Roles and responsibilities of academic staff

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1.0 Rationale and principles which this policy seeks to uphold

1.1 The University will appoint capable academic staff, able to deliver the University's educational and research mission to internationally recognised standards.

2.0 Scope

2.1 To provide guidance on the roles and responsibilities of academic staff holding appointments at the University.

3.0 Definitions

3.1 The role of a member of the University's academic staff is to promote enquiry and to advance human knowledge, and to disseminate it to students, peers, and society.

3.2 The University defines an academic staff member's responsibilities across three domains: teaching; research; and service internal and external to the University.

3.3 The balance of responsibilities may differ across Faculties and programmes, and by the contractual terms of an academic staff member's appointment.

3.4 Members of academic staff are bound by codes of conduct contained within the Policies and Procedures Manual.

3.5 The University operates workload principles that manage the balance of responsibilities with proportion and equity.

4.0 Policy

Responsibilities

4.1 Teaching: academic members of staff disseminate knowledge to students and assist them with developing understanding of that knowledge and the ability to apply it. Academic members of staff are expected to maintain their expertise and knowledge in line with current developments in their field. The University encourages new pedagogical approaches that enhance the effectiveness of the teaching and learning process. Teaching includes classroom practice, student support, curriculum development, module development, supervision of dissertations and projects.

4.2 Research: the University defines research in the relevant policy. Academic members of staff create knowledge, develop and interpret principles and practices, and transfer their expertise in application to Dubai, the UAE, and international contexts. In this role academic members of staff are bound by the University's policy on research conduct.

4.3 Internal and external service:

4.3.1 Academic advising: academic members of staff serve as personal tutors to a number of individual students, to assist them throughout their studies to graduation;

4.3.2 Administration: all academic members of staff will be involved in University statutory bodies and in relevant committees of their Faculty, as assigned by the Vice Chancellor and the Dean of Faculty. In addition, academic members of staff will be assigned to other administrative duties according to the needs of the University;

4.3.3 Community service: the University engages with and contributes to the communities of Dubai and the UAE, to enhance its sustainability in a number of meaningful ways. Academic members of staff are expected to contribute to the University's practice of sustainable development and community engagement through the application of their scholarly expertise in a variety of ways, including but not limited to consulting, training, public speaking, service to government bodies and voluntary organisations, conferences, participation in councils and boards, and serving in public fora.

Expectations of academic staff members of different rank

4.4 Instructor: a holder of a minimum of a Master's degree with a major in the discipline taught, and one of the following:

4.4.1 five years of teaching experience in the discipline;

4.4.2 a combination of five years of experience in teaching and other employment related to the field;

4.4.3   the equivalent of eighteen semester credits of graduate study in the field beyond the Master's degree;

4.4.4   an internationally recognized professional credential (such as certification as a public accountant).

Instructors are appointed for a fixed term of up to 2 years to teach general education courses included as part of the undergraduate curricula as well as support in research activities. Instructors may be assigned relevant administrative tasks and asked to contribute to the training activities provided by the Doctoral Training Centre as appropriate, in line with the relevant Ministry of Education Standard. Instructors are not eligible for promotion regardless of the period they spend at BUiD. They may apply for a permanent academic post if a vacancy becomes available at BUiD.

4.5   Lecturer: a holder of a terminal degree. Lecturers at BUiD are equivalent to Junior Lecturers in UK higher education and Assistant Professors in US higher education. They are appointed for a fixed term. Lecturers are mainly involved in teaching, and they are encouraged to:

4.5.1   become effective team members in their Faculty and the University;

4.5.2   facilitate learning and the advancement of knowledge;

4.5.3   be actively involved in the development of innovative approaches to the curriculum;

4.5.4   pursue a programme of research as directed by the Head of Programme and/or Dean;

4.5.5   contribute to the training activities provided by the Doctoral Training Centre;

4.5.6   contribute to the professional training programmes organised by the Professional Development and Examinations Centre.

4.6   Academic Associate: holder of a Master's degree or equivalent professional qualification. Academic Associates are appointed primarily to provide research support, but may also provide learning and teaching support as appropriate for the academic success of students and educational research projects. They may also support the work of the Doctoral Training Centre.

4.7   Teaching and/or Training Associate: holder of a Master's degree or equivalent professional qualification. Teaching and/or Training Associates are appointed primarily to provide learning and teaching   support, but may also provide research support as appropriate for the academic success of students and educational research projects. They may also support the work of the Doctoral Training Centre.

4.8   Teaching Assistant: holder of a Master's degree or equivalent professional qualification. Teaching Assistants are appointed primarily to provide assistance to faculty members in teaching, learning, and administrative activities as well as conducting tutorials, evaluation of projects and exams.

4.9   Assistant Professor: a terminal degree holder with, normally, two years of experience after obtaining the terminal degree. Assistant Professors are equivalent to Junior Lecturers in UK higher education. Assistant Professors are appointed to become effective team members in their Faculty and the University, to facilitate learning and the advancement of knowledge, and:

4.9.1   to be actively involved in the development of innovative approaches to curricula;

4.9.2   to pursue a programme of research;

4.9.3   to enhance the research profile of the University;

4.9.4   to contribute to the professional training programmes organised by the Professional Development and Examinations Centre.

4.9.5   The detailed job description of an Assistant Professor is found in Appendix A.

4.10   Associate Professor: a terminal degree holder. Associate Professors are equivalent to Senior Lecturers in UK higher education. Associate Professors are appointed to serve in the same capacity as Assistant Professors, and in addition will:

4.10.1   demonstrate outstanding performance in research;

4.10.2   demonstrate a prominent role in the development of learning, teaching, and assessment;

4.10.3   make a significant contribution to programme management and consultancy/collaborative links.

4.10.4   The detailed job description of an Associate Professor is found in Appendix A.

4.11   Professor: a terminal degree holder. Professors are appointed to serve in the same capacity as Associate Professors, and in addition will:

4.11.1   chair committees and participate in University decision making and governance;

4.11.2   lead and coordinate research activity in their field, including development of research strategies and objectives;

4.11.3   prepare research proposals, lead bids for research and consultancy, and generate additional funds through other appropriate means;

4.11.4   participate and take lead roles in sustainability practices and community engagement activities.

4.11.5   The detailed job description of a Professor is found in Appendix B.

Typical recruitment criteria for academic positions

4.12   There are common recruitment criteria for all academic ranks, with appointment to a position related to the calibre of the applicant (the strength of performance against each criterion, measured in the recruitment process):

4.12.1   strong record of research and publication in reputable academic journals, and potential for further growth;

4.12.2   evidence of success in securing external funding for research and managing programmes of funded research;

4.12.3   teaching experience in higher education, both in the discipline and in areas of generic and academic skills;

4.12.4   interest or history of pedagogic innovation;

4.12.5   student centred approach to learning and teaching;

4.12.6   ability to develop curricula and instruction;

4.12.7   record of research student supervision;

4.12.8   demonstrated record of successful team work, effective communication, and ability to interact with a wide range of leaders/experts in academic, government, industrial, business, and community domains.

4.13 Additionally, knowledge and experience of Dubai, the UAE and the Gulf region is an advantage in applicants for academic positions, as is proficiency in the Arabic language.

<u>Workload</u>

4.14 Workload operations include:

4.14.1 management of the distribution of responsibilities carried by members of academic staff;

4.14.2 enabling transparency in allocation of work to individuals in the interests of achieving equity;

4.14.3 assisting individuals in organising their own performance effectively, in line with the expectations of the University.

4.15 The teaching workload on postgraduate and undergraduate programmes is planned and allocated in accordance with the Standards for Licensure and Accreditation determined by the UAE Ministry of Education – Commission for Academic Accreditation.

4.16 Workloads at the University are planned to provide academic staff members a balance in performing their academic duties of teaching, research and administration.

4.17 Workload operations should be reflected in the University's strategic plan, the Faculty Plan, individual Personal Research Plans and Professional Practice Plans, the Academic Staff Contract, and the Staff Handbook.

4.18 The assignment of workloads is organised on the following principles:

4.18.1 workload is calculated in UGE (undergraduate equivalent) credit hours;

4.18.2 for non-terminal degree holders teaching in the general education component of a programme, equivalent of 30 credit hours per academic year, including the summer period;

4.18.3 for terminal degree holders teaching in undergraduate programmes, equivalent of 24 credit hours per academic year.

4.18.4 if an exemption is granted by the Ministry of Education to allow faculty members without a terminal degree to teach major courses, the equivalent limit of 24 credit hours per academic year will be applied to these faculty members;

4.18.5 for faculty members only teaching in graduate programmes, the equivalent limit of 18 credit hours per academic year. The teaching load will be pro-rata for faculty members teaching a mix of undergraduate and graduate courses;

4.18.6 the maximum teaching load of part-time faculty members is equivalent to 6 credit hours per term not exceeding 12 credit hours in the academic year;

4.18.7 teaching during the summer term is calculated within the above limits;

4.18.8 the release time from teaching per academic year is 50% for the Deans of Faculty, 25% for the Heads of Programmes/ programme coordinators

4.18.9 the supervision workload will be divided among the supervisors of a postgraduate student as proposed by the supervisory team and agreed by the Head of Programme;

4.18.10 supervisory workload for supervisory teams will be allocated as per the following table:

Supervision type	Workload	Duration
PhD thesis supervision	2 credit hours per academic year per FT student	2 AYs
	1credit hour per academic year per PT student	4 AYs
	Capped at 4 FTE students or 6 headcount. (1 FTE = 2 PT students. However the headcount is capped at 6 students)	
Professional doctorate thesis supervision	2 credit hour per academic year per FT student	2 AYs
	1 credit hour per academic year per PT student	4 AYs
	Capped at 4 FTE students or 6 headcount equivalent	
1 student, Master dissertation, 9 credit dissertation supervision and pro rata for credits other than 9.	1 credit hour per student	1 term for FT students 2 terms for PT students
	Capped at 6 head count	
Capstone project UG	Every four students constitute one credit hour i.e 0.25 CHs per student; capped at 16 students per faculty member	

4.18.11 The number of thesis/dissertations students allocated to an academic staff shall be limited to a maximum 10 Credit hours per Academic year, providing the individual's overall workload is within the policy. This cap takes into account all PG supervision including the primary and secondary supervision loads. A faculty member may not receive more than 4 cr. hr. per term for supervision of graduate theses and dissertation.

4.18.12 faculty members who assume an overload in an academic year will be compensated financially.   For overload this will be AED 3333 per credit hour.

4.19 academic members of staff maybe granted release time for research activities, ad hoc administration duties, or any other major tasks.

4.20 Flexibility is exercised within the framework to acknowledge the particular skills, experience, and capabilities of individual academic staff and in recognition of the sometimes different demands of specific disciplinary fields.

Academic leadership and administration

4.21 Academic members of staff may in addition to their academic responsibilities be assigned leadership and administrative functions.

Deans of Faculty

4.22 Deans report to the Vice Chancellor and are normally at professorial rank.

4.23 Appointments are made annually and may be extended for further periods of office. A responsibility allowance at a level determined by the University Council will be paid.

4.24 Deans of Faculty have overall responsibility for the management of the staff and resources in their Faculty. They are responsible for:

4.24.1 ensuring that the teaching, research and administration are regulated in accordance with the policies, rules and regulations of the University;

4.24.2 ensuring the high quality of the student experience for students within their Faculty;

4.24.3 exercising academic leadership of the Faculty in such a way as to enhance its academic reputation;

4.24.4 conducting themselves in a manner consistent with the highest standards of academic and public life and in accordance with the laws and customs of the UAE;

4.24.5 ensuring the interests of the Faculty are represented adequately within and outside the University;

4.24.6 serving as a member of the Senior Management Team and assisting with the formulation of the University's strategic planning;

4.24.7 preparing the strategic plans for the Faculty based on individual strategic plans of the programmes and ensuring the achievement of objectives and identified targets;

4.24.8 periodically reviewing the overall aims, goals, and general direction of the programmes under their purview in order to anticipate and respond to any changes required by the diverse aspects of the general environment which may indicate need for change;

4.24.9 preparing and submitting academic and resource plans to the Vice Chancellor for approval, after consultation with the Board of Studies (such plans to be in accordance with University's defined aims and objectives);

4.24.10 accounting for all monies and resources allocated to the Faculty;

4.24.11 coordinating efforts to promote the Faculty and its programmes, student recruitment, placement and internships;

4.24.12 convening relevant Faculty and programme related meetings and ensuring that proper records are kept;

4.24.13 admitting students to programmes of study in the Faculty, subject to such conditions as may be prescribed by the Senate;

4.24.14 ensuring that the Faculty's responsibilities to students in respect of admission, instruction, progress, examination and pastoral care are fulfilled;

4.24.15 ensuring the provision of programmes of study and their effective delivery;

4.24.16 presenting candidates for admission to degrees other than honorary degrees;

4.24.17 ensuring the proper management of staff located in the Faculty;

4.24.18 ensuring that staff are suitably equipped with the necessary resources to fulfil their duties;

4.24.19 ensuring the proper application of Health and Safety regulations in the Faculty;

4.24.20 liaising with other Deans of Faculty to develop and provide collaborative programmes and research and other activities;

4.24.21 ensuring the organisation of CPD modules and the provision of other services to business and the community in the region and the generation of external income;

4.24.22 ensuring that the regulations and procedures of the University are followed;

4.24.23   reviewing progress and/or concerns in the delivery of various programmes along with the Head of Programme or Programme Coordinators;

4.24.24   analysing the Module Feedback reports for all modules for general evaluation of progress and for use in the Annual Review sessions;

4.24.25   coordinating the various programmes within the Faculty;

4.24.26   leading and directing the Faculty towards achieving the mission and vision of the Faculty and the University;

4.24.27   undertaking such duties in relation to the Faculty and the University as the Vice Chancellor may determine.

<u>Head of Programme</u>

4.25   The Head of Programme leads all academic and administrative activities associated with a programme of study.

4.26   The Head of Programme is accountable to the Dean of Faculty.

4.27   Heads of Programme are members of the Faculty's Board of Studies; they report to the Board of Studies as the authority for programme monitoring, development, review and approval.

4.28   The Head of Programme is specifically responsible for the following, in consultation with and/or under supervision of the Dean of Faculty:

4.28.1   Programme content and delivery:

4.28.1.1   to ensure that there is full consistency and coherence in module planning while also allowing for resourceful and creative action by individual instructors;

4.28.1.2   to ensure that all modules contain the appropriate set of thorough learning outcomes established at the appropriate level for the specific programme and reflecting best current knowledge and practice;

4.28.1.3   to review and ensure that each module contains the range, depth and relevance of assessment measures appropriate to the module and to the programme;

4.28.1.4   to stimulate and supervise instructors to ensure they utilise the most appropriate and effective instructional methods in the delivery of their modules;

4.28.1.5   to ensure that all module syllabi comply with the relevant standards as expressed by the UAE Ministry of Education – Commission for Academic Accreditation;

4.28.1.6   to ensure that all module materials are available in the relevant forms (library resources, purchasable resources, online resources, and other forms);

4.28.2   Programme administration:

4.28.2.1   to assist the Dean in convening the Board of Studies, for conducting the Academic Staff and Student Liaison Committee (ASSLC) meetings and for helping to organise the Board of Examiners for the programme at the appropriate moments;

4.28.2.2 to orient new students to the programme including organising induction workshops, providing any further information and orientation as needed at later stages in the degree;

4.28.2.3 to create adequate opportunities for student feedback on the content, delivery and administration of the programme, and ensuring that this input is taken into account in any development or review of the programme;

4.28.2.4 to oversee and coordinate completion of programme evaluations;

4.28.2.5 to coordinate the duties of individual Assistant and Associate Professors and supervisors.

4.28.3 Programme enhancement:

4.28.3.1 to request continuous feedback from all instructors in the programme concerning their impressions of progress and possible problems in teaching, scheduling, assessment, and communication;

4.28.3.2 to periodically review the overall aims, the goals, and the general direction of the programme, in order to anticipate and respond to any changes required;

4.28.3.3 to evaluate the effectiveness of the teaching methods and implement appropriate improvements;

4.28.3.4 to oversee and coordinate curriculum development and periodic and strategic reviews of the content and direction of the plan and supervise the preparation of new modules to be considered for the programme.

4.28.4 Marketing and outreach:

4.28.4.1 to coordinate any efforts to promote the programme, student recruitment, placement and internships;

4.28.4.2 to establish links with employers, government agencies, and industry partners.

Programme Coordinator

4.29 In specific cases, when the Head of Programme is in need of assistance due to the complexity/size of the programme, a Programme Coordinator may also be appointed who deals with academic matters of programme delivery such as module offering, student application screening, programme monitoring and other relevant tasks.

4.30 The Programme Coordinator reports to the Head of Programme.

4.31 In cases where the Head of Programme is not designated, the Dean takes up this additional responsibility. In such cases the Dean will have release of 25% teaching load (this is in addition to the 50% release load)

Admissions Tutors

4.32 The Dean of Faculty will normally delegate administration of student admissions to Admissions Tutors.

4.33   Admissions Tutors are permanent members of the academic staff, and are responsible for:

4.33.1   reviewing applications made to a programme and ensuring eligibility;
4.33.2   selecting applicants for admission;
4.33.3   liaising directly with the Student Administration department in order to support admissions into the relevant programme;
4.33.4   assigning students to a personal tutor.

Availability

4.34   Academic staff members will publish their office hours to meet the expectations set out in the University's policy on academic advice and pastoral support.

4.35   Academic members of staff are normally expected to be present on campus. They may occasionally work away from the campus with the prior agreement of their Dean of Faculty if such absence does not impair their responsibilities to students and the University. During such absence members of academic staff should be available for contact by the University, and should be able to return to the campus within 24 hours.

Academic Advisors

4.36   Refer to the University's policy on academic advising.

Academic freedom

4.37   Academic freedom is the right of members of the University community to study, discuss, investigate, teach, conduct research, and publish as appropriate to their respective roles and responsibilities. It is the policy and responsibility of the University to assure and protect these rights within the legislative framework and whilst recognising that the University operates within the context of the culture, mores and laws of the United Arab Emirates.

4.38   If any staff members have any issues concerning academic freedom they should report these to the Registrar and Chief Operating Officer in the first instance.

Professional ethics

4.39   One of the primary responsibilities of all academic staff is to ensure that the University operates an academic culture which is open and honest and which respects different viewpoints and cultural norms.

4.40   Academic members of staff are expected to maintain professional competence in their field of specialisation and to exercise such competence publicly in lectures, discussions, publications or other means whereby scholarly and professional stature are demonstrated and may be appraised.

4.41   When members of the University speak or write, they are expected to demonstrate in their actions their understanding that the public will associate their conduct with the standing of the profession and the reputation of the University. Thus they are therefore obliged at all times:

4.41.1 to be accurate;

4.41.2 to be professional;

4.41.3 to exercise appropriate restraint;

4.41.4 to show respect for the opinions of others.

4.42 The academic climate, which the University seeks to maintain, can only be achieved when academic members of staff regularly and conscientiously meet their fundamental scholarly responsibilities in the classroom, in their research activities and in the wider external environment.

4.43 The University's research policy further details the ethical requirements for conducting research.

Appendix A

RESPONSIBILITIES OF AN ASSISTANT PROFESSOR/ASSOCIATE PROFESSOR

This is an indicative list of responsibilities applicable to academic members of staff appointed as Assistant or Associate Professors.

The University expects academic members of staff appointed at the rank of Associate Professors to make a more significant contribution to the Faculty.

Research:

1. coordinate research activity in the subject including determining relevant research objectives
2. collaborate in partnerships with other educational institutions or other bodies
3. bid for research, consultancy, and other additional funds
4. contribute to publications or disseminate research findings using other appropriate media
5. seek practical application of research findings
6. make presentations at national and international conferences and similar events
7. carry out independent research
8. act as a referee and contribute to peer assessment

Learning and Teaching:

1. design and develop the overall curricula, and develop and deliver a range of modules of study (sometimes for entirely new courses) at various levels
2. adhere to the quality assurance framework within the University's framework, including the validation and revalidation of courses, and student admission and assessment
3. transfer knowledge including practical skills, methods and techniques
4. challenge thinking, foster debate and develop the ability of students to engage in critical discourse and rational thinking
5. set, mark and assess work and examinations and provide feedback to students
6. ensure that the teaching content and methods of delivery are in accordance with the quality standards of the University

University service and community outreach:

1. propagate conceptual and complex ideas to a wide variety of audiences using appropriate media and methods to promote understanding
2. be routinely involved in complex and important negotiations both within the university and with external bodies
3. prepare and submit proposals and applications to external bodies, eg for funding and accreditation purposes
4. develop internal and external networks to foster collaboration and share information and ideas, promoting both the subject and the University
5. promote and market the work of the department in the subject area both nationally and internationally, and support University profile building
6. promote a collegiate approach, develop team spirit, and engage in peer review activities

7. act as personal tutor and provide first line support to determine the final allocation of resources within their own area of responsibility
8. support and be involved in strategic decisions at University level
9. develop new and creative approaches in responding to teaching and research challenges
10. take overall responsibility for health and safety in their own areas of responsibility
11. ensure that appropriate risk management processes are maintained
12. understand and apply the principles of equality of opportunity in an academic context
13. participate in University governance and decision-making committees as required
14. take on administrative roles as are required to fulfil the needs of the Faculty
15. undertake other such other duties as may be reasonably expected

Appendix B

RESPONSIBILITIES OF A PROFESSOR

This is an indicative list of responsibilities applicable to academic members of staff appointed as Professors.

The University expects academic members of staff appointed at the rank of professor to make a significant contribution to the University.

Research:

1. lead the development and implementation of research strategy
2. lead and coordinate research activity in the subject including determining relevant research objectives, and preparing research proposals
3. lead research and collaborative partnerships with other educational institutions or other bodies local and international
4. lead bids for research, consultancy, and other additional funds
5. write or contribute to publications or disseminate research findings using other appropriate media
6. seek practical application of research findings
7. make presentations at national and international conferences and similar events
8. carry out independent research and act as principal investigator and project leader
9. act as a referee and contribute to peer assessment
10. update knowledge and understanding in field or specialist area

Learning and Teaching:

1. oversee the design and development of the overall curricula, and develop and deliver a range of modules of study (sometimes for entirely new courses) at various levels
2. develop the quality assurance framework within the University's overall framework, including the validation and revalidation of courses, and student admission and assessment
3. transfer knowledge including practical skills, methods and techniques
4. encourage the development of innovative approaches to course design and delivery and ensure that teaching design and delivery comply with the quality and educational standards and regulations of the department
5. challenge thinking, foster debate and develop the ability of students to engage in critical discourse and rational thinking
6. set, mark and assess work and examinations and provide feedback to students
7. ensure that the teaching content and methods of delivery are in accordance with equal opportunities, and respond to issues relating to staff and student needs

University service and community outreach:

1. disseminate conceptual and complex ideas to a wide variety of audiences using appropriate media and methods to promote understanding
2. be routinely involved in complex and important negotiations both within the University and with external bodies
3. prepare and submit proposals and applications to external bodies, e.g. for funding and accreditation purposes

4. contribute to University-wide planning and strategic development, and departmental-level strategic planning
5. chair committees and participate in University decision-making and governance
6. promote and market the work of the Faculty and University in the subject area both nationally and internationally and support University profile building
7. exercise academic leadership for all subject area teaching and research activities
8. plan and deliver research, consultancy or similar programmes and ensure that resources are available
9. contribute to the management of quality, audit and other external assessments
10. be responsible for dealing with referred issues for students within own educational programmes
11. act as personal tutor, giving first line support
12. provide first line support for colleagues, referring them to sources of further help if required
13. take overall responsibility for the organising and deployment of resources within their own areas of responsibility
14. act as a line manager, supervising the work of others, for example in research teams, projects, or as PhD supervisor when required
15. develop and communicate a clear vision of the Faculty's strategic direction
16. appraise and advise staff on personal and career development plans
17. promote a collegiate approach and develop team spirit and team coherence
18. foster inter-disciplinary team working
19. take overall responsibility for health and safety in their own areas of responsibility
20. ensure that appropriate risk management processes are operational
21. understand and apply the principles of equality of opportunity in an academic context
22. undertake other such other duties as may be reasonably expected