are limited to certain numbers of interlibrary loan requests per year. Please see the table below:

Patrons	No. of Requests
Faculty members	60
Fellow	40
PhD students	40
Master's students	30
Staff	10

Notification

Patrons will be notified by email when a book or journal article is received. Patrons must pick up materials at the circulation desk in the GSU Library. PDF articles or book chapters will be sent to the patrons by email.

Interlibrary Loan and Code of Ethics

Patrons are expected to adhere to ethical conduct in interlibrary loan transactions, including respecting due dates, honoring lending library policies, and handling borrowed materials with care.

Lost and Damaged Materials

Patrons are responsible for returning interlibrary loan materials by the specified due date.

Lost or damaged materials must be reported immediately to avoid fines or replacement fees.

A default replacement fee of AED 150 will be charged. The replacement fee may be adjusted based on the actual cost of the item billed by the lending library.

Overdue Fees

For interlibrary loan items that are not returned by the due date, an overdue fee of AED 5 per day (starting on the due date) will be charged, with a maximum overdue fee of AED 100.

These accounts will be turned over to the Accounts Department, and the borrower will be responsible for paying any interest that accrues on unpaid accounts.

Policy Review

This interlibrary loan policy is subject to periodic review and updates by the Library Administration to ensure compliance with relevant regulations and best practices in resource sharing.

The library shall inform faculty, Academic Affairs, the IT Department, and the Communication and Marketing Department of any updates to the policies and procedures.

Electronic Resources Usage Policy

Purpose

The purpose of the Electronic Resources Usage Policy is to promote the rules for fair use and prohibited use of electronic resources available at the GSU Library.

Scope

The policy applies to the GSU community, including faculty members, students, fellows, and staff, and serves as a guide for the fair use of electronic resources, outlining its philosophy, principles, and practices. This policy covers electronic resource subscriptions, one-time purchases of databases, individual e-journal titles and e-journal packages, individual e-book titles and collections, and electronic reference works (e.g., encyclopedias, dictionaries, directories, and handbooks).

Responsible Party

Policy Statement

Electronic resources made available by the GSU Library to authorized users (students, faculty, fellows, staff, and alumni of GSU holding a valid account) are for activities that support the GSU's mission. The use of each online service is governed by copyright law and by the terms of the license between the GSU and the respective publisher.

Policy

Fair Use of Electronic Resources

Permitted Uses

- An authorized user is allowed to search, view, download, copy, print, and save the licensed content under the terms and conditions of agreements between GSU and the publishers.
- An authorized user is allowed to send copy of the licensed content to another authorized user.
- An authorized user is allowed to use the licensed content for scientific and academic purposes only.
- An authorized user can access the electronic resources both on-campus and off-campus.

Prohibited Uses

- Any commercial use of electronic resources is not permitted (i.e., reselling or republishing the licensed content).
- Any systematic or substantial reproduction of the information provided in the licensed content or creation of derivative works.

- Any alteration, modification, or repackaging of the information contents in the licensed content, including creating a searchable archive.
- Any distribution of the information contents of the online service, or material downloaded from the online service, in any form.
- Any use of robots or intelligent agents to download any licensed content.
- Transmitting, publishing, or sending the licensed content to unauthorized users.

Access to Electronic Resources

- Electronic resources are available on-campus from any computer terminals.
- Electronic resources are also available off-campus for students with Student ID numbers as well as individuals with email addresses pertaining to GSU.

Selection

- The library purchases electronic resources to support the teaching and research needs of the GSU.
- The selection of electronic resources is a collaborative process between the Library Committee and the faculty.
- The librarian may suggest subscribing to an electronic resource based on the needs of the faculty.
- Faculty members can also propose an electronic resource if it aligns with the curriculum needs.
- Before purchasing a database, a free trial period should be coordinated by the librarian.
- Database content should be relevant to the subject areas of GSU.
- Site-wide licenses are preferred, with no restrictions on the number of concurrent users.
- The GSU Library expects the vendor to provide standard usage statistics upon request.

Procedures Access

On-campus access to electronic resources

- From the GSU homepage or through Canvas, the learning management system of the GSU, click on the library icon or visit the library website directly.
- From the library homepage, use the main search box or Discovery to search the library's electronic resources from a single search box, or browse the list of library databases if you are searching for a specific database.
- Type any keyword into the main search box, Discovery, or any other database you choose. It will list all the eBooks and eJournals that contain that keyword.
- To access an article, click on the "Full Text Online" link in the citation or on the PDF.
- Once you access the article, you can read it, print it, email it, or save it.
- If the PDF or full text is unavailable, use the interlibrary loan form to request the article or book chapter.

Off-campus access to electronic resources

- Electronic resources are available both on-campus and off-campus.
- From the GSU homepage, click on the library icon or visit the library website directly.
- From the library homepage, use the main search box or Discovery to search the library's electronic resources from a single search box, or browse the list of library databases if you are searching for a specific database.

- Type any keyword into the main search box, Discovery, or any other database you choose. It will list all the eBooks and eJournals that contain that keyword.
- To access an article, click on the “Full Text” link in the citation.
- The proxy server will prompt you for authentication; enter your username and password.
- Once you access the article, you can read it, print it, email it, or save it.
- If the PDF or full text is unavailable, use the interlibrary loan form to request the article or book chapter.

Disclaimer

The Electronic Resources Usage Policy is subject to change; therefore, patrons should consult the library's website or ask a librarian for the most up-to-date information.

The library shall inform faculty, Academic Affairs, the IT Department, and the Communication and Marketing Department of any updates to the policies and procedures.

For all questions related to access or acceptable use of electronic resources, please contact library@gsu.ac.ae.

Grievance

At the Global Studies University faculty members are required to perform their academic duties in accordance with all relevant laws, regulations, and university policies. Faculty members are also expected to foster collegial relationships with their peers and uphold positive interactions with students and the broader community. These expectations are grounded in the values of the Arab-Islamic society of the UAE. It is crucial that faculty members avoid actions that could harm the university's reputation or the reputation of its staff, as such behavior may result in disciplinary action.

1. Disciplinary Measures

- 1.1 In the event of alleged misconduct, the Chancellor will appoint a faculty member of equal or higher rank than the accused to conduct a comprehensive investigation. This investigation will involve interviewing the accused and compiling a detailed report with clear recommendations. Based on the report, the Chancellor may take action such as issuing a letter of reprimand, referring the matter to the Disciplinary Council, or taking other necessary steps. The investigation will be handled with strict confidentiality, and all legal procedures will be observed.
- 1.2 If deemed necessary for the investigation, the Chancellor may suspend the faculty member from their duties for up to three months. This suspension can only be extended by the Chancellor. This suspension can only be extended by the Disciplinary Council. Unless otherwise directed by the Disciplinary Council, suspension from duty also means the suspension of salary starting from the date of the suspension decision. If the case is not forwarded to the Disciplinary Council within one month of the suspension decision, the suspension will be lifted, and the Council's decision will be enforced.
- 1.3 The faculty member under investigation will receive a detailed report of the charges against them, along with a copy of the investigation findings, sent via registered mail at least fifteen days before the disciplinary session. The faculty member has the right to review the findings and may be represented by a lawyer or another faculty member during the hearing before the Disciplinary Council.
- 1.4 The Disciplinary Council for faculty is chaired by the Vice Chancellor for Academic Affairs. If the Vice Chancellor is unable to serve or is disqualified due to a conflict of interest, a designated representative will assume the role. The Council also includes the Dean of the institute of which the accused belongs, a faculty member selected by the Chancellor, and the faculty member assigned to conduct the investigation.
- 1.5 The Disciplinary Council is authorized to impose enforce penalties, including:
 - Warning
 - Reprimand
 - Reprimand with suspension of annual increment or promotion for one year
 - Reprimand with partial or complete suspension of salary for up to six months
 - Termination of employment, with or without full benefits
- 1.6 The Department Chair may issue warnings, and the faculty member may appeal this decision to the Dean within seven days. The Dean has the right to issue penalties as described in (i) and (ii) above. Within four working days, the faculty member has the right to appeal to the Chancellor. For more severe penalties, the Chancellor may impose them in a step-by-step manner. The Disciplinary Council has the final authority to impose any of the penalties listed above.
- 1.7 The decisions made by the Disciplinary Council are final. Any grievances against these decisions must be submitted to the President within two weeks of the notification. The President's decision is binding and cannot be appealed further.

- 1.8 The resignation of the faculty member under investigation does not nullify the case.
2. Within sixty calendar days of the administrative action or inaction that prompted the grievance, or within sixty calendar days of becoming aware of such action or inaction, a faculty member may file a written and signed grievance with the Chair of the Faculty Grievance Committee.
3. The Faculty Grievance Committee is composed of faculty members nominated from the general faculty body and is tasked with addressing grievances. The Chair of the Committee will elect from among its members. If a committee member has a conflict of interest that could compromise impartiality, they may recuse themselves, or the Committee may remove the member by majority vote. The grievant may also challenge the impartiality of a committee member, and the Committee may dismiss the member by majority vote.
4. Upon receiving a grievance, the Committee Chair may pause any relevant time frames to allow for informal discussions or mediation to resolve the issue. If all parties sign a confidential, written agreement outlining the resolution, the grievance will be considered resolved informally.
5. Within thirty days of receiving the written grievance, the Committee will conduct a hearing, providing written notice of the date and time to all parties involved. The hearing may be open to the public unless a closed session is requested by one or both parties. Unless the individual is facing criminal charges related to the grievance, any legal representation is not allowed. During the hearing, the grievant must demonstrate, by a preponderance of the evidence, that the action or inaction in question adversely affected them and that an appropriate remedy is warranted.
6. The faculty member and the university administrator responsible for the contested action or inaction may, during the hearing, make opening and closing statements, examine and cross-examine witnesses, and present documentary evidence. A witness may be called upon request by the Faculty Grievance Committee, ensuring their attendance at the hearing unless the Chair deems it unreasonable or irrelevant. To ensure the hearing is conducted efficiently and professionally, the Chair is responsible for ruling on all procedural and substantive matters. Formal rules of evidence do not apply.
7. The Faculty Grievance Committee will deliberate in private without recording the proceedings. The Committee will then prepare a written report of its findings, including justifications for its decisions, recommendations, and any dissenting opinions. The report will be shared with the Chancellor and all relevant parties within ten days of the hearing's conclusion.
8. The faculty member may submit written exceptions to the Faculty Grievance Committee's report within five working days of receiving it. These exceptions may be based on procedural errors, perceived bias, inconsistency or severity of penalties, or the Committee's failure to consider all evidence.
9. The Chancellor will issue a final decision in writing to all parties and the Chair of the Faculty Grievance Committee within ten days of receiving the Faculty Grievance Committee's report or the faculty member's written exceptions. The Chancellor typically gives substantial weight to the Committee's findings and recommendations but will provide an explanation if the recommendations are not followed.

2. Procedural Guidelines for Academic Grievance

1. Informal Resolution

Before filing a formal grievance, faculty members are strongly encouraged to seek informal resolution of the issue. This may involve engaging in direct discussion with the relevant individual(s) or requesting the mediation of the Department Chair. If appropriate, the Chair may refer the matter to an appropriate

university administrator for further mediation. The goal of informal resolution is to address concerns early and constructively, without the need for formal proceedings.

2. Submission of a Formal Grievance

If informal efforts are unsuccessful, the faculty member may submit a formal written grievance to the Chair of the Faculty Grievance Committee. The written grievance must include the following:

- A summary of the facts and circumstances surrounding the grievance;
- Reference to the relevant university policies, procedures, agreements, or rules believed to have been violated or misapplied;
- A description of prior efforts to resolve the issue informally;
- The specific remedy sought by the faculty member.

The grievance must be submitted within thirty calendar days of the action, inaction, or knowledge of such action or inaction, as outlined in the main grievance section.

3. Initial Review by the Committee Chair

Upon receiving the grievance, the Chair of the Faculty Grievance Committee will review the submission to ensure it meets the criteria of a grievable matter. At this stage, the Chair may consult with an ad hoc group of committee members to clarify jurisdiction or procedural questions, and may temporarily pause timelines to allow for mediation if deemed appropriate.

If the matter is resolved through mediation, the grievant will formally withdraw the grievance in writing.

4. Pre-Hearing Procedures

If mediation is unsuccessful and the Committee proceeds to a formal hearing:

- The Committee may conduct pre-hearing meetings with both parties present to clarify the issues, identify witnesses, stipulate facts, and establish timelines and evidence-sharing protocols.
- The parties may submit relevant documents and written responses in advance of the hearing.
- The hearing date will be communicated to all involved parties with sufficient notice to ensure preparedness.

5. Hearing Format and Conduct

- Hearings are typically closed unless both parties and the Committee agree to open proceedings. No recording equipment, cameras, or broadcast devices are permitted unless specifically approved by the Committee.
- An audio recording will be provided to either party upon request, free of charge. Written transcripts may be requested at cost.
- The Faculty Grievance Committee will not be bound by formal rules of evidence but will admit all evidence deemed relevant.
- The issues under review will be limited to those described in the original grievance submission and related responses.
- The grievant and the university representative may present witnesses, documents, and statements. The Committee may also call additional witnesses as needed.



Faculty Separation Policy

Dismissal

Dismissal is the termination of employment of a faculty member before the term of appointment has expired. Dismissal recommendations for reasons of academic performance or programmatic considerations initiated by the Dean must be approved by the Chancellor.

Assurances

The university policies and procedures for faculty dismissals must ensure the following:

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

Justifications

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

1. Adequate Cause

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

2. Discontinuance of Academic Programs

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

3. Financial Exigency

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

4. Payment of Salaries in Cases of Separation from Employment

If a faculty member is separated from employment for adequate cause, the faculty member's salary shall be terminated effective upon the date of dismissal.

If a faculty member is separated from service because of discontinuation of an academic unit or declaration of financial exigency, the faculty member's salary shall be terminated effective upon the date of dismissal.

Resignation

If, for any reason, a member of the full-time faculty intends to terminate their relationship with GSU, written notice specifying the effective date of resignation should be sent to the Chair of Department at the earliest possible opportunity and no later than six months prior to the date of termination. The Chair will forward copies of the resignation letter to the Chancellor. The resignation's effective date must align with the end of a regular academic semester (either Fall or Spring). Non-compliance may result in a 50% reduction in the end-of-service compensation unless the Chancellor grants an exception. If a resigning faculty member holds research grants or contracts from outside agencies, the administration should be consulted for proper arrangements for the liquidation or transfer of the grant. Faculty members who resign from their positions at GSU must fulfill all obligations to the institute and department prior to final departure, with the Chair of Department of the respective department providing written confirmation that they have done so prior to delivery of the final payment. Such obligations include turning in all papers, assignments, exams, grades, etc., related to their final semester of teaching at the university.



Intellectual Property Guideline

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

Except as otherwise agreed in writing by an authorized officer at GSU, or stated in this policy, GSU asserts legal and beneficial ownership of intellectual property:

1. Created by academic or general faculty in the course of their employment at GSU.
2. Created by students at GSU.
3. Created by visitors, adjunct, or conjoint appointees.

In the absence of any written agreement to the contrary, visitors, adjunct, and conjoint appointees who create intellectual property falling under this clause will be treated as academic faculty for the purposes of this policy. GSU does not assert its right to ownership of any intellectual property in scholarly books, articles, course materials, or other scholarly works or subject matter generated (whether written or any other form) by faculty or students, other than where specifically commissioned by GSU and produced with the assistance of exceptional GSU resources. GSU asserts legal and beneficial ownership of all course materials that are specifically commissioned. The university may, at its discretion, give the creator(s) of specifically commissioned course materials a nonexclusive license to use the course materials for teaching purposes only if such a license does not extend to the use of the course materials for a course in direct competition with a course at GSU. In the absence of a written agreement, GSU will own the course materials, but the faculty member(s) who provided content for the course materials will be entitled to compensation in case of commercialization.

Dispute Resolution

1. If a dispute arises from the application of this policy or related procedures, the Associate Dean will appoint a moderator to help facilitate resolution between the parties.
2. If the dispute remains unresolved with the moderator's assistance, the Associate Dean will bring in a qualified expert, either from the university or an external entity, to recommend an impartial and fair solution.
3. The expert may gather evidence by interviewing the parties involved in the dispute, including staff and students, who may also submit written statements.
4. After consulting, the expert will submit their findings and recommendations to the Associate Dean for a final decision.
5. The Associate Dean will review the expert's recommendations and issue a final, written decision on the dispute.