POLICIES AND PROCEDURES MANUAL

Fatima College of Health Sciences

Abu Dhabi (UAE) - November 2017

DOCUMENT TITLE: FCHS - POLICIES AND PROCEDURES MANUAL

Revision No.	Date	Revised by and Reason for Revision	Approved by	Approval Date
1	13/07/2016	Reorganize the Policy and Procedural manual to ensure: – Document Control. – Adhering to CAA requirements (Adhering to CAA suggestions and requirements for the re-licensure, pharmacy initial accreditation, RMI initial accreditation) – Adhering to CAA requirements (Response on License Renewal) – Adhering to CAA requirements (Response on FATIMA COLLEGE OF HEALTH SCIENCES post-graduate Programs) – Adhering to CAA requirements (Response on Morocco Nursing Program). Revised by Mr Saleh Al Da'ajeh – Institutional Effectiveness Dept. / Institute of Applied Technology.	Dr Daryl – Fatima College of Health Sciences, Director	August 1st, 2016
2	08/05/2017	Adherence to CAA Recommendation: Review Research Policy, Section 13. Revised by FCHS Director, FCHS Research & FCHS Research Ethics Committees		May 14th, 2017
Issue 2, Revision 1	29/08/2017	Revised by Dr Nasir Awad, Supervisor-Institutional Effectiveness Unit. Added FCHS Org Chart, added the approved course files check-list to course files policy, reviewed reference to attachments, replaced the word "school" with "college" where applicable. Added mission statement review/time frame adhering to CAA requirements in (section 2.6.2). Updated the document control and index.	Dr Daryl – Fatima College of Health Sciences, Director	31/08/2017

FOREWORD

The Institute of Applied Technology (hereinafter referred to as IAT or the Institute) was founded in 2005 through a royal decree of his highness sheikh Khalifa bin Zayed Al Nahyan; president of the United Arab Emirates, a corporate body with full financial and administrative independence. The establishment of the Institute of Applied Technology was an initiative of general sheikh Mohamed bin Zayed Al Nahyan; crown prince of Abu Dhabi. His highness envisioned the Institute of Applied Technology as a world class career-technical education system that would produce the scientists, engineers, technicians, and health care professionals needed for the United Arab Emirates to build a knowledge-based economy.

The Institute of Applied Technology is a dynamic organization which includes senior secondary schools, vocational education and training establishments, colleges, academies and other learning units. Fatima College of Health Sciences also has a significant responsibility on behalf of the Abu Dhabi government to conduct special projects and educational activities that meet the strategic plans. To achieve the objectives handed down to it by the Abu Dhabi executive council, the Institute of Applied Technology relies on best practice teaching and learning processes underpinning a modern curriculum, conducted in state-of-the-art facilities. The aim of the Institute of Applied Technology is to create the scientific and professional leaders of the future; therefore the institute, its facilities and its outcomes are continually expanding and evolving as the needs of the Emirate and the nation evolve. This policy and procedures manual describes those policies applicable to all directorates and entities which collectively are known as the institute of applied technology. Policies and procedures relevant only to schools, colleges, projects or branches of the Institute of Applied Technology are attached to this manual to meet specific accreditation purposes.

Fatima College of Health Sciences strictly follows these policies and the Institute of Applied Technology manual is therefore the basis for Fatima College of Health Sciences policies and procedures manual with differences arising from semantic differences particular to Fatima College of Health Sciences scope or work and operations. The funding for Fatima College of Health Sciences is provided by the Abu Dhabi Department of Finance (DoF) in compliance with the Institute of Applied Technology agreements and as a result the policies included in this *manual* are observed by the Fatima College of Health Sciences. However, Fatima College of Health Sciences does not have its own separate human resources or finance departments, therefore relevant references will be made throughout the Fatima College of Health Sciences program accreditation submission to Institute of Applied Technology policies.

Furthermore, Fatima College of Health Sciences has developed its own policies complementing the manual, in order to meet the requirements of the CAA *Standards 2011* requirements.

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1. Governance and Management

The Institute of Applied Technology is a corporate body created in 2005 under the direction of his highness sheikh Khalifa bin Zayed Al Nahyan, president of the United Arab Emirates and ruler of Abu Dhabi. The authority for the creation of the institute as a body with full financial and administrative independence is Emiri decree no 32 of 2005. This decree lays out the legal status of the institute and its responsibilities as an entity wholly owned by the Abu Dhabi government. A copy of the Emiri decree is held in each school, campus and directorate and is available to all staff. However, the Institute of Applied Technology plays focal role in the management and support of Fatima College of Health Sciences day-to-day operations. Hence, Fatima College of Health Sciences is considered as a subsidiary of the Institute of Applied Technology for post-secondary education in health care disciplines.

This section provides details of:

- The role of the board of trustees.
- Board meetings and decision-making.
- Committees of the board.
- Conflict of interest.
- The role of board coordinator.
- Planning processes.
- The election of the board, the annual general meeting, annual report, compliance with the Emiri decree 32 of 2005.

1.1. Board of Trustees

The role of the board of trustees falls into three areas:

- Organizational Management and Governance
- Policy
- Representation

1.1.1. Organizational Management and Governance

Under the Emiri Decree 32 of 2005 the Board of Trustees is the highest authority within the IAT and reports directly to the Abu Dhabi government. The Board of Trustees is responsible for setting up the general policies of the IAT, running its affairs, and carrying out any actions necessary to ensure that the IAT is capably managed, achieves the objectives laid out for it in the Emiri Decree 32, and approving policies and procedures relevant to the education and training courses run by the Institute and the qualifications achieved by students of all of the entities under the IAT.

The Board of Trustees is also responsible for setting the Strategic Agenda for the IAT and its subsidiaries and monitoring compliance with the plans and policies created to achieve it.

The Board of Trustees consists of a minimum of nine members, including chairman and vice chairman, who retain their position for a maximum of five years. They appoint, and monitor and evaluate the performance of, a Managing Director responsible for the effective and efficient management of the Institute.

An Executive Committee of the Board of Trustees has responsibility for the day to day monitoring of the Institute's activities and the approval of purchases outside of the Managing Director's delegated authority. This committee reports to the Board of Trustees on its monthly meeting.

The Board of Trustees recognizes that the management of the Institute and implementation of its policies is the responsibility of the Managing Director. In relation to submissions for funding the Managing Director, in consultation with the chairman of the Board of Trustees, may approve funding above the Managing Director's delegated authority up to an amount nominated by the Board of Trustees from time to time. For larger projects Board of Trustees approval is necessary.

1.1.2. Policy issues

The role of the Board of Trustees in regard to policy issues is as follows:

- o The determination and setting of strategic agenda concerned with the implementation and management of the IAT and its subsidiaries Strategic Plans.
- o Defining and approving the Institute's involvement with projects beyond the remit given in the Emiri Decree 32 of 2005, and the means for addressing issues which may arise from such involvement.
- o Approving new policies or amendments to existing ones.
- o Determining the appropriate response to issues arising outside of the Institute's current policies or practices and providing the appropriate resources and levels of decisions for the Institute to adequately and efficiently address them.

Policy issues are generally brought to the Board of Trustees for one of following purposes:

- o For Board of Trustees information only – the submission is purely to inform the Board of Trustees.
- o For Board of Trustees discussion – the issue is raised with the Board in order to:
  - ▪ Allow for a discussion of the matter and set the context for future action concerning the policy issue;
  - ▪ To ascertain the degree of support for the matter;
  - ▪ To provide ideas, suggestions and/or recommendations for future action by staff of the IAT; or
  - ▪ To make the Board aware of the issue.
- o For Board of Trustees decision-making – the issue will be presented along with a discussion of the matter, options for the Board of Trustees to consider, and a recommended resolution to the issue. The Board of Trustees may or may not accept such recommendations, and should it not be accepted the Board of Trustees will either present its own recommendations or refer the matter for future investigation.

In each instance, information will be presented to the Board of Trustees in the agreed format.

Policy issues may be raised for consideration or discussion by staff of the college, through their appropriate management team, or Board members. Where issues cannot be satisfactorily addressed at the local level, and they are determined to be of significant

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importance to a broader audience, they may be raised directly with the Board of the college or Institute as either an issues item (including options and recommendations) or as a grievance. Items to be raised with the Board should be sent to the Secretary to the Board of Trustees for placing on the agenda.

1.1.3. Board representation

Board of Trustees members may also be approached by IAT staff seeking their expertise or advice on personal matters or issues relevant to the staff member's area of responsibility. In such cases the Board of Trustees members must ensure that they are offering advice in their personal capacity, not with the authority of the Board of Trustees unless such authority has first been delegated by the Board of Trustees or the Executive Committee. Members of the Board of Trustees must also be aware that issues may not be satisfactorily resolved through personal intervention resulting in a desire to escalate them to the full Board. At this point, members of Board of Trustees must step back from the issue and resume their responsibility as members of the Board of Trustees.

Members of the Board of Trustees may speak to staff with the authority of the Board, but formally approaching the Board members must be through the Secretary to the Board of Trustees.

1.1.3.1. Representing the IAT and Its Subsidiaries in the media

From time to time members of the Board may be called upon to represent the Institute and/or its subsidiaries at meetings or conferences. There may also be calls upon Board members or officers of the Institute to provide comments to the visual or written media. In all cases the relevant Board or staff member will be appointed by the Board.

Although it will normally be appropriate for the Chairman of the Board to make any comments to the media, he may delegate this responsibility to others depending on the nature of the enquiry and the area of expertise of the staff members to whom this responsibility is to be delegated. It is important, however, that the staff members bear in mind that they will be offering comments only from their area of expertise or responsibility, not for the IAT as a whole and not with the authority of the Board of Trustees. All enquiries regarding areas outside of the staff member's area of expertise or responsibility must be referred back to the Board for either response or delegation to another staff member.

1.1.3.2. Representing the IAT and Its Subsidiaries on committees

Board members may be asked to represent the IAT and/or its subsidiaries on external committees or consultative forums. Such representation may take place in accordance with the following principles:

- Representation on a statutory or governmental committee is to be decided by the Board.
- Invitations to nominate a Board representative may be presented through the Chairman of the Board who will seek nominations from other Board members.
- Invitations to nominate an Institute staff member are considered by the relevant director in consultation with the Chairman of the Board.

1.2. Conflict of Interest

With the broad range of professional and personal interests pursued by senior managers and the Board of Trustees members there is likelihood that conflicts of interest may be encountered when participating in the Institute's and/or its subsidiaries decision making processes. Typical issues around which conflicts of interest may arise include the following:

- The recruitment of staff or employment of contractors.
- Undertaking projects or entering into partnerships.
- Representing the Institute and/or its subsidiaries in other forums.

A conflict of interest can be expected to arise if:

- It is likely that the performance of the individual's duties as a Board member could be prejudicially influenced by any other interests (private, personal or professional) that person may have; or
- It is likely that the Board member's participation as a member of the Board is prejudicially influenced by the interests of the organization the member is representing.

Fatima College of Health Sciences expects that members of the Board of Trustees will be mindful of potential conflicts of interest (or the likely perception of a conflict), and declare a conflict of interest before it arises. Appropriate action can then be taken in consultation with other Board members, for example by withdrawing from a particular selection panel or declining to take part in decisions being taken regarding certain issues.

Minutes of meetings should note where, when and by whom such declaration of real or potential conflicts of interests are made. The Secretary to the Board of Trustees should be mindful of the need to not forward the minutes of meetings to Board of Trustees members who have declared such a conflict if the matters which might cause such a conflict are detailed therein.

1.3. Nomination to the Board of Trustees

The process for the nomination of members to the Board of Trustees, the appointment of office bearers and their remunerations are detailed in the IAT By-Laws. Staff members seeking clarification or further information should consult this document.

1.4. Annual General Meeting

The purpose of an Annual General Meeting (AGM) is to present to members of an organization reports on its operational and financial position. This allows the members to evaluate the effectiveness of their representatives (i.e., their Board members) in achieving what they stated they would achieve at the previous AGM. Future plans can also be discussed and the support of the members to these plans sought.

Fatima College of Health Sciences is not structured in such a way as to have voting or fee-paying members as its key stakeholders. It does, however, have a number of people and entities with an interest in the progress of the Institute and the colleges towards the

achievement of the institute's responsibilities under the Emiri Decree upon which it was founded, its strategic and business goals and cost and resource effectiveness in pursuing them.

To this end an annual meeting is to be held coinciding with the end of the academic and financial years, the purpose being to finalize the financial, academic and planning year, evaluate the Institute's activities for that period, and make preparations for the forthcoming period. It is also an opportunity for the Board of Trustees to consolidate the achievements that have been made over the preceding 12 months and present options for the future.

The Board of Trustees should meet in full to accept a report from an appointed auditor as to the state of the Institute's financial affairs. It should also receive and discuss the Institutional Effectiveness Reports from each directorate and make plans for overcoming any gaps between where the Institute, or its subsidiaries, had planned to be and where it actually is in relation to its Strategic and Business plans. The meeting should also adopt any recommendations regarding new initiatives and amendments to existing plans.

1.5. Board of Trustees Meetings

A meeting of the full Board occurs monthly or more frequently to address issues requiring earlier decisions. At each meeting a quorum of no fewer than four members is required for decisions that are binding on the Board as a whole.

At its meetings the Board has adopted the following procedures in order to ensure effective decision making at Board meetings.

1.5.1. Agenda planning

The Secretary to the Board of Trustees and the Chairman of the Board discuss and finalize the agenda for each meeting in order to:

- Decide which issues are to be addressed as discussion, decision, or information only.
- Priorities the order of the items.
- Ensure that the issues to be discussed or addressed are clear and contain sufficient information to achieve the desired outcome.
- Allocate a period of time for each item.

Board of Trustees members should be encouraged to notify in advance the Secretary to the Board of Trustees about any issues they wish to include in the agenda and any items (reports etc.) which must accompany them.

1.5.2. Structure of Board of Trustees Meetings

The following approach to meetings will be followed to ensure that each meeting is productive and achieves the desired outcomes:

- The agenda is prepared and sent to all members of the Board of Trustees in sufficient time to consider the items to be addressed and prepare themselves for the meeting.

- The agenda clearly identifies non-discussion items, items for decision, items for discussion and items for information only.
- Time is allocated at the beginning of each meeting for discussion about the agenda and agreement to its structure or any changes that need to be made. This is particularly important where a Board member identifies an item which may require longer attention than the time allocated to it.
- An agreement should be reached that if an item is not on the agenda then it will not be discussed at this meeting. New items should be placed on the agenda at the beginning of the meeting (if there is sufficient time), proposed for addition during the meeting (and voted on), or be placed on the agenda of a separate meeting. If the item is important but does not require more than a quorum to discuss and vote on, then it could be deferred until after the agenda is completed with only the proponent and sufficient members to make up a quorum remaining behind to discuss it.
- Items for the next agenda are identified at the end of each meeting.
- Meetings are chaired by the Chairman of the Board or the Deputy-Chairman.

1.5.3. Decision-making in Board of Trustees Meetings

In order to be clear about decisions made by the Board of Trustees, and to capture decisions and outcomes of Board of Trustees meetings:

- The minute taker may request that decisions be clarified or confirmed.
- A register may be established in which all decisions made by the Board of Trustees are recorded, along with the name of those members addressing or managing the issue and any timeline agreed for their completion.
- Decisions are, where appropriate, passed on to Institute staff members who initially put forward an issue for action by the Board of Trustees, or who will be concerned with addressing or managing the issue once the decision by the Board has been made.

1.5.4. Board of Trustees Papers

Papers presented to the Board of Trustees will usually include:

- Minutes of previous meetings.
- Minutes of the meetings of sub-committees or working groups.
- Financial reports.
- Institutional Effectiveness Reports.
- Papers and other items provided for discussion and/or decisions.
- Papers and other items presented for information.

Papers should contain all of the information required by the Board of Trustees for open discussion, clear analysis and effective decision making. They should indicate the action desired of the Board of Trustees by the paper's author or proponent, for example whether they are for the information of the Board of Trustees or for discussion and/or decision making.

Papers should also be circulated in sufficient time for Board of Trustees members to read and consider their contents, and make any preparations prior to the meeting, which will enable them to contribute to the discussions or decision making process. Board of Trustees members should never be presented with papers or items that are incomplete, are not understandable, or which do not indicate what the author or proponent wishes them to do about the issue.

1.5.5. Reports

Reports presented to the Board of Trustees will take the following forms:

- Routine – reports that are prepared monthly by directorates. These are scheduled reports which provide an overview of progress towards predetermined objectives. Examples of these include Institutional Effectiveness Reports and Staff Reports.
- Special – reports on an issue that the Board of Trustees has a particular interest in.
- Exception – reports that are generated on issues which would not normally be reported on unless something out of the ordinary occurred. For example a failure to meet a predetermined timeline.

Institutional Effectiveness Reports should include:

- Progress made towards Business or Operational objectives or targets.
- Barriers to progress which had to be overcome.
- Barriers to progress which could not be overcome, along with recommendations for alternative actions.
- Recommendations for future actions.

Staff Reports should include:

- Progress towards and outcomes against the Operational Plan.
- Major developments in ongoing policy issues.
- Emerging policy issues that may need to be addressed in future policy work.

A Staff Report should not be used to report activities undertaken in the previous month. These should be recorded in a Calendar of Events.

1.5.6. Records of Board of Trustees Meetings

The minutes taken at Board of Trustees meetings are typed up by the Secretary to the Board of Trustees in the appropriate format and stored in the relevant file. A hard copy is maintained on the Chairman's file held by the Secretary. Records of meetings are retained for seven years and then destroyed.

1.6. Attendance at Board of Trustees Meetings

Board members are expected to attend meetings or otherwise notify the Secretary prior to the meeting of their inability to attend. Under the IAT By-Laws if Board of Trustees

members fail to attend three consecutive meetings without the agreement of the Board of Trustees then their membership will lapse.

1.7. Co-Option of Board of Trustees Members

The by-laws of the IAT allow the Board to co-opt up to two additional members who will have all of the rights and obligations of Board of Trustees members.

The use of co-opted members is usually to fill gaps in expertise required to support the development or implementation of the IAT Strategic Plan. Co-options are also used to support succession planning through the provision of opportunities to train prospective Board members.

The term of office for the co-opted member is generally the same as for nominated members, although in practice this will usually be less once the selection process is completed. It should also be less for those co-opted members who are brought onto the Board to assist members on issues that may take a shorter period of time.

Board of Trustees members' terms generally end at the time of the AGM so that new members may be introduced and take up their position on the Board of Trustees having full knowledge of the state of the Institute and its achievements over the previous year. However, only half of the Board of Trustees members' terms will conclude in any one year therefore co-opted members may be used to bridge the term between one half of the Board of Trustees leaving and a new body of members joining.

In co-opting a member to the Board of Trustees, the following process will be followed:

- The areas where there will likely be a need for additional expertise are identified and agreed.
- The current level of expertise possessed by members of the Board of Trustees is identify and clarified.
- The gap between the current level of expertise on the Board of Trustees, and that required to effectively and efficiently address an issue or area of concern, is defined.
- The options for co-opting someone to the Board of Trustees versus up-skilling members of the Board of Trustees are identified and discussed.

If co-opting one or more people to the Board is decided as the only option then the ground rules for their membership on the Board of Trustees must be decided. They may be co-opted to assist the Board of Trustees with a specific issue, in which case they will have the same rights and responsibilities as other Board members when it comes to this issue. They will, however, only attend Board of Trustees meetings where this issue is discussed and decisions made about it. On the other hand, they may be co-opted as full members of the Board as the area of their expertise covers most or all of the issues the Board are dealing with at that time. In this regard they will attend all meetings and receive the same consideration and remuneration as full members.

1.8. Orientation of New Members of the Board of Trustees

New Board members are provided with an orientation kit which includes IAT and its subsidiaries Policy and Procedures Manual, an organizational chart, copies of the IAT By-Laws, the Strategic and Business plans, the latest Annual Report, Board of Trustees Policies, and any other documents which may be of use to them. They will also be invited to spend time with each member of the Board of Trustees to gain a better understanding of their background and approach to Board membership.

1.9. Board of Trustees Performance Appraisal

As an essential element of both IAT and its subsidiaries Institutional Effectiveness plan, the IAT promotes and encourages regular evaluation and feedback to the whole Board on its effectiveness in achieving the Strategic and Business Objectives defined in the relevant plans. Such an evaluation will enable the Board of Trustees to step back from its normal functions and reflect on how well the Board of Trustees as a whole is meeting its responsibilities with regard to the IAT Mission.

Monitoring the Board's performance and getting feedback on how well it is doing is a critical step in the IAT's objective of instituting and nurturing the Institute as a Learning Organization. Questions which may be asked could take the form of the following:

- Are we clear and in agreement about our Mission? Our objectives? The purpose of the IAT? The purpose of the Board of Trustees?
- Are our values shared – between ourselves and across the IAT as a whole? Are our values relevant to the IAT as a whole?
- Do we, as a Board, provide sufficient orientation to new members?
- Do we value each other and the contribution we make?
- What goals have we set (as a Board) and how well are we accomplishing them?
- What do we do very well? What do we not do very well? How can we do better in the future?
- Are we providing clear and appropriate governance for the IAT? Is everything we do in the best interests of the IAT?

While the IAT believes that evaluation is the responsibility of the Board itself, input from outside of the Board may from time to time be sought. The Board may draw on internal sources to conduct an Institutional Effectiveness review of the Board or it may call on an independent consultant to conduct such an evaluation.

Employing an external consultant to conduct such a review will only be with the consent of the full Board.

This process should occur at least once a year with the report presented to the Board at the first meeting after the review's conclusion.

1.10. Board of Trustees Sub-Committees

The Board of Trustees delegates management and government powers to its sub-committees.

1.10.1. Executive Committee

The powers and responsibility delegated to the Executive Committee include decision making in regard to procurement and the instigation of major projects, and to act as the higher authority for issues concerning general management of the Institute.

The Executive Committee is comprised of:

- The Chairman of the Board.
- Three members of the Board.
- A co-opted member of the Board if such expertise is required.

A quorum for the Executive Committee is three persons, all of whom have signing authority from the Board of Trustees.

1.10.2. Human Resources Committee

The powers of human resource management are delegated by the Board of Trustees to the Human Resources Committee. Membership, roles and responsibilities of this Committee are detailed in Section 17.

1.11. Role of the Managing Director

The Board delegates day-to-day management of the IAT to the Managing Director. Within guidelines set out by the Board of Trustees, the Managing Director has responsibility for management of the Institute, including:

- Implementation of the Strategic Plan, including development of and reporting against the Business Plan.
- Recruitment, management and supervision of staff.
- Liaison with stakeholders.
- Overseeing the financial management of the Institute, including approving expenditure within the delegated authority and budget.
- Leadership of staff within the Institute.
- Reporting to the Board of Trustees as required.
- Representing the Institute in public forum and, where agreed with the Chairman, to the media.

The Managing Director is accountable directly to the Board of Trustees.

1.12. Annual Report

An Annual Report is published each year for presentation to the Abu Dhabi government.

This report will include the following:

- A report from the Chairman of the Board of Trustees
- A report from the Managing Director
- A progress report against the Strategic Plan
- A report of new and emerging trends and issues which the government should take into consideration for future education and training policies
- A financial report
- Audited financial statements

Responsibility for producing this report and organizing the Annual General Meeting resides with the Managing Director who will liaise with auditors and directors or directorates to ensure that contributions from the relevant staff are accurate, clear, cover all of the essential items, and are received in sufficient time to be fully incorporated into the Annual Report.

When completed the Annual Report will be published on the Institute of Applied Technology (IAT) and its subsidiaries websites.

1.13. Fatima College of Health Sciences Organizational Chart
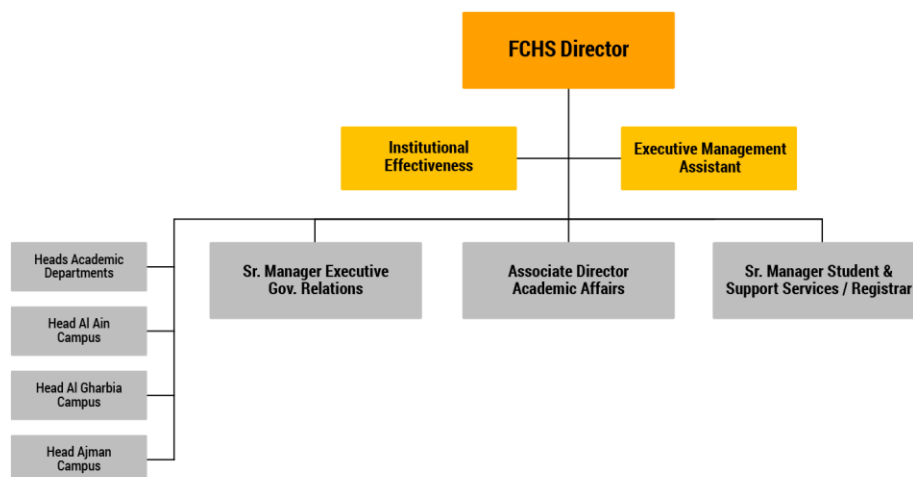
FCHS Organisational Chart is approved by the IAT-BOT Decision No. 11, May 2016

2. Fatima College of Health Sciences, Vision, Mission

Established in 2006, Fatima College of Health Sciences aims to meet the United Arab Emirates growing need for skilled healthcare professionals and scientists.

Fatima College of Health Sciences is set to create a world-class and career-based health-care educational system that will produce health care professionals and scientists needed to support the evolutionary development and to fulfil the needs for professional national manpower for health care sector. Fatima College of Health Sciences emphasize on the richness of the United Arab Emirate cultural heritage and customs throughout its practices. Fatima College of Health Sciences has four campuses located in Abu Dhabi (Directorate), Al-Ain City, Western Region, and Ajman. In addition, Fatima College of Health Sciences extends its services and contribution to the development of health care sector nationally and internationally by managing and supervising a nursing program in Morocco. Hence, Fatima College of Health Sciences is committed to provide a high quality educational programs and scholarly endeavours.

2.1. Fatima College of Health Sciences Vision

Fatima College of Health Sciences vision statement:

"Fatima College of Health Sciences aims to be a preeminent and leading provider of qualified national healthcare academics and professionals regionally, through the pursuit of excellence in teaching, research and community service."[1]

2.2. Fatima College of Health Sciences Mission

Fatima College of Health Sciences mission statement:

Fatima College of Health Sciences is committed to promote academic and professional excellence compliant with international standards, providing comprehensive and learner student-centred health sciences academic programs based on best practice, Fatima College of Health Sciences will graduate knowledgeable, and skilful and innovative professionals who will contribute effectively to the healthcare sector in the UAE.

A culture of research will be established through fostering an enquiry-based ethos and contemporary facilities to ensure that the needs of the students, health sector and community is scientifically addressed"*[1]

Fatima College of Health Sciences is committed to:

- Educate, train, and graduate health care professionals and scientists.
- Provide state-of-the-art educational and research environment and to utilize state-of-the-practice instructional and training methods and services.
- Grant qualifying certificates for graduating students completing their graduation requirements in accordance with national qualifications requirements.
- Provide educational and health care professional consultancy services.

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*[1] FATIMA COLLEGE OF HEALTH SCIENCES vision and mission statements were approved by the Board of Trustees in May, 2016.

- ▪ Consolidate the continuous development of knowledge-based economy of the United Arab Emirate by offering multiple educational programs and degrees in health care disciplines.

2.3. Fatima College of Health Sciences Key Values

In pursuit of its mission, Fatima College of Health Sciences maintains the following key values for its day-to-day operations and code of conduct:

- o **Innovation:** Empowerment of employees, encouragement of creative thinking and collaboration with institutions to enhance their effectiveness and ability to manage the ongoing change.
- o **Flexibility:** Ability to proactively respond to all labour market changes and evolutions.
- o **Professionalism:** Ethical values and results oriented in order to provide optimal work experience.
- o **Excellence:** Develop a quality management system to better control, manage, and continually improve the dynamic elements that are considered critical to policy and in the performance of its activities.
- o **Integrity:** Adhere, in its relationship with all stakeholders, to our policies and standards with honesty, openness, transparency, accountability, and consistency.

2.4. Fatima College of Health Sciences Goals

The FCHS Goals derived from the FCHS Mission's Commitment statements and include the following:

Goal 1: Deliver high quality education and training in order to produce competent and highly skilled employment ready graduates, health care professionals and scientists.

Goal 2: Provide state-of-the-art educational and research environment and to utilize up-to-date instructional and training strategies as defined by institutional research, institutional and program effectiveness and research output.

Goal 3: Grant qualifying certificates to graduating students who have met the requirements of nationally accredited programs in accordance with the national qualifications' standards.

Goal 4: Engage stakeholders to ensure professional alignment of education and health care services through bi-annually advisory committee meetings where stakeholders provide the chair.

Goal 5: Scan the market and develop new programs as needed for the sustainable future of the UAE healthcare workforce.

2.5. Fatima College of Health Sciences Objectives

Derived from the FCHS Vision, Mission, Goals and FCHS Strategic Plan 2016-2020, the FCHS Objectives, including the target statements for each objective, are as follows:

Objective 1: Increase the number of Emirati students enrolled in Health –Care disciplines throughout its campuses.

Target statements:

- By the end of year 2020, total student enrolment in each entity of Fatima College of Health Sciences will reach 90% of the Fatima College of Health Sciences' full capacity.
- Ongoing and by 2020 Fatima College of Health Sciences will continue to increase the number of graduating students.
- Ongoing and by 2020, Fatima College of Health Sciences will continue to increase the quality of its educational and training services.

Objective 2: Align curriculum and programs to meet labour market of Health-Care sector needs and requirements.

Target statements:

- By the end of 2020, Fatima College of Health Sciences educational and training programs will be complying by 100% with the Commission of Academic Accreditation (CAA) accreditation standards' and will adhere to the national and international qualification/certification requirements.
- From the commencement of academic year of 2016/2017 Fatima College of Health Sciences will establish additional strategic relationships with key stakeholders from the healthcare sector to work towards fulfilling Health Care sector demands and requirements.
- From the commencement of academic year of 2016/2017 Fatima College of Health Sciences will increase the number of professional development events and social extracurricular activities.

Objective 3: Increase the Emiratization ratio in the Fatima College of Health Sciences.

Target statements:

- By the end of 2020, Fatima College of Health Sciences will continue to increase the opportunities for national manpower to join their administrative and academic staff.
- By the end of 2020, Fatima College of Health Sciences will continue to decrease the turnover rate and to increase the professional development opportunities for national manpower employees.

Objective 4: Reduce the overhead operational cost and the cost per student

Target statements:

- By the end of 2020, Fatima College of Health Sciences will reduce the cost per student.
- By the end of 2020, the Fatima College of Health Sciences will continue to decrease operational expenses and increase the rate of achieved revenues.

2.6. Fatima College Strategic Framework

Fatima College of Health Sciences strategic plan is developed on a five-year basis. The strategic plan of Fatima College of Health Science (2016-2020) is aligned with the Institute of Applied Technology - as a managing body- and the Abu Dhabi Centre for Technical and Vocational Education and Training -as a regulating body- strategic goals and objectives. Nevertheless, the Fatima College of Health Sciences strategic framework is designed to consolidate the achievement of Abu Dhabi Emirate strategic plan goals by an effective contribution to its strategic programs. Moreover, Fatima College of Health Sciences strategic planning framework is outlined with H. H. Sheikh Mohammad Bin Zayed, Crown Prince of Abu Dhabi and Deputy of Supreme Commander of the United Arab Emirate Armed Forces, vision for Abu Dhabi in 2030.

The Fatima College of Health Sciences five-year strategic plan is developed after extensive review of the current economic and political situation, and after consultation with members of the Board of Trustees, senior staff members and other stakeholders.

2.6.1. Strategic Planning

As stated before, the Fatima College of Health Sciences Strategic Plan is developed on a five-year basis and completely reviewed and, where appropriate, revised on a semi-annual basis. Development of the Strategic Plan is the responsibility of the FCHS Director who presents it to the Board of Trustees for formal adoption and implementation.

The Strategic Plan outlines the key strategic priorities and targets of the college, as well as broad strategies to meet these objectives. Fatima College of Health Sciences has documented its strategic plan to adhere to the General secretariat of the Executive Council requirements and standard Template.

As an important document within the Fatima College of Health Sciences the Strategic Plan is available to all staff members and the public. Copies of the current Strategic Plan are available from the Directorate of Fatima College of Health Sciences as well as being posted on the college's website.

2.6.2. FCHS Mission Statement Review

FCHS mission is congruent with that of IAT in preparing students to achieve degrees in health specialisations and it's approved by the Board of Trustees on May 2016. The FCHS Mission statement shall be periodically reviewed to ensure its continuing suitability, and will be displayed in all core documents. From the commencement of the Academic Year 2017-2018 Fatima College of Health Sciences shall implement a regular review process for its Mission statement, Key Values, Goals and Objectives. The review will be conducted every 5 years and where appropriate, revised on an annual basis at the end of the academic year and aligned with the current FCHS Strategic Plan 2016-2020.

2.6.3.   Business and Operational Planning

The Business Plan is an internal document designed to support and build on the implementation of the Strategic Plan. It includes key strategic priorities, targets, actions and areas of responsibility for all directorates, campuses, and staff, of the Fatima College of Health Sciences and other partner entities.

Operational Plans are created by all directorates using as their basis the IAT Business Plan. Senior management teams of directorates work with their relevant director to extrapolate from the Business Plan those issues and objectives relevant to their directorate and from this develop sub-objectives and short term goals which, cumulatively, achieve the directorate level goals and objectives.

The Business and Operational plans are reviewed annually except for those objectives which have shorter timeframes, in which case they are reviewed according to their own timetables. The Managing Director of the Institute of Applied Technology reviews these plans quarterly to evaluate progress against targets and negotiate new and emerging priorities.

3. Institutional Effectiveness

Fatima College of Health Sciences is committed to continuous quality assurance and enhancement. FCHS Institutional Effectiveness (IE) reflects our intent to ensure that both the institution and all our employees are engaged in a continuous quest for quality and performance improvement and can demonstrate how effectively they fulfil the college's mission and purpose.

The core aims of our IE initiatives and systems are:

- Promoting / Supporting Student Learning and Achievement
- Maintaining an Evidence-Based Culture within the college
- Improving Organizational Performance Levels
- Recognizing and Rewarding Teaching and Learning Excellence in Fatima College of Health Sciences

Fatima College of Health Sciences views Institutional Effectiveness as a way to answer the question on how to achieve these aims/goals? Well, while developing the Institutional Effectiveness Framework and Performance Improvement Programs, an extensive range of external standards and expertise was drawn to shape the Institutional Effectiveness framework:

- Cutting-edge Teaching and Learning principles such as the 'Learning Paradigm' and 'Learning College'
- Learning-Cantered Assessment and Evaluation Tools such as the National Survey of Student Engagement and '*Vision-Profile-Plan-Results'* Framework of NSSE.
- Core Values and Concepts underpinning the Baldrige Criteria for Performance Excellence
- The latest research on Student Engagement and Success such as Project DEEP and the innovative Inventory for Student Engagement and Success (ISES).

Fatima College of Health Sciences operates on MOHESR and international standards. The stringent regulations laid down by the MOHESR during the course of their audit processes are followed and provide various procedures which are embedded in Fatima College of Health Sciences.

In order to achieve such high standards of clinical and health-care education and training, it is pertinent to have a meticulous quality system in place. Fatima College of Health Sciences and its strategic partners have an acceptable means of delivering such education and training for such disciplines.

The IE review of these external standards has facilitated the development of a range of focus questions that form the basis of our QA / IE activities and Performance Improvement initiatives. In addition, all IE and performance improvement systems and procedures at Fatima College of Health Sciences are aligned with our own **PLAN – DO – REVIEW – IMPROVE** framework.

The P-D-R-I Framework ensures that our IE initiatives remain goal-orientated, grounded in action, is evidence-based and data-driven and also informs our continuous system-wide improvement efforts and strategic planning activities.

3.1. Measuring Effectiveness across Fatima College of Health Sciences

The Institute of Applied Technology accepts and adopts the VEDC Key Criteria to measure levels of effectiveness across the post-secondary IAT subsidiaries. The Key Criteria (KCs) are designed to help Fatima College of Health Sciences units and organizational levels use a systems-based approach to institutional effectiveness and performance improvement in 6 important areas:

- **KC1** - Setting directions, defining the roles of staff in response to the needs of students and communicating plans with stakeholders.
- **KC2** - Aligning program design and learning outcomes with teaching, learning and assessment strategies and international benchmarks.
- **KC3** - Securing student and stakeholder satisfaction with teaching, learning and assessment strategies.
- **KC4** - Evaluating and acting on student performance data to create wider options for learning and realize improvement in student success levels.
- **KC5** - Deploying resources effectively while inviting change and creating solutions.
- **KC6 -** Providing specialist services to learners while managing budgets effectively**.**

In addition to the college's adoption of the P-D-R-I Framework noted earlier, the IE have developed an IE Reporting Framework in which the continuous improvement initiatives are used as main input in our wider planning processes. This framework (set of 'focus' questions) is:
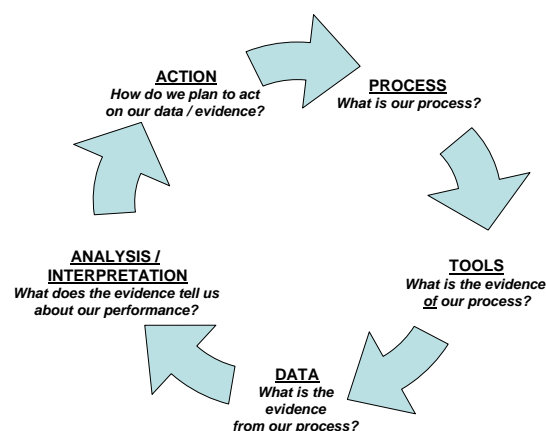
FIGURE 1 IE REPORTING FRAMEWORK AND FOCUS QUESTIONS

Fatima College of Health Sciences has developed a wide range of processes, instruments and protocols that allow it to both monitor performance and ensure that data is interpreted and analysed to contribute to wider performance improvement initiatives in the areas of Staff Effectiveness and Systems Effectiveness.

3.2. Staff Effectiveness and Performance Improvement Programs

Fatima College of Health Sciences believes that the concept of IE is essential for its Performance Improvement Programs and enables the college to:

- align its mission and the principles of the learning college with its day-to-day operations;
- manage and monitor our standards and key performance indicators;
- agree and clarify expectations and planning processes;
- delegate appropriate authority and responsibility to meet our core purpose – the promotion of student learning and achievement.

In addition, the college believes the most highly motivated, productive and effective Fatima College of Health Sciences employees are those who;

- know what they are supposed to do and how well they are doing;
- participate in planning how their work will be accomplished;
- actively pursue ways to continuously improve their divisions and support the mission of the college in particular and the IAT mission in general;
- have a professional, open and honest relationship with their line managers/ supervisors and peers.

The systems and procedures used as part of the Performance Improvement Program at Fatima College of Health Sciences are based on the understanding that the college leaders also commit to applying of the P-D-R-I Framework to guide Staff Appraisal and Performance Improvement Programs. This framework is familiar to campus/program heads, faculty, and administration as it forms the basis of course development strategies that most educational institutions use on a daily basis.

The P-D-R-I framework ensures that the following processes form an integral part of all our Performance Improvement Strategies.

Plan

- Reflect on own abilities through analysis of earlier successes, improvements and constructive feedback and investigate wider Fatima College of Health Sciences priorities and aims;
- Engage in goal-setting and related action planning activities for the academic year;
- Use results-orientated measures as means to evaluate future performance.

Do

- Take specific actions to realize the goals / targets established for the academic year;
- Monitor implementation of goals and action designed to realize these;
- Record on-going progress, successes and challenges.

Review

- Engage in meaningful reflection and self-evaluation;
- Use feedback from college and departmental stakeholders;
- Analyse and interpret available performance data / evidence;
- Have strategies and tools for accountability for performance and compliance with the defined goals.

Improve

- Celebrate achievements and actively plan for continuous improvement in the subsequent academic year;
- Develop and share best practices within and between departments;
- Plan and support wider implementation of recorded improvements enabled by communication protocol.

Fatima College of Health Sciences will apply this framework to develop Performance Improvement Strategies for all its employee groupings. The following table illustrates how this is utilized using the Fatima College of Health Sciences reporting framework noted earlier.

Groups	PROCESS What is our process?	TOOLS What is the evidence of our process?	DATA What is the evidence from our process?	ANALYSIS / INTERPRETATION What does the evidence tell us about our performance?
Senior Management level	• IE Policy / Belief Statement • Key Criteria (KCs) • P–D–R–I framework • SE & PI Program • IE Focus Questions (Planning Framework)	• Fatima College of Health Sciences Effectiveness Guides or manuals • Fatima College of Health Sciences Improvement Plans • Fatima College of Health Sciences Climate Survey • Student Engagement Survey • '360 Review' & Feedback • Staff Satisfaction Survey • Student Achievement Data • Community & Stakeholder Satisfaction Survey • Focus Groups • Teacher / Staff Satisfaction Survey • Curriculum and Assessment Audit Finance and Operations Audit	• Goal-Setting and PI Planning • Reflection and Self-Evaluation (individual) • Development of Fatima College of Health Sciences IE Portfolios • Self-Evaluation & IE Processes • Mid-Year Process Improvement Review (with Associate Director Academic Affairs and Fatima College of Health Sciences Director) • End-of-Year Process Improvement Review (with Director, Managing Director & Board of Trustees) • Survey Data Student Preference Data	• Probationary Decisions • Contract Renewal • Performance Indicators Data – IE Focus Questions
Teachers / Faculty	• IE Policy / Belief Statement • Key Criteria (KCs)	• Teacher / Faculty Effectiveness Handbooks • Campus Climate Survey	• Goal-Setting and Process Improvement Planning • Observation on the Job	• Probationary Decisions • Contract Renewal • Performance Indicators' Data –

| Groups | PROCESS

What is our process? | TOOLS

What is the evidence of our process? | DATA

What is the evidence from our process? | ANALYSIS / INTERPRETATION

What does the evidence tell us about our performance? |
|---|---|---|---|---|
| | • P–D–R–I framework
• Teaching & Process Improvement Program | • Classroom Observation System
• Student Engagement Survey
• Staff Satisfaction Survey
• Student Achievement Data | • Reflection and Self-Evaluation
• Development of Professional Portfolios (where appropriate)
• '360 Review' & Feedback
• Mid-Year Process Improvement Review (with direct Line Manager)
• End-of-Year PI Review (with direct Line Manager)
• Survey Data

Student Performance Data | IE Focus Questions |
| **Program Leaders and Course Coordinators** | • IE Policy / Belief Statement
• Key Criteria (KCs)
• P–D–R–I framework
• Self-Evaluation & Process Improvement Program
• IE Focus Questions (Planning Framework)

Learning Cycle Evaluation & SWOT Analysis | • Program Effectiveness Measures
• Campus Climate Survey
• Student Engagement Survey
• '360 Review' & Feedback
• Staff Satisfaction Survey
• Student Achievement Data
• Teacher / Staff Satisfaction Survey
• Curriculum and Assessment Audit (College-based)

Course Success Data | • Goal-Setting and PI Planning
• Observation on the Job
• Reflection and Self-Evaluation (individual)
• Division Leadership IE Portfolios/Evidence
• Self-Evaluation & IE Processes
• Mid-Year Process Improvement Review (with Dir. Line Manager)
• End-of-Year Process Improvement Review (with Dir. Line Manager)
• Survey Data

Student Performance Data | • Probationary Decisions
• Contract Renewal

Performance Indicators' Data – IE Focus Questions |
| **Administrative** | As above | • Annual survey | As above | As above |

Groups	PROCESS **What is our process?**	TOOLS **What is the evidence of our process?**	DATA **What is the evidence from our process?**	ANALYSIS / INTERPRETATION **What does the evidence tell us about our performance?**
Staff		• Peer evaluation • Staff satisfaction survey Key deliverables against performance reports		
Executive/Dir Level	As above and: • IAT Policy and Procedures • Strategic plans • Key Deliverables and Process Improvements • QA System Internal and external audit	• Regular performance evaluation of all divisions; • Reports; • Monitoring of performance at all levels; • Needs analyses; • Outcomes assessment	• Performance appraisal results • Portfolios and reports on performance • Audit results • Needs analyses results • Survey results • Grievance records • Staff and students satisfaction results • Parent satisfaction evidence • Stakeholders' feedback outcomes Feedback from BOT	• Probationary decisions • Contract renewals or allocation of positions Review of scope of responsibilities
Consultants	As above	• Consultant performance review • Consultant service/product result assessment	• Outcomes assessment • Evaluation of consultant input	• **Review contract extension**

3.3. Systems Effectiveness and Performance Improvement Strategies

Fatima College of Health Sciences has developed a wide range of processes, instruments and protocols that allow it to both monitor performance and ensure that data are interpreted and analysed to contribute to wider performance improvement initiatives in the area of Systems Effectiveness.

Academic

- Academic Advising Processes
- Achievement of Student Learning Outcomes
- Alignment of Learning and Assessment Strategies
- Assessment of Student Achievement
- Assessment Tools – valid, reliable, fair and flexible
- Curriculum Framework (including Instructional Content and Program Objectives)
- Faculty Training – Assessment Processes (PD)
- Instructional Practices and Delivery
- Program Development, Approval and Renewal
- Record-Keeping
- Student Achievement and Performance (Learning Results)
- Student Engagement and Retention
- Validation of Assessment Strategies

Admin Support Services (Including Human Resources and Recruitment)

- Learning-Centred Decision-Making

Facilities

- Health and Safety
- Instructional Support
- Maintenance and Upkeep (Preventative, Upgrade Schedules)

Finance

- Auditing Processes (Internal / External)
- Certification of Accounts
- Refund Processes

Information Technology Resources

- E-Policy
- Review of effectiveness of operation

Library and other Learning Resource Services

- Maintenance and upkeep
- Review of efficient use

Professional Development

- Faculty and Teaching and Non-Teaching Staff
- Levels of Staff Learning

College Leadership

- Assessment of Fatima College of Health Sciences performance
- Assessment of student outcomes
- Assessment of curriculum and assessment
- Advisory Committees
- Feedback from community

Stakeholder Involvement

- Advisory Panels
- Faculty / Staff and Student Satisfaction

Student Development Services

- Assessment of service effectiveness and staff performance
- Analysis of grievance record

Teaching & Instruction

- Aligned with Academic effectiveness and improvement program

3.4. IE 'Fundamental Planning' at Fatima College of Health Sciences

Builds a Framework for a Learning-Centered Organizational Culture	1. What strategies are being used to achieve a common understanding and language of what it means to be learning centred and how the Learning College concept applies to Fatima College of Health Sciences? How will Fatima College of Health Sciences achieve this understanding and language across the entire system? 2. What creative processes are being used to build on existing cultural values, beliefs, assumptions, and customs to foster buy-in to the Learning College concept at Fatima College of Health Sciences? 3. What existing cultural elements have been identified as working against acceptance of the Learning College concept at Fatima College of Health Sciences? 4. What strategies are being used at Fatima College of Health Sciences to engender ownership among all stakeholders (administrators, teachers, staff, contractors, board members, students) for student learning and success? 5. In what ways is Fatima College of Health Sciences asking and answering the two guiding questions of the Learning College: How does this action expand and improve student learning? How do we know? 6. What collaborative processes are being used to promote learning-centred principles at Fatima College of Health Sciences? 7. How is the Fatima College of Health Sciences cultivating widespread awareness of the value of changing organizational structures to promote student learning?
Places Learning First: Organizational and Cultural Change	8. What steps have been taken at Fatima College of Health Sciences to embed Learning College principles in policies, practices, procedures, programs, and daily operations? 9. What aspects of the routine business (processes, systems, policies, habits) of the Fatima College of Health Sciences have been identified as barriers to learning? How is Fatima College of Health Sciences addressing these impediments?

	10. How is Fatima College of Health Sciences overcoming anxiety about or resistance to making organizational changes that have promise for improving student learning and success?
	11. What methods are being used to link learning-centred programs and practices across Fatima College of Health Sciences to promote student learning and success?
	12. How is Fatima College of Health Sciences cultivating a culture of evidence to support learning (i.e., a culture that values assessment and continuous improvement to ensure that learning-centred principles guide all college's activities)?
Refocuses Funding on Learning-Centered Policies, Programs, and Practices	13. What are the key strategies Fatima College of Health Sciences has used to keep plans focused and to link resources to student and organizational learning?
	14. What reward structures have been created at Fatima College of Health Sciences to motivate teachers and staff to place learning first in their work?
	15. What strategies are being used to secure alternative funding for strengthening Fatima College of Health Sciences' focus on learning?
	16. What successful mechanisms have been used at Fatima College of Health Sciences to eliminate policies, programs, practices, and positions that are low priority, off target, outdated, or inefficient?
	17. What has Fatima College of Health Sciences done to keep teachers and staff from expending energy in blaming external conditions, such as funding, as the reasons they cannot make changes to become more learning centered?
	18. What has Fatima College of Health Sciences done to concentrate efforts on what can be changed within the institution?

Defines Teaching Learning Outcomes	1. At what levels (course, program, institution, other) have learning outcomes been identified and defined?
	2. In what ways are stakeholders involved in identifying and teaching learning outcomes, and which stakeholders are involved?
	3. In what ways do learning facilitators design learning activities that provide students with opportunities to achieve these outcomes, and what clinical practicum/ training do they receive?
	4. What strategies (e.g., outcomes-based curriculum design models, alignment of learning outcomes with institutional mission and values, outcomes-based professional development activities) have been used to embed outcomes-based learning and teaching?
Assesses and Documents Learning Outcomes	5. What plans or processes are under way to build or adopt assessment methods capable of determining, with consistency across the institution, the level at which each student achieves each relevant course, program, and institutional learning outcome?
	6. What plans or processes are under way to expand methods of documenting student learning beyond the traditional transcript (e.g., annotated transcripts, electronic portfolios)?
	7. In what ways is Fatima College of Health Sciences addressing faculty, staff, and student resistance to and fear of assessment and documentation of student learning?
	8. What strategies have been effectively used to promote development of a culture of evidence?
Creates Learning-Centered Programs for Under-prepared Students	9. What structures, policies, and processes have proven to be most critical in promoting the success of under-prepared/at risk students or 'high-flyers'?
	10. What are the keys to creating information systems adequate to the need to track student progress and success? What performance indicators will help to know how effective its approaches actually are?
	11. What diagnostic tools are being used for effective assessment of student skills upon entry and appropriate placement in courses?

	12. In what ways is that Fatima College of Health Sciences effectively working with supply institutions/departments to improve student preparation?
Orientates and Engages Students in Learning-Centered Education	13. What student behaviours are most critically related to learning success? How does Fatima College of Health Sciences promote and support these behaviours? 14. What key institutional practices at Fatima College of Health Sciences have been found to be linked to student retention and positive learning outcomes? 15. What are the best practices of Fatima College of Health Sciences in student orientation and first-year experience? 16. How can Fatima College of Health Sciences effectively assess, benchmark, monitor, and improve student engagement in learning?

Uses Technology to Improve and Expand Learning for Students	1. What are the plans to ensure that all students have access to the technology tools and training necessary to have a basic level of technology literacy? 2. How is Fatima College of Health Sciences building programs that encourage students to develop the capacity to learn in multiple formats (e.g., traditional, technology enabled, mixed model)? 3. How Fatima College of Health Sciences is utilizing technology tools to promote learning communities and collaboration? 4. How do you ensure that Fatima College of Health Sciences technology budget is being spent on tools and techniques that will impact student learning in the broadest and most effective ways?
Uses Technology to Enhance Learning for Faculty and Staff and to Improve Fatima College of Health Sciences Operations	5. How does Fatima College of Health Sciences support teachers and staff to make best use of technology? 6. How does Fatima College of Health Sciences decide which technology tools and training will best promote learning at the institution? 7. How is Fatima College of Health Sciences developing a comprehensive technology strategy to create a more learning-centered technology infrastructure? 8. What creative approaches are being used to ensure a return on investment for Fatima College of Health Sciences technology expenditures? 9. How is Fatima College of Health Sciences blending all elements of its technology infrastructure (e.g., Web system, phone system, in-person/on-campus services, learning tools and strategies) to improve learning?

Recruits and Selects Learning-Centered Faculty and Staff	1. What marketing plans does Fatima College of Health Sciences use to attract faculty and staff who are committed to and knowledgeable of learning-centered education? 2. What criteria are used to select teachers and staff to ensure that they are learning centered? What criteria, beyond teaching competence and knowledge of subject matter, should Fatima College of Health Sciences establish for Faculty and Staff? 3. What processes and procedures for staff selection have been implemented to ensure that new staff will meet the learning-centered criteria? 4. What policies and procedures guide the appointment of selection committees, and how are these committees trained to ensure that they select learning-centered faculty and staff? 5. What steps have been taken to ensure that the selection of classified staff, part-time Faculty, administrators, counselors, and other staff meet the same standards and rigor focused on learning as that established for full-time Faculty?
Develops, Evaluates, and Rewards Learning-	6. What best practices have been created to orient new staff in different employee groupings? 7. How does Fatima College of Health Sciences assess the skills and knowledge of current Faculty and staff and create a program with goals, individual learning plans, learning options, learning portfolios, technical support?

| Centered Faculty and Staff | 8. | How the faculty and staff evaluation programs have been designed to reflect learning-centered values and to measure the contribution of the individual being evaluated to improving and expanding learning? |
| | 9. | What best practices have been implemented to reward and recognize staff who have made significant contributions to expand and improve learning? What learning-centered criteria on which to base reward and recognition have been established? |

4. Framework for Quality Assurance

This policy outlines the general framework for the planning and quality assurance system of Fatima College of Health Sciences and its campuses.

4.1. Quality Assurance System

The Fatima College of Health Sciences Planning and Quality Assurance System is based on the Plan-Do-Review-Improve (PDRI) model of quality assurance and improvement, and consists of the following linked elements:

- A planning framework
- A planning and review cycle.
- A budget model that supports implementation of the strategic priorities.
- Faculty and Administration reviews.
- Professional accreditation/ recognition.
- Planning, evaluation, and review of programs, courses, and teaching.
- Stakeholder involvement and feedback.
- Annual performance reviews of senior managers.
- Annual performance reviews of academic staff.

4.2. Planning Framework

The Fatima College of Health Sciences planning framework consists of a series of linked plans and policies that guide the implementation of the college's strategic priorities. This framework consists of:

- Fatima College of Health Sciences Five Years Strategic Plan that sets targets benchmarked against national and international standards; and
- A cascading model in which the Strategic Plan and Organizational Targets are used to drive the operational plans and key performance indicators within the college -wide portfolios of learning and teaching, and those of academic groups and administrative divisions.

Plans are agreed and implemented through each faculty and support division. Progress towards targets is reviewed through college's annual planning and review cycle.

4.3. Planning and Review Process

Fatima College of Health Sciences has implemented a strategic and operational planning and review process for the review and accomplishment of faculty and support department plans consisting of an evidence-based, strategic review of performance against key performance indicators, the identification of desirable improvements, integrated operational planning, budgeting, and implementation of strategic actions. Strategic plans

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operate on a five-year cycle, whereas operational plans operate on a one-year cycle. All operational plans clearly specify actions, responsibilities and budget provisions.

The Planning Process occurs in line with a published planning and budgeting timetable as follows:

Review (Continuous) –

The annual planning process is continuous and commences with an annual strategic review of performance against Fatima College of Health Sciences key performance indicators (KPIs) by the college's Director, Associate Director of Academic Affairs, and campuses heads. Additional scheduled faculty and departmental level meetings are scheduled to review operational issues, student performance, program effectiveness and opportunities for improvement. Fatima College of Health Sciences Director meets with each of the managers responsible for faculties and support departments, to consider areas in which there are gaps in program performance relative to targets, with a view to planning and resourcing improvement actions.

Improvement (Continuous) –

If necessary, each faculty and administrative support department updates its plan in the light of the review of performance gaps, to focus on areas where the need for improvement is greatest. Where improvement is identified the process of implementation will be monitored and recorded through the Quality System of Fatima College of Health Sciences.

Operational Planning and Implementation (June) –

This process discusses and implements the five year strategic plan of Fatima College of Health Sciences, including actions designed to achieve priorities for improvement, assign responsibilities for implementation to specified managers, provide key performance indicators against which to evaluate progress, and allocate budget resources in support of the college's strategic and operational objectives. The plans are developed in consultation with campuses heads, senior managers and academic program heads in each of the faculties and support departments.

4.4. Budget Model

Fatima College of Health Sciences budget model supports implementation of the declared strategic priorities by ensuring close alignment between resources and these priorities and identifying areas for strategic investment.

4.5. Faculty and Administrative Section Reviews

Fatima College of Health Sciences strategic and operational planning is supported by five-and-yearly reviews of academic sections and support service sections. These reviews involve self-assessment, engagement with stakeholders and external peer review. Reviews will be conducted at the level of Fatima College of Health sciences.
Each review may lead to recommendations for improvement. The element being reviewed is required to complete an implementation plan for the recommendations and to report back to the Director, IAT Managing Director, and Board of Trustees (BOT) on progress towards implementation at 12- and 18-month intervals after the review is finalized. There

is an expectation that all recommendations will be implemented by the 18-month progress report.

4.6. Professional Accreditation

Professional accreditation delivers external quality assurance for the academic and training programs of Fatima College of Health Sciences as it certifies that the FCHS Health Sciences Education graduate meets the requirements of the approved programs and professional standards. Input from national and international authorities as well as from employers, health care sector regulators, and other stakeholders to program planning and review processes will help ensure the relevance of Fatima College of Health Sciences curriculum and appropriateness of graduate competencies.

4.7. Planning, Evaluation and Review of Programs, Courses and Teaching

Fatima College of Health Sciences undertakes regular evaluation of programs, courses and teaching by:

Program Planning

Fatima College of Health Sciences develops an annual program plan as part of their operational plan, which specifies new programs the college wishes to introduce, together with timeframes for program withdrawals, major changes and program reviews. The program plan is derived from the overall Academic Plan, the strategic priorities of Fatima College of Health Sciences, annual program-monitoring data, and relevant recommendations from faculty reviews, professional accreditation processes, and customer/contract requirements. The program aims to review and where necessary improve program planning, strategic objectives and the quality of curriculum development within program proposals.

Program Development and Approval

New programs approved for development are progressed in accordance with the program Approval policy, which includes processes for ensuring that distinctive features of Fatima College of Health Sciences programs are embedded in program and course curriculum.

Program Evaluation and Review

Each Training Section Coordinator and Administrative Support Coordinator is required to present annual monitoring reports that assess each program's and department's performance against a set of key performance indicators, to the FCHS Director.

Course and Teaching Evaluation

Fatima College of Health Sciences has developed a course evaluation model that requires formal evaluation of modules by the IE Unit after their first presentation and subsequently program modules will be evaluated as required but not less than three modules annually. The Fatima College of Health Sciences also offers students the opportunity to complete a module/course evaluation document and this data is used as part of the overall module course improvement programs. Teaching evaluation is facilitated through classroom

observations. Each lecturer will undergo a formal annual classroom assessment to evaluate teaching practices, student learning, lesson effectiveness and where necessary identification of areas for improvement or training.

4.8. Stakeholder Surveying

Regular internal surveys of students, staff and employers are conducted in order to measure satisfaction and to identify areas in need of improvement.

Managers and Section Coordinators, as well as support departments will carry out faculty/department-wide surveys. The results of these surveys will be reported to the Director of Fatima College of Health Sciences with recommendations for improvement.

4.9. Annual Performance Reviews of Senior Managers

As part of the Fatima College of Health Sciences overall strategy, the Director of Fatima College of Health Sciences is required to report annually to the Board of Trustees on progress towards implementing the previous year's operational plan for the college. This information is used in the annual performance review, performance planning and remuneration outcomes.

4.10. Annual Performance Reviews of Academic Staff

Fatima College of Health Sciences has a framework for the allocation of academic work, performance reviews and promotion of academic staff.

This framework ensures:

- o Greater flexibility in academic work allocations, allowing staff to concentrate in areas of strength and of strategic value to Fatima College of Health Sciences;
- o Annual performance reviews against agreed performance objectives that reflect negotiated career paths, past performance and the strategic priorities of Fatima College of Health Sciences.

5. Multiple Campuses Coordination Policy

This policy was set and approved on May 2008 by the Executive Committee – previously known as Senior Management Committee. Final review of the policy was made by the Executive Committee in August, 2016 to accommodate CAA-Requirements on opening branches in the western region and Ajman.

This policy focuses on providing students of Fatima College of Health Sciences with an equal educational experience, supporting faculty and staff with an appropriate working environment, and to assure consistent application of its code of conduct throughout its campuses for its day-to-day operations.

Fatima College of Health Sciences developed a stand-alone multiple campuses coordination manual. The coordination manual describes policies related to the following key areas:

- Fatima College of Health Sciences Governance.
- Fatima College of Health Sciences Multiple Campuses Coordination
- Academic Programs governance and coordination
- Admission and Registration
- Quality Assurance and Institutional Effectiveness
- Committees
- Support Services
- Information Technology and Learning Resources

The multiple campuses coordination manual will be made available to all staff and faculty members of Fatima College of Health Sciences. Copies of this manual will be placed at Fatima College of Health Sciences Director's office, FCHS IE Unit, Campus Heads, and Senior Manager of Students and Support Services/ Registrar office.

6. Standing Committees

6.1. Purpose of the Committees

Fatima College of Health Sciences decisions and actions are supported by numerous standing and ad hoc committees, working groups, and subcommittees. Committees are a basic need and a necessary aspect of organizations of any significant size. They keep the number of participants manageable; with larger groups, either many people do not get to speak and feel left out, or discussions are quite lengthy and many participants find them duplicative and often boring. It is common to have smaller committees with more specialized functions, for example, assessment committee, community activities committee, search committee, etc.

Committees are often formed to do research and make recommendations on a potential or planned project or change. For example, if Fatima College of Health Sciences is considering a major equipment acquisition requiring a significant capital investment, a temporary ad hoc committee of several people may be created to review options and make recommendations to upper management. Such committees are typically dissolved after issuing recommendations (often in the form of a final report).

Fatima College of Health Sciences has established near-term committees and plans to establish committees in the intermediate-term and long-term as their need arises. The near-term committees are the committees which were immediately convened to advise and conduct Fatima College of Health Sciences affairs. These are the Senior Management Committee, the College Curriculum Committee, and the College Assessment Committee. Intermediate-term committees are those committees that will be formed (for example, their charter and bylaws will be developed) by inaugural members once the need has been recognized and members elect to gather. Examples of these groups are the Student Council, the IT and Facilities Committee, and the Advisory Board of Directors. In the further future there are committees envisioned to be established once Fatima College of Health Sciences has grown to a sufficient size and stature in the community, which will enhance the reputation and expand the influence or impact of Fatima College of Health Sciences, such Industrial Relations Committee.

6.1.1.   Common Committee Procedures

All committees recognized by Fatima College of Health Sciences will have a charter which defines the authority of their establishment and bylaws which define their structure including member-ship, terms of services, meeting frequency, quorum, voting rules, and reporting procedures.

It is common for a chairperson (or simply "chair") to organize a committee. This is done through an agenda which is usually distributed in advance. The chair is responsible for running the meetings such as keeping the discussion on the appropriate subject, recognizing members (calling on them to speak), and calling for votes after a debate has taken place. The chair is responsible for deciding how formal the committee's processes will be (within the guidelines of their charter).

A record of the discussion and decisions of the meeting should be recorded by a person designated as the secretary of the committee. For committees that meet regularly, the

minutes of the most recent meeting are often circulated to committee members before the next meeting, and are available to the membership. Committees may meet on a regular basis, often weekly, monthly, or quarterly, or meetings may be called irregularly as the need arises.

6.1.2. Committee Hierarchy

Committees have different functions and authority. Table 1 lists the committees, their levels, and purview currently envisioned for Fatima College of Health Sciences. The executive committee is the Level 1 committee and has the authority to approve and implement policies and procedures. Level 2 committees recommend major policies and activities to the executive committee and implement, as authorized, policies and activities. Level 3 committees are ad hoc committees that have special tasks. These committees can be permanent such as the Admissions Committee or temporary or "as needed" such as search committees. Level 3 committees tend to conduct research and provide recommendations to Level 1 or Level 2 committees. Level 4 committees are the purely advisory committees such as the Advisory Board of Directors or Student Council that tend to be self-governing but provide significant information up to the highest level of management. The committee structure is illustrated in figure 2.

TABLE 1 FATIMA COLLEGE OF HEALTH SCIENCES LEVELS AND DESCRIPTION.

Level 1 Committee	
Executive Committee	Provides strategic, business and academic leadership and oversees the overall activities of Fatima College of Health Sciences.
Academic Programs Advisory Committee	Consists of heads of departments and 4 members from outside (2 academic and 2 industrial).who provide counsel, professional networking, and community connections to promote and support the objectives of the college and its technical division interests to the Executive Committee.
Level 2 Committees	
Academic Affairs Committee	Responsible for implementing recruitment, admissions, and curricular policies of Fatima College of Health Sciences. It reviews all curricular proposals, including addition and deletion of courses, changes in course numbering, in credit hours, and in course descriptions. The committee reviews the establishment of new majors and all new degree Programs. The committee also oversees the regularly scheduled reviews of academic Programs. Campus-based
Quality Assurance Committee	Monitors the academic performance of the college against agreed targets or benchmarks. The committee is also responsible for investigating and preparing for Ministry of Higher Education – Commission of Academic Accreditation- and other associations impacting the college's quality and reputation.
Infrastructure Committee	Reviews all proposals for changes in infrastructure that has been allocated to Fatima College of Health Sciences such as building modifications, large equipment acquisition, and utilization of office, lab, and storage space. The committee provides information and recommendations to the Executive Committee.

	Outreach and Recruitment Committee	Responsible to develop (and submit for approval) outreach and recruitment strategy including web-based marketing, social media, brochures, and other recruitment and outreach efforts. Implement outreach and recruitment activities as authorized. There are four campus based committees which are overseen by a main steering committee.
	Personnel Affairs Committee	Responsible to monitor and oversee all issues related to staff in terms of professional development, disciplinary, support, and enforcing HR policies and procedures.
	Student Affairs Committee	Responsible to monitor and oversee all issues related to students in terms of academic progress, disciplinary, admission, registration, and student activities. There are four campus based committees which are overseen by a main steering committee.
Level 3 Committees (examples only, non-exhaustive)		
	Admissions Committee	Reviews applications and provides recommendations for admissions to the college programs to the Outreach and Recruitment Committee. One committee per campus reporting to the Student Affairs Committee.
	Curriculum Committee	Review all issues related to curriculum and teaching. The Curriculum Committee reports its findings and recommendations to the Academic Affairs Committee
	Events Management Committee	Prepares the materials and equipment for events and manages registration from such events. There is one committee per campus who report to Outreach and Recruitment Committee
	Health & Safety Committee	Develops and promotes a healthy and safe environment for all students, employees, and visitors to Fatima College of Health Sciences facilities through the involvement of all individuals with regards to education, communication and safe work practices. The committee reviews all proposals for new work and provides recommendations to the Infrastructure Committee.
	Staffing Committee	Temporary ad hoc working committee that conducts advertisement, application reviews, applicant down-selection and interviews, and final recommendation for hire to the appropriate committees, division heads, and the Executive Committee. Reporting to the Personnel Affairs Committee.
	Student Disciplinary Committee	There are two Disciplinary Committees for Behavior and Academic issues. Students sponsor may also be a member of the Committee. One committee per campus reporting to the Student Affairs Committee.
Level 4 Committees (examples only, non-exhaustive)		
	Advisory Board of Directors	Consists of community leaders who provide counsel, professional networking, and community connections to promote and support the objectives of Fatima College of Health Sciences and its technical division interests to the Executive Committee.
	Student Council	An effectively self-governing committee of students that provides recommendations and insights from the student perspective to the Executive Committee and elsewhere as appropriate.

Ad hoc Committee	These committees are formed to work on a specific operational matter such as program coordination, course coordination. Approval on these committees and its members is obtained from the director of Fatima College of Health Sciences.

LEVEL 1 Committee
Director's Executive Committee

Academic Program Advisory Committee

Student Council

Infrastructure Committee
Chair: Senior Manager of Student & Support Services

Health & Safety Committee
Chair:

*Outreach Recruitment Steering Committee (D007)
Chair: Senior Manager Support Services

Events Management Committee (D005)
Chair: Manager Student & Support

Admissions Committee (D011)
Chair: Campus based, Manager Student Services

Personnel Affairs Committee (D008)
Chair: Head of Campus: Al Ain

Staffing Committee
Chair:

Quality Assurance Committee (D006)
Chair: Head of Program, IE

*Student Affairs Committee (D009)
Chair: Manager Student & Support Services, AD

Student Disciplinary Committee (D010)
Chair: Campus based, Manager Student Services

| LEVEL 4 | LEVEL 1 | LEVEL 2 | LEVEL 3 |

FIGURE 2 FATIMA COLLEGE OF HEALTH SCIENCES: COMMITTEES HEIRARCHY

6.2. Committees' Description and Purview

Staff and faculty members of Fatima College of Health Sciences are invited to participate in at least one of its committees. Usually, nomination of a committee members starts at the beginning of each academic year. Hence, staff and faculty members actively involved in decision making process and also proactive towards the improvement of the college. Committee chairs are eligible to nominate individuals who shows interest. Nevertheless, committees' purpose, accountabilities, and terms of reference is further described in the following subsections.

6.2.1. Executive Committee

Purpose

The purpose of the Executive Committee is to provide strategic, business, and academic leadership and to oversee the overall activities of the college.

Accountability

The committee is chaired by the director of Fatima College of Health Sciences. The committee is the highest level (Level 1) body for all committees within the college and reports to the IAT Directorate.

Purview

1. Provide strategic direction for the college that reflects the mission and vision.
   - Develop a five-year strategic plan addressing teaching and learning, research, community and administrative goals for the college.
   - Annually review and update the five-year strategic plan.
   - Approve national priority and student recruitment strategies for the college.
   - Ensure that qualified faculty members are recruited and approve appointment, promotion, and dismissal of faculty and administrative staff.

2. Provide a business plan for the college that reflects the mission and vision of Fatima College of Health Sciences.
   - Develop and maintain a three-year budget and staffing plan.
   - Approve annual divisional budgets
   - Approve divisional business proposals.
   - Ensure policy and procedures relevant to business management reflect the college's mission and values.
   - Establish the college as an attractive employer with staff development plans, performance evaluation and professional development strategies that optimize the quality of teaching, learning, and research.
   - Ensure policy and procedures relevant to human resources reflect the college's mission and values whilst optimizing the achievement of the college's goals.

3. Receive minutes from Level 2 and divisional management committees:
   - Review and approve the evaluation and recommendations of the Academic Affairs Committee and Quality Assurance Committee.

- Approve recommendations regarding the introduction or deletion of courses.
- Ensure that the college has an appropriate academic appeals procedure and monitor the conduct and outcome of appeals.
- Receive and review the report of the External Advisory Committee.

4. Approve a marketing plan that reflects the mission and vision of the college:
   - Approve the annual marketing plan.
   - Approve marketing materials.
   - Ensure policy and procedures relevant to marketing reflect the college's mission and values.

5. Report on Fatima College of Health Sciences activities to the IAT Directorate
6. Review and recommend changes to the college committees' purviews on an annual basis.

Membership

- Director, Fatima College of Health Sciences – Chair
- Associate Director Academic Affairs, Fatima College of Health Sciences- Vice Chair
- Senior Manager, Student and Support Services/Registrar
- Head of Campus,
- Heads of Programs,
- Institutional Effectiveness;
- and Stakeholder Representatives

Meetings

Once per month or as needed.

Quorum

A quorum will consist of 3 members of the committee including the Chair or Vice Chair.

Reporting Procedure

Agenda and minutes shall be circulated to all members of the committee.

6.2.2. Academic Affairs Committee

Purpose:

The Academic Affairs Committee is charged with the responsibility to review all issues related to curriculum and teaching.

Accountability:

The committee is a Level 2 standing committee of Fatima College of Health Sciences reporting directly to the Executive Committee.

Terms of Reference:

- Make recommendations regarding instructional resources needed to support the Programs.
- Review performance of students.
- Rule on all cases of students whose academic performance is causing concern.
- Identify general staff developmental needs.
- Receive minutes of the Level 3 committees under its supervision such as the Curriculum Committee. With input from the Quality Assurance Committee, identify and address the learning and teaching related needs and concerns of students and teachers in the college.
- Receive and review Unit and Course evaluations.
- Recommend to the Quality Assurance changes in academic policies and procedures.
- Recommend to the Executive Committee the introduction or cancellation of academic Programs.
- Where appropriate, address issues raised in the report of external auditors.

Membership:

- Director– Chair
- Heads of Programs,
- Effectiveness and Assessment Manager,
- Faculty representatives,
- Ad-hoc members may be invited as necessary.

Meetings:

Once per term or as required.

Quorum:

A quorum will consist of 5 members including the Chair or a Program Head and 2 members of the teaching staff.

Reporting Procedures:

The secretary of the committee will circulate the minutes to all members of the committee and the Chair of the Executive Committee.

6.2.3. Quality Assurance Committee

Purpose:

The Quality Assurance Committee monitors the academic performance of Fatima College of Health Sciences and its campuses against agreed targets or benchmarks. The committee is also responsible for investigating and preparing for eventual Ministry of Higher Education – Commission of Academic Accreditation CAA- and International accreditation bodies (if applicable) and other associations impacting the college's quality and reputation.

Accountability:

The committee is a standing committee of the college reporting to the Executive Committee.

Terms of Reference:

- to monitor the college's quality assurance procedures, keep them under review and recommend further developments to the Executive Committee;
- to review the outcomes of internal audits and the action taken in response;
- to receive and consider a term based analysis of the teaching and learning observation reports;
- to identify and disseminate best practice in teaching and learning;
- to advise the Director on corrective action to be taken in respect of any poorly performing courses or Programs;
- to consider and validate the Self Study Report of the college and its programs;
- to identify good practice in all aspects of the college's work, including Teaching and Learning Observations, and ensure that the best practice is disseminated to all appropriate staff;
- to make recommendations to the Executive Committee on faculty/staff development needs in relation to quality assurance;
- The committee is responsible to develop an annual strategy and conduct the research for activities that impact the college's quality and reputation.

Membership:

- Associate Director Academic Affairs – Chair
- Effectiveness and Assessment Manager – Vice Chair
- Five academic members of staff
- Stakeholder Representatives
- Students may be invited as required

Meetings:

Once per term or as required.

Quorum:

A quorum will consist of 4 members including the Head of the Program.

Reporting Procedures:

The minutes will be circulated to all members of the committee and the Chair of the Executive Committee.

6.2.4. Infrastructure Committee

Purpose:

The Infrastructure Committee is responsible for reviewing all proposals for changes in infrastructure that has been allocated to Fatima College of Health Sciences and providing information and recommendations to the Executive Committee.

Accountability:

The Infrastructure Committee is a standing committee of the college reporting directly to the Executive Committee.

Terms of Reference:

- The committee conducts research and submits recommendations on proposals for building modifications.
- The committee conducts research and submits recommendations on proposals for large equipment acquisition.
- The committee develops and makes recommendations on policies regarding allocation of office, lab, and storage space.
- The committee is responsible to oversee workplace health and safety and may convene appropriate committees for safety reviews and training.
- The committee is responsible to recommend for approval/ disapproval/ amendment any of the Fatima College of Health Sciences proposed activity based on environmental health and safety compliance.

Membership:

- Senior Manager, Student and Support Services/ Registrar – Chair
- Supervisor, Facilities and Procurement – Vice Chair
- Program representatives
- Members of the faculty
- Health and Safety Coordinator
- Ad-hoc members may be invited as necessary.

Meetings:

Once per semester or as required

Quorum:

A quorum will consist of 5 members including the Chair or a Program Head and 2 members of the teaching staff.

Reporting Procedures:

The secretary of the committee will circulate the minutes to all members of the committee and the Chair of the Executive Committee.

6.2.5.   Outreach and Recruitment Committee

Purpose:

The Outreach and Recruitment Committee is responsible to develop and implement (as authorized) outreach and recruitment plans and activities.

Accountability:

The Outreach and Recruitment Committee is a standing committee of Fatima College of Health Sciences reporting directly to the Executive Committee. There is an overall steering committee with campus based committees at the four campuses.

Terms of Reference:

- The committee develops and submits to the Executive Committee an annual outreach and recruitment strategy.
- The committee develops and implements as authorized web-based marketing, social media, brochures, and other recruitment and outreach products.
- The committee receives and processes new student admission applications, and provides assessment of enrolment goals and recommendations to resolve deficiencies.
- The committee oversees extracurricular activities and community interactions, in particular, where they have the potential to enhance recruitment.

Membership:

- Senior Manager, Student and Support Services / Registrar– Chair
- Manager, Student Services – Vice Chair
- Program representatives
- Members of the faculty
- Registrar
- Academic Counsellors

Meetings: Once per semester or as required

Quorum & Reporting Procedure:

A quorum will consist of 5 members including the Chair or Vice Chair. The secretary of the committee shall circulate minutes of the meeting to all members and the members of the Executive Committee.

6.2.6.   Personnel Affairs Committee

Purpose:

The Personnel Affairs Committee is responsible for monitoring and overseeing all issues related to staff in terms of professional development, disciplinary, support, and enforcing HR policies and procedures.

Accountability:

The Personnel Affairs Committee is a standing committee of Fatima College of Health Sciences reporting directly to the Executive Committee.

Terms of Reference:

- The committee develops and submits to the Executive Committee an annual professional development strategy.
- The committee develops and submits to the Executive Committee an annual staff disciplinary action report.
- The committee develops and implements personnel support systems as required
- The committee develops and implements HR policies and procedures as required.

Membership:

- Senior Manager, Student and Support Services/ Registrar – Chair
- Manager, Employee Relations – Vice Chair
- Program representatives
- Members of the faculty
- Registrar
- Academic Counsellors

Meetings:

Once per semester or as required

Quorum & Reporting Procedure:

A quorum will consist of 5 members including the Chair or Vice Chair. The secretary of the committee shall circulate minutes of the meeting to all members and the members of the Executive Committee.

6.2.7. Student Affairs Committee

Purpose:

The Student Affairs Committee is responsible to monitor and oversee all issues related to students in terms of academic progress, disciplinary, admission, registration, and student activities.

Accountability:

The Student Affairs Committee is a standing committee of Fatima College of Health Sciences reporting directly to the Executive Committee. There is an overall steering committee with campus based committees at the two campuses.

Terms of Reference:

- Receive and review reports on student academic progress.
- Receive and review reports on student disciplinary issues.
- Receive and review reports on student registration and admission.
- Monitor the performance of faculty.

- Identify and develop a range of activities to cater for student needs.
- Address appropriate issues raised in the report of the external auditors.

Membership:

- Senior Manager, Student and Support Services/ Registrar – Chair
- Manager, Students Services- Vice Chair
- Heads of Programs
- Members of the faculty
- Members of Student Services
- Stakeholder Representatives
- Students may be invited as required

Meetings:

Once per term or as required.

Quorum Reporting Procedure:

A quorum will consist of 5 members including the Chair or a Manager of Student Services and 2 other members of the staff. The minutes will be circulated to all members of the committee and the chair of the Executive Committees.

6.2.8. Admissions Committee

Purpose:

The Admissions Committee is responsible for considering all applications for admission to the college's academic (degree-granting) programs.

Accountability:

The committee is a Level 3 standing committee of Fatima College of Health Sciences and is accountable to the Outreach and Recruitment Committee. This is a campus based committee.

Terms of Reference:

- Screen all applicants and recommend suitable applicants to the Outreach and Recruitment Committee.
- Establish time lines and develop procedures in conjunction with stakeholders (e.g., sponsors) to determine and optimize candidate metrics.
- Develop and implement entrance examinations.

Membership:

- Senior Manager, Student and Support Services/ Registrar – Chair
- Manager, Student Services – Vice Chair
- Members of the Student Services staff
- Registrar
- Academic Counsellor
- Corporate Stakeholders (as appropriate)

Meetings:

At least twice per academic year

Quorum Reporting Procedures:

A quorum will consist of 5 members including the Chair or a Student Services Coordinator and 2 members of the staff. The secretary of the committee will circulate the minutes to all members and the Chair of the Outreach and Recruitment Committee.

6.2.9.   Curriculum Committee

Purpose:

The Curriculum Committee is charged with the responsibility to review all issues related to academic curriculum.

Accountability:

The committee is a Level 3 standing committee of Fatima College of Health Sciences and reports to the Academic Affairs Committee.

Terms of Reference:

- Receive and review course subject evaluations.
- Receive recommendations and approve teaching and learning resources needed to support academic Programs.
- Monitor the performance of faculty.
- Identify general faculty developmental needs.
- Address appropriate issues raised in the report of the external auditors.

Membership:

- Student Services Manager – Chair
- Heads of Program
- Members of the faculty
- Stakeholder Representatives
- Students may be invited as required

Meetings:

Once per term or as required.

Quorum:

A quorum will consist of 5 members including the Chair or a Program Head and 2 members of the teaching staff.

Reporting Procedures:

The minutes will be circulated to all members of the committee and the chairs of the Academic Affairs and Executive Management committees.

6.2.10.   Events Management Committee

Purpose:

Prepares the materials and equipment for events and manages registration from such events. This is a campus based committee reporting to Outreach and Recruitment Committee

Accountability:

The committee is a Level 3 standing committee of Fatima College of Health Sciences and reports to the Outreach Recruitment Committee.

- Prepare the materials and equipment for events
- Manages student registration from such events
- Address appropriate issues raised in the report of the external auditors.

Membership:

- Senior Manager, Student and Support Services/ Registrar (Chair)
- Members of the faculty
- Members of Student Support Services (Vice chair will be selected from this group)
- Stakeholder Representatives
- Students may be invited as required

Meetings:

Once per term or as required.

Quorum:

A quorum will consist of 5 members including the Chair or Student Services Manager and 2 members of the teaching staff.

Reporting Procedures: The minutes will be circulated to all members of the committee and the chairs of the Academic Affairs and Executive Management committees.

6.2.11. Health and Safety Committee

Purpose:

The Health and Safety Committee is charged with the responsibility to review all issues related to occupational health and safety at Fatima College of Health Sciences and at the hosting body of Students Clinical Practicum.

Accountability:

The committee is a Level 3 standing committee of Fatima College of Health Sciences and reports directly to the Infrastructure Committee.

Terms of Reference:

- Make recommendations regarding instructional resources needed to support occupational health and safety.
- Review safety requirements and policies.
- Review and recommend general safety training and faculty/staff developmental needs.
- Review all issues and complaints related to health and safety and make recommendations as appropriate.
- Ensure that timely safety information is provided to students and employees.
- Establish time lines for inspections and review of work practices to identify changes, potential hazards, and risk management.

- Establish policies for and monitor and review incident investigations providing feedback on incident investigation findings, proposed controls and incident trends
- Manage incident resolutions and safety consultation arrangements.
- Address appropriate issues raised in the report of the External Examiner.

Membership:

- Senior Coordinator, Support Services, Chair
- Health and Safety Coordinator, Vice-Chair
- Program representatives
- Faculty representatives
- Ad-hoc members may be invited as required.

Meetings:

Once per term or as required.

Quorum:

A quorum will consist of 5 members including the Chair or Vice-Chair and 2 members of the faculty.

Reporting Procedures:

The secretary of the committee will circulate the minutes to all members of the committee and the Chair of the Infrastructure Committee.

6.2.12. Staffing Committee

Purpose:

Staffing Committees are responsible for reviewing, interviewing, and recommending candidates for open positions.

Accountability:

Staffing committees are ad hoc committees established for a certain position upon the opening of the position and after the position has been filled the committee is disbanded. Structurally, search committees fall under the Personnel Affairs Committee in terms of procedural guidelines and policies, but they are convened to fill a position in a particular division. Thus, search committee recommendations are provided to the appropriate Program Head and the FCHS Director.

Terms of Reference:

- Works with the Human Resources Office to draft position announcement and publicize in appropriate venues.
- Gather and maintain records of applicants.
- Review credentials and experience and down-select to candidates for telephone interview and in-person interviews.
- Provides individual evaluations and recommendations for hiring to the Personnel Affairs Committee and the appropriate Program Head.

Membership:

- Appropriate Program Head – Chair
- Members of faculty
- Member of Human Resources Office

Meetings:

Monthly or as needed at official opening of position. After position is filled, committee is disbanded.

Quorum and Reporting Procedures:

A quorum will consist of 3 members including the Chair or their representative.

The secretary of the committee will circulate the minutes to all members and the Chair of the Personnel Affairs Committee.

6.2.13. Student Disciplinary Committee

Purpose:

Student Disciplinary Committees are responsible for reviewing the student records/case notes, interviewing students and ultimately recommending a course of action for students who are under investigation in relation to a disciplinary action. This is a campus based committee reporting to the Student Affairs Committee.

Accountability:

Student Disciplinary committees review a student's records / case and interview the student who is on a disciplinary action. Structurally, disciplinary committee falls under the Student Affairs Committee in terms of procedural guidelines and policies.

Terms of Reference:

- To be determined by charter and bylaws. Once set, students disciplinary committee terms of reference will be reviewed by IE and forwarded for further review and approval by the FCHS Director.

Membership:

- Manager, Student Services – Chair
- Two members of faculty
- Two members of Student Services
- Appropriate Program Head

Meetings:

As required.

Quorum:

A quorum will consist of 3 members including the Chair or their representative.

Reporting Procedures: The secretary of the committee will circulate the minutes to all members and the Chair of the Student Affairs Committee.

6.2.14.   Student Council

Purpose:

To advise on the enhancement of student facilities and activities to enhance the student experience in terms of both teaching & learning and cultural enrichment.

Accountability:

The council is a Level 4 standing committee of Fatima College of Health Sciences that is advisory in nature and all recommendations are submitted to the Executive Committee. However, the Student Council may take on responsibilities suited to student-lead activities.

Terms of Reference:

- The committee discusses, advises, and provides recommendations to the appropriate ad hoc and standing committees dealing with any aspect of student life or any issue in which the student perspective is desired.
- The committee organizes students to work with staff to enrich college's cultural activities.
- The committee addresses and manages student issues pertaining to resources and the learning environment.

Membership:

- Membership is limited to currently enrolled students. Details to be determined by charter established by the inaugural class.

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Meetings:

As specified in their bylaws.

Quorum:

A quorum will consist of a majority of the members as specified in their bylaws.

Reporting Procedures:

The secretary of the committee will circulate the minutes to all members of the committee.

6.2.15. Executive Advisory Board

Purpose:

Fatima College of Health Sciences - Executive Advisory Board provides an officially recognized forum for community, industry, and technology leaders to provide counsel, professional networking, and community connections to promote and support the objectives of the college and its head-care division/programs interests.

Accountability:

The Executive Advisory Board is a self-governing advisory committee to the college and all evaluations and recommendations are submitted to the Executive Committee and other relevant committees.

Terms of Reference:

- The Executive Advisory Board provides counsel to promote and support Fatima College of Health Sciences.
- The Executive Advisory Board provides independent evaluation of Fatima College of Health Sciences programs and recommendations to the FCHS Director and Managing Director.
- The Executive Advisory Board provides regularly scheduled opportunities for professional networking, brainstorming, and community relations to enhance Fatima College of Health Sciences interactions with external stakeholders.
- The Executive Advisory Board is anticipated to assist in the establishment of ad hoc advisory boards for various divisions and programs at the college.

Membership:

Membership to the Advisory Board is by invitation of the Fatima College of Health Sciences Director.

Meetings:

To be determined by charter and bylaws.

Quorum and Reporting Procedures: To be determined by charter and bylaws.

7. Stakeholder Relationships and Services Overview

This section outlines the IAT's policies and procedures relating to its functions and relationships with all of the stakeholders with whom it works.

Included in this section is the following:

- Funding agreements
- Project management
- Consultation
- Conferences
- Publications
- Website
- Media
- Sponsorship
- Complaints handling
- Privacy

7.1. Funding Agreements

Fatima College of Health Sciences is devoted to conserve and to develop a progressive working relationships with stakeholders and to meets all funding agreement requirements efficiently and in timely manner. Liaison with funding agencies is the responsibility of Fatima College of Health Sciences Director in the first instance, while the Senior Manager of Executive Government Relationships, through the Finance Department of IAT-Support Services and the Industrial liaison and Partnership Department of IAT, and manages compliance issues.

Fatima College of Health Sciences funding agreements are maintained at the Executive Management Assistant and access to funding agreements is by permission of the Director of Fatima College of Health Sciences only. Staff or Board of Trustees members may take a copy of the original agreements for their own records, however, the Director signed copy must be archived and remain with the Executive Management Assistant office.

7.1.1. Funding Agreement Terms and Conditions

The terms of funding agreements are detailed in contracts signed between Fatima College of Health Sciences and suppliers or partners. These agreements shall include the followings items as a minimum:

- Performance monitoring and evaluation arrangements.
- Specific function and performance indicators.
- Service specifications outlining goals and targets for the current funding period (or beyond by special agreement).
- Compliance with relevant services standards and statutory requirements.
- Reporting requirements and protocols.
- Management arrangements (including delegation of authority).
- Staffing and volunteering (if applicable) arrangements.
- Confidentiality.
- Asset management, insurance and indemnity.

- ▪ Procedures in the event of a dispute or termination of funding agreement.
- ▪ Conditions under which termination of the agreement may be imposed.

Fatima College of Health Sciences is responsible and completely devoted to meet the pre-stated performance targets specified in any agreement into which it enters, and complying with the reporting requirements and protocols.

7.2. Project Management

The achievement of agreed goals and objectives is vital to Fatima College of Health Sciences operations. Such goals and objectives are found in all areas of Fatima College of Health Sciences, from the education that post-secondary students undertake, to the creation of learning programs focusing on consolidating the UAE knowledge based economy. At the same time Fatima College of Health Sciences is regularly involved in civil projects such as building or establishing new campuses, or community projects such as aiding the civil powers during national emergencies.

In deciding whether or not to pursue a particular project, Fatima College of Health Sciences will consider the following aspects related to its operations, legislation, capabilities, and resources availability:

- o **Policy priorities**. This involves an assessment of the project in terms of IAT and Fatima College of Health Sciences policy priorities and strategic plan, the likely outcomes and impact of the project, the urgency of the issue, and possible benefits for the college's client or key stakeholder base.
- o **Appropriateness of the college's involvement**. Consideration is given as to whether Fatima College of Health Sciences can add value to the project, whether another IAT subsidiaries or external agencies may be more appropriate, and what participation in the project offers to Fatima College of Health Sciences in terms of staff development, resources, organizational profile, and achievement of the college's vision and mission.
- o **Potential risks to Fatima College of Health Sciences through participation**.
- o **Effectiveness of Fatima College of Health Sciences**, for example, does Fatima College of Health Sciences have sufficient networks, capability, resources necessary and available to support the project and ensure its success? More importantly is whether or not Fatima College of Health Sciences will be capable of providing effective support to the project or if participation will take resources and concentration away from other, more important, projects.

In case of Fatima College of Health Sciences has a desideratum to become involved or participate in a project which might have strategic outcomes on a long term, the aforementioned aspects, will be taken into consideration as risks when planning and managing the project.

7.2.1. Project Development

Staff of Fatima College of Health Sciences proposing a project should discuss the idea first with their direct line manager, head of the campus, or the FCHS Director. If it is agreed that there are sufficient grounds for investigating the proposal further then the staff member is to complete a Project Proposal Form. This is then forwarded to the appropriate

director for discussion with the Director and, where appropriate, the IAT Managing Director and/or Chairman of the Board.

When developing an argument for a proposal, staff are to consider the impact of the project, should it be approved, on other elements of Fatima College of Health Sciences. In particular is the following:

- Other staff. Will this project disrupt the work of other staff, cause them to be diverted from projects on which they are currently working, or add undue pressure on their existing workload?
- Financial and administration resources. Are there sufficient grounds, i.e. funds for the project (remembering that there is always a long lead time between when projects contracts are signed and the first payments begin to arrive)? Do we have sufficient resources to support the project?
- Internal and external communications. How will others be informed, and continue to be informed, about the project, their roles and responsibilities in its implementation, and its impact on the overall strategic and business plans?

The issues that arise out of consideration of the impact the project may have on these areas should be reflected in any documentation presented for consideration. The issues should be discussed first with the staff members concerned and their thoughts included in the proposal.

All new projects require approval from the Director and in some instances from the IAT Managing Director and/or Board of Trustees. Approval will not be given if there is a possibility that to do so will be to the detriment to others projects and activities being undertaken across the Institute.

7.2.2.   Project Management

The following policies and procedures apply to all projects:

Project Manager

All projects are to have one person who is ultimately responsible for the way in which the project is designed, planned and managed. This person is the central contract for the project and has the authority to make decisions on its behalf.

The project manager is responsible for ensuring the following:

- That the project is properly planned and resourced.
- The project is completed within the agreed timeframe, at a reasonable cost, and to a standard acceptable to the end-user(s).
- Project staff are appropriately supervised and the work of consultants is managed in accordance with agreements and contracts.
- The relevant financial and performance requirements are met.
- What was set out to be achieved is, at the conclusion of the project, what is actually achieved.
- What is achieved is fit for the purpose to which it will be put.

Project Plan

The project manager is to submit a project plan to the next higher authority for approval before the project commences. This plan is to incorporate the key elements of project planning and management as defined in the Project Management Institute's publication A Guide to the Project Management Body of Knowledge ®.

A summary of the plan, detailing the scope of the project, milestones and key check points, budget and key performance indicators, is to be given to the project manager's line manager or director. The project manager is to provide regular updates on the status of the project against this summary.

Record Keeping

The project manager will provide the Finance Coordinator with a file containing the following information:

- The original submission, including the budget submitted for funding.
- The budget.
- Any funding or contractual agreement, including agreements or contracts with consultants.
- Any other relevant correspondence.

This file will form the central repository of financial and contractual records and the project manager will ensure that any correspondence with the funding agency (if any) and consultants are added to this file as the project progresses.

The Finance Coordinator will ensure that all correspondence received by them in relation to the project is copied to the project manager.

Communications

The project manager will ensure that all relevant sections of the Institute are kept informed about their role in the project, including timelines and quality expectations of the support they are providing to the project.

The project manager will report regularly to the line manager or director on the progress of the project. Any issues concerning bottlenecks or hold ups in support to the project are to be highlighted and recommendations for alleviating them discussed.

Finalizing the Project

The project manager will ensure that all obligations under the funding and performance agreement have been met and that all reports and publications have been finalized. A brief evaluation of the project is to be conducted emphasizing the aspects of the project that worked particularly well, those which didn't, and any recommendations for future projects.

7.3. Conferences and Exhibitions

Conferences and exhibitions are essential forums through which Fatima College of Health Sciences exchanges information internally and externally, builds networks and enhances professional development at all levels of Fatima College of Health Sciences. Fatima

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College of Health Sciences manages an ongoing program of conferences and exhibitions according to the priorities identified in the Strategic Plan.

Responsibility for the organization and implementation of a conference or attendance at an exhibition is delegated within the planning process. Often this may involve different staff members taking responsibility for different tasks (e.g., speakers, venue preparation, marketing and promotion etc.). Tasks which must be performed and therefore delegated to one or more staff members generally include the following:

- Scoping the conference/exhibition – laying out clearly the purpose of the conference or attendance at the exhibition, what expectations there are for being involved, a draft budget and list of resources required, a timetable, and a risk management plan identifying potential barriers to the achievement of desired outcome and what recommendations there are for managing them.
- Finances – developing a detailed budget and sourcing funds.
- Liaising with managers – for the release of staff, use of facilities and/or resources etc.
- Approaching potential speakers.
- Seeking sponsorship.
- Arranging venues.
- Promoting the conference/exhibition.
- Registrations as appropriate.
- Design and development of support material – for example brochures, exhibition stands, posters, presentation/lecture area, lighting etc.
- Preparing conference papers and kits.
- Organizing materials to be taken to the conference, set up, distributed, and collected afterwards and returned to storage.
- Preparing a post-conference/exhibition report.

The Finance Coordinator is responsible for coordinating and managing the budget in consultation with the staff member(s) organizing the event. The final budget for any conference or exhibition must be approved by the Director prior to entering into any agreements with exhibitors, speakers, and venue management teams etc. The final program should also be approved by the Director before distribution or officially announced or published it on media.

7.3.1. Evaluation

Fatima College of Health Sciences routinely conducts an evaluation of any conference that it organizes, exhibitions it attends, or workshop that it arranges as a matter of good practice and continuous improvement in line with the institutional effectiveness program. The specific form of evaluation may vary according to the nature of the activity or any requirement that a funding body, for example, may have insofar as evaluation is concerned. Staff members who are delegated responsibility for organizing any of these activities need to take evaluation into account in the planning process and allocate sufficient time and resources to effectively carry it out.

7.4. Publications

Fatima College of Health Sciences produces a range of publications, some for sale while others available free of charge. For example, conference papers and reports may be published if there is a significant demand for them. A publication may be the result of a specific project or as part of a larger project and will therefore be identified as part of the project planning process.

A style guide is available to assist staff with referencing Fatima College of Health Sciences publications, however approval must be granted by the staff member's supervisor before any material is published on behalf of Fatima College of Health Sciences or bearing the college's logo.

Fatima College of Health Sciences has in-house design and printing capability, however the supervisor's permission must be gained prior to sending anything to print. This means that approval timeframes must be factored into the planning processes.

7.4.1. Fatima College of Health Sciences Website

Fatima College of Health Sciences website is avital mean when communicating college's information to the public, faculty and staff, prospective students, and the community. For many stakeholders the Fatima College of Health Sciences website is their first contact with the college.

The website provides public/ generic information on Fatima College of Health Sciences, including information about the governance, staff, the strategic plan, social policies, upcoming activities, campuses, and contact details. Submissions and conference papers are also often uploaded to the website or the event designated website if any.

The web manager is responsible for all web design, site content and maintenance. Staff wishing to post information onto the website, or amend information which is currently there, should contact the web manager in the first instance. However approval must be gained from the staff member's director before changes can be made to information found on the website or any new information added.

7.5. Working with the Media

Fatima College of Health Sciences regularly uses the media to publicize its successes and provide information regarding forthcoming events. Director of Fatima College of Health Sciences generally acts as media spokesperson. In some instances the Institute of Applied Technology Managing Director or chairman of the board of trustees will also act in this role, and in some cases the role will be delegated to another staff member. All requests from journalists for comment by Fatima College of Health Sciences are to be referred to Fatima College of Health Sciences Director in the first instance.

Other members of the board of trustees or staff of Fatima College of Health Sciences are not to represent Fatima College of Health Sciences or provide information to journalists without authorization from the Director or (in their absence, the Institute of Applied Technology Managing Director or the chairman of the board of trustees). Staff members can provide background information to journalists provided that they will not be quoted. Wherever possible, approval must be received from the director before any information is

provided. Similarly, liaison with government officials or politicians should only take place with the approval of the director.

When seeking or responding to media coverage of issues, the director will consider Fatima College of Health Sciences strategic priorities, capacity to influence public debate, and the impact that such media coverage will have on Fatima College of Health Sciences and its activities. The director may delegate other staff members to speak to the media or seek background information or consult with other non-government organizations. Fatima College of Health Sciences does not, under any circumstances, respond to issues that are outside of its scope of business and will not make critical comment on other government agencies or government policy unless the issues have been previously raised with, and approval to do so given, by the government.

7.6. Sponsorship

Fatima College of Health Sciences welcomes sponsorship for its events, or advertising in its publications, from private companies, individuals, government agencies, or non-profit, non-government organizations. Sponsorship is particularly when conducting conferences as it helps to reduce the costs to Fatima College of Health Sciences for its participation.

In planning an event, Fatima College of Health Sciences considers the target audience, interested stakeholders and potential sponsors. If it is deemed appropriate and beneficial to seek sponsorship the director will forward correspondence to potential sponsors outlining the event and request for a contribution. This correspondence may be prepared by the staff member organizing the conference and forwarded to the director for signature.

Fatima College of Health Sciences acknowledges the contribution of its sponsors. This may involve one or more of the following:

- Including the sponsor's logo on conference kits and papers.
- Allowing the sponsor to set up a display at an event or hang a banner or posters.
- Acknowledging sponsorship in any opening and/or closing address; and/or
- Offering free participation to a sponsor's representatives.

Fatima College of Health Sciences will not accept sponsorship or advertising from organizations or individuals that are engaged in business which is unlawful, unethical, contrary to the beliefs of the Emirati people, or damaging to public health and wellbeing.

Furthermore, Fatima College of Health Sciences will not accept sponsorship or advertising, or agree to any conditions of sponsorship, which may compromise its independence as a higher education entity of IAT or the purpose of the particular publication or event.

7.7. Complaints Handling

Fatima College of Health Sciences recognizes that complaints, grievances and disputes may occur within an organization. It also recognizes that external bodies may need an avenue to raise complaints or concerns they have with Fatima College of Health Sciences. Should they arise, complaints and disputes will be handled fairly and efficiently in order to

promote and maintain professional standards and quality relationships between staff and with external bodies. Fatima College of Health Sciences is also committed to ensuring that a positive work environment is maintained and supported at all times.

7.7.1. General principles

All complaints and disputes will be addressed promptly and within the guiding principles of:

- Transparency;
- Fairness;
- Respect; and
- Accountability.

All members and staff of Fatima College of Health Sciences are expected to work cooperatively as a team, to acknowledge any dispute at an early stage, and to resolve any dispute in the most constructive and positive manner possible.

Any conflict of interest arising from a dispute is to be declared and all steps will be taken to ensure persons working to resolve a dispute are impartial. Members and staff are expected to maintain confidentiality in relation to complaints and disputes.

7.7.2. Complaints involving staff

The board of trustees delegates responsibility for resolving complaints or disputes involving staff member to Fatima College of Health Sciences Director except in cases where they may have an interest in the dispute either personally or professionally. In such cases the dispute will be heard by the Institute of Applied Technology Managing Director or chairman or a member of the board of trustees delegated to deal with it.

Where a staff member makes a complaint concerning another staff member, this will be dealt with in accordance with the grievance procedure set out in section 17 – human resource management. Where a complaint is made about a staff member by an employee of an external agency then the matter will be dealt with by the Institute of Applied Technology Managing Director or a member of the board of trustees in the following manner:

- The employee about whom the complaint is being made is notified about the nature of the complaint.
- The complaint will be investigated and all of the facts concerning the complaint will be gathered.
- Witnesses (if any) to the incident about which the complaint is made are invited to present their testimonials of the events.
- The employee concerned is invited to respond to the complaint and any issues raised by the complainant.
- If possible, and appropriate, both parties are brought together and an attempt is made to mediate the dispute and resolve the matter to the satisfaction of the complainant.
- If disciplinary action is required against the employee then this is carried out in accordance with the procedures laid out in section 17 – human resource management.

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Complaints involving staff members should be recorded along with any actions taken to resolve the issue. This record should then be placed on the personnel file of the individual concerned.

7.7.3.   Complaints Involving Members of the Board of Trustees

Complaints against a board member should be referred to the chairman of the board of Trustees through the IAT Managing Director. The chairman of the board of trustees, or an approved delegate, will attempt to resolve the issue to the satisfaction of the complainant. The chairman of the board of trustees or delegate will advise the person about whom a complaint is being made of the notification and the nature of the complaint. Where the chairman of the board of trustees is the subject of a complaint the matter should be referred to a member of the executive council.

If the matter remains unresolved, the chairman of the board of trustees or notified board member will raise the matter at the next board meeting following notification of the member concerned. Depending on the seriousness of the complaint the board may:

- Deal with the matter at this board meeting by determining the appropriate action to resolve the issue to the satisfaction of the complainant and the board member, or
- Defer the matter to a special meeting of the board or to a sub-committee of the board.

7.8. Fatima College of Health Sciences External Complaints and Feedback Policy

Fatima College of Health Sciences is committed to offering services to students, parents, clients, and the community opportunities to provide feedback on their experience with the institute or any of its entities. Fatima College of Health Sciences values this feedback as it is a central platform in its commitment to ongoing quality improvement through its institutional effectiveness program. Feedback and complaints are therefore handled in a prompt, fair, transparent and consistent way.

7.8.1.   Fatima College of Health Sciences Complaints & Feedback Policy: General Principles

The following general principles underpin Fatima College of Health Sciences complaints and feedback policy:

- Any person or organization using the services of Fatima College of Health Sciences or affected by Fatima College of Health Sciences operations has the right to submit to Fatima College of Health Sciences-Director or Institutional Effectiveness any concerns they/it may have.
- Complaints procedures and a commitment to consider all complaints are simple and easy to use, and are effectively promoted so that all people using Fatima College of Health Sciences services have the opportunity to make a complaint should they wish to do so.
- Service users, students, stakeholders and members of the community are entitled to be heard and have their concerns addressed in ways that

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ensure open and equitable access to the people and processes available to them, fairness in their dealings with Fatima College of Health Sciences, accountability and transparency.

- Fatima College of Health Sciences recognizes and acknowledges that the issue of a complaint is important to the complainant and is never raised lightly. Fatima College of Health Sciences is therefore committed to ensuring that the matter is treated seriously and the person with dignity. Resolving complaints, where possible, to the satisfaction of the complainant is the goal of the complaints process.
- Complaints will be dealt with in a timely manner and parties to the complaint will be kept informed of progress of the complaint. Fatima College of Health Sciences procedures will reflect principles of natural justice.
- Feedback data (both positive and negative) is considered in organizational reviews and follow up. Board of trustees members, staff and students are aware of the procedures for managing feedback and complaints.

Fatima College of Health Sciences takes a proactive approach, through its communications strategy, to ensure all users of Fatima College of Health Sciences service and facilities, students, stakeholders and the community are aware of the complaints policy and procedures. These will be incorporated into all documents describing Fatima College of Health Sciences services, contracts, and on the website.

7.8.2. Complaints Handling Procedure

The procedures for raising complaints or for dealing with them will be provided to all staff, board members and students as part of their induction. When changes are made to these procedures these will be brought to the attention of all staff, members of the board of trustees and students in a timely manner.

The following information will be contained in all written material provided to others under this policy:

- How to make a complaint.
- Who to make a complaint to.
- How Fatima College of Health Sciences deals with complaints – in particular the complaints processes and timelines.
- The rights to a support person and/or interpreter when submitting a complaint or taking part in any arbitration.
- How to make a complaint to an external body.
- Contact details of staff members to whom complaints should be lodged in the first instance or who can assist in making the complaint.

Complaints Initiation Process

Complaints should always be raised in the first instance with the person concerned. If the issue is not resolved then complaints may be made verbally or in writing to:

- The staff member they were dealing with at the time, or

- The supervisor or line manager of that staff member, or
- The director, or
- An outside body.

If the complaint is about Fatima College of Health Sciences director, or a member of the board of trustees, then the complaint will normally be dealt with by the Institute of Applied Technology Managing Director or the chairman of the board of trustees. A direct email account has been set up which may be used to address complaints directly to the Managing Director or the board of trustees chairman.

Dealing with Complaints

Upon receipt of a complaint the complainant will be notified of this fact and the name and contact details of the person delegated to progress the matter to resolution. Feedback to and from Fatima College of Health Sciences will be through this officer.

The staff member investigating the complaint will conduct a review of all of the facts concerning the complaint, including (where appropriate) interviewing witnesses and the officer concerned, and provide a report to the line manager or director who first appointed them. Included in this report will be recommendations for resolving the matter or for further action. If the matter is sufficiently serious, for example a law has been broken, then a recommendation that the matter be escalated to an external authority may be the only appropriate action to be taken.

Within 14 days a letter will be sent to the complainant informing them of the action taken to date and what remains to be done to resolve the issue. Fatima College of Health Sciences aims to resolve all complaints within 28 days or negotiate with the complainant a satisfactory timeframe if this target cannot be met.

All complaints will be dealt with:

- Seriously.
- Quickly
- Confidentially
- Without prejudicing in any way the complainants rights and obligations insofar as continuing to use the services of Fatima College of Health Sciences or to continue to supply goods and services to the college.

Copies of all documentation, letters and notes concerning complaints are maintained in a file in Fatima College of Health Sciences- director's office. This file is confidential. If the complaint concerns the conduct of a staff member which, if proven, shows that disciplinary action is warranted then a copy of the complaint and its resolution is placed on the individual's personal file.

7.9. Privacy – Fatima College of Health Sciences Policy

Fatima College of Health Sciences, from time to time, collects personal information relating to clients, staff and students, or in the performance of its consultation or research functions. Such information is generally defined as: any information or opinion about an individual or which is reasonably capable of identifying an individual.

Regardless of whether this information is positive or otherwise, Fatima College of Health Sciences is committed to ensuring that the privacy of staff, students and others associates of Fatima College of Health Sciences is protected at all times.

This policy outlines the guidelines which must be observed when colleting, storing and using personal and confidential information.

7.9.1.   Privacy - General Principles

The purpose of this policy is to ensure that the privacy of individuals and organizations about whom Fatima College of Health Sciences collects and/or holds information is protected. To consistently achieve this, the following principles apply to the receipt, storage, retrieval and dissemination of any information held by Fatima College of Health Sciences:

Collection

- Fatima College of Health Sciences will only collect information on individuals and organizations when it is lawful to do so. Any information collected by Fatima College of Health Sciences is directly related to Fatima College of Health Sciences activities and is necessary for the effective and efficient conduct of such activities.
- Information gathered by Fatima College of Health Sciences comes directly from the individual or organization concerned unless consent is gained to do otherwise. Parents and guardians may give consent to Fatima College of Health Sciences gathering and storing information about students under their care.
- Individuals and organizations about whom Fatima College of Health Sciences gathers and stores information are to be informed of this, why it is being collected, who will be storing it and how. Individuals and organizations are also to be informed about how they may view and, if necessary, correct this information.
- Fatima College of Health Sciences will make every effort within its means to ensure that the information is relevant to the need for which has been gathered, is accurate, up-to-date and not excessive. The collection of this information will not unreasonably intrude into the personal or professional affairs of the individual(s) or organization(s) concerned.

Storage

- Any and all information about individuals and organizations collected by Fatima College of Health Sciences will be stored securely, will not be kept any longer than is necessary, and will be disposed of appropriately as soon as there is no longer a need for it to be retained. All information will be protected from unauthorized access, use or disclosure.

Access

- Upon request Fatima College of Health Sciences will provide individuals or organizations with sufficient details about information held on them, why it is being held, and the rights that individuals and organizations have to access it.

- Fatima College of Health Sciences will allow reasonable access to this information without undue delay or expense.
- Where necessary, Fatima College of Health Sciences will allow individuals and organizations to correct, update or amend any information held by the institute.

Use

- Before using any information Fatima College of Health Sciences will ensure that it is accurate and up to date.
- Information will only be used for the purpose(s) for which it was obtained and held in storage unless consent has been given to use it for other purposes.
- Information may be used without the owner's consent in situations where there is a serious and imminent threat to a person's health or safety, or where a potential breach of any governing laws has been identified.

Disclosure

- Fatima College of Health Sciences will not disclose any information without the consent of the individual or organization concerned.

7.9.2.   Responsibility for Managing Privacy

Responsibility for the management of personal information is the domain of any individual within Fatima College of Health Sciences who has access to, or responsibility for, such information. However, the institute acknowledges that certain individuals/positions are required to deal with personal information on a regular basis, and this includes sharing such information with others who have similar responsibilities. Those individuals will then be in a position to ensure that all staff with whom they share such information are suitably instructed as to their responsibility for safeguarding the integrity of such information and the privacy of the individual(s) or organization(s) concerned.

Privacy Contact Officer

Fatima College of Health Sciences has nominated a contact officer (Manager- Human Resources) for questions or concerns regarding the privacy of information. As a matter of good practice each campus will also nominate an officer to whom members of the public can direct any queries or complaints in the first instance. Privacy contact officers are also the primary point of contact for liaising with Fatima College of Health Sciences on privacy matters.

Web Manager

Web managers must recognize that consideration of privacy issues will affect web content in the following ways:

- Personal information of staff presented to the public or other staff.
- Personal information of students, parents and others within the community included in web documents.
- The potential to gather information about users of the website.

Plans of the IT-Support Services provided by ANKABUT or ACTVET should canvass the concerns associated with these issues and establish transparent procedures and standards in dealing with personal information in these situations. A privacy statement should also be published and updated on websites established by Fatima College of Health Sciences.

Managerial Responsibilities

It is the responsibility of the director to prepare and manage Fatima College of Health Sciences privacy management plan, and to put in place procedures to ensure that these principles are observed in the collection, use, storage or disclosure of personal information.

Personal information also applied to information relating to staff and employees of Fatima College of Health Sciences. To this end human resource and line managers are responsible for:

- Ensuring training practices are in place for employee induction and training in privacy requirements.
- Protecting staff and employee privacy in the workplace.

Staff Responsibilities

Administration, operational and teaching staff of Fatima College of Health Sciences should also observe these principles when dealing with personal information in the conduct of their day to day functions. Staff members are encouraged to raise any concerns they may have regarding privacy issues that arise in the conduct of their work, and to report any breaches of privacy that they may observe to their supervisor or line manager.

8. Student Recruitment

The effective and efficient recruitment of students to the Fatima College of Health Sciences is the responsibility of the college itself. It requires all recruitment efforts to be aimed towards the achievement of the Fatima College of Health Sciences vision which gives principle concentration on preparing students with the skills and knowledge to successfully enter the workforce and make a substantial contribution to the future of this nation.

The processes described in these guidelines employ an electronic recruitment and records management system. This system is maintained centrally at the Fatima College of Health Sciences Directorate but accessed and managed locally. The processes commence with on-line registration and culminate with all students allocated to sections and classes according to the results of an entry exam and, where applicable, credit transfer of achievements made in previous study.

These guidelines provide a detailed explanation about each step of the pre-registration, registration and records management processes.

8.1. Overview

To ensure student recruitment is as effective as possible, a systematic process is required that widely presents a common message of the Fatima College of Health Sciences as a positive, unique and academically fulfilling experience. Moreover it should embrace the overall vision of both the Fatima College of Health Sciences and its supporters as an avenue whereby learning is achievable by all who are accepted into it, is positive in that it includes both the skills each individual needs to be successful in life and the ongoing growth of knowledge that underpins how they may achieve this, and is lifelong.

8.2. Policy Statement

The recruitment of students to the Fatima College of Health Sciences is a critical step in the achievement of the college's strategic goals and objectives. Central to such achievements is the recruitment of students who possess both the willingness and the capability to undertake training in vocational subjects. Recruitment should therefore concentrate on both promoting the Institute as a center of excellence in the presentation of world class learning in health care subjects, and the selection of students who are capable of undertaking such learning and on graduation entering technical fields of employment.

8.3. Principles

In the effective application of these processes the following will be in evidence:

- Recruitment activities accurately portray a positive image of Fatima College of Health Sciences and the potential achievements each student may make, with support and leadership, as a result of attendance.
- Recruitment is carried out in sufficient time to allow for administrative preparations to be completed for the forthcoming academic year.

- Students are allocated to classes relative to their past achievements and current capability.
- All records are complete, accurate, and accounted for.
- Before the academic year commences, new students are, as far as is possible, fully prepared for the academic year in terms of currency and accuracy of personal information, complete allocation of uniforms and study material (including timetables, bus passes, ID cards etc.), and full understanding of where they must be, what they must do, and the topics they will be studying.
- At all times students, parents and academic staff are aware of, and where necessary involved in, the stages of recruitment through which each applicant is progressing.
- Recruitment activities are aligned with and form part of the college's ongoing efforts to foster goodwill and the spirit of collaboration with a range of stakeholders and community representatives

8.4. Student Recruitment

Effectiveness and efficiency in the recruitment of students will be achieved through the application of a six step process encompassing marketing, recruitment and documentation control. These steps are as follows:

Step 1. Marketing: National and local advertising and marketing of the college as a viable option for health-care studies. This includes billboards, leaflets, school visits, radio and television advertising, etc.

Step 2. Pre-registration. Receiving and assessing written applications and developing a shortlist of applicants. Applications are submitted through the college's website or, where this is unavailable, manually completed and later inputted into the IT system.

Step 3. Registering successful applicants. Applicant information is checked and successful students are entered into Fatima College of Health Sciences records.

Step 4. Entry testing. This is in the form of a test to determine students' capability for study (medical and cognitive tests) and provisional entrance level.

Step 5. Registration and orientation. Successful students (and their parents / guardians) are invited to a registration day at which time they are introduced to their teachers and the subjects to be covered, and are issued with the relevant documentation and measured for their uniforms. Bus requirements and timetables are also determined.

Step 6. Student records completed. Student recruitment files are signed off to determine that they have undertaken all tests and been issued with their respective documentation and uniforms. Outstanding items (particularly uniforms/lab coats) are noted and action initiated to obtain them.

These steps are detailed in the following pages.

STEP ONE - Marketing

There are many ways in which marketing may be carried out. These include, but are not limited to, the following:

- The media. Particularly newspapers, magazines, national and international journals, and so on. The use of the media should be coordinated with the PR/Marketing section of the Fatima College of Health Sciences Directorate to ensure consistency of message and wherever possible efficiencies in terms of costs and public relations, however in general advertising is a matter that can be developed and organized at campus or college level.
- Networking. In particular with other schools and colleges, in particular through direct correspondence and/or visits by staff (preferably UAE staff) and students. Intercollegiate sports activities is another way of fostering networks.
- Exhibits. These can be conducted in Malls or at trade conferences.
- Skills contests and exhibitions. In advance of future entrance into national and international skills symposium schools are encouraged to conduct contests and exhibitions with other schools or colleges in order to demonstrate both the capability of students and their individual and team motivation.
- Posters. These may be developed, with the assistance of the PR/Marketing section of the Fatima College of Health Sciences Directorate, and used wherever possible (and legal) in areas identified as the target of a recruitment strategy. These must be used with discretion, however, because their ad hoc and indiscriminate use may be counter-productive and result in charges of littering. Old and tattered posters can also be counter-productive in that they promote a similar image of Fatima College of Health Sciences.
- Direct advertising and calls for applications through letters given to students to present to their family and/or friends.
- Online advertisement through educational websites, for example the ministry of Education website.
- Advertisements on the sides of buses.

Directors and college managers are not limited in the means by which they conduct their marketing for potential students. Where necessary, and appropriate, advice and guidance can be provided by the PR and Marketing section of the Fatima College of Health Sciences Directorate.

STEP TWO - Pre-registration

Pre-registration is the processes whereby potential students make their first application to the college. This involves an on line application which seeks sufficient information about the applicant to determine suitability for progression to the next step. Applicants without access to the on line application form should attend the college/ campus concerned or request an application form be sent to them by mail.

During registration, applicants will be required to enter all of the required data before progressing from one section of the application to the next. Failure to fully complete sections of the application will result in the pre-registration processes unable to be completed. These processes, however, are designed to be sufficiently simple that applicants with the full range of required information can complete them but sufficiently robust that those unable to produce the required information or who seek to input incorrect or false information will see their application not reach the point where it may be submitted. Accuracy of information for those not using the on line facility will be checked when they submit their applications to the school or college concerned.

Access to this information, once it is submitted, will be limited only to Fatima College of Health Sciences administration and Directorate staff. It will produce reports that will show demographic data as well as provide initial feedback on the suitability and capability of each applicant. It will also enable the data to be clustered by home location, age, and educational achievements. The data provided in hard copy (i.e., that gained from applicants not using the on-line facility) is to be inputted manually.

At the beginning of the registration processes all applicants are reminded of the rules for accepting students. These include that the applicant should:

- Science stream students only are eligible for admission. (Arts stream students may be accepted for admission under certain circumstances.)
- Science stream applicants should have an overall average above 70%. (Arts stream applicants should have an overall average above 80% for consideration.)
- Applicants must have International English Language Testing System (IELTS) Academic band 5.0 or equivalent and a successful test and interview in English. (Applicants who do not meet this criterion may enrol in the Foundation Program.)
- Applicants must hold UAE nationality. (Under special circumstances, non-nationals may be allowed to enrol in certain program.)
- Applicants for certain program will be required to take special entrance examinations based on program sponsor requirements.
- Have an interest in Health-Care study (including mathematics, biology, physics, and English language).

Be aware that in order to be accepted by the Fatima College of Health Sciences, the following steps must also be completed:

- An initial Fatima College of Health Sciences interview, a skills aptitude test which includes both cognitive and motor skills, and,
- a medical examination.

The information sought in this application is as follows:

- Student's full name, date and place of birth.
- Postal and street address.
- Contact details (home telephone and email and/or mobile telephone number, depending on which they prefer to be contacted).
- Current school information.

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- Current certificate information.

Other information sought in this application includes transport requirements of each applicant. For example, would the applicant seek to use the Fatima College of Health Sciences bus (where provided) for transport to and from the college or its campuses. This would trigger another screen seeking information on exact home address, nearest interchange or cross-roads, nearest landmark etc., special needs, etc. As well as providing information for planning bus routes and pick up times this information will also provide demographic data on student locations.

At the end of the form applicants are requested to acknowledge the terms and conditions for applying on-line prior to submitting their application.

All information in the form should be completed according to the applicant's upgraded passport. This will be checked for accuracy and completeness prior to the next step in their registration.

When the application is successfully received by the Fatima College of Health Sciences a message will be automatically sent to their email or SMS (whichever they have noted as their preferred means of contact) containing confirmation of their application and a registration number. This number will identify them during the next stages of their application.

STEP THREE - Registering successful applicants

At predetermined cut off dates the information submitted by applicants will be collated and printed as individual reports (for checking against documentation presented by applicants at the next stage of their registration) and collective reports that allow for analysis of class sizes, transport requirements and preparation for issue of uniforms/ lab coats, ID cards and other items on the Registration and Orientation day.

Where possible and practicable, academic records should be checked against those held by the educational institution/s previously attended by applicants. In all instances applicants should be informed (by email, SMS or post) of the success or otherwise of their application and, for those progressing to the next stage of registration, advised of the need to attend to the college for registration and orientation.

In order to confirm the data presented in their application, applicants will need to bring with them the following to the Registration and Orientation day:

- Copy of the applicant's valid passport
- Copy of the family book
- Copy of the birth certificate
- Copy of all required certification
- 6 color photos size 4 cm x 6 cm

In the same message applicants should be informed of the entrance exam and medical tests they will have to undertake before registration is complete and their measurement for uniforms.

STEP FOUR - Entry testing

Exams and examination dates should be planned as part of the overall recruitment exercise. The exam should be in two parts: One testing cognitive skills and the other testing hand-eye coordination and health care related disciplines aptitude. The purpose of this is to test applicant's cognitive and motor skills and aptitude for study at the college.

These tests should be sufficiently rigorous to determine each applicant's potential to successfully complete their studies.

For successful applicants the results of these tests will provide examiners with an indication of which students should be allocated to the Foundation program or the degree program. Processes for discriminating between levels can include the following:

- **Cut-off point.** An arbitrarily selected cut off point may be used to determine into which group individuals whose exam scores fall above or below that figure should be placed.
- **Competency-based assessment.** An assessment of skills and underpinning knowledge (as examined in, for example, a written test) against previously determined criteria. This, coupled with an exam, will demonstrate both current competence and a rating based on the exam result.
- **Exam and interview**. The aim of the interview is to determine the applicant's preference for health-care study. When used in conjunction with a predetermined list of selection criteria will enable each applicant to be rated.
- **Exam, results of previous studies**. This may or may not include an interview to determine preferences.
- **Capability-based assessment**. An assessment of skills and underpinning knowledge using evidence from observation of current competence and other activities such as hobbies and activities undertaken at previous schools. This will determine the applicant's capability for future competent performance.

In each case the written exam should be attempted regardless of whether a test of skills or interview is also carried out. However, discretion and flexibility will be required in allocating applicants to study groups as a result of following any of these processes as their actual capabilities may not emerge until they've commenced their studies or individual preferences may later change. Applicants who fail the exam should be counselled and their application terminated. Those of sufficient age and potential should be encouraged to re-apply at such time as they feel capable of again attempting the exam.

At the conclusion of this step the successful applicants should be notified and provided with details of the next steps in their registration and what remains to be done in the days prior to their studies commencing. This should be carried out as soon as possible after the exam results are known so that successful applicants can prepare themselves for attendance at the Registration and Orientation Day and the commencement of the academic year.

STEP FIVE - Registration and orientation

The purpose of Registration and Orientation Day is to finalize applicant documentation, issue them with all of the items they will require to commence their studies, and orient them to life at the college.

During registration and orientation successful applicants should under-take the following:

- Issue of ID cards, timetable and nomination to class section.
- Measurement for uniforms/ Lab coats.
- Bus timetables and routes are confirmed (if applicable).
- The following documentation is completed and, where required, given to parents for further action:
  - Medical form for check-up.
  - Bank account letter.
  - Student information hand-outs.

Medical and bank details must be completed before the applicant can commence study.

STEP SIX - Student records completed

Student files will be maintained in both hard and soft copies. Hard copy files (such as medical reports, exam papers etc.) should be collected and placed together in a secure folder or loose leaf binder. Whichever means is adopted all documents should be firmly affixed and the student to whom they relate clearly marked.

Soft copy files should be maintained in a central filing system available to those with the authority to view them. Demographic data concerning applications (successful and unsuccessful) will be stored automatically in a central repository for access by Directorate staff and or college management when and as required. Where required medical files will be maintained under separate arrangements.

Attendance sheets should be prepared prior to the first day of the academic cycle and handed over to the relevant teachers on the first day of teaching. These will then form part of the college record system.

It is intended that all record keeping will eventually become automated so that information relating to individual applicants will be recorded, maintained and updated automatically from the time attendance at the VEDC is first applied for. Attendance, academic and sports achievements, and general conduct will then be entered directly into computers thereby allowing for a complete and up to date record to be maintained of each student's time with the college.

8.5. Orientation Day

This may or may not take place at the same time as registration. The decision to do so will be dependent upon the number of staff available to assist in both the registration of new students and their orientation.

Whenever it is conducted, the purpose of the Orientation Day is to brief new students on the history of Fatima College of Health Sciences, its vision, mission, and key values, and the part their study will play in achieving these. It is also an opportunity for the students to

get an understanding of what is expected of them, including the college's rules and regulations, areas that are out of bounds, and the desired level of performance on and off the college grounds whilst in uniform.

Also covered on this day are details of the subjects being studied? Where possible and practicable this should include an introduction to the skills they will learn and demonstrations, preferably by current students, of the equipment and tools they will be using. They should also be given a tour of the college facilities and introduced to the canteen, library and other facilities available to them. Any extra-curricular activities (such as sports, hobbies, clubs etc.) should also be explained to them and invitations given to join those which interest them.

Depending on numbers and support staff this can be carried out as one group or individually by section or study area. Those activities to be presented may be set up as a 'round robin' with groups moving between each until all new students have had an opportunity to be presented with all of the information and experiences that the day offers.

9. Loss Control and Health and Safety

Loss Control is a combination of the principles and procedures which underpin Occupational and clinical Health and Safety, Asset Management and Accident Prevention. Unlike the traditional approach to OH&S, Loss Control takes a pro-active approach to both the prevention of loss to assets, facilities, equipment and personnel, and the procedures for ensuring a swift return to normal business should such losses occur.

In this section the following will be covered:

- IAT Loss Control policy
- Organizational lines of responsibility
- Loss Control principles
- Health, safety and welfare
- Protective clothing
- Visual display screen equipment
- Machinery – safe handling principles
- Visitors and contractors
- Risk Assessments

9.1. Introduction

Loss control addresses the occupational health, welfare and safety of all staff and visitors of an organization by putting in place systems and processes that identify hazards and risks before they materialize, and by developing plans and strategies to minimize the impact that they may have should they occur. Loss control procedures acknowledge that losses through carelessness or forces majeure ('Acts of God') can have many causes and most of these can be predicted with good planning, constant observation, and total involvement by all staff and visitors.

9.2. The Cost of Not Controlling Losses

AS one of the most valuable assets any organization has is its employees. This is true if the employer is a small business, large corporation, or a government agency. Investing in loss control and workplace injury and illness prevention programs has proven to be one of the best and most cost effective ways employers can protect both their human and their physical assets.

Fatima College of Health Sciences has the additional responsibility for the many full and part-time students/trainees who study or train in any of the many premises that Fatima College of Health Sciences uses to run its courses and training. Moreover, Fatima College of Health Sciences plays an important role in introducing students to the most modern technical and scientific studies available, and therefore, invests extensively in the leading edge machinery, equipment and tools students need to successfully undertake the pre-occupational course studies carried out of their degree programs.

The direct costs of losses in equipment and facilities, and in workplace injuries and illnesses (medical expenses and worker's compensation benefits) are well known (UAE

Ministry of Labour, UAE- Labour Law: Articles 142-153 - http://www.mohre.gov.ae/molwebsite). What may not be so well known are the indirect or hidden costs of accidents, for example, cost associated with accidents are often 3-4 times greater than the direct/original cost. These arise in the following:

- productive time lost by an injured employee or when equipment is not available;
- productive time lost by damaged equipment;
- productive time lost by supervisors;
- time and costs to resume operations after an accident or equipment damage incident;
- time and costs to hire other individuals to replace an injured worker;
- time and costs to hire or purchase equipment;
- time and cost to repair or replace any damaged equipment;
- reduced morale and perhaps efficiency;
- loss in study time;
- reputation of Fatima College of Health Sciences as a safe learning environment;
- overtime costs;
- adverse publicity;
- administrative costs;
- increased insurance premiums.

These costs may also be cumulative. For example an accident in a motor vehicle will not only result in the costs of having an injured staff member or student but also having to repair and/or replace the motor vehicle. The point is that every incident has a cost – either direct or indirect – which, through judicious planning and increased awareness, may have been avoided.

9.3. Fatima College of Health Sciences Loss Control Policy

It is the policy of Fatima College of Health Sciences to take all possible steps to assure the health, safety and welfare of all employees and other persons engaged in work for the college, or undertaking study on its premises, and any third parties who come into contact with the college at any time and for whatever purpose. It is the duty of each employee of Fatima College of Health Science to comply with this policy and to co-operate with the management of Fatima College of Health Sciences to ensure that the workplace remains as safe as possible and any personal or materiel losses are kept to a minimum. If any person is in any doubt as to whether anything is safe or unsafe then they must assume that it is unsafe until further guidance has been given by their manager or by the Health and Safety Officer. The Board of Trustees and the directorate of the Institute of Applied Technology are fully committed to maintain safe systems of work and fully recognizes their overall responsibility for safety in the work place. Any member of staff who does not comply with this safety policy or any other safety requirement will be liable to disciplinary action.

9.4. Organizational Lines of Responsibility

Overall responsibility for the health and safety of all persons within Fatima College of Health Sciences rests with the Board of Trustees. The Board of Trustees delegates this responsibility to the individual directors and managers for the purposes of the day to day execution and monitoring of the operation with the direct assistance of individual line managers and supervisors. Fatima College of Health Sciences has a nominated Health and Safety Officer who has overall group responsibility for reviewing and making recommendations on all matters relating to health and safety.

The Health and Safety Officer who has overall responsibility for the day to day safety operations will be Senior Manager of Student and Support Services/Registrar. It is his/her responsibility to ensure that:

- Safety officers (Committee) are appointed at all campuses and facilities where Fatima College of Health Sciences business is conducted. In a classroom the lecturer is to take on the role of safety officer for that group.
- All persons employed by Fatima College of Health Sciences and all students attending courses run by, or on the premises of, Fatima College of Health Sciences receive adequate loss control and health and safety training/orientation. In addition employees and students will receive adequate instruction and supervision to enable them to undertake their work or studies in a safe manner.
- All plant and equipment are suitable for their intended purpose and that it is maintained in a safe condition at all times.
- All persons working on site, whether or not employees of Fatima College of Health Sciences, are adequately notified of all known hazards and protective measures.
- That Fatima College of Health Sciences risk assessments, along with all other safety documentation such as business continuity, are brought to the attention of all relevant parties.
- That all employees comply with their legal requirements under current national statutory provisions. All staff must co-operate with the management of Fatima College of Health Sciences to allow it to comply with the legal requirements for health and safety.

Individual members of staff who have any concern regarding their own safety, or that of a third party, or the risk of damage to equipment or premises belonging to or being used by Fatima College of Health Sciences, are responsible for reporting the matter to their manager without delay – urgent matters are reported to the Coordinator Facilities, through contacting his/her directly on his/her mobile phone number: 050-5400893.

All members of staff will receive a copy of this safety policy and will be required to sign to state that they have **read** and **understood** it. New members of staff will be required to read and sign a copy of this safety policy before they start work and their manager will familiarize, explain and assist them to begin work in a safe manner.

9.5. Loss Control – Principles

The central tenet of Loss Control is the control of losses, either by preventive actions or by corrective action to ensure that incidents do not re-occur.

Preventive action includes putting in place policies and procedures that aim to limit the possibility that known incidents occur. This includes injury or damage caused by fire, electricity, hazardous material, and so on. It also includes the identification of emerging risks through the reporting of near-misses and potential hazards.

Loss Control is not restricted to injury or harm to staff: it is also concerned with damage to equipment and other items belonging to Fatima College of Health Sciences which may hinder or interrupts its business processes. This includes furniture, electrical and mechanical equipment, training or teaching equipment, buildings, motor vehicles, and so on. Again, this concerns not just actual or potential damage but also that which could have been caused had it not been a near-miss.

It is IAT policy that near-misses incidents/accidents are to be treated as seriously as an actual occurrence. Failure to fully investigate a near-miss could potentially lead to critical signs being overlooked that an incident may occur which could result in an injury – or even death – to a staff member or student, or facilities or equipment being damaged. Near-miss reporting proforma and guidelines are detailed in appendices to the Fatima College of Health Sciences Health, Safety and Emergency Policy and Procedures Manual.

9.6. Health, Safety and Welfare

The process of establishing a written health and safety program helps identify what has to be done to control hazards and promote greater health and safety awareness among staff, faculty, and students. The policies and guidelines presented here are necessary to achieve injury and illness prevention goals. These are based on internationally recognized standards such as the ISOAS 18001:1999 Occupational Health and Safety Management System, ISO14001:2004 Environmental Management System, and BS8800 Health and Safety Management Systems. This policy and guidelines document should be read in conjunction with the Fatima College of Health Sciences Health, Safety and Emergency Policy and Procedures Manual.

Staff are required to read and understand these policies and guidelines and indicate that they have done so by signing and returning the confirmation slip. Having provided this confirmation staff and students will be issued with a Permit to Work for the equipment or machinery relevant to their needs. All new employees will undertake induction in accordance with the perspective guidelines.

9.6.1. Training

General induction training and regular refresher training in the application of these policies and guidelines will be provided for all members of staff. Additional training will be provided for nominated members of staff as required.

The planning of training in the application of safety procedures is the responsibility of the Health and Safety Officer with the assistance of Sr. Manager Student Support Services/Registrar. Documented training records will be maintained in the employee's

personal file as a part of the Human Resources practice. If any member of staff feels that he/she could benefit from specific safety training in addition to that which has been assessed as relevant by Fatima College of Health Science then they should approach their supervisor/ direct line manager.

9.6.2. Fire Safety

Fatima College of Health Sciences will provide the necessary firefighting equipment in accordance with the requirements of the local Fire Authority. It is the policy of Fatima College of Health Sciences to well-prepare such facilities. All employees are required to familiarize themselves with the fire drill before commencing work. Exercises will be arranged at regular intervals (Announcement to fire-drill practice will be announced a week ahead of the time of the practice). Existing firefighting equipment will be inspected by a supervisor appointed by the campus or facility safety officer on a weekly basis and by the external contract engineers on an annual basis. Alarms will be tested weekly and firefighting equipment will be inspected and a certificate issued by a competent authority on an annual basis.

The following requirements are to be adhered to at all times:

- Fire exits must be kept clear at all times. No fire door to or from an occupied room may be locked nor anything stored against them. Passageways to and from fire exits are to remain clear –at all times- of any items that may impede movement of individuals. Smoking is prohibited within the perimeter of the campus and only permitted in designated areas.
- No doors are to be wedged or propped open in any way. All personnel will be trained by their respective campus or facility safety officer in the safe use of firefighting equipment.
- All staff are to know, and from time to time be tested on, which extinguishers are available in their immediate place of work.
- Combustible materials must not be allowed to accumulate around work areas or electrical appliances (including wall sockets, power cords and splitters/adapters).
- Flammable materials must never be exposed to hot surfaces or direct heat sources.
- In the event of a gas leak all equipment is to be switched off and personnel and students are to evacuate the premises immediately. The local fire authorities are to be contacted as soon as possible.
- In the event of a fire the premises should be evacuated immediately following the information provided on the fire notices.
- Fire extinguishers should only be removed from their wall brackets in an emergency. The removal of fire extinguishers in other cases without good reason will be considered as misconduct and disciplinary action will be taken.

9.6.3. Electrical Safety

All equipment should be checked prior to use. Equipment that has a high usage should be checked regularly to ensure that it continues to be in a safe working condition. Any equipment that does not appear to be in good order should be turned off, removed from any electrical source, tagged, and reported to campus or facility safety officer. In their absence the nearest teacher, supervisor or manager should be notified and the time of such notification, along with details of who was notified and what was told to them, emailed to the Health and Safety Officer. However, the equipment shall not be used until it is been fixed and confirmed it is to operate it.

Changes to the electrical system (including new plugs) should only be undertaken by competent persons who have been trained in such tasks, and all works required (aside from normal maintenance or repairs) should be reported to the safety/Facilities officer. Work on 3 phase electrical systems or live plant must never be undertaken by unqualified personnel. Where live working is required (i.e., work carried out on equipment that is not 100% isolated from an electrical source), a specific risk assessment to be undertaken and the results/action plan reported to the relevant supervisor.

9.6.4. General Safety Requirements for Electrical Systems

The following requirements apply to all electrical systems and appliances:

- Switch off all electrical equipment after use. Do not overload sockets.
- Do not use any electrical appliance that is broken or has cables or cords that are worn or loose.
- Do not allow wires to project into the walkways where they present a tripping hazard. All cables on the floor must be taped securely so that they cannot be tripped over or damaged.
- Use a residual circuit breaker when operating a portable hand tool.

9.6.5. First Aid

Within Fatima College of Health Sciences each campus has a nurse who will be supplemented by nominated first aiders whose names will be published on the notice board.

First aid is not a replacement for professional medical or health assistance. If an injury is suffered, however slight, it must be reported to the relevant supervisor or manager so that details may be taken and a full explanation of the events surrounding the accident recorded. All injuries must also be notified to the campus nurse so that the details of the injury can be entered in the accident book and the appropriate assistance provided. An Accident/Disease Investigation Report will be completed and forwarded to the Health and Safety Officer.

Failure to report injuries may cause delays in later claims for compensation or reimbursement of medical expenses.

If a serious accident occurs the nearest first aider should be contacted at once so that treatment may begin immediately. If this occurs in any campus then the campus nurse

should also be notified so that the injury can be assessed and, if required, an ambulance called.

If staff or student comes into contact with chemicals, especially on their skin or in their eyes, or they are swallowed or inhaled, immediate first aid must be sought. Detailed assessments of each incident will be carried out in accordance with this policy and guidelines document and measures taken to ensure that in future such incidents do not occur.

9.6.6.   Cleanliness

Good housekeeping in all areas is an essential feature of safety and the prevention of accidents.

Staff working in all areas must have regard to the following:-

- Ensure that loose and worn flooring is reported to their supervisor.
- Ensure all entrances, corridors, walkways and exit doors are kept clear of obstructions at all times.
- All cabinets, cupboards and drawers are closed after use.
- Shelving is never overloaded or heavy items stored above head height except on load bearing purpose-built racking.
- Lit cigarettes are never left unattended in the designated smoking area.
- Dangerous substances or spillages are to be cleared away immediately.
- Dangerous substances are to be marked and defined as toxic, harmful, irritant, flammable or oxidizing.
- Dust and fumes should not be inhaled. If dust or fumes are produced by any activity then the task must be ceased immediately until protective measures have been put into place.
- Equipment must not be left where it can be a tripping hazard.

9.6.7.   Manual Handling

Lifting and moving loads by hand is the biggest cause of injury in the work place. Lifting should be carried out in accordance with the guidelines detailed at the appendices to the Fatima College of Health Sciences Health, Safety and Emergency Policy and Procedures Manual.

Heavy goods are to be lifted in accordance with these guidelines. Lifting equipment should be used wherever possible, however, such equipment is not be used by those who are not trained or authorized to do so.

9.6.8.   Control of Substances Hazardous to Health

HAZMAT and CHEMHAZ are the names given to non-specified hazardous material and chemical hazards respectively. The law requires Fatima College of Health Sciences to control the use, handling, storage disposal and transportation of any materials that come under these categories.

Formal assessment will be regularly carried out of all materials used by Fatima College of Health Sciences and this will be available on site at all times for reference purposes. Procedures for the safe handling, use and storage will be kept in a safe and easily

accessed location nearby to where such material is used or stored. Staff and students handling such material should be familiar with these procedures and the following:

- Staff and student are not to handle or in any other way come into contact with hazardous substances or material without adequate and appropriate protection. At a minimum such protection must include long sleeved shirts, long pants, protective gloves, mask and goggles.
- National dress is not to be worn when handling hazardous material or chemical substances.
- Employees are not permitted to purchase or to bring to work substances which are not included on the Chemical Safety Register. If a formal assessment has not been made then that product may not be brought onto any campus or facility.
- It is a strict requirement of Fatima College of Health Sciences that when any person handles a chemical they never mix it with any other chemical product. The mixing of chemicals can lead to harmful chemicals being inadvertently formed.
- Disposal of chemical products must only be carried out under the direct instruction of the safety officer and relevant health authorities.

Full procedures for handling substances that are hazardous to health and environment can be found in the appendices to the Fatima College of Health Sciences Health, Safety and Emergency Policy and Procedures Manual.

9.7. Protective Clothing

Where protective clothing is provided it must be worn. It is an offence which will attract disciplinary procedures for an employee / student/ trainee to abuse or disregard safety equipment. Students who fail to wear safety clothing or properly use safety equipment will be subject to disciplinary action which may include expulsion and, in the most severe cases, further action.

Assessments of chemical and hazardous material will be regularly conducted to determine what clothing is appropriate and whether or not that which has been issued to staff and students is in good repair and is being worn. Protective clothing that is torn or is wearing out should be reported and replaced as soon as possible.

One of the major causes of injury in the work place is cuts to the hand. Personal protective clothing in the form of gloves is a significant method of protection from such injuries. Gloves should always be worn when handling sharp items and when moving loads.

Persons wishing to handle chemicals must first read the material assessment to determine the precise nature of the clothing required for any particular product. **All curriculum that includes the use or study of hazardous materials or chemical substances must include a risk assessment and a detailed list of the protective clothing required.**

9.8. Visual Display Screen Equipment

Fatima College of Health Sciences will carry out formal assessment of all work stations where visual display screen equipment is used. It is the policy of Fatima College of Health

Sciences to provide eye tests for visual display screen work where an employee is required to work with this equipment.

Procedures for managing safety and health relevant to visual display equipment are found in the appendices to the Fatima College of Health Sciences Health, Safety and Emergency Policy and Procedures Manual.

9.9. Machinery – Safe Handling Principles

Only trained personnel may use machinery provided in the work place. Under no circumstances is untrained staff or unsupervised students to attempt to operate any machinery. Prior to authorization being given to operate machinery an assessment of each individual's competence and capability will be carried out. This includes the capability and competence of staff supervising students. If at any stage while using any item of machinery a staff member or student begins to feel unwell they must stop what they are doing, isolate the plant concerned via the remote electrical supply switch and report to their supervisor or teacher.

The following are general rules for operating machinery. These should be read in conjunction with the relevant manufacturer's handbook and other safety instructions appropriate to the machinery:

- Never talk to another member of staff when you are operating machinery. Talking is a distraction and can lead to injury to self or others.
- Do not approach or distract any other employee operating machinery.
- Never operate machinery that does not have in place safety guards. Not all machinery requires safety guards but those that do cannot be operated if the safety guard is not fixed in its correct position.
- Never operate machinery that has a tag on it. The tagging of equipment will be detailed later in this policy and guidelines document, and machines should not be operated, or even attempted to be operated, if a tag is attached.
- Never remove a tag from a machine unless you are absolutely certain that the machine is safe to use. The safest policy is to never remove a tag unless you were the person who applied it in the first place.
- Equipment malfunction tags can only be removed by an authorized technician after the machinery has been repaired and is once more fully functioning.
- Playing on, near or with machinery will not be tolerated and will, if sufficiently serious, attract disciplinary action. Teachers are to remain vigilant at all times to ensure that students and visitors adhere to this policy. If there is evidence of any unsafe activity going on near or with machinery it is to be stopped instantly and the perpetrator/s moved away from the equipment concerned.

9.9.1. Guarding

It is not only dangerous but in breach of this policy and guidelines document to remove a guard from a machine unless there is a need to clean or repair it. Only trained personnel

may clean or repair items of plant which require guarding to be removed. Equipment which is to be cleaned must be isolated electrically and tagged. The electrical supply should be locked out and a notice should be fixed to the switch point advising that re-connection of the supply can be hazardous.

If any part of the equipment being used is unguarded, work should stop immediately on it, the plant concerned isolated, and the matter reported to the safety officer or to a supervisor without delay. Any equipment or machinery that is unguarded is to have a Lockout Tag affixed to it with the date/time and signature of the person applying it.

The policies and procedures to be applied for Lockout Tags are found in the appendices to the Fatima College of Health Sciences Health, Safety and Emergency Policy and Procedures Manual.

9.10. Visitors & Contractors

All visitors and contractors must report to the main reception unless alternative arrangements have been made. Any contractor carrying out work at Fatima College of Health Sciences campuses' premises may be required to provide the following details to the safety officer in advance of the work commencing:

- Health and Safety Policy
- Risk Assessments
- Chemical Safety Assessments
- Liability Insurance Cover.

Contractors carrying out electrical, gas or hot works will be issued with a permit to work before commencing work. A permit to work will also be required for persons working at height or in confined spaces.

All contractors working for Fatima College of Health Sciences are required to comply with this safety policy and with all other written safety instructions.

9.11. Risk Assessments

Fatima College of Health Sciences has produced detailed written risk assessments for all members of staff. The procedures for conducting these assessments is found in Fatima College of Health Sciences Health, Safety and Emergency Policy and Procedures Manual. (Attached as a separate document). All staff are required to read these assessments and abide by their requirements at all times.

IF AT ANY TIME YOU ARE CONCERNED BY ANY ASPECT OF SAFETY IN THE WORK PLACE THEN STOP WORK AND MAKE IMMEDIATE CONTACT WITH THE SAFETY OFFICER. IF YOU CAN NOT CONTACT THE SAFETY OFFICER THEN MAKE CONTACT WITH YOUR SUPERVISOR.

9.12. Health and Safety Policy

The Director of Fatima College of Health Sciences has ultimate responsibility for the Health, Safety and Environmental (HS&E) performance of the college. HS&E management is part of the overall management strategy of the college. It is a critical element to ensure that Fatima College of Health Sciences creates and maintains an

environment that is safe for students, employees, trainees, sub-contractors, visitors and members of the public.

This section outlines the Fatima College of Health Sciences Health, Safety and Emergency Policy and Procedures Manual which is attached as a separate document and used by Fatima College of Health Sciences in relation to health and safety matters, including the following:

- Introduction by the Director of Fatima College of Health Sciences
- Statement of Intent
- Organization for Implementing Policy
- Arrangements for the Implementation of this Policy
- Health, Safety, and Environment Assistance
- Information and Education
- Capabilities
- Suppliers and Temporary Workers
- Public Safety
- Auditing, Monitoring, and Inspection
- Records
- Policy Development
- Appendices

10. Fatima College of Health Sciences IAT/E-Policy & Procedures

The following is the draft policies and procedures for the use of information and communications technology throughout Fatima College of Health Sciences.

10.1. Policy

The purpose of Fatima College of Health Sciences e-Policy is to ensure the effective protection and proper usage of the computer systems within Fatima College of Health Sciences. The Information Technology (IT) investment of Fatima College of Health Sciences is considerable, and the dependency on computer technology in the delivery of Fatima College of Health Sciences services is high. The IT Policy will assist in maintaining systems at operational level. Contraventions of the IT Policy could seriously disrupt the operation of Fatima College of Health Sciences and any breaches will be treated seriously.

Managers are responsible for ensuring adherence to the e-Policy within their Departments, overseen by the relevant member of the Directorate.

10.2. Procedure

10.2.1. Computer Systems

Network:

Network management, administration and maintenance within Fatima College of Health Sciences are the responsibilities of the IT Department. Access to and usage of the Servers is restricted to authorized IT staff only.

Hardware (PCs, Laptops, Blackberries, Printers, Modems, etc.):

The requirement for IT equipment will normally be identified within the context of an IT strategy for Fatima College of Health Sciences and more specifically within a planned program of PC replacement.

The installation, configuration and maintenance of computer equipment are the responsibilities of the IT Department.

Computer equipment registers will be maintained by the IT Department to ensure full tracking of equipment. Eventually the inventory will be kept in ERP for future tracking.

The Senior IT Manager will liaise with Senior Operations Manager to ensure adequate insurance cover for all computer equipment. The IT Department will ensure all the staff aware of any restrictions and limitations.

Requirements for new hardware should be discussed in advance with the Senior IT Manager to assess the detailed specification.

The deployment of new equipment or re-deployment of existing equipment is undertaken by the IT Department after consultation with Department Managers/ Campuses and Program Heads.

The relocation of hardware within or out of the Fatima College of Health Sciences premises should be discussed with the Senior IT Manager in advance to ensure valid

reason for relocation, determine the most appropriate means of relocation and to ensure computer equipment registers and insurance policies are updated.

The security and safekeeping of portable and other equipment used outside the Fatima College of Health Sciences offices is the responsibility of the staff member using it.

All members of staff are responsible for the proper usage, care and cleanliness of the computer equipment they use. Managers should ensure that staff maintains the cleanliness of their machines.

Problems with hardware should be reported to the Help-Desk of IT Department in accordance with established IT Help Desk procedures.

Cost of fixing any damaged HW will be covered by the HW warranty or IAT, unless the damage is found to be by a misuse from the user "Student/Staff". In this case the cost will be deducted from the user financial allocations.

Software & Software Applications:

The requirement for IT equipment will normally be identified within the context of an IT strategy for Fatima College of Health Sciences and more specifically within a planned software upgrade program.

The installation, configuration and support of all software and software applications used within Fatima College of Health Sciences are the responsibility of the IT Department.

Software, including screensavers, must not be installed by users without prior authorization from the IT Department. This includes programs downloaded from the Internet.

Fatima College of Health Sciences will treat the installation of unlicensed software by users as a serious breach of the IT Policy.

Software license registers will be maintained by the IT Department/ to ensure compliance.

Software disks will be kept securely by the IT Department.

Requirements for new software/software applications should be discussed in advance with the Senior IT Manager to assess the detailed specification and implications.

Problems with software should be reported to the HelpDesk of IT Department.

Requests for modifications, enhancements and upgrades of existing software applications should be discussed with the IT Manager.

Data/Electronic Information:

Data Management should be in accordance with the data management policies and procedures of Fatima College of Health Sciences.

Department Managers/Heads are responsible for maintaining the quality of the computer-held data processed by their staff.

The individual user is responsible for the quality of the computer data they have personally processed.

Department Managers/Heads are responsible for ensuring compliance with Data Protection with regards to data processed within their Departments.

In conjunction with the nominated Data Protection Officer of the organization, the IT Manager will keep abreast of data protection legislation, advice accordingly and ensure applications and databases are registered in accordance with the legislation and internal organizational data management policies.

All information/data held on the organization's systems is deemed the property of Fatima College of Health Sciences.

As a condition of employment, staff consent to the examination of the use and content of all data/information processed and/or stored by the staff member on the organization's systems as required.

Back Up:

The IT Department is responsible for ensuring the implementation of an effective back-up strategy for server-held software and data.

Users of networked desktop PCs should avoid storing data on their local hard drives. Data so stored may be lost if a problem develops with the PC, and the IT Department may not be able to assist in its recovery. Data should be stored within the file directory (folder) structure used by the office.

Remote and laptop/notebook PC users must ensure they back up their data regularly. The IT Department will provide advice and assistance.

Anti-Virus Protection:

The IT Department is responsible for the implementation of an effective virus security strategy. All machines, networked and standalone, will have up-to-date anti-virus protection.

The installation of anti-virus software on all machines is the responsibility of the IT Department.

The IT Department will ensure the upgrade of the anti-virus software on networked desktop PCs.

Remote users and users of portable machines will get assistance from IT in the upgrade of anti-virus software in accordance with specified mechanisms agreed with the IT Department, e.g. Internet updates.

Staff should virus-scan all media (including floppy disks, zip disks and CDs) before first use. The IT Department will provide assistance and training where required.

On detection of a virus staff should notify the HelpDesk of IT Department who will provide assistance.

Under no circumstances should staff attempt to disable or interfere with the virus scanning software.

Telephone Usage Policy:

Desk telephones are provided to enable staff members to perform their duties and to conduct the business of Fatima College of Health Sciences. Where there is a direct business need, a mobile phone will be provided by Fatima College of Health Sciences, who will pay for network access and work related calls. The Director must approve any business requirement of a mobile phone.

Local calls made from desk landline phones are totally at the discretion of the staff member and it is the responsibility of each staff member to ensure calls are appropriate to their work and are conducted expeditiously.

National calls are provided to those who have permission from upper management with justification for their needs except the directorate staff.

While international calls access are provided to the Directors only, any other request for international access is subject to approval from the respective Director.

Telephone service is provided by IT Department, so user should fill in a request form for this service with full details.

IT Department has the privilege to Monitor and track calls of all users, in order to provide the upper management with a report for financial use.

IAT provides SIM cards and a Black Berry for the senior staff members due to the business nature as per HR policy.

10.2.2. Computer Users

Health & Safety:

Health and safety with regards to computer equipment and computer work stations should be managed within the context of the general and any specific health & safety policies and procedures within Fatima College of Health Sciences. The IT Department will provide advice.

Campus Management is responsible for ensuring health & safety legislation and procedures with regards to computer equipment are implemented within their Departments.

The IT Manager will keep abreast of IT-related legislation and advise accordingly.

Training:

It is the responsibility of Campus Management to ensure appropriate computer training for their staff. The IT Department can advise on computer-related training.

User Accounts:

Campus Management should notify the IT Department of new members of staff in advance to allow the creation of network and e-mail accounts and system permissions.

Human Resources should notify the IT Department of the departure of staff to allow the deletion of network and e-mail accounts.

The IT Department will ensure password is part of the security strategy of Fatima College of Health Sciences- IT system.

Users should change their passwords when prompted by the system in the case of networked machines or on a regular basis for standalone machines.

All Staff are responsible for the security of their password which they should not divulge, even to colleagues.

Problems with passwords should be reported to the HelpDesk of IT Department.

System Usage:

Users should ensure their computers are fully shut down and turned off at end of business day.

Computers should be locked or shut down when left unattended for any significant period of time.

With regards to file management, Campus Management and/or departments will determine the top-level folders/directories and associated permissions for their department and inform the HelpDesk of IT Department. The IT Department will create or modify the folders accordingly.

Within their respective top-level folders, staff should create sub-folders in accordance with their own departmental guidelines but cannot create new top-level folders.

10.2.3. E-mail/Internet

E-Mail:

Fatima College of Health Sciences e-mail system is a core business application. It should not be used for political, business or commercial purposes not related to the college.

Fatima College of Health Sciences IAT e-mail system must not be used to send illegal or inappropriate material.

Limited personal use of E-mail is permitted. Management should ensure there is no abuse of this privilege.

It is a condition of employment that all staff consent to the examination of the use and content of their E-mail accounts as required.

Global distribution lists should be used appropriately. E-mail to all staff (spamming) should be used only when appropriate.

E-mail copies to administrators in levels higher than your direct line-manager are not acceptable. Staff should ensure that they only copy their direct line-manager and other team members (if any).

Staff should minimize the number of messages in their E-mail in-box to ensure maximum efficiency of the delivery system. Folders should be set up and messages filed accordingly.

Staff should utilize the archiving facility within the E-mail system in accordance with current guidelines.

Confidential material sent by e-mail should be so marked but sent only with caution.

Fatima College of Health Sciences retains the right to access and view all E-mail sent and received by the E-mail system. This right is exercised solely through the IT Department on the instructions of the Managing Director.

Students will have mail quota of 200 MB, Staff will have mail quota of 400 MB with exceptions based on official assignments. Quota size is to be increased in the near future for both students and staff.

E-mail Groups:

Establishing a LISTSERV List:

- List content must reasonably reflect the responsibilities, field of expertise, research, or study of the list sponsor as it relates to their function at Fatima College of Health Sciences.
- List sponsors and owners are expected to abide by all computing resource usage policies put forth by Fatima College of Health Sciences.
- E-mail groups should be created based on business use only. Each member has the right to create his own group if the number of contact from 1-20. If the required group contains large number of contacts more than 20, the request should go to IT department in order to create a distribution list.

List Sponsorship/Ownership:

- Only permanent faculty/staff of Fatima College of Health Sciences may sponsor a list.
- List owners are responsible for adequately communicating to the list membership (usually in the form of a charter/welcome message sent to all new subscribers) the guidelines for list posting. Owners should also ensure that their subscribers are aware of certain important list configuration settings (e.g., who can post, who can subscribe, etc.).
- List owners are responsible for ensuring appropriate membership, as related to Fatima College of Health Sciences functions.
- List owners are responsible for updating the subscriber list and removing or suspending invalid or problematic addresses.
- Institutional/College lists (i.e. announcements, news) will be maintained by the Information Technology Services LISTSERV manager (IT HelpDesk).

List Content and Copyright:

- List subscribers, owners, and all others with list posting privileges and are expected to observe all applicable copyright restrictions when posting any material that is not their own. The use of a mailing list to distribute any material (including binary files) in violation of copyright or licensing is strictly prohibited.

List Expiration and Renewal:

- All lists, except for class lists, expire on a yearly basis at the end of each spring semester (the week after the end of final exams). Class lists expire at the end of each semester (the week after the end of final exams). Lists that are less than three (3) months old at the time of expiration will not expire until the end of following semester or academic year, whichever applies.
- All list owners will be notified by e-mail at least four weeks prior to the expiration date. In order to renew a list, the list owner must reply to the notification stating his/her intent to renew the list.
- If after two expiration notices the list owner has not declared intent to renew, the list will be deleted.

List Removal and Deletion:

- A list may be deleted at any time by the LISTSERV manager at the request of the list sponsor.
- Information Technology Services reserves the right to delete lists that:
    1. are misused;
    2. do not comply with established policy;
    3. pose a threat to system security or integrity. In such cases, the LISTSERV manager will attempt to notify the list sponsor and/or primary owner prior to the deletion of the list.

Internet:

Access to the Internet is provided for business purposes. Limited personal use is permitted and is to be restricted to lunch breaks and periods out with working time.

Staff should not make inappropriate use of their access to the Internet. They must not use Fatima College of Health Sciences systems to access pornographic, illegal or other improper material.

Staff should not subscribe to chat rooms, dating agencies, messaging services or other on-line subscription Internet sites unless they pertain to work duties.

Programs, including screensavers, must not be downloaded from the Internet without authorization from the IT Department.

Fatima College of Health Sciences retains the right to monitor Internet usage by staff. This right is exercised solely through the IT Department and, where relating to a specific member of staff, only on instructions from a member of Directorate.

It is a condition of employment that all staff consents to the examination of the use and content of their Internet activity as required.

Abuse of Internet access will be dealt with severely relative to seriousness.

Minor abuse will lead to removal of the privilege of access from an individual's workstation.

10.2.4. Contravention of the IT Policy

Staff should be aware of their responsibilities under the Data Protection Act, Computer Misuse Act (that Computer Users shall not, by any wilful or deliberate act, jeopardize the integrity of the computing equipment, its systems programs or any other stored information to which they have access) and the Copyright Design and Patents Act. The IT Department will provide guidance where required.

Contravention of Fatima College of Health Sciences IT Policy or any act of deliberate sabotage to Fatima College of Health Sciences- IAT computer systems may be considered a disciplinary offence.

Consequences of non-compliance:

If there is reason to suspect that laws or Fatima College of Health Sciences policies have been, or are being violated, or that continued access poses a threat to a facility, other account holders, normal operations, or the reputation of Fatima College of Health Sciences, access privileges of any individual may be withdrawn or restricted.

Following due process Fatima College of Health Sciences may take one or more of the following actions against anyone whose activities are in violation of the law or of this policy:

- Restrictions or loss of access to any or all of the computing facilities and services at Fatima College of Health Sciences.
- Legal action that could result in criminal or civil proceedings.
- In the case of students, disciplinary action under the Council regulations for Student Academic Dishonesty and/or Non-Academic Student Discipline and Appeals.
- In the case of employees, disciplinary action up to and including termination.

11. Information Security Policy

11.1. Purpose

Fatima College of Health Sciences data assets and information technology resources are vital and must be managed accordingly to ensure their integrity, security and availability for lawful educational purposes. This document is intended as a high-level information security policy statement for use by all staff, students and users of the college's information technology resources.

The purpose of this policy is to ensure:

- The provision of reliable and uninterrupted IT services;
- The integrity and validity of data;
- An ability to recover effectively and efficiently from disruption; and
- The protection of all the college's IT assets including data, software and hardware.

11.2. Scope

Within this Policy, information technology resources include information assets (e.g. databases, files, training materials, risk assessment documents, business continuity plans); software assets (e.g. applications and systems software and development tools); and physical assets (e.g. computers, communications equipment and magnetic media).

The Policy applies to all users of the college's information technology resources, including those who install, develop, maintain, administer and use those systems and applications.

11.3. Information Security Policy

11.3.1. Access Management

All users of the college's information technology resources must be authorized to access the appropriate systems and their resources. Access is controlled and monitored in accordance with Fatima College of Health Sciences policy. The elements involved in controlling and monitoring access include identification, authorization and authentication.

11.3.2. Identification

All system users are assigned a unique ID to use in accessing the Fatima College of Health Sciences systems and applications. User IDs are not to be shared. Users are responsible for maintaining the security of their IDs and all activity occurring under those IDs. User's IDs are issued in accordance with approved standards. *In special circumstances, temporary generic accounts may be approved by the FCHS Director – Senior Manager Students and Support Services/ Registrar.*

11.3.3. Authorization

Only those users who have valid reasons (as determined by System Custodians) for accessing the Fatima College of Health Sciences systems and information are granted access privileges appropriate to their educational and/or business requirements. Access

is granted by means of a computer account, which also serves as identification. Accounts are issued in accordance with approved standards.

11.3.4. Authentication

Authentication ensures an identity. Each ID requires a technique, usually a password, for validating identity. Standards apply to all systems requiring authentication.

11.3.5. Account Management

All System Custodians must regularly review their schedule of delegated authority, to determine who is authorized to use the system and their level of authorization. System Custodians must also determine who should be able to get network access from off campus or remote locations.

At a minimum, a six monthly review of all system access levels of users should be carried out. The System Custodians should ensure any non-compliance as a result of this activity is addressed as a matter of priority. All records of non-compliance must be kept until all matters arising from non-compliance have been resolved.

When employees terminate employment or change positions within Fatima College of Health Sciences, Human Resource department should effect any necessary changes to roles and access privileges in the appropriate system and according to established business processes.

11.3.6. Privileged Users Access

Certain system users have high-level access rights, enabling them to access any data stored on the college information technology systems. These staff members can be generically termed System Administrators. Staff with high-level access rights should abide by the Code of Ethics promulgated by the UAE IT regulations. System Administrators found guilty of breaching this Code of Ethics may be subject to disciplinary action as recommended by the relevant Manager.

Contractor and third-party access are permitted only if agreed to by the Systems Custodian and a full-time employee sponsors the individual. These parties must comply with access control standards which require, at a minimum, that a unique user ID identify each user. This ensures that only authorized individuals receive access to systems. All temporary accounts should have an expiration date based on contract completion date.

11.4. Asset Security Management

11.4.1. Server & System Backup

All critical information of Fatima College of Health Sciences must be backed up on a regular basis. Frequency of backup is determined by the frequency with which the data changes and the effort required to recreate the information if lost. Standards apply to the backup of data from all systems deployed and utilized in Fatima College of Health Sciences.

Any request for backup of business data is based on client requirements as detailed in the Request for Backup form.

11.4.2. Personal Computer and Mobile Device Backup

All critical information of Fatima College of Health Sciences should be stored on centrally maintained corporate networked disc storage. Any other data stored on desktops, laptops and other mobile devices becomes the responsibility of the user to ensure it is backed up on a regular basis. Frequency of backup is determined by the frequency with which the data changes and the effort required to recreate the information if lost.

11.4.3. Recovery

All backups of critical data must be tested periodically to ensure that they support full system recovery. System Administrators must document all restore procedures and test these on a regular basis, at least annually. Backup media must be retrievable within 24 hours, 365 days a year. Standards apply to the recovery of data from all systems.

11.4.4. Off-Site Storage

Off-site is synonymous with "out of the building". The off-site storage location must provide evidence of adequate fire and theft protection and environmental controls.   A formal Service Level Agreement (SLA) must exist with the off-site storage provider and a site visit should be undertaken on an annual basis.

11.4.5. Data Retention

Custodians of Fatima College of Health Sciences data are responsible for defining and documenting the length of time data must be retained. The retention period, legal requirements, responsible parties, and source of legal requirement should be specified. System Administrators are responsible for ensuring that these requirements are adhered to.

11.4.6. Business Continuity

As part of the Risk Management Framework a Disaster Recovery Plan should be prepared and tested for all of the college's major systems. The testing strategy to be implemented will be influenced by the importance of the system to the college's business operations and the ability to recover the system within agreed timeframes.

A copy of the plan should be stored offsite in a secure manner to ensure that the plan can be implemented in the case of a disaster. A review of any major disruption to information services should be undertaken to identify the cause of the disruption and where appropriate adjust the plan and/or procedures to minimize the risk of the event occurring again.

11.5. Security

All major information assets must be accounted for and have a nominated custodian who is responsible for the implementation and management of this policy in relation to those assets.

11.5.1. Physical Security

Access to secure areas, including computer rooms, the PABX room, network equipment rooms and any associated service facilities, is restricted to authorized Fatima College of Health Sciences staff, through the use of passwords, locks or access-control devices. Access to these facilities is governed by college's access policies. All wiring closets are secured in order to prevent any damage and to stop unauthorized attempts to connect to data outlets and to prevent snooping.

11.5.2. Data Security

Different types of data require different levels of security. Fatima College of Health Sciences classifies data into three categories: Public, Proprietary and Restricted. It is the System Custodian's responsibility to establish authentication and authorization guidelines for custodial data. Please note that:

- Public data can generally be made available or distributed to the general public;
- Proprietary data is for internal use (this also to be validated at campus level, college level, or IAT level) and not for external distribution; and
- Restricted (moderately to highly sensitive) data is to be used only by individuals who require it in the course of performing their responsibilities, or data, which is protected by Federal and/or Emirate legislation. Restricted data can only be deleted with the permission of the System Custodian.

Staff should be aware of their legal and corporate responsibilities concerning inappropriate use, sharing or releasing of information to another party. Any third party receiving proprietary or restricted information must be authorized to do so and that individual or their organization should have adopted information security measures, which guarantee confidentiality and integrity of that data.

11.5.3. Software Security

Software for the purpose of this policy document is defined as the programs and other operating information used by, installed on, or stored on Fatima College of Health Sciences owned computer systems or storage media (such as floppy disks, backup tapes, CD- ROM). This definition also includes portable devices that can be directly, indirectly, or remotely and are able to communicate with an owned information system.

To comply with legislation and to ensure ongoing vendor support, the terms and conditions of all licensing agreements must be adhered to. All software and other applicable materials must be licensed (as required) in an appropriate manner.

In order to comply with licensing regulations and to prevent software piracy, the purchasing and licensing of software and other applicable materials should, where appropriate, be carried out through IAT - IT Services. Details of the purchaser, approver and installer must be logged, traceable and auditable.

All software, including patches, upgrades or new versions, should be tested, archived and documented before being put into production systems. This transition should be under

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migration and version control and incorporate change management principles. Control measures should also be in place for maintaining and accessing program and system source libraries.

All operational software should be maintained at current versions or at a level supported by the supplier. In special circumstances, a non-current version of software for a legacy system may be retained for compliance purposes. Processes should also be in place to ensure that information systems development and operational environments for critical systems are separated logically from each other.

Software development policies and procedures should be co-developed by IT Services and the appropriate Fatima College of Health Sciences element, especially for use by project development teams consisting of staff from IT and business areas. In particular, additional attention is paid to ensure that the security controls of audit trails and activity logs are built into applications for the validation of data and internal processing.

11.5.4. Internet Security

Computer devices connected to the Internet face significant risk of unauthorized access, or inappropriate use. A number of measures should be taken to mitigate this risk. Standards apply to all Internet capable devices requiring protection.

Email Security

All email users should be aware of their responsibilities as described in the Use of the college Information Technology Resources Code of Practice.

Unsolicited email can become a serious issue for Fatima College of Health Sciences, affecting performance of the mail delivery infrastructure and productivity of the user. To reduce the level of unsolicited messages, email that meet one or more of the following criteria will be blocked or rejected:

- Malformed email
- Email with an attachment identified as a significant risk.
- Email that exhibit a significant level of unsolicited email characteristics.

Instant Messaging (IM) Security

All instant messaging users should be aware of their responsibilities as described in the Use of the Information Technology Resources Code of Practice.

In addition, IM applications can expose security vulnerabilities that can become channels for malware distribution. Users should be cautious when sending and/or receiving instant messages with attachments.

Mobile Equipment/Wireless Devices Security

With the proliferation of mobile and wireless devices throughout the college, it is essential that special usage policies and procedures be developed governing the use and access of such devices (e.g. Palm Pilots, mobile phones, Laptops). In particular, Fatima College of Health Sciences ensures that the physical security and use of its assets and the sensitivity of information access are clearly addressed in this usage policy.

In addition, and where appropriate, device timeouts should be implemented to lockdown devices and minimize the risk of unauthorized access to the device.

11.6. Security Breach Notification & Reporting

11.6.1. Security Breaches

A security breach is defined as any action or event in contravention to the provisions of this Information Security Policy; actions or events that contravene the provisions of policy established by organizations of which the college is a member; and/or actions or events deemed a security breach by Emirate or Federal Police organizations.

The guidelines listed under "notification" below, should be applied during the course of an actual or potential security breach.

11.6.2. Notification of a Security Breach

The following steps are listed in the order that they should be taken. Once a breach is confirmed, the responsible officer/ system custodian should take these steps as urgently as possible. If a particular step is not appropriate to the breach, then the officer/ system custodian should ignore it and move to the next step.

The Sr. Manager of Students and Support Services/ Registrar should be notified immediately.

- If the security breach involves a possible breach of an Emirate, the country or International law, then the Manager or delegate will notify Director of the college for further action.
- If any of the college element is involved, then that element should be notified as soon as possible, preferably via the Head of Element or approved element representative.
- If an organization or person external to the college is involved in any capacity, then the Director should be contacted to report the breach to a relevant authority.
- If an organization or person external to the college is involved as a potential victim, then that organization or person should be advised as soon as possible.

11.6.3. Reporting a Security Breach

The person authorized by the Senior Manager, to carry out the technical investigation of a security breach must adhere to the process detailed below. A report of the incident should be prepared for the Senior Manager. Once approved, the report should be submitted to the Head of the relevant element outlining the following details (where possible):

- General nature of the security breach;
- General classification of people involved in the security breach, (such as external client, privileged staff member);
- Computer systems involved in the security breach;
- Details of the security breach;

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- Impact of the security breach;
- Unrealized, potential consequences of the security breach;
- Possible courses of action to prevent a repetition of the security breach;
- Side effects, if any, of those courses of action.

Where appropriate, remedial action should be taken on the basis of this report. In particular, significant IT risks should be identified.

11.6.4. Unauthorized Access Attempts

This includes anything from harmless exploration to hacking in order to gain access to information. Unauthorized access also includes gaining access to computer systems for future use (e.g. extortion).

All unauthorized access attempts must be noted and logged. The Audit Trail/System Access Log must be reviewed regularly, exception reports generated and inspected by the System Administrator and appropriate action taken. A copy of the report of unauthorized access attempts must be produced and kept for future reference.

11.7. Enforcement

Fatima College of Health Sciences considers any breach of security to be a serious offence and reserves the right to copy and examine files or information resident on or transmitted via the college's information technology resources. Students deemed to be in breach of security are subject to disciplinary action as documented in the college's Student Misconduct Policy.

Staff deemed to be in breach of security are subject to disciplinary action available under industrial provisions. Offenders may also be prosecuted under Emirate, Federal and International laws.

Students and Support Services Department may confiscate computer equipment, temporarily remove material from websites or close any account that is endangering the running of the system or that is being reviewed for inappropriate or illegal use.

11.8. Awareness and Communication

It is essential that all aspects of information security, including confidentiality, privacy and procedures relating to system access, should be incorporated into formal staff induction procedures and conveyed to existing staff on a regular basis.

Each employee, on commencement of employment, should be made aware that they must not divulge any information that they may have access to in the normal course of their employment. Staff must also be made aware that they should not seek access to data that is not required as part of their normal duties.

System Administrators should be properly trained in all aspects of system security prior to supporting these systems.

12. Public Disclosure and Integrity
12.1. Intellectual Property Policy
12.1.1. Description of the Policy:

Fatima College of Health Sciences approach to Intellectual Property (IP) is set out in two separate Policy and Procedures documents. All necessary definitions are contained in an appendix to both documents to allow proper interpretation.

12.1.2. Objective

The objective of this IP Policy is to enable the Fatima College of Health Sciences to protect and commercialize intellectual property while:

- ensuring that the transmission of knowledge into the wider community is not unreasonably constrained;
- dealing fairly and equitably with staff, students and other contributors;
- recognizing and respecting the contribution of staff (and students who assign ownership of their intellectual property to the college) through sharing of financial rewards and attribution;
- acknowledging that students who are not staff own the intellectual property that they create and only under certain circumstances will the college require students to assign the ownership of their intellectual property to Fatima College of Health Sciences.

12.2. Policy and its application

This IP Policy has the following effect:

- Except as provided in this IP Policy and the IP Procedures, the college asserts and does not waive its rights to the ownership of intellectual property, including intellectual property referred to in section 3.0 of this IP Policy, created by all staff while employed by the college and in the course of their employment by Fatima College of Health Sciences.
- Fatima College of Health Sciences will own all intellectual property, including intellectual property referred to in section 3.0 of this IP Policy, that is devised, made or created:
- by all visitors to Fatima College of Health Sciences who have access to the college confidential information (or confidential information of a third party where the Fatima College of Health Sciences is bound to maintain the confidentiality of that information) where the Visitor utilizes that confidential information for the further development of existing intellectual property or to develop new intellectual property;
- by all students of the Fatima College of Health Sciences who, as a consequence of their involvement or intended involvement in research with commercial potential being undertaken at the college, will have access to the college's confidential information (or confidential information of a third party where Fatima College of Health Sciences is bound to maintain the confidentiality of that information) where the student utilizes

that confidential information for the further development of existing intellectual property or to develop new intellectual property.

- by all persons engaged by the college as contractors (including without limitation persons engaged under contracts for services, consultants and subcontractors), during the course of or incidentally to that engagement.

Fatima College of Health Sciences rights under this IP Policy in relation to any particular intellectual property are subject to and may be modified by:

- any express waiver or modification by the Director by agreement in writing with the Person whose rights are affected by the waiver or modification;
- the conditions of any contract by which Fatima College of Health Sciences is bound; and
- any express waiver under this IP Policy, including sections 4.0 and 6.0,
- provided that to the extent of any inconsistency between these instruments, the documents have priority in the order set out above.

12.3. The Intellectual Property claimed by Fatima College of Health Sciences

The intellectual property of which Fatima College of Health Sciences claims ownership under sections 2.1 and 2.2 of this IP Policy includes (without limitation) intellectual property in relation to:

- patentable and non-patentable inventions, together with field and laboratory notebooks relating to such inventions;
- registered and unregistered designs, plant varieties and topographies;
- databases, computer software, firmware, courseware, and related material;
- works generated by and/or with computer equipment or software, except where specifically exempted under other provisions in this IP Policy;
- Fatima College of Health Sciences-commissioned works;
- Confidential information associated with each and every item listed in this section 3.0;
- Copyright in works and materials except for those specifically excluded by this IP Policy; and
- Educational materials except for those specifically excluded by this IP Policy.

12.4. Scholarly Works and Creative Works: rights waived and license rights

References to scholarly works or creative works are references to such works created by staff while employed by Fatima College of Health Sciences and in the course of their employment by the college.

Subject to the exception in section 5.0, Fatima College of Health Sciences waives its rights to the ownership of intellectual property in scholarly works and creative works created by staff.

Fatima College of Health Sciences expects staff to acknowledge the college in all scholarly works or creative works and in any form of communication or publication of those works.

This waiver is subject at all times to Fatima College of Health Sciences reserving to itself a non-exclusive, royalty free, perpetual, irrevocable, world-wide license (including the right to sub-license) to use, reproduce, adapt, exploit, distribute, broadcast, perform, communicate to the public or exercise any other rights in intellectual property in scholarly works or creative works for educational or research purposes or for the purposes of promoting Fatima College of Health Sciences, whether or not the staff member who created the works remains an employee of Fatima College of Health Sciences, and the staff member grants to the college license rights.

Fatima College of Health Sciences' license:

- is subject to the staff member's moral rights in the Scholarly Work or Creative Work, and
- is also limited by any transfer of intellectual property in a Scholarly Work or Creative Work by the staff member to a publisher or recording company where this is a necessary condition for publication or broadcasting, for instance for publication of a scholarly article in a journal or the release of a sound recording, provided that the staff member must notify Fatima College of Health Sciences of the limitation.

12.5. Scholarly Works and Creative Works: rights asserted

a) Fatima College of Health Sciences asserts and does not waive its rights to the ownership of intellectual property in scholarly works and creative works created by a staff member while employed by Fatima College of Health Sciences and in the course of their employment by the college;

b) where the scholarly works and creative works are U-commissioned works, or are brought into existence in the course of the creation of such works;

c) where the staff member creates the scholarly works and creative works by the use of Fatima College of Health Sciences resources beyond the level of Fatima College of Health Sciences;

d) Resources and salary are commonly provided by Fatima College of Health Sciences to staff;

e) where the scholarly works and creative works are the subject of contractual obligations pursuant to which Fatima College of Health Sciences is bound to grant interests in intellectual property to other persons, or are brought into existence in the course of the creation of such works; or

f) to the extent that the scholarly works or creative works incorporate intellectual property owned by Fatima College of Health Sciences,

g) and to the extent required, the staff member grants Fatima College of Health Sciences ownership of the intellectual property in these works to the extent provided in paragraphs (a) to (e).

If Fatima College of Health Sciences requests a copy of the scholarly works and creative works owned by or licensed to Fatima College of Health Sciences or intellectual property in relation to which Fatima College of Health Sciences wishes to assess its rights, the staff member must provide a copy to Fatima College of Health Sciences as soon as reasonably possible after the request.

Fatima College of Health Sciences rights under these sections are subject to the staff member's moral rights in the scholarly works and creative works.

12.6. Educational Materials created by Staff: Rights Asserted and Rights Waived

a) References to educational materials in this section are references to such materials created by a staff member while employed by Fatima College of Health Sciences.
b) Fatima College of Health Sciences asserts and does not waive its rights to the ownership of intellectual property in educational materials:
c) to the extent that those educational materials are created or developed by staff employed by Fatima College of Health Sciences:
d) with a view to commercialization; or
e) by the use of Fatima College of Health Sciences Resources beyond the level of Fatima College of Health Sciences. Resources and salary commonly provided by the Fatima College of Health Sciences to staff;
f) to the extent that the educational materials incorporate intellectual property owned by Fatima College of Health Sciences,
g) and to the extent required, the staff member grants the Fatima College of Health Sciences ownership of the intellectual property in these works to the extent provided in paragraphs (a) and (b).

For other educational materials not falling within this section created by staff, Fatima College of Health Sciences waives its rights to ownership of the intellectual property, subject at all times to:

- Fatima College of Health Sciences reserving to itself a non-exclusive, royalty free, perpetual, irrevocable world-wide license (including the right to sub-license) to use, reproduce, adapt, exploit, distribute, broadcast, perform, communicate to the public or exercise any other rights in intellectual property in the educational materials for the educational and research purposes of Fatima College of Health Sciences or for the purposes of promoting for Fatima College of Health Sciences,
- Whether or not the staff member remains an employee of Fatima College of Health Sciences; and Fatima College of Health Sciences reserving the right to request and retain a copy of the educational materials for its own use and to meet record-keeping requirements, and the staff grants to

Fatima College of Health Sciences the license rights set out in this section 6.3.

If Fatima College of Health Sciences requests a copy of the educational materials owned by or licensed to Fatima College of Health Sciences under this section or intellectual property in relation to which Fatima College of Health Sciences wishes to assess its rights, the staff member must provide a copy to Fatima College of Health Sciences as soon as reasonably possible after the request.

Fatima College of Health Sciences' rights under this section are subject to the staff member's moral rights in the educational materials.

12.7. Intellectual Property created by Students

Subject to the remainder of this section, students own all intellectual property that they generate and, for the sake of certainty, students own the copyright in their theses.

A student will not own intellectual property that he or she generates where the student has entered into a written agreement binding the student to assign his or her intellectual property to Fatima College of Health Sciences.

Students may not, without Fatima College of Health Sciences consent, grant rights to intellectual property inconsistent with those provisions of this section which entitle Fatima College of Health Sciences to rights in intellectual property generated by students.

Except any ownership of intellectual property in any thesis generated by a student, Fatima College of Health Sciences asserts and does not waive its rights to the ownership of intellectual property generated by students:

- in the course of employment by Fatima College of Health Sciences, if the students are also staff (except as provided in the exceptions for ownership of staff intellectual property in this IP Policy),
- where the student is also a staff member and the subject matter of his or her study is also the work for which the staff member is employed by Fatima College of Health Sciences, in which case the college as employer will own any intellectual property the member of staff creates in his/her course of study (except as provided in the exceptions for ownership of staff intellectual property in this IP Policy); or
- to the extent that the intellectual property incorporates intellectual property owned by Fatima College of Health Sciences.

Students grant Fatima College of Health Sciences a non-exclusive, royalty free, perpetual, irrevocable, world-wide license (including the right to sub-license) to make available for consultation, loan, or copying, at the discretion of Fatima College of Health Sciences, any copy of a thesis subject to any pre-existing lawful confidentiality agreement binding the student.

Where a student's supervisor makes a contribution to intellectual property, and Fatima College of Health Sciences is entitled to ownership of the intellectual property in the supervisor's contribution, the intellectual property will be owned jointly by the student (who

is not a staff member), and Fatima College of Health Sciences (as the supervisor's employer), as tenants in common.

Where a student participates in a research team whose members include staff, and Fatima College of Health Sciences is entitled to ownership of the intellectual property in the staff's contribution, the intellectual property arising from or created or developed by the research team will be owned jointly by the student (who is not a staff member), and Fatima College of Health Sciences (as the staff's Employer), as tenants in common, subject to any contract to which Fatima College of Health Sciences is bound and which has implications for the ownership of the intellectual property.

The proportions of the intellectual property owned by the student and Fatima College of Health Sciences respectively as a result of the above sections will be determined:

- by agreement between the student and Fatima College of Health Sciences; or
- if Fatima College of Health Sciences gives 30-days notice to the student and the student and Fatima College of Health Sciences are unable to agree on the proportions within those 30 days, by the Director.

Where students undertake research that is publicly funded (that is, the research is not funded by an industry collaborator); and has no commercialization horizon or objective, Students will own their interest in the intellectual property that they create or develop, subject to any written agreement or arrangement that the student might enter into with Fatima College of Health Sciences or another Person concerned.

Where it is proposed that a student participate in research projects which are funded by industry collaborators; or have commercialization horizons or objectives, the student must, prior to commencing work on the project, assign their interest in the intellectual property that they create or develop to Fatima College of Health Sciences. This is necessary to enable Fatima College of Health Sciences to meet its legal obligations with industry collaborators, and to commercialize the intellectual property.

Students may seek to obtain the assistance of Fatima College of Health Sciences, through its Director, Institute of Applied Technology-Managing Director, and BOT, to commercialize their intellectual property, and for this purpose volunteer to assign their intellectual property to Fatima College of Health Sciences.

If a student is required to assign, or volunteers to assign, his or her intellectual property to Fatima College of Health Sciences, the terms of the assignment must be in writing and provide that:

- the student will share in net financial proceeds arising from commercialization by Fatima College of Health Sciences, if any, with all other joint creators or inventors, and any other parties whose ownership of intellectual property is governed by any contracts to which Fatima College of Health Sciences is bound;
- the student will retain copyright in the student's thesis;

- the student must not be impeded in submitting a thesis for examination and completing requirements for the award of a degree or other relevant award;
- the student will be encouraged to submit academic papers to scholarly journals, subject to any necessary delays to protect the intellectual property before finalizing of patents;
- the student must maintain confidentiality in relation to the project;
- the student will obtain independent legal advice in relation to the assignment document; and
- if a student is unable to afford legal expenses for that advice, Fatima College of Health Sciences will pay for that advice, up to an amount approved by the Director and will be entitled to make the first call on any income arising from commercialization of that intellectual property for recovery of such payment.

Fatima College of Health Sciences cannot require a student to assign any of his or her intellectual property in order to qualify for enrolment or to remain enrolled in a course.

Students are free to choose not to engage in research or a project that requires them to assign any intellectual property. If a student chooses this option, Fatima College of Health Sciences will endeavor to support the student in developing and undertaking an alternative research project which is of equal academic merit, which is not funded by an industry collaborator and is not commercially focused.

If Fatima College of Health Sciences requests a copy of the student intellectual property owned by or licensed to Fatima College of Health Sciences under this section or intellectual property in relation to which Fatima College of Health Sciences wishes to assess its rights, the student must provide a copy to Fatima College of Health Sciences as soon as reasonably possible after the request.

Fatima College of Health Sciences rights under this section are subject to the students' moral rights in the student intellectual property.

12.8.Moral Rights

Fatima College of Health Sciences acknowledges the moral rights of its staff and students. Where it permits the use of intellectual property created by staff or students or endeavours to cause the creator's authorship to be clearly and prominently identified in former staff or students for Fatima College of Health Sciences functions, it will use its reasonable accordance with long-standing codes of good academic practice unless the individual concerned has expressed an alternative form of attribution that is made known to Fatima College of Health Sciences in writing and agreed to by the officer of Fatima College of Health Sciences responsible for the implementation of the relevant part of this IP Policy.

Where the intellectual property is co-authored by two or more individuals, and the co-authors have entered into a relevant agreement in respect to their moral rights in the work, Fatima College of Health Sciences will use its reasonable endeavors to respect the arrangements set out in the agreement according to its terms, provided that Fatima College of Health Sciences has been advised of these terms in writing.

Where changes need to be made to later editions incorporating the intellectual property and other authors are involved, Fatima College of Health Sciences will use its reasonable endeavors to cause appropriate forms of attribution to be provided. Before the intellectual property is used or changed in a way that has not been expressly or by implication approved by the staff or student or former staff or student concerned, the college will use its reasonable endeavors to obtain their approval.

12.9.Fatima College of Health Sciences' Confidential Information

Students, staff and visitors who receive or develop Fatima College of Health Sciences confidential information must, unless expressly otherwise agreed with Fatima College of Health Sciences:

- keep all Fatima College of Health Sciences confidential information strictly secret and confidential;
- not make any use whatsoever of Fatima College of Health Sciences confidential information except for the purpose for which Fatima College of Health Sciences confidential information is disclosed to them;
- take such steps as are reasonable to preserve the confidentiality and secrecy of Fatima College of Health Sciences confidential information; and
- not make copies or duplicates of Fatima College of Health Sciences confidential information except to the extent that it is reasonably necessary for the purpose for which Fatima College of Health Sciences confidential information is disclosed to them; and
- not reveal any of Fatima College of Health Sciences confidential information to any person whatsoever except for those persons who have a need to know Fatima College of Health Sciences confidential information for the purpose for which Fatima College of Health Sciences confidential information is disclosed to the student, staff member or Visitor.

The obligations under the above section shall remain in effect indefinitely.

Despite the above, the obligations of confidentiality under this IP Policy do not extend to information that (whether before or after this IP Policy) becomes effective:

- is rightfully known to or in the possession or control of the recipient and not subject to an obligation of confidentiality on the Person who receives or develops Fatima College of Health Sciences confidential information;
- is public knowledge (otherwise than as a result of a breach of this IP Policy or any other confidentiality obligations on the Person who receives or develops Fatima College of Health Sciences confidential information); or the Person who receives or develops Fatima College of Health Sciences confidential information is required by law to disclose, to the extent that the law requires it to be disclosed.

Obligations of Staff, Students and Visitors in relation to Intellectual Property

Staff, students and visitors must take reasonable care when developing and dealing with Fatima College of Health Sciences intellectual property to minimize the risk of:

- infringing the intellectual property of other persons;
- exposing Fatima College of Health Sciences to any claims from or liability to other persons; and
- conflicts between agreements dealing with intellectual property;
- do all things reasonably necessary to assist Fatima College of Health Sciences in protecting, securing, confirming and perfecting its ownership of intellectual property, including executing any documents and providing assistance to Fatima College of Health Sciences in obtaining statutory registration of intellectual property in its name where appropriate.

12.10.   Status of IP Policy

This IP Policy applies as amended by the BOT from time to time, has effect as an exercise of the BOT's powers to manage and control Fatima College of Health Sciences affairs and property, and is also incorporated in any contractual terms governing Fatima College of Health Sciences relationship with any persons, including but not limited to the conditions of employment for staff and employees, enrolment for students, and appointment of visitors.

To the extent, if any, that this IP Policy purports to have the effect that a Person grants rights in respect of or an interest in any intellectual property to Fatima College of Health Sciences, or Fatima College of Health Sciences grants rights in respect of or an interest in any intellectual property to a Person, the grant will be deemed to have been made in writing signed by the grantor. Part or all of any provision of this IP Policy that is illegal or unenforceable may be severed from this policy and the remaining provisions of this policy continue in force.

All intellectual property created by staff, students and visitors on or prior to the date on which this IP Policy is approved by the BOT, is intellectual property governed by the terms of Fatima College of Health Sciences' intellectual property policy in force at that time.

Unless the intellectual property has been assigned or otherwise dealt with by Fatima College of Health Sciences, a creator may, by notice in writing to the Director, apply for this IP Policy, in lieu of any previous intellectual property regime, to apply to the intellectual property created by that creator prior to the date referred to above. Any assignment by Fatima College of Health Sciences will only take place if agreement is reached between the Director and the creator and upon such terms as are agreed in writing between them.

12.11.   Dispute Resolution

The resolution of disputes under this Policy is to be dealt with quickly and fairly. The intent of this clause is to resolve any matters in dispute through mediation rather than legal proceedings.

Where a staff member, student, contractor or visitor involved in the creation, development or ownership of intellectual property disputes ownership and rights under this policy this is to be raised, in the first instance, with the Director of Fatima College of Health Sciences.

If the dispute cannot be resolved by Fatima College of Health Sciences Director or the matter(s) is not resolved within 14 days, the dispute will be referred to the Institute of Applied Technology Managing Director. The Director, or his/her nominated Officer, will attempt to resolve the dispute by mediation or appoint an independent expert in the area of Intellectual Property to investigate the matters in dispute and recommend a resolution to the Institute of Applied Technology Managing Director. The Managing Director will then make a determination within 30 days.

Failing resolution, within a further 14 days, either party may commence legal proceedings to resolve the dispute.

All matters associated with the resolution of disputes under this clause will be held confidential.

12.12. Review of IP Policy

This IP Policy will be reviewed by BOT five years from the date on which the IP Policy was approved or at such earlier date as BOT may from time to time decide.

13. Research Policy

The importance of scientific research and progress in the applied health science has been one of the priorities of Fatima College of Health Sciences (FCHS). These priorities are in complete harmony with the strategic plans of Fatima College of Health Sciences to improve the quality of life in the United Arab Emirates, to participate in leading discipline-specific scientific research over the country, and to be recognized as a major stakeholder in the process of development nationally and internationally. As the academic programs at Fatima College of Health Sciences focus on nursing and allied health sciences, the research strategy aims to enhance the research capability for the benefit of the local community and the public in UAE. The research strategy at Fatima College of Health Sciences will also enable staff and researchers to collaborate on advances in teaching and learning, and in clinical practice, as well as to ensure that the outcomes of research projects are easily accessible to students, staff, parents, and the community.

The FCHS research strategy is intended to form a reference point and provide the basis for the actions taken to ensure that research contributes fully to Fatima College of Health Sciences' strategic priorities and objectives. This research policy sets out the general standards, principles and responsibilities regarding good research practice in order to materialize the FCHS research strategy. The policy does not stipulate details of operational practice at a departmental level, but serves to ensure that researchers are fully aware of the processes and procedures for research. These research guidelines provide and orient researchers with the ethical and professional standards related to research, including those involving human subjects and animals. The policy also offers guidance to encourage strong ties and specific partnerships with national and world-leading institutions to develop and extend our research quality. These guidelines additionally serve to elucidate, increase awareness and stimulate discussions on the trends of scientific practice between researchers and will provide benchmarks when problems arise.

This policy is intended for all researchers, teaching and support staff at Fatima College of Health Sciences and to those who have related supervisory, managerial or administrative responsibilities. It complements other College policies and guidelines in drawing together elements of good practice and is not exhaustive.

Definitions

- Head of Department/Program" includes the Heads and other Heads within the College.
- "Department/Program" includes a division of the College where the context requires.
- "New researcher" includes students, research trainees and any members of staff who by their limited experience in tertiary research may need special guidance or supervision.
- "Research" includes original investigation involving professional practices in the areas of study within FCHS in order to gain new knowledge and understanding. It may include internal/external consultancies within research areas. References to "authorship", "published" and "research output" are to be given a meaning appropriate to these professional practices and consultancies.

- "Research Unit" refers to the Unit in the College and any other entity in the College which has been designated by Board of Trustees (BOT) as being a Research Unit for the purposes of this document.
- "The College" means Fatima College of Health Sciences.

13.1. Research Unit: Guidelines and Roles

Fatima College of Health Sciences has distinguished and highly qualified staff members in diverse fields of discipline and expertise and, with proven research experience. There exists the potential to advance research initiatives which will endeavour to contribute to improving health and healthcare in United Arab Emirates. Therefore, research, basic and applied, is amongst the principal priorities of our college and falls under the control of the Research Unit led by the FCHS Director.

The Research Unit (RU) at Fatima College of Health Sciences is a multidisciplinary and multi-professional group of members from the Emergency Health, General Requirements unit, Nursing, Pharmacy and Physiotherapy Programs and our collaborative partners. The unit comprises of two committees: the Research Committee (RC), and the Research Ethics Committee (REC), both of which report to the FCHS director. The RU together with the Institutional Effectiveness Unit is responsible for reviewing the content of this policy on an annual basis. The RU serves as the administrative and technical body that facilitates, regulates, and observes the processes that serve to promote and fulfil the vision, mission, and objectives of Fatima College of Health Sciences. It works in a collaborative and complementary manner with other faculties and administrative bodies of the Institute of Applied Technology and other government, equivalent public bodies, complementary organizations, and private health centres in the country. Another role of the RU is to decide on appropriate budgeting for research funded by the college or other externally research funded agencies.

Our commitment to good research conduct lies central of an effective research system. Therefore, the Research Unit lays down its expectations for high standards of research integrity as well as the quality and reliability of the research outcomes expected.

13.1.1. Research Integrity and Accountability in the College
- Research processes are tailored to identify and preserve accuracy and the truth.
- The universal principles that guide research are regarded as vital to the College.
- Of paramount importance is the need to uphold high ethical standards, particularly in the validity and accuracy of data collection and reporting. The research community acknowledges its obligation to the public and to FCHS, and is aware that professional, industrial, and public policy might be defined or altered based on the research outcomes.
- Research processes including communication between collaborators, maintenance of and reference to research records, presentations, work discussions at meetings of experts, publications, peer reviews, and verification and extension by other researchers, all underwrite to the fundamentally self-correcting and ethical nature of research.

- Research competition can have a strong and positive impact, stimulating effort and increasing the quality and immediacy of the work produced. However, good research practice is compromised when competitiveness forces insufficient preparation and poor quality publications. In addition, dividing significant and comprehensive research reports into several smaller publications can increase the authors 'publication count', as is the case of safe and unnecessary research at the cost of more original and ground-breaking areas of study. Accordingly, the College emphasizes original research of high quality in addition to the quantity of output.
- The College requires of its researchers a strong commitment to high standards of professional research conduct.
- The College acknowledges its own responsibility in ensuring the health and safety of all those associated with the research. In addition it is the responsibility of each member involved in research to adhere to this policy with respect to good research practice and health and safety.

13.1.2. Aims of the Research Unit (RU)

Fatima College of Health Sciences offers its discipline-specific programs in the field of Health Sciences. The Research Unit is therefore involved in the strengthening of educational and health research. It aims to contribute to health system development and health improvement for the community and country. The research policy in this regards targeting:

- The promotion, monitoring and implementation of high quality health research evidenced through:
  o Enhancing the College's national reputation as a leading research Institute and to establish a higher international profile for its research activities.
  o Driving and sustaining an active research culture that fosters high achievements.
  o Increasing the research activities to meet the society requirements of applied research.
  o Maintain public trust in College research and in research as a whole.
- The creation of ethical and evidence- based research policies, including norms and standards;
- The dissemination and translation of valuable knowledge or research

13.1.3. Roles of the Research Unit

- Initiating and maintaining cooperative partnerships and exchanging of expertise with national and international research institutions.
- Research supervision at the college accompanied by sound management practice to create an effective and enabling environment for researchers and timely research outputs.
- To focus research with an emphasis on the major UAE national priorities, especially in the health sectors.

- To monitor the execution and completion of research projects as well as the approval of expenditure.
- To attract foreign support for research undertaken by FCHS staff and students.
- To facilitate the patenting of inventions and its registration to protect the rights of the College and researchers.
- To fund students in involved in research, or employment therein, undertaken by staff members.
- To fund dissemination and publication of research outputs by staff and students through participation in conferences and scientific debates at which research findings are presented.
- To facilitate the optimal use of available resources regarding services and facilities and their distribution among researchers.
- To regulate and control external financial support for research projects from local or international sources equitably.
- To influence human resource policy to recruit, retain and incentivize faculty/researchers with the maximum potential to achieve excellence in high-quality high impact research, as well as the ability to apply their intellectual capacity within a multi-disciplinary group.
- To support researches with funding/grant applications for national and international research.
- To provide mentorship and support to junior staff and students for capacity building in research.
- To develop collaboration with external organizations and industry to review potential areas for research that will address the healthcare needs and demands.
- To ensure that programs and research directives encourage an active research ethos and culture which promotes staff development, innovation and enterprise, nurtures young research talent, and enhances the staff and student research experiences in line with UAE goals.
- To develop post-graduate research programs which will lead to capacity building, increase the number of future researchers, and provide the opportunity for new and innovative research.
- To consider developing, supporting and promoting research efforts in theoretical, applied, clinical based and practice-development at a level that meets national and internal standards of excellence.
- To use incentives that encourage and promote research and peer reviewed publications as a means of increasing research output and of encouraging staff and students to engage in this pursuit of truth.

13.1.4. Fatima College of Health Sciences Research Strategy and Research Action Plan:

The FCHS research strategy and research action plan is aligned to the FCHS strategic plan and is the responsibility of the RU under the leadership of the FCHS Director. These is disseminated and made known to individual staff within departments in order for the Colleges' wider goals and objectives to be achieved.

The research strategy and subsequent action plan is effective for a period of time that is usually congruent with the FCHS strategic plan. These are reviewed and monitored periodically for progress on goals and objectives. These and other market and health factors help to shape subsequent research strategies and action plans within the realms of FCHS strategic plan. Considerations include:

- Developing an FCHS research framework that identifies a key research niche and major research foci, including inter-disciplinary research, that can brand the College with respect to its expertise and research output in the identified fields.
- Developing a systematic method of enabling strategies, key assessment indicators and outcomes for the achievement of research goals and objectives including those in the College's key identified research niche and foci.
- Generating rules and regulations for best practice in the management and administration of research which include ethical approval and pledges, making research data available and facilitating policy and procedure development based on empirical evidence with regulators and other related partners.
- To scan the horizon for innovative opportunities for expert research sub-units that can lead to staff development for teaching excellence and capacity building of young Emirati with research and teaching aspirations
- Facilitating accessible databases and other online formats in the public domains for research and research outcomes.

13.1.5. Research Committee and Planning

In discharging its functions the formed Committees shall:
- Enhance the scholarly climate by developing overarching faculty strategies for advancing research scholarship and creative work; and by generating ideas and approaches for implementing these strategies.
- Create policy and establish application procedures for research resources designated to the committee for adjudication, and make recommendations to Council.
- Facilitate connections and communications between different bodies of research in the country.
- Liaise with any research committee(s) in units, encourage and exchange research/scholarly ideas, enhance the scholarly climate of the faculty, and discuss the development of research, scholarship, and creative work within and across the units at Fatima College of Health Sciences.
- Constitute sub-committees for research adjudications, and from time to time establish ad hoc working groups to deal with emerging priorities in relation to research and scholarship.
- Grant Adjudication Sub-Committee (chaired by a member of RC), reviews applications for research grants and other grants or awards, according to policy

and procedures established by the RC, and disburses funds as available and appropriate.

13.1.6. Research Governance and Delegation of Responsibilities

- The FCHS Director is charged with overall responsibility for research conduct while the Committee Chairs of the RC and REC are responsible for ensuring good research conduct in the College. The Heads of departments/Programs and research supervisors should ensure a research environment and ethos that ensures good research conduct. Within departments, it is the responsibility of each staff member engaged in research to adhere to the principles of good research practice.
- Unless expressly prevented by this document or College legislation or a decision of the Administrative Committee or BOT, the FCHS Director may delegate in writing the responsibilities imposed upon her or him in this document but only to the Committee Chairs of a Research Unit in the College and only in respect of research carried out within the RU.
- Any information regarding research that is required to be given by the Director, to "the Head of Department/Program, Campus Head" shall be given to all of the Heads of campuses and departments/programs.

13.1.7. Research Principles and Ethics

The College expects all staff/researchers to consider the ethical and legal implications of their research. It requires an intense awareness of their responsibilities to the College, research participants, to funders, to collaborators, to the profession, to regulatory bodies and society. The overarching principles and ethics include the following:

- Researchers may participate only in work that conforms to accepted ethical standards.
- Researchers must be aware of and adhere to ethical principles of:
  - Justice
  - Veracity
  - Respect for people and their privacy
  - The avoidance of harm; and respect for non-human subjects of research
  - Researchers must comply with the Workplace Health & Safety Regulations and any College Codes of Conduct, where research procedures are of a kind requiring approval by the FCHS Director or the Head of Academic Affairs, or by other safety or regulatory committees, research must not proceed without such approval.

Competence

Researchers should participate only in work that they are competent to perform.

Collegiality

Researchers in the employment of FCHS are expected to maintain a high level of professionalism and to demonstrate this in the research arena. It is expected that if doubt arises concerning good research practices, researchers should seek succour on their

research from their colleagues or peers. Debate, constructive criticism, and deliberation of research work are important parts of the research methodology.

Confidentiality

Confidentiality must be observed with respect to data of a confidential nature and such information must not be used by the researcher to their own personal advantage or of a third party. Absolute strict confidentiality must be observed with respect to data if the research is under consideration for patent protection or for commercial reasons.

Scrutiny

Subject to the above principles of confidentiality, research results and methods should be open to scrutiny by colleagues within the institution and, after publication, by other members of the profession at large.

Reputation

Researchers have a duty to ensure that their work enhances the good name of the College and the profession to which they belong.

Honesty

Researchers have an obligation to highest standards of intellectual honesty in the conduct of their research.

Accessibility

Researchers have an obligation to keep records and data in such a way as to facilitate the verification of the research by other researchers or future research

13.2. Research Practice Policies and Procedures

13.2.1. Research-Data Storage and Retention

- Data (including electronic data) must be recorded in a durable and appropriately referenced form. Data management complies with relevant privacy protocols of the College or a relevant education or government protocols.
- It is the responsibility of individual researchers to forward a copy of preformed to the Head of Academic Affairs and to update the information as necessary. It is the responsibility of the Head of Academic Affairs to retain the records of data location.
- Data must be held for sufficient time to allow reference to them. For data that are published, this may be for as long as interest and discussion persists following publication. As a general rule, the minimum period for retention is 5 years from the date of publication but for specific types of research, such as clinical research, 15 years may be more appropriate.
- Data related to publications must be available for discussion with other researchers. Should data have confidentiality clauses it must be stored and located such that referencing it is possible without breaching
- Where computing systems are accessible through networks, particular attention to the security of confidential data is required.
- When data are obtained from limited access data-bases, or via a contractual arrangement, a written indication of the location of the original data, or key

information regarding the data-base from which it was collected, must be retained by the researcher.

- Security and confidentiality must be assured in a way that copes with multiple researchers and the departure of individual researchers from the College.
- Intellectual Property (IP) agreements to protect intellectual property (Refer Sections 12.1; 12.3; 12.7) rights may be entered into between the College, a researcher and a sponsor of the research. Where such agreements are intended to limit free publication and discussion, the limitations must be explicitly agreed. All IP should be made known immediately to the FCHS Director.
  - It is the obligation of every researcher to enquire whether any confidentiality or IP apply to a project before he or she commences work on the project and of the FCHS Director to inform researchers of their obligations with respect to any such provisions.
  - Any confidentiality or IP involving a student must not conflict with the College's primary expectations for examination of and access to a student's thesis after examination.

13.2.2. Research Authorship

- To be named as an author of an article or any other work for publication, the staff member must have substantial participation in all three of the following:
  - o Conception and design of the project, or analysis and interpretation of the research data
  - o Drafting or revising the outcome critically for important intellectual contributions; and for final approval of the version to be published.
  - o In addition, the person must play such a role in the research output as to be sufficient for her or him to take public responsibility for at least that part of the output which is in the person's area of expertise.
- It follows that participation solely in the acquisition of funding or the collection of data does not justify authorship, nor does the general supervision of the research group.
- Naming as an author a person who fails to meet the above requirements is the practice of "honorary authorship" and is not permitted.
- The authorship of collaborative research output must be settled between researchers at the initial stages of the project, and reviewed if or whenever there are changes in participation.
- When there is to be more than one author, the authors must decide which of them is to be nominated the executive author. The executive author is responsible for all record-keeping regarding the research output.
- Any part of an article or other work for publication which is critical to its main conclusion must be the explicitly agreed responsibility of at least one author.
  - o If collaborative research is to be published, either in any electronically or hard copy format, co-authors must acknowledge authorship and contributions in a document signed individually which must make public that the signatories are the sole authors or it should divulge any other individual/s who although qualified to be named as such has/have

agreed in writing not to be an author and have seen the version of the paper submitted for publication.

- The written acknowledgment of authorship (entitled Statement of Authorship and Location of Data) must be given to the FCHS Director, placed on file and retained safely in the College.

- Every author must ensure that others who have contributed to the work are recognized in the research output. Where postgraduate students are to be involved in a research project, they should be provided with a written statement at the commencement of the project outlining the nature and proposed recognition of their contribution. Where this is not possible, the statement should include a reasonable time frame within which the situation will be clarified.

- All authors of a work must approve the final draft which is to be published, other than in respect of trivial corrections made since the last draft was approved.

- In the event of a dispute about authorship, or conflict between authors, the advice of an Adviser on Integrity in Research may be sought. If this fails to bring about a resolution of the matter, the College's grievance procedures must be invoked.

13.2.3. Disseminating of Research Findings

- The policies and procedures below take effect subject to any contractual arrangements which apply to a particular project. In the event of apparent inconsistency between the terms of a contract and anything contained below, the researcher must seek advice from the FCHS Director.

- A researcher must disclose similar or duplicate publishing of the same or similar data except where there is full cross-referencing between the papers, or where a complete work grew out of a preliminary publication and this is fully acknowledged.

- The researcher must ensure that he or she is familiar with the terms of the College's policy on Intellectual Property (Refer to Section 12.1, 12.3 and 12.7). In any case where the College might have a claim to intellectual property in the research findings, or where commercial exploitation by the College might be jeopardized by their disclosure in public, research findings should not be disclosed without the prior written approval of the appropriate officer.

- In all other cases, and assuming there is no contractual arrangement to the contrary, as a general principle, research findings should not be disclosed to the public media before they have been reported to:
  - Fatima College of Health Sciences Director and Head of Department; or
  - A research audience of experts in the field of research - preferably by publication in a peer-reviewed journal or presentation at a recognized scholarly conference, or presentation at a recognized public performance.

- Where issues of public policy and concern make prior advice of research findings to a public or professional authority desirable, such advice must be tendered to the responsible authorities before reporting to the media, and the unreported status of the findings must be advised at the same time. Only where the responsible authorities fail to act within a reasonable time can reporting to the media be justified, and the unpublished status of the findings must be disclosed to the media at the same time.
- If there is any reporting to prospective financial supporters of research that has not yet been submitted for peer review scrutiny, the researcher must explain in detail the standing of the research and the peer-review mechanisms which it will be subjected to.
- Each publication must include information on the sources of financial support (including College infrastructure) for the research. Financial sponsorship that carries an embargo on the naming of a sponsor should be avoided.
- Individuals and organizations providing facilities should be acknowledged in each publication out of courtesy.
- With reference to research, it is essential that all applications for grants, or publishing, (either in preparation, submission or accepted submissions), or for conferring honours or awards be accurate. Providing misleading information or omitting relevant information, either deliberately or recklessly in a resume, financial applications, employment applications or making public statements, is a form of research misconduct.
- All practical steps must be taken to ensure that publications and public statements about information on research work or performance are comprehensive, exact and explicit.

13.3. Supervision, Training and Mentoring of New Researchers

- It is the responsibility of the College and Head of Department/Program there are training and development provisions to enable faculty to gain the necessary research skills for current roles, career development and to support student research aspirations and skills development.
- It is the responsibility of the College and Head of Department/Program to ensure that there is a specific, responsible, and appropriately qualified supervisor of each new researcher in the College.
- The Head of Department/Program has to ensure that new researchers undergo mentoring from an experience researcher.
- The Head of Department/Program has the responsibility to keep the ratio of supervisors to researchers sufficiently low enough to permit effective intelligent academic communication and continuous effective oversight over research.
- Each new researcher should be provided with all written material on applicable government and institutional guidelines for the conduct of research, including those covering ethical requirements for studies on human or animal, those requirements relating to confidentiality, and occupational health and safety matters.

- Supervisors should provide guidance in all matters of good research practice.
- The supervisor must ensure, as far as reasonably possible, the validity of research data obtained by a new researcher under her or his supervision.

13.4. Disclosure of Conflicts of Interest

Actual and potential conflicts of interest (Refer Section 1.2) can arise in many different research contexts in the College for example, when providing an assessor's report on a grant application, sitting on a committee which decides grant applications or the allocation of scholarships, supervising a student's research, or when commenting on the quality or volume of another person's research.

All staff should be sensitive to the possibility of conflicts of interest and avoid both the actuality and the perception of them by declining to act or by withdrawing from a situation where these might arise. In any case of doubt, the fullest disclosure should be made to the relevant responsible person (such as the chairperson of a committee) before any participation takes place. Advice may also be obtained from the FCHS Director.

Researchers must disclose any conflict of interest which could or had already influenced the research, its explanation of the data or the means of publication if they are seeking funding or support for the project or presenting papers for publication or communicating the results publicly.

Where a researcher is affiliated with, or has a financial involvement with, an organization or entity with a direct interest in the subject matter or findings of the research, full details must be disclosed to the Director at the earliest opportunity. In cases of any doubt, the researcher should err on the side of caution and make full disclosure to the FCHS Director indicating all situations where the conflict of interest may affect or be perceived to affect decisions concerning other individuals. The Director is obliged to personally receive and/or respond to this information.

Actions provoking the responsibilities above include cases in which the organization or entity is funding the project, or by giving indirect benefits like providing materials or facilities, or paying for the researcher's travel or accommodation costs.

13.5. Advisers on Research Integrity

The FCHS Director shall appoint at least two members from the College as Advisers on Integrity in Research, one of whom may be herself or himself. Any appointment must be specific to the person and not made contingent upon her or him holding a particular office.

The FCHS Director may only appoint a faculty member who is:

- familiar with the contents of this document
- has the appropriate degree of experience in research
- has the appropriate personal and other quality to carry out the duties involved.

Where circumstances permit, the FCHS Director should aim to ensure that Advises on Integrity in Research are drawn from the main discipline areas reflected in the college and, if applicable, the cross-campus nature of the college's activities.

Advisers on Integrity in Research share with the FCHS Director the responsibility of ensuring that the contents of this document are known by all staff who carries out research or whose duties relate to research matters in the College. In addition to responsibilities in connection with actual or possible research misconduct, advisers on Integrity in Research have the responsibility to give advice on integrity in research at the request of members of the college and also to provide advice when circumstances come to their notice which may call for the giving of advice.

Advisers on Integrity in Research should make themselves familiar with the research taking place in the College for the purpose of assisting them in carrying out their duties.

13.5.1. Research Information and Consent Forms

It is contingent for any subject participating in research to give voluntary informed consent. The participant should receive a research information handout which must provide an overview of informed consent and its importance, the required essentials of consent, the consenting process, as well as the documenting consent form. This informed consent and the consenting process is affords protection and respect for research subjects. Fatima College of Health Sciences resources for informed consent information including: research summary, forms, templates, guidance, and contact information of the researchers and personnel involved in any research that involve human subjects.

According to the instruction of the College Research Ethics Committee, researchers at Fatima College of Health Sciences or invited researchers at Fatima College of Health Sciences must acquire informed consent of all participants in human subjects' research before they can register those individuals for the study. The individual's consent must be voluntary and based upon adequate knowledge of the purpose, procedures, risks, and potential benefits of a research study. All potential participants should also be informed of their right to abstain from participation or to withdraw consent to participate at any time without reprisal. After ensuring that a person has understood the information, the researcher should then obtain the person's consent, preferably in writing. If consent cannot be obtained in writing, the non-written consent must be formally documented and witnessed.

In cases where individuals are unable to provide consent, either because they are minors or because they are physically or mentally incapable of making informed decisions, researchers are required to obtain "assent" or agreement to participate in a study from the individual. No individual should be enrolled in a study if they do not want to participate, even in cases where their legal guardian consents to their participation. Where possible, it is essential to document an individual's assent and an assent form should be used.

The regulations for the protection of human subjects at Fatima College of Health Sciences whenever human subjects participate in a research study, provide that every subject be given and understand sufficient material and information in order to be able to give true, voluntary and informed consent. Such information should provide the purpose, procedures involved in the research, all probable risks and discomforts or distresses

(either physical, mental, economic, social or inconvenience) to the subject. Other information include any substitutes to participation, the research benefits to society and possibly to the individual human subject, the time-frame of participation. Participants must have details for the person to contact for answers to questions or in the event of a research-related injury or emergency. Participants must be aware and understand that participation is voluntary and refusal to participate will not incur any consequences or any loss of benefits that they are entitled to, as well as the right to confidentiality, the right to totally withdraw from the study at any time without any consequences. This information must be given to them in writing

13.6. Research Misconduct

13.6.1.   General

The provisions in this policy, dealing with research misconduct, are not intended to exclude anything in the College's policies on Academic Misconduct. They are intended to deal with research matters not covered by the College policy and to supplement them where appropriate.

- The procedures outlined below may be modified appropriately where necessary to avoid any actual or possible conflict of interest in the handling of a complaint about research misconduct. For the purposes of this document, "Research Misconduct" includes fabrication, falsification, plagiarism, or other practices that seriously deviate from those that are commonly accepted within the scientific or research community for proposing, conducting, or reporting research. It does not include honest errors or honest differences in interpretation or judgments of data.
- Research misconduct includes, but is not limited to misappropriation, interference and misrepresentation.
- Misappropriation: A researcher or reviewer shall not:
  - o Submit or present published documents, thoughts or concepts of other individuals, intentionally or irresponsibly plagiarize, without attributing it to the original authors, and thus purporting it as his/hers own for the purposes of a grant application with the knowledge that such disclosure is confidential.
  - o Intentionally omit reference to the relevant published work of others for the purpose of inferring personal discovery of new information.
- Interference: An investigator shall not deliberately and without permission remove or confiscate or substantially impair any research-related property of another, including without limitation, any facilities, software or hardware or any IT objects, any materials or components used in the research or anything the project researcher needs or requires for the continuation of the research.
- Misrepresentation: A researcher or reviewer shall not with intent to deceive, or in reckless disregard for the truth, declare or submit material of substantial untruth or ignore important facts such that information published appears to be either complete or a material or significant falsehood.

13.6.2. Research Misconduct Procedures

- Procedures in respect of possible research misconduct may be initiated following a complaint to an Adviser on Integrity in Research or on the initiative of an Adviser on Integrity in Research.

- On receipt of a complaint, an Adviser on Integrity in Research who is not the Head of Department must inform the Head of Department unless, after discussion between the Adviser and the complainant, they both agree that the matter should go no further.

- Thereafter, the Head of Department must conduct a preliminary of the matter personally or appoint an Adviser on Integrity in Research to do so. A preliminary investigation should be limited to determining whether a case exists that research misconduct may have occurred.

- As soon as practicable after the commencement of a preliminary investigation, the investigator must provide to the person or persons under investigation a written statement describing the allegations against him/her A reasonable time, which shall not be less than 5 working days, must be allowed to enable the recipient to provide a written response. The investigator must inform the recipient of the time for a written response.

- Any inquiries made during the period of preliminary investigation shall be carried out as discreetly as possible in the circumstances.

- Within a reasonable time of receiving the written response or the expiry of the time stipulated for the receipt of a written response (whichever is the earlier), the investigator must decide whether a case exists that research misconduct may have occurred.

- If the investigator decides that such a case does exist, the investigator must immediately inform the Head of Program (HOP) or Head of Department, if applicable.

- The HOD must then decide whether the matter is covered by procedures in the existing College policy on Academic Misconduct and, if so, ensure that further action is commenced in line with the policy. In all other cases, the HOD must commence a formal investigation by constituting a Committee of Inquiry of at least three persons, which may include him or herself, to inquire into the matter and recommend any appropriate action to the College.

- The Committee of Inquiry may contain members who are internal to the College or external, or a mixture of both. They are to be chosen because of their expertise and other qualities relevant to the investigation.

- The HOD, upon or after receiving the investigator's opinion that a case exists that research misconduct may have occurred, may decide to advise, in confidence, the secretary of any funding agency currently supporting the research by the person under investigation and in respect of which the allegations arise, but only on the understanding that the agency will not terminate its support on the basis only of the investigator's opinion.

- The Committee of Inquiry must comply with principles of natural justice. The standard of proof shall be the balance of probabilities but taking into account the principle that the more serious the allegations or the consequences

flowing from them, then the more demanding are the evidentiary requirements.

- In the event that the person under investigation has left the service of the College, the Committee of Inquiry may decide to continue its investigation even though but it may not come to the conclusion that research misconduct has taken place if that would breach the requirements of natural justice or the requisite standard of proof.
- If research misconduct is found to have occurred, the HOD must report the decision to the secretary of any funding agency which is supporting or has supported the research in question insofar as it relates to that researcher's contribution to the project. The HOD may also report the decision to journals and other media through which the research was reported.
- During the preliminary investigation and any formal investigation of an allegation of research misconduct, those charged with investigating the matter must act in a manner which protects the interests of those who in good faith have made allegations or provided evidence in respect of them, and others affected by the allegations.

14. Academic Policies and Procedures

14.1. Course Approval Policy and Evaluation

This procedural document specifies the processes through which Fatima College of Health Sciences approves the offering of new courses and evaluates the offering of existing courses. These processes form an important part of the college's quality assurance procedures.

The Course Approval process aims to:

- facilitate best practice in curriculum design, teaching, and assessment by requiring all academic staff to use a specified Course Syllabus template that focuses on:
  - the course's contribution to learning in the context of the program,
  - the learning outcomes of the course in the context of graduate skills,
  - the learning activities and experiences that students undertake in order to develop these graduate skills.
- facilitate efficient management of course documentation by requiring all academic staff to use the Course Folder System to store their files and statements and route them;
- provide a number of opportunities for peer review of a new course's curriculum, pedagogy, and assessment;
- assist Departments to consider the resource implications of new courses;
- facilitate the routine evaluation of a course to assure Fatima College of Health Sciences and the course leader that the course is contributing to learning in the program as intended and that the learning outcomes are consistent with those stated for the course;
- encourage academic staff to engage in scholarship in teaching through reflection on course design; and
- encourage academic staff to evaluate the quality of teaching and learning within their courses by linking the course evaluation process with academic staff promotion and performance management processes including the compilation of teaching portfolios.

14.2. Course Syllabus

Every course requires a Course Syllabus. The Course Syllabus and the Course Folder contains statements about:

- why the course is important to the learner;
- what the learner can expect to learn by studying the course in terms of content-based outcomes, cognitive outcomes, affective outcomes; and application outcomes by studying the course;
- how students are expected to engage with the course's learning activities and how these activities contribute to their attainment of graduate skills;
- how learning achievements are to be demonstrated and evaluated within the course.

The term "Course Syllabus" refers specifically and exclusively to a document that addresses the above questions within the format specified in the Course Syllabus Requirements policy. For a given semester there shall be only one Course Syllabus per course code.

The faculty is responsible for evaluating the course after its first offering, after any major revision or where concerns are raised by students and then on a routine basis annually. It is also the responsibility of the Head of Program to oversee the process of teaching observations in conjunction with the Course Coordinator/Supervisor.

14.2.1. Course Syllabus and Course Outline Requirements

This policy sets out the minimum requirements for a Course syllabus and documents the responsibilities of Course coordinator/supervisor for preparing course documentation, of program head/coordinator for the management of Course syllabi and of the Head of Academic Affairs.

The Course syllabus is an official and public Fatima College of Health Sciences document that contains commitments about the:

- learning objectives and outcomes of the course;
- course content, organization, and teaching methods;
- purpose, scope and timing of assessment for the course; and
- management of student-teacher communications and support for student learning.

It serves two important purposes:

- The Course syllabus provides students with information about what they can expect from the course and what is expected of them as they undertake the course.
- The Course syllabus forms an integral part of the college's quality assurance process for its teaching and learning activities. As such it is subject to scrutiny and debate within the program as to the coherence between the course and the program to which it forms part and is formally approved by the Head of Academic Affairs.

14.2.2. Course Coordinators Role and Responsibilities

Course coordinators are responsible for developing a Course Syllabus for every offering of a course and providing the Course syllabus to both the program head/ coordinator and the course instructors. Course coordinators are responsible for ensuring that all Course syllabi are published in accordance with the format within 1 week of the commencement of teaching that unit.

The Course syllabus must be updated by the course coordinator for every offering of the course and must be available at all times for perusal by students and staff. Variations to the Course Syllabus during the semester of offer are not permitted, except in exceptional circumstances, where the program head, after advice from both the program and course coordinators, may approve a variation that will be notified to students in writing.

The content of the Course Syllabus will vary with the type of course. For example, the Course syllabus of a research project will be different from that for a course conducted by lectures, which will be different from a course, conducted in resource-based mode. The over-riding consideration in the presentation of the Course Syllabus is to convey important information to students.

Courses are to be evaluated after their first offering, after any major revision or where concerns are raised by students, and then routinely. In conjunction with course coordinators, and for the approval of the program head/ coordinator, course coordinators are to establish a schedule of course evaluation (including evaluation of teaching). There are several purposes for the schedule. First, that it minimizes the chance of over-surveying stakeholders. Secondly that the schedule should ensure that across the department course evaluations are carried out each year with each course being evaluated systematically using a range of evaluation methods. The Course syllabus is revised to take account of feedback from the course's evaluation.

14.2.3. Program Coordinator Role and Responsibilities

In the preparation of the Course Syllabus for a new course, it is possible that not all the information that will eventually be given to students is known at the time the Course Syllabus is considered by the program committee. This should not cause a problem. The Course Syllabus as considered by the committee approval process should contain sufficient information for judgments to be made about the course content, the inter-relationship of the course with other courses and program, the organization of the course and the appropriateness of the assessment requirements.

Once the course has been approved for offer by the program head/ program committee, the Course syllabus may be updated to include the additional information needed to be provided to students (such as contact details of teaching team members, reference texts, etc.). All information required by the Course Syllabus format should be finalized prior to the aforementioned publication dates for Fatima College of Health Sciences. The Course Syllabus must be identified by its course code, course name, year and semester to which it applies, and date of last modification.

14.3. Process for the Approval of a New Course
Step 1:

The faculty in conjunction with the Course Team prepares the documentation for a new course using the Course Syllabus Template. (Refer to Course Syllabus Requirements). The Course Syllabus contains information about the course's aims, learning outcomes, content, organization, teaching strategies, assessment, texts and supporting materials, in a format designed to assist students plan their learning for the semester. Completion of all sections of the Course syllabus by the Curriculum Specialist is mandatory.

On completing the Course syllabus, the course instructor uploads the new Course syllabus for approval by the Department committee/ Program Head and Quality Committee.

The faculty /Course Team also prepare a Statement of Resources for the new course. The Statement of Resources specifies the resources required for the course's teaching and assessment methods, including any technical staff, equipment and space resources

required for workshop based activities, and any delivery infrastructure requirements, including those required to ensure health and safety of students and staff. This step should involve collaboration with the IT coordinator. For courses requiring the development of teaching and learning resources.

Step 2:

The new Course syllabus proceeds via an electronic workflow to the Head of Department. The Department Committee/ Program Head and Quality Committee considers the course syllabus and or returns it to the faculty, if all sections have not been completed or there have been other oversights.

Step 2A:

The Course syllabus and Statement of Resources are reviewed by the Department Committee/ Program Head for the purposes of:

- assessing the quality of the curriculum and pedagogy by peer review;
- ensuring that the development of graduate skills within the course has been identified and addressed in terms of learning objectives, teaching and assessment strategies;
- ensuring that there is coherence between the course and the program;
- ensuring that the course documentation is of a high standard;
- ensuring that sufficient resources are available to offer the course and approving these resources;
- ensuring the availability of technical staff, equipment and space (in the case of laboratory or studio based courses);
- deciding whether the course requires the development of a significant amount of teaching and learning resources, and if so, assessing the evidence of a scheduled resource production process;
- deciding whether the necessary collaboration has occurred in the development of the course; and
- ensuring that the course design responds to issues identified through the process of regular course evaluation.

The Head of Program (as Chair of the Department Committee) via an electronic workflow recommends approval of the Course syllabus to the 'Course coordinator/ Supervisor ' or returns the Course Syllabus to the faculty via an electronic workflow with comments from the Department Committee.

Step 2B:

In cases where the course is a core course in a program or forms part of an academic plan, the faculty also considers the Course syllabus for the purposes of:

- ensuring that there is coherence between the course and the program;
- ensuring that the course documentation is of a high standard;
- ensuring that the processes of program and course evaluation are mutually informative; and
- deciding whether the necessary collaboration has occurred in the development of the course.

Step 3:

The new Course Syllabus proceeds via an electronic workflow to the Course coordinator/Supervisor for the purpose of:

- approving the course to be launched and offered;
- referring the Course Syllabus to the Program Head and the relevant Curriculum Specialist to address a matter of concern.

Changes to program structures resulting from the addition of, or changes to, courses are reported to the program Committee. Please refer to the 'Program Planning' and 'Approval Policy' for guidance on completing the submission for a minor modification to a program.

Final Dates for Course Approval Process

The deadline for submitting a course syllabus for a new course is 3 months before the planned commencement of that course. Where a department is unable to meet this deadline, the curriculum specialist should advise the course coordinator/supervisor and request an extension, giving reasons for the delay.

Step 4:

Upon approval by the 'Program Head' all course syllabus are electronically submitted for publication and distribution.

14.4. Procedure for Evaluation and Modification of Existing Courses

The focus of course evaluation is on: the quality of the course (e.g. content, coherence, relevance and currency); and the quality of teaching and learning in the course (e.g. learning mode, student-teacher interactions, learning outcomes and educational resources used to support teaching and learning in the course); with a view to improve its effectiveness as a learning experience and its contribution to Fatima College of Health Sciences programs.

All courses are to be evaluated after their first offering, after any major revision or where concerns are raised by students and then routinely. Course evaluations are to include evidence from a broad range of perspectives including self-reflection, focus groups, student feedback and student evaluation of courses survey instruments), disciplinary and expert peer review (using standard performance).

Course coordinators/Supervisors are to establish a schedule of course evaluation (including evaluation of teaching). There are several purposes for this schedule. First, the schedule should minimize the chance of over-surveying stakeholders. Secondly, it should ensure that, across the section, course evaluations are carried out in a strategic manner and that on a semester basis each course is evaluated systematically using a range of evaluation methods.

A 'Course Self-Assessment Report' (SAR) is prepared as a record of the data collected through the evaluation process and to reflect on the design of the course, the teaching

and management of the course, the teacher-student interactions and the learning outcomes in light of the data collected. The 'Course Evaluation Report' is to be used by academic staff members in the development of their teaching portfolios for the purposes of performance review, confirmation of appointment and promotion.

Each time a course is offered, the program head and the course coordinator/supervisor should take the opportunity to reflect on and review the course, with a view to improving it. The course coordinator/supervisor is responsible for ensuring that course evaluation takes places, and that evaluation outcomes are addressed.

Following the course evaluation/review, the course coordinator/supervisor update the course syllabus in preparation for the next offering of the course and communicate relevant information The decision on whether the course change is sufficiently major to warrant approval by the Head of Department is at the discretion of the course coordinator/supervisor.

Where revisions to the course outline are major – a change in the course content, teaching methods, assessment strategy and/or resource requirements - the revised course outline and statement of resources must proceed through Steps 2 to 4 of the approval process for a new course.

The above documentation, particularly the course evaluation report, is to be used in an academic staff member's teaching portfolio for the purposes of performance review, confirmation of appointment and promotion.

The course evaluation report, in conjunction with faculty assessment board data, provides a valuable source of information for the strategic management and planning of courses within the Faculty.

14.5. Documentation Supporting the Course Approval Process

For the approval of a new course the following documentation is completed:

14.5.1. Course Syllabus

The term "Course Syllabus" refers specifically and exclusively to a document that complies with the format requirements specified in the 'Course Syllabus Requirements' policy. Completion of all sections of the 'Course Syllabus is mandatory. Within each section there are instructions as to the information that the course leader is required to include in the 'Course Syllabus (mandatory) and information that the course leader is encouraged (optional) to include to further enhance students' understanding of the course's teaching and learning context.

This document is provided to students via publication on the college website.

14.5.2. Statement of Resources

This document identifies the resources required for the course's teaching and assessment methods. In addition, the document should identify any technical staff; equipment and space resources required for clinical practicum based courses/activities, through completion of a laboratory/workshop Requirements Form, and should advise on any delivery infrastructure issues to be addressed including requirements to ensure the health

and safety of students and staff. For courses requiring the development of teaching and learning resources, the Statement of Resources will also describe how the design, development and evaluation of teaching and learning resources will be managed and should include a schedule for due dates of draft and completed materials. Each department may develop its own requirements for a 'Statement of Resources'. Completed Statements of Resources are to be forwarded to the office of the Director of Fatima College of Health Sciences.

For the purpose of evaluation, the following documentation is prepared:

Course Syllabus

The Course Handbook provides students with information about what they can expect from the course and what is expected of them as they undertake the course.

Course Evaluation Report (SAR)

This document is a record of the data collected through evaluation and the course leader's reflection on the design of the course, the teaching and management of the course, the teacher - student interactions and the learning outcomes.

The above documentation, particularly the SAR, is to be used in an academic staff member's teaching portfolio for the purposes of performance review, confirmation of appointment and promotion.

14.6. Course Syllabus Document Control

Course syllabus for all previous and current courses are stored in the 'Course Syllabus Archiving System' identified by course code, course title, year, semester and date of last update, and are accessible by the Course Coordinator/Supervisor for regular updating, approved by the program head, and the Quality Committee.

14.7. Guidelines for Program Evaluation

This policy describes Fatima College of Health Sciences evaluation framework of annual program monitoring and intensive stock take program evaluations triggered by circumstances or emerging issues.

14.7.1. Program evaluation framework

The framework has been developed with the following properties in mind:

- the process shall be timely and responsive to changing circumstances;
- it shall be sustainable at relatively low cost in funding and energy;
- it shall facilitate strategic planning, monitoring and decision-making;
- it shall draw upon advice and practices from elsewhere, as appropriate.

Two forms of evaluation are available, one regular but limited in scope, the other dependent on prevailing circumstances for its timing and scope:

- program monitoring to be undertaken annually, with an emphasis on using performance indicators to make strategic adjustments to programs;

- stock take evaluation to be undertaken when circumstances indicate that a significant reconfiguring or repositioning of a program may be appropriate.

The strengths of the program evaluation framework are:

- Time-linked evaluation (annual monitoring) is quite limited in scope and focused on facilitating strategically appropriate adjustments.
- Potentially more intensive evaluations (stock take evaluations) are not time-linked but are triggered by emerging issues and are focused on those issues.

14.7.2. Annual Program Monitoring

For each program there shall be an annual report on:

- the background of the program;
- analysis of the program (based on local knowledge and the college's performance indicators for teaching and learning) in terms of its strengths, weaknesses, opportunities and threats (For program with small enrolments, the evidence provided by performance indicators may not be as useful as other sources of knowledge about the programs);
- the actions proposed to improve the program.

Formal responsibility for reporting shall reside with the course coordinator in whose department /program the Course coordinator is a member, but it is assumed that the report will be prepared by the Course Coordinator in consultation with the teaching team. (It may be useful to have colleagues from institutions not in direct competition with Fatima College of Health Sciences comment on a draft of the report.)

The report should be brief (2–4 pages) and focused on matters of strategic importance. Where interpretation of indicators is ambiguous, limited additional evidence may be needed to assist with interpretation. The report shall be forwarded to the program head by the end of each semester. The report will relate to the evaluation of the program for the previous calendar year.

The report shall be considered by the Curriculum & Quality Committee in conjunction with the FCHS Director's annual review of the Department's/ Programs.

Where changes are proposed, adjustments to the program shall be made in an expeditious and timely manner by the program head/ course coordinator with the assistance Fatima College of Health Sciences Director.

14.7.3. Head of Academic Affairs Annual Review Report

The Head of Academic Affairs shall compile a brief annual review of the performance of Fatima College of Health Sciences programs. The review report should draw upon the program SAR's for each department/ program and focus on the notable improvements, opportunities, issues and problems arising during the year. Emphasis should be placed on trends highlighted by the performance indicators and on the initiatives proposed to improve each department's/program's performance.

The Head of the Academic Affairs annual review report shall be forwarded to the Director by August 31 of each year, with copies to academic committees for noting.

14.7.4. Stock Take Evaluation

As its name suggests, a stock take evaluation is an opportunity to take stock of a program, triggered by issues or trends arising from the recent performance of the program in the local, national and international contexts. Such triggers include:

- a worsening trend or sudden change in key performance indicators, such as a large drop or increase in enrolments or a significant change in student progress rates;
- consistent student feedback suggesting that desired learning outcomes are no longer being met;
- mounting concern over the viability of the program given changes in staffing or changes in student choice of majors;
- a change in the external climate such as a competitor institution commencing a comparable program or offering its program in a new format (e.g., web based learning);
- the need to re-accredit a professional qualification;
- the need to examine a major offered in the program because of concern over its functioning or viability.

Evidence that the program is growing stale, despite annual adjustments (e.g. steadily decreasing employment rates may mean that the changing needs of employers are not being mapped into the curriculum).

More generally, a stock take evaluation shall be considered when there is a need to re-examine any of the following in the context of emerging trends:

- the currency and appropriateness of program content and structure;
- the quality of teaching, learning and assessment;
- the relevance and effectiveness of the program for stakeholders;
- the efficiency with which the program is offered;
- the work climate;
- the function of the program suite of offerings;
- the viability of the program relative to those offered by competing institutions.

Some questions that might be asked in relation to these seven broad areas of program function are provided in factors that may need to be considered in program monitoring or evaluation.

There is no set timeframe within which a stock take evaluation shall be initiated, although it is anticipated that those immediately responsible for the success of the program (the Head of Academic Affairs /Director, Program Head and Course Coordinator) will become increasingly sensitive to the potential need for an evaluation as time elapses from the previous stock take.

The Head of Academic Affairs has formal responsibility for the initiation and conduct of a stock take evaluation, but normally acts in consultation with the responsible course coordinator and the program head.

The evaluation team shall be chaired by the Head of Academic Affairs (or nominee) and consist of internal and external members. External members should be eminent in the field and include at least one person from overseas where experience relevant to the nature and context of the program is available.

The evaluation team shall be informed by a briefing paper prepared by the course coordinator and program head. This briefing paper shall:

- describe the background and context of the program;
- describe the circumstances that prompted the evaluation;
- provide the terms of reference of the evaluation;
- summarize the annual monitoring reports and the Head of Academic Affairs annual comments and recommendations concerning the program (contained in the Head of Academic Affairs annual review);
- as appropriate, provide additional information and evidence relevant to the terms of reference;
- describe the options being contemplated to address the circumstances that prompted the evaluation (including the option that the program be closed, if that is deemed relevant in the circumstances).

Although the time needed to prepare the briefing paper depends on the circumstances and information to hand, it is anticipated that the paper shall require no more than 3 months to prepare under normal circumstances.

It is recommended that, as part of the evaluation, a benchmark exercise be undertaken with a comparable program to ensure that appropriate standards are being met or exceeded.

The format of the evaluation team's report shall be determined by the team, with the constraints that:

- the recommendations be related to the terms of reference;
- the appendices include the briefing paper, a summary of other evidence used in the evaluation, and the benchmark report.

The report includes comment on the adequacy of the evidence collected for annual monitoring and the strategic success of changes made since the previous stock take.

The evaluation team's report shall normally be submitted to Fatima College of Health Sciences – Academic Affairs Committee/ Board within two months of the commencement of deliberations by the evaluation team, whether those deliberations are undertaken in meetings or by electronic communication.

14.8. Program Planning, Development and Approval Policy

This section describes the process by which each section annually reviews and renews its program profile, in the context of operational planning. It also documents the process that Fatima College of Health Sciences uses to assure itself and its stakeholders that when

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a new program is proposed by a section it forms a worthwhile addition to the college's portfolio of programs, advances the Fatima College of Health Sciences mission, is consistent with the college Academic Plan and is justified in terms of meeting community needs and the needs of employers. In addition the policy provides a framework to support sections in the task of program development and describes the processes of change and withdrawal that apply throughout the life cycle of a program.

This policy provides the framework for the process of sections' review and renewal of their program profile. This process includes the development of a new program or suite of new programs and the review of an existing program or a specialization within or a section of a program such that changes in curriculum, program structure and organization may result.

14.8.1. Purpose of the Program Planning, Development and Approval Processes.

The purpose of these processes is to ensure that sections review and renew their program profile annually within the context of section operational planning.

These processes are also designed to assure the college and its stakeholders that its program offerings:

- advance the Fatima College of Health Sciences mission and meet community needs and the needs of employers;
- are consistent with the Academic Plan and promote the colelge signature experiences;
- are supported by resources which are conducive to the offering of quality programs;
- are likely to produce graduates who are equipped with knowledge and skills which will be of value to the community and which promote lifelong learning;
- are planned with advice from relevant internal and external experts, are consistent with Fatima College of Health Sciences policy, draw on the curriculum resources already available within the college where applicable, take account of current best practice in the area and are aligned to the needs of industry and the professions.

14.8.2. The Program Profile Plan

Each year, as part of planning, each section reviews its performance on the key performance indicators and its progress towards strategic plan targets. Each section also reviews its current program profile and the relevant program evaluation reports. In this context each section presents its Program Profile Plan, which records all existing programs in addition to the planned program review and development activity of the section for the next two to three years.

The Program Profile Plan sets out the section's intentions for:

- programs or discipline areas which are to be reviewed;
- new program or discipline areas which are to be developed;

- program or discipline areas which are to be amalgamated or extended to another campus;
- programs which are to be discontinued, or considered for discontinuation.

The Program Profile Plan is reviewed and submitted annually as part of the section's annual self- assessment.

Action Arising from the Program Profile Plan

The section considers the Program Profile Plan in the context of Fatima College of Health Sciences operational planning and budget process and provides advice to the Head of Academic Affairs.

Approval by the Head of Academic Affairs

The Head of Academic Affairs responds to the Section's Program Profile Plan with decisions, which may include:

- approval for program development to proceed;
- approval for program development to proceed subject to the development of a business plan and/or further considerations of resources and/or further consultation with other sections or support areas;
- approval for program discontinuation;
- rejection of a proposed program review and development activity.

14.8.3. The Program Development Process

After approval by the Head of Academic Affairs for a program development to proceed, the Head of Academic Affairs becomes the responsible officer for ensuring and maintaining the quality of each program development within the college. Taking account of the scale and implications of each program development, the Head of Academic Affairs may appoint a Project Manager and may appoint a Program Development Team.

The Head of Academic Affairs is responsible, in consultation with the Project Manager where applicable, for ensuring that a project structure and methodology is put in place which:

- provides for appropriate academic input from all relevant areas of Fatima College of Health Sciences;
- provides for input from students and graduates, where relevant;
- provides for input from external stakeholders;
- addresses external accreditation requirements, where relevant;
- provides for key support service and administrative areas to contribute to the Program development project;
- ensures that Fatima College of Health Sciences strategic priorities are given due consideration in areas such as work integrated learning, research based learning, internationalization of the curricula, graduate attributes and the first year experience;
- ensures that resource implications are addressed in parallel with academic developments;

- includes a project timetable with specified milestones and deliverables, including documentation required for the approval process and the preparation for implementing the new program or changes in the existing program;
- ensures the program can be implemented according to the planned time frame (see Timelines for Program Planning and Approval).

The Guidelines for Program Development supports the Program development process and includes:

- links to formats for program submissions;
- resources to support curriculum development;
- guidelines for managing program development projects.

14.8.4. Program Approval

Documentation

The program development or program review process produces a program submission which documents the case for the new program or the program change. The program submission provides the Program structure, requirements and content with supporting argument, and documents all information needed to be conveyed to students in the Program Catalogue.

A checklist of issues which should be addressed in the process of approving a new program or changes to an existing program is provided in the Program Approval – Program Committee Checklist.

Approval by Head of Academic Affairs

The Head of Academic Affairs is responsible to authorize the program documentation arising from the program development/Program review process. In authorizing the documentation to proceed through the committee approval process, the Head of Academic Affairs must ensure that:

- the curriculum utilizes effectively the discipline expertise and scholarship of academic staff, offers a challenging learning experience to a diverse student body, and meets the requirements of the industry (health-care) and its employers;
- other Faculties who contribute to the program or who are affected by the program changes have been consulted and have agreed with the aspects of the proposal which impact on them;
- the resources necessary to support the delivery of the program have been arranged;
- appropriate support materials for the curriculum have been identified, developed and/or obtained through the department/program Academic Work Plan process;

The processes for student recruitment and admission have been arranged and, in cases where special enrolment processes are required, that these have been arranged with the senior manager of students and support services/ registrar.

Committee Approval

The relevant program documentation as approved by the Head of Academic Affairs is considered in sequence by:

- Program Committee
- The Quality Committee
- The Academic Affairs Committee

The Head of Academic Affairs and the Project Manager for the Program development project (where a Project Manager is appointed) present the documentation to Fatima College of Health Sciences Board, attending the meeting at which the submission is discussed. The Head of Academic Affairs is responsible for ensuring that any changes required by the Fatima College of Health Sciences Board are made. For a minor program change, the documentation is approved by the relevant Fatima College of Health Sciences Board.

Consequential Changes

Program changes approved by Fatima College of Health Sciences Board may generate consequential changes for other programs, such as for combined programs which share academic plans, or courses which are shared between programs. In this situation, the Head of Academic Affairs ensures that the consequential changes are made to the Program Catalogue entries of all programs affected by the change.

Program Withdrawal

Where a program is listed for withdrawal in the Department/Program Profile Plan and the withdrawal is approved by the Head of Academic Affairs, and then the Head of Academic Affairs requested to ensure completion of a Program Withdrawal Form for submission to the Fatima College of Health Sciences Board, Institute of Applied Technology – Managing Director, and the Board of Trustees (BoT). Information is to be provided on any implications of the program withdrawal, including any impact on students and transition arrangements, where required.

14.8.5. Approval for Advertising and Student Recruitment

A critical milestone in a program development project is the approval to advertise the program for the purpose of student recruitment. This information is collected in the Initial Program Proposal.

The Head of Academic Affairs is required to consider and to decide on the basis of information contained in the Initial Program Proposal, whether to:

- approve a program activity for advertising and subsequent development or revision; or
- refer the program activity back to the department/program for further development and resubmission to the head of Academic Affairs or
- reject the proposed program activity.

The Head of Academic Affairs considers Initial Program Proposals on the advice of the relevant program head. The primary information that the Head of Academic requires in making a determination to proceed with full Program planning is whether the development:

- will form a worthwhile addition to the college's academic profile;
- will advance Fatima College of Health Sciences Mission;
- is consistent with the college's Academic Plan;
- has the resources necessary to support the program development or for which plans are being prepared; and
- is justified in terms of meeting community needs and the needs of employers.

The Initial Program Proposal also seeks information required for advertising and student recruitment purposes including:

- the program title, length, campus of offer, mode of offer;
- program content that needs to be advised to prospective students, such as the academic plans offered in a generalist qualification;
- admission requirements, including pre-requisites for the Logistics Fatima College of Health Sciences programs;
- tuition fee information where relevant;
- year, semester of introduction (first intake).

The deadline for approval for advertising and student recruitment for a program development to be included in the major annual student recruitment publications is set out in the Timelines for Program Planning and Approval.

14.9. Work Experience Policy

14.9.1. Notice to Students Undertaking Work Experience

Work Experience/ Clinical Practicum

Work Experience is the term used to describe work that has to be carried out by students in order to complete the requirements of the course in which they are enrolled. Work experience could include activities such, field studies, practical experience in licensed health-care establishments, etc.

Personal Behaviour

As a student of Fatima College of Health Sciences undertaking a period of work/ clinical practicum experience, you are required to be aware of your personal responsibility to:

- obey the lawful and reasonable instructions of the organization with which you are undertaking the work/ clinical practicum experience program;
- respect the security and confidentiality of any information that you may receive from that organization in the course of the work experience program;
- maintain a standard of conduct befitting a student of Fatima College of Health Sciences.

Public Liability

You are indemnified for your legal liability in respect of third party claims for damages to property or injury to persons while undertaking approved work experience.

Personal Property

Your personal property is not covered by Fatima College of Health Sciences Insurance at any time. If you wish to arrange cover for personal items you must do so at your own expense.

Personal Health and Accidents

Fatima College of Health Sciences does not provide any medical insurance cover.

14.10. Academic Standing, Progression, and Exclusion

Introduction

This policy applies to all students enrolled in any program of Fatima College of Health Sciences. The policy comes into effect once a student has undertaken at least one semester of study of his/her academic career in Fatima College of Health Sciences.

In order to be deemed to be in good academic standing, a student must achieve a grade of at least 50% in all units taken, however, a student may be allowed to carry TWO referred units forward to the next examination period subject to confirmation by the Assessment Committee.

For the purpose of determining academic standing, the referred units are cumulative across all study in all semesters at the one academic level so that should a student have two or more referrals at, at the end of the academic year, he/she would not be allowed to progress into the next academic year until that referral has been successfully addressed.

Academic Standing of Probation

An undergraduate student who refers in TWO courses/units will be placed on probation for the following semester.

A student who is placed on probation is advised to seek assistance in order to improve their academic performance. Sources of assistance include Fatima College of Health Sciences Learning Resource Centre staff, the Counselling Service and the academic staff responsible for the Program and courses that the student is undertaking.

Academic Standing of Excluded

A student is eligible for exclusion if the student:

- has two outstanding referrals at the end of the rest period at the end of the academic year; or
- has previously had at least one period of probation in their current academic career.

Notwithstanding the above provisions, if the student has passed all courses in the most recent semesters, the student will not be excluded but will be placed on a further period of probation.

A student may be eligible for exclusion on the basis of failure in one or more designated courses. The designated courses are required to be specified in the program requirements and advised to students.

At the end of each semester, the course coordinator will review all students who are eligible for exclusion. The course coordinator may recommend to the program head and then the Head of Academic Affairs that a student eligible for exclusion should not be excluded where the course coordinator is of the view that exceptional or compassionate circumstances have been the cause of the student's poor academic performance.

The Head of Academic Affairs shall advise the senior manager of students and support services/registrar of all students who are to be excluded from further study on the aforementioned basis and taking into account the recommendations of the course coordinator. Where a student is eligible for exclusion, but is permitted to continue study, the student has an academic status of probation for the following semester and may be required to undertake a specified program of study.

A student who is excluded is not permitted to attend classes or undertake study in the program from which they were excluded or in any other program or to take study on a non-award basis within Fatima College of Health Sciences.

Appeal against Exclusion

A student who is excluded may lodge an appeal against exclusion. Under the Policy on Student Grievances and Appeals, the appeal must be in writing and be lodged with the students and support services/ registrar and must set out the grounds of the appeal, and be accompanied by supporting documentation where relevant. The appeal must be lodged by the date specified in the notification of exclusion in order for the student to continue to study in the next semester in the event of a successful appeal.

The student will be given the opportunity to present his/her case with the Head of Academic Affairs and the Senior Manager of students and support services/registrar; if the student is still dissatisfied the student can lodge an appeal with the Fatima College of Health Sciences Director. The appeal may be lodged after the specified date up to six months from the date of the exclusion notification, in which case, if the appeal is successful, the student will have necessarily been prevented from studying for at least one semester.

Re-admission following Exclusion

A student who is excluded may apply for re-admission to the program from which they were excluded or for admission into a new program, providing that at least two standard semesters have elapsed since the exclusion. An application for readmission following exclusion or for admission to a new program is not automatically approved.

An application for readmission, following exclusion, or for admission into a new Program will be assessed by the Senior Manager of Students and Support Services/ Registrar on

the advice of the course coordinator. The Senior Manager of Students and Support Services/ Registrar will consider factors such as changed circumstances, academic and/or vocational performance since exclusion, maturity and motivation in order to be satisfied that the person concerned has a reasonable chance of success in the program. All recommendations are to be approved by the Head of Academic Affairs.

A student who has been excluded may not recommence study until at least two standard semesters have elapsed since exclusion was imposed.

An application for readmission or for admission into a new program should be made at least three months prior to the commencement of the semester in which the student seeks to resume study.

Where an application for readmission following exclusion is not approved, the student may lodge an appeal. Under the Policy on Student Grievances and Appeals, such an appeal is treated as an appeal against an admission decision.

Warning to Students at Risk

Fatima College of Health Sciences may provide a warning to students whose performance in a semester is such that, their performance is at a level inappropriate to good academic standing, the student is at risk of being given an academic standing of probation or excluded if their academic performance fails to improve. The record of the warning is not reported in the student's official academic transcript.

14.11.   Assessment Policy

This policy specifies Fatima College of Health Sciences assessment philosophy and the general principles that guide the college's assessment practices.

Assessment is the process of forming a judgment about the quality and extent of student achievement or performance, and therefore by inference a judgment about the learning itself. Assessment inevitably shapes the learning that takes place that is, what students learn and how they learn it, and should reflect closely the purposes and aims of the course of study.

The aims of assessment include:

- improving the quality of the curriculum (courses and programs);
- evaluating the effectiveness of the teaching process and facilitating continuing improvement;
- improving and promoting subsequent learning through feedback that is clear, informative, timely and relevant;
- formally certifying achievements for external audiences; and
- accountability to Fatima College of Health Sciences, accrediting bodies, employers and the wider community.

Assessment methods may take a variety of forms: the key criterion for choice among methods should be appropriateness to the learning outcomes. Assessment should be criteria based rather than norm referenced, and may include individual or collaborative achievement or both. The requirements for learner success should be made clear, and the overall strategy should be to develop in students the ability to evaluate the quality of

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their own work in order to equip them to function as professionals with a commitment to life-long learning.

Assessment practices within Fatima College of Health Sciences are based on the general principles of criteria based assessment. These are that the desired learning outcomes for a course of study are clearly specified; assessment tasks are designed to indicate progress towards the desired learning outcomes; and the assessment grade is a measure of the extent to which the learning outcomes have been achieved.

The standard of performance that is required for the award of a particular grade is a judgment that is based on the professional expertise of the various staff that contributes to the assessment process and is informed by experience with accepted standards, including, where appropriate, standards in other institutions. There is no pre-determined distribution of grades as the outcome of assessing a group of students.

Submission of Assessment Items - Extensions and Penalties

Students are required to submit assessment items by the due date, as advised in the Course syllabus or by the course instructor. Assessment items submitted after the due date will be subject to a penalty unless an extension of time for submitting the item is approved by the course coordinator.

Requests for Extension

Requests for extension of time to submit an assessment item must be made in writing to the course leader. Where the request is made on medical grounds, an appropriate medical certificate must be submitted.

The request for an extension should be lodged by the due date for the assessment item. A copy of the extension request should be attached to the assessment item when it is submitted.

Penalties for Late Submission

An assessment item submitted after the due date, without an approved extension, will be penalized. The standard penalty is the reduction of the mark allocated to the assessment item by 10% of the maximum mark applicable for the assessment item, for each day or part day that the item is late. Weekends count as one day in determining the penalty. Assessment items submitted more than five days after the due date are awarded zero marks.

The course coordinator may vary provisions provided that any penalties to be imposed for late submission are approved by the relevant Academic and Assessment Committee in the context of approving the course syllabus and are conveyed to the student as part of the course syllabus.

Deferred Assessment

Students may apply for deferred assessment if they were prevented from performing an assessment item, such as an examination, text, seminar presentation, or other assessment activity scheduled for a particular date. The following would generally be considered acceptable grounds to approve a deferred assessment:

- on the grounds of illness;
- accident;
- temporary disability;
- bereavement;
- sporting or cultural commitment at state, national or international representative level.

Students applying for a deferred examination for this reason may also apply for an alternate sitting or other compassionate circumstances (for example, death of a family member or close relative, serious illness of a family member or close relative, involvement in an accident where this does not involve injury, significant and unexpected employment problems or pressures, significant relationship problems).

Approval to sit a deferred examination will not be granted where students could reasonably have been expected to avoid the circumstances of missing or performing poorly in an examination. The following would generally be considered unacceptable grounds to approve a deferred examination:

- misreading an examination timetable;
- applications submitted after the 3 day deadline;
- holiday arrangements, including for international travel. Booking a plane ticket prior to the end of semester examination period is not considered an adequate reason for a deferred examination;
- sporting or cultural commitment, other than at state, national or international representative level.

Applications may be rejected if there is reason to believe that a student is seeking to achieve an unfair advantage through deferred assessment. This judgment may be based on the particular circumstances of the application together with the student's academic record and history of deferred examination applications.

Requests for deferred assessment must be made on the form provided for this purpose and accompanied by appropriate documentary evidence. Requests for deferred assessment in respect of an examination must be lodged at the section no later than three working days after the date of the examination. Requests for deferred assessment in respect of other assessment items must be lodged with the course coordinator no later than three working days after the date pertinent to the assessment item.

Approval of Deferred Assessment

An application for deferred assessment shall be considered by the course coordinator or nominee who approves or rejects the application. The course leader notifies the chair of the Academic and Assessment Committee of the outcome of the deferred assessment application.

Form of Deferred Assessment

Where a student is granted the permission to perform a deferred assessment, this normally takes the form of a replacement assessment item or examination, in which case,

the replacement assessment item should resemble as closely as possible the original assessment item or examination and should carry the same percentage of total weighting for the course.

In exceptional cases, the Assessment Board may respond to an application for deferred assessment by giving special consideration through one or more of the actions previously described.

A student who is granted deferred assessment in a course is eligible for the full range of grades available for that course.

Documentation required supporting an Application for Special Consideration, Extension or Deferred Assessment.

Students applying for deferred assessment or special consideration on medical grounds must submit a medical certificate, completed by a registered medical or dental practitioner stating:

- the date on which the practitioner examined the student;
- the severity and duration of the complaint; and
- the practitioner's opinion of the effect of the complaint on the student's ability to undertake the assessment item.

A statement that the student was "not fit for duty" or was suffering from "a medical condition" will not be accepted unless the information required above is included.

Students applying for special consideration, extension or deferred assessment on other grounds must submit suitable documentary evidence, such as a bereavement notice, letter from employer, practitioner or professional, statutory declaration, copy of accident report.

Students who feel that their case for special consideration, extension or deferred assessment has been wrongly dismissed by the course coordinator or senior manager of students and support services/registrar, may appeal in writing against that decision to the Head of Academic Affairs. The decision of the Head of Academic Affairs is final.

Appeals against Award of Grade

Students are encouraged to discuss with teaching staff their performance in assessment items during a course. Where a student believes that an error has been made or an injustice done in respect of the grade awarded for a course, the student may request a review of the grade. This request must:

- be made in writing on the appropriate form;
- state the grounds for the review request; and
- be lodged with the Senior Manager of Students and Support Services/ Registrar within 14 days of the date on which student grades are posted on the Abu college's website.

All requests for review of grade shall be dealt with by the course coordinator then the Senior Manager of Students and Support Services/ Registrar.   Students will be notified of the outcome of the requested review of grade by the course coordinator or the Students

and Support Services/Registrar Senior Manager who will forward the recommendation back to the program head/ the Head of Academic Affairs. The Grade Appeal Form for the course coordinator and the Senior Manager of Students and Support Services can be obtained from their offices.

A student who is dissatisfied with the outcome of the review of grade may lodge a formal appeal to the Head of Academic Affairs or the Appeals Committee (refer to Policy on Student Grievances and Appeals).

Disposal of Assessment Material

Sections are required to retain all uncollected assignments, portfolios and other assessment materials for a minimum of five years from the date of issue of results. At the completion of the five year period, sections may destroy all assessment material except that material that relates to appeals that have not yet been finally determined.

Responsibilities of Examiners and Course Coordinators

Course coordinators are responsible for conveying to students clear advice about the aims and objectives of the course, the assessment requirements, the relationship between the assessment methods and the expected learning outcomes, the criteria against which individual assessment items are judged and their relative weight.

Examiners are required to provide feedback to students on their performance in assessment items conducted during the semester. Examiners should give guidance to students and comment on work presented for assessment during the semester by written comments or other suitable means. Examiners should be prepared to discuss with students their performance in an examination.

Responsibility of Academic and Assessment Committees

The Academic and Assessment Committee is responsible to the senior management committee for determining grades from individual course leaders in respect of all courses that are the responsibility of the sections. The Academic and Assessment Committee is also responsible for dealing with individual student cases, monitoring results and providing advice on student achievement, in respect of all programs that are the responsibility of that section.

The Academic and Assessment Committee is responsible for:

- Determining final grades
- Scrutinizing grade recommendations from course coordinator to ensure comparability of standards and consistency with Fatima College of Health Sciences policy;
- Consulting relevant course coordinators regarding any queries concerning their recommended grades.
- Determining the classification to be awarded to students who have satisfied the requirements within Fatima College of Health Sciences;
- Approving the award of supplementary assessment;
- Determining the outcome of applications from students for special consideration and deferred assessment;

- Dealing with allegations of cheating and plagiarism as provided for in the policy on academic misconduct;
- Determining the recipients of prizes and awards within the section; and
- Recommending to the Awards Committee candidates for any academic prizes.

The Academic and Assessment Committee together with the Curriculum and Quality Committee are also responsible for:

- Monitoring the outcome of assessment processes, identifying courses in which the outcomes are unsatisfactory and providing advice to the sections on actions to improve assessment outcomes;
- Providing advice to the management committee on the basis of assessment performance indicators about the need to review program structure and contributions of courses to a program;
- Providing advice to the sections in relation to the review of student progress through programs for which the department is responsible.

The Academic and Assessment Committee may establish assessment panels to facilitate the business of the Academic and Assessment Committee. An assessment panel may carry out any of the functions of the College Board with the exception of dealing with allegations of cheating and plagiarism recommending candidates for any academic prize and determining appeals against decisions in response to applications for special consideration and deferred assessment.

The Academic and Assessment Committee may modify the grades recommended by the course leader. Where such modification is made on the basis of academic judgment, the course coordinator will be consulted.

The Academic and Assessment Committee may appoint an alternative examiner or examiners from within the college or external in order to provide advice on the assessment of a particular student or course. The functions of the Academic and Assessment Committee may be carried out executively by the chair of the Assessment Board.

The chair of the Assessment Board is responsible for determining appeals from students against decisions in response to applications for special consideration and deferred assessment.

14.12.   Grade Appeal Form / Course leader or instructor

The grade appeal procedure is not used to review the judgment of the course coordinator or tutor in assessing the quality of a student's work. Possible grounds for appeal are:

- an obvious error in the calculation of the grade;
- assignment of grade on some basis other than the tutor's previously announced standards;
- Assignment of a grade to student by the application of different measurements than were applied to other students.

Students who have such cases may follow these processes:

The instructor checks the grade with the student. If the student is still dissatisfied and asks for an assignment to be remarked then the Senior Manager of Students and Support Services/Registrar is consulted. Senior Manager of Students and Support Services/Registrar will assign another instructor to re-mark the assignment. If the grade is not changed and the student is not satisfied, then the student appeals through the program head or Head of Academic Affairs.

STUDENT APPEALS FORM
Please complete this part of the appeal form and return it with the copies of all materials relevant to the appeal to your instructor. After your tutor has reviewed the appeal he/she will meet with you to discuss it.
Student's Name: _____
ID: _____
Mailing Address: _____
E-mail: _____
Phone: _____
Course title: _____
Section: _____
Semester and year taken: _____
Final grade: _____
Date form received by tutor: _____
I recommend the change of original grade from _____ to a grade of _____ or the original grade is sustained of _____
Course leader's Signature: _____
Date of meeting with student: _____
Does the student want to continue the appeal? Yes ☐   No ☐
Student's signature: _____
Course Coordinator comments:
(If the student decides to continue the appeal, then all material will be forwarded to the Senior Section Coordinator.)

GRADE APPEAL FORM / SECTION COORDINATOR

Date received: _____

The second marker has changed the original grade from _____ to _____

OR

Original grade is sustained.

Section coordinator's comments:

Section coordinator's Signature: _____

Date of meeting with student: _____

Does the student want to continue the appeal? Yes ☐   No ☐

GRADE APPEAL FORM /SECTION COORDINATOR CURRICULUM & ASSESSMENT

Date received: _____

Student's name: _____

ID: _____

Mailing address: _____

E-mail: _____

Phone: _____

Course title: _____

Section: _____

Semester and year taken: _____

Final grade: _____

Tutor: _____

Date: _____

Student's signature: _____

Senior Curriculum & Assessment Coordinator's comments:

14.13. Policy on the submission of Coursework

14.13.1. Definition of "Coursework"

"Coursework" shall be defined as:

"any work, in any medium, which is not undertaken in an examination room under supervision, but which is submitted by a student for formal assessment during her/his Program of study".

Examples of coursework include, but are not limited to, reports (formal and informal), case studies, presentations, group work, interviews, in-class tests and role play. In- class tests formally fall within the definition of coursework, but are governed by separate regulations.

14.13.2. Authorship and the Use of Previously Submitted Material

Regulations to be followed by students:

- The citation of sources to indicate material that is not the candidate's own work.
- All written coursework **must** be written by the candidate her/himself and in her/his own words, except for quotations from published and unpublished sources which shall be clearly indicated and acknowledged as such. Similarly, any non-written coursework must be entirely the candidate's own work.

14.13.3. The Avoidance of Plagiarism

No candidate shall submit plagiarized work, defined by Fatima College of Health Sciences as:

- the use, intentional or otherwise, of material whose source is not acknowledged;
- and/or the direct use of material, referenced or un-referenced, without a clear indication that the material is taken verbatim from its source.

14.13.4. The Avoidance of Collusion

No candidate shall submit work based upon collusion, defined by Fatima College of Health Sciences as:

- the use by one student, intentional or otherwise, of material produced by one or more other students, without specifying the authorship of that material.

The Normal Avoidance of Material that has been Previously Submitted.

A candidate shall not be permitted to incorporate material that has been submitted by the candidate or any other person in support of a successful application for a qualification of this or any other education establishment or any other qualification-awarding body, except for the purpose of drawing attention, for reference purposes only, to such material, including calculations or the results of experimental work. Where such material is incorporated, the fact shall be recorded together with the title of the thesis or other work,

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the date of the award of the qualification and the name of the institution or other qualification-awarding body making the award.

14.13.5. Guidance to be provided by Departments/ Programs

All departments/programs are expected to provide guidance to students specifying in the context of their subjects that:

- quotations from published and unpublished sources must be indicated and acknowledged clearly;
- web-based materials must not be directly downloaded into an assignment and must be referenced fully like any other source material;
- students must not incorporate materials/assignments purchased or acquired from internet sites or commissioned from sources which write assignments for payment (paper-mill sites);
- paraphrasing of material from others must be referenced clearly;
- students should not normally incorporate materials previously submitted at this or any other institution towards the completion of an award, and any such inclusion must have been approved by a member of academic staff, and be referenced fully;
- sources of illustrations, photographs maps and statistics must be acknowledged clearly;
- (unless students have been instructed to produce a group assignment), students must produce work which is uniquely their own;
- where work is done as part of a group, the submission sheet must include a list of all students who have contributed to this work;
- reference to appropriate sources of information on plagiarism and good practice in the production of assignments.

14.13.6. Suspected Breach of Regulation dealing with Plagiarism

In general, where an examiner suspects a candidate of reproducing, in an assessment, work of another person or persons without acknowledgement, he/she shall follow the procedures documented in The *Plagiarism Policy*.

14.13.7. Submission Dates and Extensions
Publication of Submission Dates

All departments/programs should clearly publish

(a)   the submission dates for all coursework assignments and

(b)   the procedures by which coursework must be submitted.

The submission dates and procedures should normally be published no later than the first teaching week for the unit.

The Granting of Extensions

The granting of extensions is at the discretion of the relevant program/course coordinator or nominee. Any student who believes that have a genuine grounds for submitting coursework later than the published submission date should, ***before the published submission date***, seek an extension from the relevant program/course coordinator or nominee.

Where a student does not seek an extension until on or after the published submission date, the request will only be granted by the relevant program/course coordinator or nominee if, in addition to there being genuine grounds for submitting the work after the published deadline, there are also genuine grounds to explain the student's failure to seek an extension earlier.

Extended submission deadlines should normally allow for work to be marked before the meeting of the Exam Board, and must not, under any circumstances, extend beyond the meeting of the relevant Progression or Award Committee.

All departments/programs should establish a formal mechanism for recording extensions granted, so that an agreed record exists, and should operate a formal process for recording receipt of coursework. The department/program coordinators (or nominees) should make it clear to students that if they are in genuine difficulties they should discuss an extension if appropriate.

14.13.8. The Conduct of In-Class Tests
Status

In-class tests are formally regarded as coursework assessments, and are administered by teaching staff instead of the assessment office/officer.

Extensions

Students who are unable to complete an in-class test at the scheduled time shall be entitled to seek an extension. In exercising their discretion about whether to grant a request, the relevant program/course coordinator or nominee shall be entitled to take into account the practicability of arranging a further sitting of a suitable in-class test before the meeting of the relevant examining body. If setting an alternative class test is not practicable, students may be given an alternative type of assessment to undertake by the extended deadline.

14.13.9. Cheating and Other Examples of Academic Misconduct

These shall be handled in accordance with reference to the appropriate policy on Academic misconduct.

14.13.10. Special Arrangements for Students with a Disability, Illness, Injury or Adverse Personal Circumstances (See separate policy)

Where it has been agreed that a student is entitled to special arrangements for formal examinations, it shall be assumed that, unless the student is informed in writing to the contrary, such arrangements also apply to In-Class Tests.

14.14. Policy on the Conduct of Exams

14.14.1. General Regulations

Arrivals and Departures – (Arrivals)

No candidate shall be permitted to enter the examination room after the lapse of 30 minutes from the start of the examination. No additional time will be allowed to candidates who arrive at the examination room after the start of the examination.

Arrivals and Departures – (Departures)

No candidate shall be permitted to leave the examination room EITHER in the first 30 minutes from the start of the examination OR in the last 15 minutes of the examination.

Candidates who complete their work during the last fifteen minutes shall remain quietly seated until the invigilator announces the end of the examination.

Irrespective of their departure time, candidates must not (a) leave the examination room until all their written work has been handed in or (b) remove from the examination room any answer books (whether used or unused), mathematical tables or other data provided for use or other items of examination stationery except for non-returnable question papers.

14.14.2. Cheating and other examples of Academic Misconduct

Candidates are forbidden to:

- take to their desk in the examination room NEITHER any unauthorized book, manuscript, papers or other articles NOR any case, bag or other container in which books, manuscripts, papers or other unauthorized articles can be carried;
- make use of any of the types of material referred to above that were introduced into the examination room by either the candidate or another examinee;
- obtain, or endeavor to obtain, directly or indirectly, assistance in his/her work;
- give or endeavor to give, directly or indirectly, assistance to any other candidate;
- impersonate an examination candidate;
- allow themselves to be impersonated;
- write notes or rough work on any paper other than the answer books or question papers provided.

Where an Invigilator suspects a candidate of breaching Regulations, the following procedure shall be followed.

(a) The senior invigilator shall be informed. If the senior invigilator shares the suspicion, he or she shall:

- remove and retain any unauthorized material;
- report the matter to the senior manager of students and support services/registrar or her/his representative), who shall have power EITHER to exclude the candidate from the examination room OR permit the candidate to finish the paper.

(b) The candidate shall be informed before s/he leaves the room that s/he is not required to admit to a breach of the regulations but s/he may submit a written statement if s/he so wishes, to be forwarded to the course coordinator.

(c) At the conclusion of the examination, the invigilators shall prepare a joint report of all the circumstances, and forward this report to the course coordinator, who shall prepare a report for consideration by the examiners. Based on the report, the relevant Exam Board shall be responsible for determining the consequences for the student of the regulatory breach. The consequences shall be within the following guidelines:

- for an initial offence, the maximum penalty shall be that the student is awarded a fail grade, without the right to reassessment, for the module or subject overall, but retains the right to redeem credits by retaking the module or taking an alternative module, subject to the constraint that the overall mark for the retaken/alternative module/subject would be capped at 50% (Pass).
- for a second or subsequent offence, the maximum penalty shall be that the student's studies are terminated, and the student is required to leave Fatima College of Health Sciences.

In the event that an examiner, when marking examination scripts, suspects a candidate of having breached Regulation, she/he shall consult the relevant section coordinator or nominee. If the course coordinator or nominee considers that such a breach has occurred, s/he shall make a full report to the registry and shall warn the candidate that this report is being made. The course coordinator or nominee shall inform the candidate that s/he is not required to admit a breach of the regulations but s/he may submit a written statement if s/he so wishes, to be forwarded to the senior manager of students and support services/registrar or representative. The Senior Manager of Students and Support Services/ Registrar shall prepare a report for consideration by the Examiners, which shall be considered in accordance with above.

14.14.3. Disruptive Behaviour

Candidates are forbidden to:

- communicate with each other in the examination room;
- address enquiries to anyone other than an invigilator;
- smoke or consume alcohol in the examination room;
- leave mobile telephones or pagers switched on in the examination room;
- place mobile telephones or pagers on their desks;

- indulge in any behaviour which, in the opinion of the invigilator, may disturb other candidates;
- indulge in any other form of conduct which may disrupt the smooth progress of an examination.

Where an invigilator suspects a candidate of breaching these regulations the following procedure will be applied

(a) The invigilator will normally order the candidate to discontinue the forbidden behavior. If the candidate does so, no further action will be taken. If, however, the candidate, in the same examination, subsequently engages in any of the aforementioned forbidden behaviors. The senior invigilator will order the candidate to leave the room.

When the candidate has left the room, s/he will be informed by the senior invigilator that a full report will be made to both course coordinator and the senior manager of students and support services/registrar;

The senior invigilator will inform the candidate that s/he may submit a written statement if s/he so wishes, to be forwarded to the course coordinator and the senior manager of students and support services/registrar.

At the conclusion of the examination, the Invigilators will prepare a joint report of all the circumstances, and forward this report to the Head of Academic Affairs, who will treat the matter according to the Policy on Student Discipline.

(b) Notwithstanding clause "a" above, the senior invigilator is empowered to judge that the behaviour is sufficiently disruptive to warrant the immediate removal of the candidate from the examination room. In these circumstances:

When the candidate has left the room, s/he will be informed by the senior invigilator that a full report will be made to the program head and the Head of Academic Affairs;

The senior invigilator will inform the candidate that s/he may submit a written statement if s/he so wishes, to be forwarded to the program head and the Head of Academic Affairs.

At the conclusion of the examination, the Invigilators shall prepare a joint report of all the circumstances, and forward this report to the Head of Academic Affairs, who will treat the matter according to the Policy on Student Discipline.

14.14.4. Illness during an Examination
Inability to Complete an Examination

In cases where a candidate complains of feeling unwell in a scheduled room, leaves the examination, and is unable to return to complete the examination, s/he will be required to submit a medical certificate to the assessment staff in the Registry Office, normally within three working days.

The invigilator should record the circumstances surrounding the student's withdrawal from the examination on the front cover of the examination book, and the internal examiner

responsible for marking the script shall inform the program head, the senior manager of students and support services/registrar, and the Head of Academic Affairs.

The Committee shall be entitled to determine EITHER that the student should be treated in the same way as a student who was absent from the examination, OR that the student should be awarded a mark based on the work that had been completed.

Completion of the Examination after a Break

(a) In cases where a candidate complains of feeling unwell in a scheduled room and leaves an examination but remains under supervision:

Arrangements may EITHER be made for the examination to be continued in the Medical Center, (provided a Medical Officer certifies that, whilst the candidate is unable to sit the examination in the normal place, s/he is fit to do so at that venue);

OR the candidate will be permitted to return to the examination room.

(b) In cases described under (a) above, an invigilator will be required to enter in the candidate's answer book the time of departure and, where appropriate, subsequent return and to sign next to these entries.

14.14.5. Open Book Examinations

For all 'Open Book' examinations, the relevant Head of Program or nominee shall ensure that the candidates are informed, in writing, of the following:

- The title of the 'Open Book' examination paper;
- The precise nature of the material which can be taken into the examination;
- That the material is for the candidates' personal use;
- That, apart from the candidates being allowed the use of certain specified material, the examination will be conducted in all other respects in accordance with the normal rules governing the conduct of examinations.

14.14.6. Advanced Publication of Papers

In the event of an a written paper being published in advance of the date of an examination, the relevant course coordinator or nominee shall ensure that the candidates are informed, in writing, of the following:

- The title of the paper;
- The date on which the paper will be available to candidates;
- The venue for collection of the paper by the candidates.

14.14.7. The Use of Electronic Calculators in Examinations

Candidates are permitted to use their own 'pocket size' electronic calculators, provided that they are silent in operation, and unless expressly disallowed from using them for specific examination papers. Fatima College of Health Sciences shall not be responsible for the provision of:

- calculators in the event of a breakdown,

- power for their operation, or
- spare batteries.

14.14.8. The Role of Academic Staff in the Running of Formal Examinations

Assessment coordinators shall ensure that, for each examination, a member of academic staff (preferably the course Leader) who is knowledgeable about the contents of the question paper, arrives in the examination room at least 15 minutes before the scheduled start of the examination and remains for the first 15 minutes to:

- ensure that the correct paper(s) are being taken, and check the paper(s) for any errors;
- inform the Invigilators of any amendments to be made;
- ensure that, where required, specialized stationery and supporting papers are provided;
- answer any queries about the question paper, and, before leaving the examination room, inform an Invigilator where s/he may be contacted in the college/ campus for the duration of the examination, in the event of questions from a candidate on the paper.

It is desirable that the course leader be able to be contacted by telephone throughout the duration of the examination.

In a team teaching situation where different examiners contribute to assessment in a course, the course leader is responsible for ensuring that appropriate moderation processes are in place.

14.14.9. Security of Draft Examination Papers and other unseen assignments

Electronic copies of draft questions for formal assignments and draft examination papers should always be held on CD, DVD or Pen Drive.   They should never be sent by E-mail, nor should they be put on shared drives. Disks should be stored only in a locked cabinet within a locked room. There should be no unnecessary electronic copies.

Draft paper copies, e.g. prepared for transmission to the external examiner for comment, must only be prepared immediately before dispatch and must be stored only in a sealed packet in a locked cabinet in a room that is always locked if/when it is left empty, even for brief moments. There should be no unnecessary paper copies.

14.14.10.   Invigilation of Examinations

Invigilation shall be undertaken by staff specially recruited for this purpose, who shall be required, as part of their contract, to undertake formal invigilation training.

It is the responsibility of the invigilators to supervise examinations in accordance with the normal conventions governing the Conduct of Examinations.

All invigilators must be present in the examination room to which they have been appointed from twenty minutes before the start of the examination until all answer scripts have been removed from the examination room after the conclusion of the examination.

Invigilators are responsible for the distribution of question papers before the start of each examination, for the collection of script answer books from each candidate and for checking and entering on the Room Report provided, the number of answer books collected.

Under normal circumstances, at least two invigilators must remain in the examination room throughout the examination except when their invigilation duties require them to leave.

At the time scheduled for the start of the examination an invigilator will:

- make an announcement to the effect that candidates must satisfy themselves that they are in possession of the correct paper;
- ask candidates to carefully study the instructions at the head of the examination paper;
- make all other necessary announcements.

In the event of an invigilator suspecting a candidate of cheating, the invigilator shall act in accordance with afore stated policies and procedures.

In the event of an invigilator judging that a candidate's behavior is disruptive, the invigilator will act in accordance with afore stated policies and procedures.

Candidates wishing to make a temporary withdrawal from the examination room for personal reasons must be accompanied by an invigilator or by a person authorized by the invigilator.

The invigilators will immediately inform the assessment coordinator (or her/his representative) of any unsatisfactory conditions which they consider detrimental to the conduct of the examinations.

Invigilators are expected to focus on their task of invigilation throughout their session in the examination hall.

14.14.11.   Absence from Midterm and Other Course Assessments

Students who are absent from an exam or a quiz on the grounds of illness, accident, disability, bereavement or other compassionate circumstances will apply in writing for a deferred exam stating the reason (with evidence) for missing the exam. The application will be reviewed by the course instructor and forwarded to the Department Head to take a decision. The decision will then be forwarded to the course instructor who will give the deferred exams within one week of the missed date.

14.14.12.   Absence from Final Exam

The students who are absent from final exams on the grounds of illness, accident, disability, bereavement or other compassionate circumstances will be given an incomplete grade (IG). The student will apply in writing for a deferred exam stating the reason (with evidence) for missing the exam. The application will be reviewed by the course instructor and recommendations forwarded to Head of Department. If a deferred exam is permitted, the student will be required to sit for the exam during the supplementary and deferred period as indicated in the Academic Calendar. Students who miss an exam and do not present a legitimate reason will be awarded a zero grade for that exam.

14.14.13.   Deferred Assessment (Incomplete Grade)

Students can apply for deferred assessment if they are prevented from performing an assessment item, such as an examination, test, seminar presentation, or other assessment activity scheduled for a particular date. The following would generally be considered acceptable grounds to approve a deferred assessment:

- Illness
- Accident
- Temporary disability
- Bereavement
- Sport or cultural commitment at state, national or international representative level. Students applying for a deferred examination for this reason may also apply for an alternate sitting.
- Other compassionate circumstance (for example, death of a family member or close relative, serious illness of a family member or close relative, trouble at work or extensive pressure)

Note: assessments are not deferred automatically and students seeking an extension must apply for an extension in accordance with the college's procedure.

14.14.14.   Supplementary Assessment

The Head of Department, at his/her discretion, may grant supplementary assessment to any student with a grade of Fail whose overall performance in the course justifies a supplementary assessment (Grades of not less than 57%).   The purpose of supplementary assessment is to provide the students with a chance to put forth more effort to meet the passing criteria.

The Head of Department, at his/her discretion, may grant supplementary assessment where a student has failed the last course required to complete the requirements of graduation. To be offered a supplementary assessment under this condition, the student must have attempted all assessment items, attended all examinations associated with the course, and must apply to the Chair of the Faculty Assessment Board for the supplementary assessment within two weeks of the release of examination results.

In this condition, a student will not be awarded a grade higher than "D" for a course in which supplementary assessment is granted.

A student is allowed only one attempt at each supplementary assessment item. As a general rule, supplementary examinations are held in the designated supplementary and deferred examination period as published in the college's Academic Calendar. Students should ensure they note the date on the calendar and examination timetable. Students, who feel that their case for Special Consideration, Supplementary or Deferred Assessment has been wrongly dismissed by the Course instructor, can appeal by submitting a petition to the Head of the relevant Program through their academic advisor. The decision of the Head of Department is final.

14.14.15. Repeating Courses

Students are permitted to repeat courses in which they scored a maximum (C+). The original grade and the new grade will appear in the transcript but the highest grade will be used in the calculation of the new CGPA.

- Students should repeat all courses in which they obtained a failing grade.
- To improve their CGPA or remove a probation status, students may repeat a course they have already passed with an average of no more than C+.
- No course may be repeated more than once if a student has obtained a passing grade in it.
- When a student repeats a course, the higher grade is used in the CGPA calculation.
- In all cases, all courses taken and grades obtained by a student will be included in the academic record. Courses which are failed or repeated and do not count for purposes of calculating the CGPA will be indicated in the academic record with a special mark.
- When a course is repeated, the credit hours allocated to it are calculated only once for purposes of graduation.
- When there is a course with a clinical/lab and theoretical components, the student must pass both components. If the clinical/lab is the practical application of the theory, and the student fails one component, both components must be repeated. If the clinical/lab practice is independent of the theory component, only the component failed must be repeated. The course instructor or Head of Department has the final decision if the need to repeat a component is in question.

14.15. Grading and Results

During the semester, individual examiners communicate their evaluations of individual assessment items to students with reference to the criteria against which performance has been assessed. A grade is awarded primarily by the instructor and approved by the relevant Department Assessment Board and signifies the student's overall performance in the course. Students' results in courses are recorded using the grades described below. The description that accompanies each grade is given as a guideline to assessors' comparability across the College, but these descriptions must be interpreted within the context of each course. The marking scheme that will be adopted is the new scheme with marks from 4 as per the directive 42.

- The minimum passing letter grade is D. The following tables represents letter grades and their percentage and grade point equivalence.

TABLE 2 DISTRIBUTION OF LETTER GRADES AND THE CALCULATION OF THE GPA

Included in the Calculation of the GPA			Not Included in the Calculation of the GPA
Letter Grade	Percentage	GPA Value	Letter Grade
A	90-100	4.0	(W) Withdrawal
B+	85-89	3.3	(IG) Incomplete Grade

B	80-84	3.0	(TR) Transfer Credits	
C+	75-79	2.3	(EX) Exempted	
C	70-74	2.0	-	
D+	65-69	1.3	-	
D	60-64	1.0	-	
F	0-59	0.0	-	
WF	-	0.0	-	

- Grade Point Averages shall be designated as follows:

TABLE 3 DESIGNATION OF GRADES

CGPA	Designation
3.70+	Excellent
3.00 – 3.69	Very Good
2.30 – 2.99	Good
2.00 – 2.29	Satisfactory
Less than 2.0	Unsatisfactory

The grade point average (GPA) is calculated by adding the numerical value of each course grade multiplied by its credit hours for that semester and dividing the total over the total credit hours for the same semester.

The accumulative grade point average (CGPA) is calculated by adding the numerical value of each course grade multiplied by its credit hours for accumulative semesters and dividing the total over the total credit hours for all semesters. Courses in which a grade of W, IG, TR or EX are recorded but do not impact the GPA or CGPA

The CGPA is rounded to the nearest two decimal digits.

Names of distinguished academic full time students shall be listed on the Honor List (Semester GPA 3.7-4.0) and on the Merit List (3.3-3.69).

- Excellent (A) – has a numerical value of 4. Complete and comprehensive understanding of course content; development of relevant skills to a comprehensive level; demonstration of an extremely high level of interpretive and analytical ability and intellectual initiative; and achievement of all major and minor objectives of the course.
- Very Good (B+) – has a numerical value of 3.3. Very high level of understanding of course content; development of relevant skills to a very high level; demonstration of a very high level of interpretive and analytical ability and intellectual initiative; and achievement of all major and minor objectives of the course.
- Very Good (B) – has a numerical value of 3.0. High level of understanding of course content; development of relevant skills to a high level; demonstration of a high level of interpretive and analytical ability and achievement of all major objectives of the course; some minor objectives not fully achieved.

- Good (C+) – has a numerical value of 2.3. Good understanding of most of the basic course content; development of relevant skills to a good level; good interpretive and analytical ability and achievement of all major objectives of the course; some minor objectives not achieved.
- Good (C) – has a numerical value of 2.0. Good understanding of most of the basic course content; development of some relevant skills to a good level; good interpretive and analytical ability and achievement of all major objectives of the course; some minor objectives not achieved.
- Unsatisfactory (D+) – has a numerical value of 1.3. Satisfactory understanding of the basic course content; development of relevant skills to a satisfactory level; adequate interpretive and analytical ability and achievement of major objectives of the course; some minor objectives not achieved.
- Unsatisfactory (D) – has a numerical value of 1.0. Satisfactory understanding of the basic course content; development of some relevant skills to a satisfactory level; adequate interpretive and analytical ability and achievement of major objectives of the course; some minor objectives not achieved.
- Fail (F) – has a numerical value of zero (0). Inadequate understanding of the basic course content; failure to develop relevant skill insufficient evidence of interpretive and analytical ability, and failure to achieve some or all major and minor objectives of the course.
- Withdraw with Failure due to absence (WF) – has a numerical value of zero (0).
- Reaching 15% absence rate of the total required classes in the semester or withdrawing from the course after the last day of the withdrawal period (after the 4th week of the beginning of the semester).
- Withdraw (W) - No numerical value is assigned. The student has withdrawn from the course before the last day of the withdrawal period (before the 4th week of the beginning of the semester).
- Incomplete Grade (IG) - No numerical value is assigned. This is a temporary grade until the supplementary or deferred assessment is completed. This is usually granted when a student misses only the final exam and submits an appropriate justification. The incomplete grade needs to be removed by the second week of the following semester. It is the student's responsibility to follow up with the instructor concerned and to sit for any required supplementary or deferred assessment. If the incomplete grade is not removed after the second week of the following semester, then the student will receive F on her transcript. If the student passes the course, then the incomplete grade is removed and the student's grade is entered into the semester the student has studied.

14.16.   Policy on the Disclosure of Results
14.16.1. Formal publication of a student's results

Following each meeting of the Academic Affairs Committee, the results for each student will be published, normally via the information portal, by the assessments staff.

The results formally published for each student will normally comprise THREE elements:

- The overall course results;
- The overall unit results;
- The results for individual assessments.

The Overall Course Results

(a) The overall course results will comprise the student's eligibility to:

to progress to the next stage of study, or complete a Program of study, or receive an award.

(b) The format of overall course results, and the terminology to be used for different outcomes, will be agreed by the relevant Standing Committee on an annual basis.

The Overall Results for each Unit

(a) The overall unit/subject results will comprise the student's:

- overall grade, and
- overall result.

(b) The format of overall unit/subject results, and the terminology to be used for different outcomes, will be agreed by the relevant Standing Committee on an annual basis.

The Results for Individual Assessments

(a) The individual assessment results will comprise, for each component of each unit's assessment:

- the student's grade, and (where the overall result for Unit/subject is "Not Yet Passed"), details of the further assessment that needs to be undertaken, and the date by which the work must be submitted, for those components for which the student has not passed and has not forfeited the right to further assessment.

(b) The format of assessment results, and the terminology to be used for different outcomes, will be agreed by the relevant Standing Committee on an annual basis.

No result will be formally published unless it has been authorized by the Academic Affairs Committee. Notwithstanding and under very exceptional circumstances, the Director (or nominee – Head of Academic Affairs) may, subsequent to the meeting of the Academic Affairs Committee, authorize the publication of a result that had not been approved by the committee. In such cases, the amendment, and the reason why Director's Action was required, will be appended to the minutes of the academic affairs committee.

No student will be informed of their overall result until the result has been formally published accordingly.

After the formal publication dates, the results will continue to be available via the Information Portal until shortly before the next assessment period, when the information

will be removed to enable the next set of results to be prepared. Students will normally be able to print their results at any time, subject to the constraint that the Information Portal may need to be taken off-line occasionally for maintenance.

If publication on the scheduled date proves impossible via the Portal, the Senior Manager of Students and Support Services/ Registrar will be empowered to authorize the publication of results by alternative means. The first strategy to be attempted will make use of secure electronic channels of communication, accompanied by a warning that students must seek confirmation of their full results via the Portal as soon as possible.

However, if alternative electronic methods are unsuccessful or unavailable, the Senior Manager of Students and Support Services/registrar will be empowered to authorize the publication of results via the telephone, subject to the student correctly answering questions to confirm their identity, and again accompanied by a warning that students must seek confirmation of their full results via the Portal as soon as possible.

14.16.2. Informal Disclosure of a student's results before formal publication
Marks awarded by internal markers for continuously assessed work

 "Continuously assessed work" is defined as: all assessed work except:

(a) examinations organized by the Assessment Unit and

(b) any single item of assessment (such as a dissertation) which forms 100% of the assessment for a unit.

Marks awarded by internal markers for continuously assessed work will be disclosed to students throughout the academic year, as a matter of routine.

Other results

No student will be informed of *any elements* of their results other than those defined in paragraph above until the results have been formally published according to paragraphs above.

Non-disclosure to third parties

Only a student's own examination and other assessment marks will be disclosed to them and no member of the college will be permitted to disclose or discuss with a student or other unauthorized person the marks gained by another student.

Where students can, for good reason, anticipate their non-availability when results are published, they may lodge with the section coordinator a written instruction identifying a person to whom such disclosure may legitimately be made.   Such an instruction must be accompanied by a clearly established means of confirming the identity of that person.

Should students come to a member of staff having found out, by whatever means, the marks of another student, and wish to discuss them, perhaps in relation to their own examination performance, the member of staff will decline to do so.

15. Faculty and Professional Staff

The Fatima College of Health Sciences recognizes the importance of faculty and staff contributions to their functioning and the impact that faculty and staff have on the working environment. Following the ethical principles outlined in the Code of Conduct encourages an environment that makes the College a great place to work. In addition to this manual your supervisor and/or mentor will provide you with essential information about your role and responsibilities at the College.

15.1. College Expectations

The College expects staff and students to behave in a manner that reflects respect for the College, themselves, students and fellow college staff. Staff are expected to be available for students to drop in without an appointment at specific times each week. These times are to be posted on the staff member's office door. Alternatively students will be able to access College staff during usual business hours by making an appointment.

The Fatima College of Health Sciences provides an internationally recognized program of study that provides the foundation for a range of health professions. Students enrolled in the Fatima College of Health Sciences can expect:

- High quality, engaging and supportive teaching and learning environment.
- Program and course material that is concise, clear and provided in a timely manner.
- Reasonable access to academic, general and support staff (via email, in person or by telephone).
- Reasonable and equitable access to library, laboratory, internet, computing and general course resources.
- To contribute to the quality review of their courses.

15.1.1. Professional Ethics

Fatima College of Health Sciences provides guidance on acceptable standards of behaviour, professional ethics and how you are to conduct your duties while working towards achieving the Fatima College of Health Sciences goals and objectives. The College expects all staff will behave professionally and with respect and consideration for others, including staff who report to them, colleagues, students and internal customers.

Staff and individuals acting on behalf of the College are required to conduct their duties according to the Code as part of their employment.

All College staff are expected to work within the law at all times. If you have any concerns regarding this please speak to your supervisor/line manager. All College staff are expected to work with integrity, diligently and to utilize College resources efficiently. Given the multicultural nature of the students and staff in the Fatima College of Health Sciences, faculty and staff are reminded to take care when disclosing personal information about themselves to other staff and particularly students. Such information may inadvertently cause offence.

Topics of conversation likely to offend include sexual experiences or practices particularly between unmarried people, the consumption of alcohol and stories of drunken activities,

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homosexuality and any undermining of religious beliefs. Conversations that can be interpreted as encouraging students to behave in an immoral or illegal way will cause offense. Discussions between staff that may be of a confidential nature should not be discussed with students. In addition, profanity (bad language), yelling and bad behavior are not allowed on campus. Violence in any form will not be tolerated.

All program and course information will be conducted and provided in English. All formal communication between students and staff will be in English. All formal communication between the College and staff will be in English.

The Program Coordinator ensures that the program provides an effective learning experience for students. The Program Coordinator counsels students on program related matters and makes decisions on specific aspects of a student's study program, student progress, credit applications and eligibility to graduate. Each Program is required to have a duly appointed Program Coordinator who shall be an academically qualified staff member of the relevant academic element that is the host of the program.

By accepting an appointment at the College, the faculty/ staff member assumes certain rights and responsibilities. Academic freedom is essential for faculty and staff members and applies to teaching, research and public services. Academic freedom includes free inquiry, free expression, intellectual honesty, and respect for the dignity and rights of others.

15.1.2. Academic Staff Roles and Responsibilities

The College expectation is that the academics employed to teach will develop and maintain a portfolio of professional activities that reflects internationally recognized excellence in academia. These activities may include research, teaching leadership and or administrative leadership all exemplified by publication in academic peer reviewed journals and presentations at local, national and international conferences.

The College is currently developing resources required for academics to undertake a range of academic activities. The following list indicates some of the teaching activities conducted at the College.

The Faculty role in teaching includes:

- Leading and coordinating the teaching activities;
- Selecting, in conjunction with the teaching team, content, skills and learning experiences consistent with the course's objectives;
- Organizing course content coherently and at a level appropriate to the student group and level of study;
- Communicating to students the expected learning outcomes;
- Where appropriate, integrating field work and other off-campus activities such as hospital placements into the curriculum and ensuring that they enhance student learning; and
- Where appropriate, liaising with the Program Coordinator/Head concerning appropriate orientation and transition activities for commencing students.

Head of Department

The Head of Department is responsible for ensuring the program of study is coherent in its design, planning, management, delivery and assessment. This person has a leadership role to play in assuring the quality of the College programs and should demonstrate that leadership in the following ways:

- Providing a supportive environment for teaching within the program's teaching team;
- Providing opportunities for other members of the program's teaching team to contribute in a meaningful way to the program's organization and management;
- Encouraging the development and maintenance of resource based materials associated with the program's delivery;
- Encouraging peer review of the program's teaching team;
- Regularly reviewing and evaluating the program's performance;
- Liaising with Course Leader/Coordinator concerning course matters; and
- Liaising with the College Manager regarding program issues.

Course Leader/Coordinator

Each course is required to have a duly appointed Course coordinator for the coordination of the course (e.g. course planning, course design and development, course delivery, selection of educational resources, assessment, students' learning outcomes and course evaluation). The Course Coordinator is a key role in assuring the quality of the College and facilitating student success.

The Course Coordinator is responsible to the Program Coordinator for the management, conduct, teaching and assessment of a course. The Course coordinator must ensure that they develop and maintain a student centered approach to course management. In order that all students may have an effective learning experience and an equal opportunity to learn, the Course Coordinator role includes:

- Conducting the course in a manner that is consistent with the Course Outline and College requirements;
- Leading and coordinating the teaching team;
- Organizing course content coherently and at a level appropriate to the student group and level of study;
- Providing students with advice concerning accepted standards of academic conduct;
- Ensuring that hospital placements are conducted professionally and enhance student learning;
- Liaising with the Program Coordinator concerning course matters;
- Reviewing the course and undertaking a course evaluation and submission to the Academic Assessment board or DHOS/ HOS ; and
- Providing counseling to students on course related matters.

First Year Advisor

- Liaise with the Head of Department about expectations of commencing students in the program and the level of advisement to be provided.
- Be able to locate and explain the College's academic policies and procedures or how to access administrative resources for policy interpretation in complex circumstances.
- Know when and how to refer students to learning support or other services or resources.
- Establishing a student-to-student communication strategy, which covers formal student forums, informal opportunities for students to network face-to-face, on-line communication and mentoring.
- Encouraging students to engage in self-assessment of their learning skills.
- Facilitating access to resources and developmental opportunities.
- Identifying critical milestones for academic success and initiating student's contract at these times.
- Identifying students "at risk", making contact and referring those, where appropriate, to relevant support services, whilst at all times respecting students' rights to privacy.

15.2. Code of Conduct

The College's Code of Conduct provides guidance on acceptable standards of behaviour and how you are to conduct your duties while working towards achieving the goals of the College's Strategic Plan.

The College recognizes the importance of staff contributions to the College workings and the impact that staff have on the working environment. Staff and individuals acting on behalf of the College are required to conduct their duties according to the Code as part of their employment/attachment with the College. Persons covered by this Code are also to act in accordance with College policies. Please note, for the purpose of this Code, policies include any College policy, procedure or guideline. This policy applies to all staff and individuals acting on the behalf of the College including:

- continuing, fixed term and casual staff; and
- Visiting, honorary and adjunct staff.

Individuals acting in a voluntary capacity are encouraged to conduct their duties according to the Code.

While the Code's purpose is educative, it also acts to regulate behaviour. Staff whose conduct falls below the standards outlined in the Code will be counselled in accordance with the appropriate College policy. Significant departures from the standards of conduct in the Code may amount to misconduct on the part of the staff member and the College may discipline you in accordance with the College's disciplinary procedures.

The College community is urged to monitor the application of the principles outlined in this Code and encouraged to challenge departures from these principles. Staff is encouraged to discuss breaches of the application of the Code with their line manager, or other

appropriate persons including Fatima College of Health Sciences- HR team members. Suspected breaches of the Code will be investigated and appropriate action taken.

15.2.1. Structure of the Code

The content has been organized under the following headings:

- Working within the Law
- Working with Others
- Working with Integrity
- Working with Diligence
- Working with College Resources

Working within the Law

Working within the law assumes a system based on the principles of governmental rules and the rule of the law. It is acknowledged that respect for the law and system of government does not detract from the rights of staff to engage in free inquiry and active criticism on matters of public concern.

Staff are expected to:

- Acknowledge the laws of the UAE
- Make yourself aware of and work in accordance with College Statutes

Staff shall not:

- Disregard College statues when carrying out work for, or on behalf of, the College.
- Engage in criminal or illegal behaviour while in the employ of the College.

Working with Others

When working with others, staff are to treat members of the public and colleagues honestly and fairly; and with proper regard for their rights and obligations.

This principle also expects staff members to act responsively in performing official duties.

Staff are expected to:

- Be responsive and courteous when communicating and dealing with staff, students, clients or visitors to the College;
- Be fair when dealing with others and making decisions;
- Treat all persons justly, irrespective of gender, sexual orientation, race, disability, religion, marital status, age, political conviction or other grounds;
- Avoid patronage or favouritism;
- Protect the privacy of others and maintain appropriate confidentiality regarding personal matters

Staff shall not:

- Engage in behaviour that could be considered bullying, such as behaviour which is intimidating, insulting, offensive, degrading, or humiliating to others.
- Harass others or discriminate against them.

- ▪ Disregard College policies regarding relationships between individuals.

Working with Integrity

Staff is placed in a position of trust. Staff is to maintain and enhance public confidence in the integrity of the College and advance the College's common good. Staff should not improperly use their official powers or position or allow them to be improperly used. Any conflict that may arise between a staff's personal interest and official duty should be resolved in favour of public interest.

Staff are expected to:

- ▪ Declare potential conflicts of interest between your private and/or financial interests and College responsibilities.
- ▪ Declare your relationship when participating in decisions affecting another person with whom you have a personal relationship.
- ▪ Be honest, impartial and conscientious when carrying out your duties.
- ▪ Observe procedural fairness (natural justice) in all decision making.

Staff shall not:

- ▪ Accept any gifts or benefits in connection with the performance of your duties.
- ▪ Conduct research in a manner that would compromise intellectual honesty and public interest.
- ▪ Claim others' work as your own.

Working with Diligence

Staffs are required to recognise that they have an obligation to perform their duties to the best of their ability and to carry out duties in a professional manner.

Staff are expected to:

- ▪ Seek to achieve high standards in Administration, teaching, research and community service
- ▪ Actively consider the health and safety of yourself and others when carrying out your duties
- ▪ Act honestly and in good faith

Staff shall not:

- ▪ Act in an irresponsible and disruptive manner towards others.
- ▪ Cause harassment or other reprisals if someone discloses fraud or other corrupt conduct.

Working with College Resources

While staff are performing their duties they are expected to ensure that resources are not wasted, abused, used improperly or extravagantly.

Staff are expected to:

- Ensure that the resources are managed effectively, efficiently, and used for legitimate College purposes.
- Only utilize College resources for work-related purposes, unless prior approval has been given. Even with approval, non-work-related usage will be kept to a minimum.
- Secure College resources against theft or misuse.

Staff shall not:

- Use resources in a manner that may harm the community or the environment.
- Wilfully waste, lose or mistreat College resources.
- Contravene the College's financial policies.

15.3. Academic Ranks

The following describes the academic ranks and qualifications and skill base for each position at Fatima College of Health Sciences. It is a College expectation that academics hold an Academic IELTS 7 or its equivalent. There is an Academic Appointment Policy as well outlining the process through which staff are assessed for their appointment.

15.3.1. Lecturer- Level (A)/ Clinical Instructor/Teaching Assistant

A Level (A) academic is expected to make contributions to the teaching effort of the College, particularly at undergraduate and graduate diploma level and to carry out activities to develop his/her scholarly, research and/or professional expertise relevant to the profession or discipline.

Specific duties required of a Level A academic/Clinical Facilitator may include:

- The conduct of tutorials, practical classes, demonstrations, workshops, student field excursions, clinical sessions, clinical practicum and/ or laboratory sessions;
- The preparation and delivery of lectures and seminars provided that skills and experience demonstrate this capacity;
- The conduct of research and involvement in professional activity;
- Consultation with students;
- Marking and assessment primarily connected with subjects in which the academic teaches;
- Production of teaching materials for students or whom the academic has responsibility;
- Development of subject material with appropriate guidance from the subject or course co-coordinator;
- Limited administrative functions primarily connected with subjects in which the academic teaches;
- Acting as subject coordinators provided that skills and experience demonstrate this capacity;
- Attendance at departmental and/or faculty meetings and/or membership of a limited number of Committees. A Level (A) academic will not be required to teach primarily in subjects, which are offered only at Masters Level or

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above. A Level (A) academic shall work with support and direction from academic staff classified at Level (B) and above and with an increasing degree of autonomy as the academic gains in skill and experience. The most complex levels of subject co-ordination should not be carried out by a Level (A) academic.

A level (A) academic will normally have completed four years of tertiary study in the relevant discipline and/or have equivalent qualifications and/or professional experience. In many cases a position at this level will require an honours degree or higher qualifications, an extended professional degree, or a three year degree with a postgraduate diploma. In determining experience relative to qualifications, regard is given to clinical teaching experience, experience outside tertiary education, creative achievement, professional contributions and/or contributions to technical achievement.

15.3.2. Lecturer Level (B)/Academic Lecturer

A Level (B) academic is expected to make contributions to the teaching effort of the institution and to carry out activities to maintain and develop his/her scholarly, research and/or professional activities relevant to the profession or discipline.

Specific duties required of a Level B academic may include:

- The conduct of tutorials, practical classes, demonstrations, workshops, student field excursions, clinical sessions and studio sessions:
- Initiation and development of subject material;
- Acting as subject coordinators;
- The preparation and delivery of lectures and seminars;
- Supervision of the program of study of honours students or of postgraduate students engaged in course work;
- Supervision of major honours or postgraduate research projects;
- The conduct of research;
- Involvement in professional activity;
- Development of course material with appropriate advice from and support of more senior staff;
- Marking and assessment;
- Consultation with students;
- A range of administrative functions the majority of which are connected with the subjects in which the academic teaches; and
- Attendance at departmental and/or faculty meetings and/or membership of a number of committees.

A Level (B) academic shall have qualifications and/or experience recognised by the institution as appropriate for the relevant discipline area. A position at this level will require master's qualification or equivalent accreditation and standing. In determining experience relative to qualifications, regard is given to teaching experience, experience in research, experience outside tertiary education, creative achievement, and professional contributions and/or to technical achievement.

15.3.3. Lecturer Level (C)/Senior Lecturer

A Level C academic is expected to make significant contributions to the teaching effort of a department, faculty or other organisational unit or an interdisciplinary area. An academic at this level is also expected to play a major role in scholarship, research and/or professional activities

Specific duties required of a Level C academic may include:

- The conduct of tutorials, practical classes, demonstrations, workshops, student field excursions, clinical sessions and studio sessions;
- Initiation and development of course material;
- Course co-ordination;
- The preparation and delivery of lectures and seminars;
- Supervision of major honours or postgraduate research projects;
- Supervision of the program of study of honours students and of postgraduate students engaged in course work;
- The conduct of research;
- Significant role in research projects including, where appropriate, leadership of a research team;
- Involvement in professional activity;
- Consultation with students;
- Broad administrative functions;
- Marking and assessment; and
- Attendance at departmental and/or faculty meetings and a major role in planning or committee work.

A Level (C) academic is expected to make a significant contribution to all activities of the organisational unit or interdisciplinary area and play a significant role within their profession or discipline. Academics at this level may be appointed in recognition of distinction in their disciplinary area. Qualifications usually as per Lecturer Level (B) considering a substantial years of experience after the Master, or newly PhD graduate.

15.3.4. Lecturer Level (D)/Faculty

A Level (D) academic is expected to make a significant contribution to all activities of the organisational unit or interdisciplinary area and play a significant role within their profession or discipline. Academics at this level may be appointed in recognition of distinction in their disciplinary area.

Specific duties required of a level (D) academic may include:

- The conduct of tutorials, practical classes, demonstrations, workshops, student field excursions, clinical sessions and studio sessions;
- The development of and responsibility for curriculum/programs of study;
- Course co-ordination;
- The preparation and delivery of lectures and seminars;
- Supervision of major honours or postgraduate research projects;
- Supervision of the program of study of honours students and of postgraduate students engaged in course work;

- The conduct of research, including, where appropriate, leadership of a large research team;
- Significant contribution to the profession, and/or discipline;
- High level administrative functions;
- Consultation with students;
- Marking and assessment; and
- Attendance at departmental and faculty meetings.

A Level (D) academic will normally have the same skill base as a Level © academic. In addition there is a requirement for academic excellence which may be evidenced by an outstanding contribution to teaching and/or research and/or the profession. Qualifications: a PhD in Nursing, Pharmacy, Physiotherapy, Medical Imaging, Emergency Health, in addition to   published scholarly Research.

15.3.5.   Lecturer Level (E)/Senior Faculty

A Level (E) academic is expected to exercise a special responsibility in providing leadership and in fostering excellence in research, teaching, professional activities and policy development in the academic discipline within the department or other comparable organisational unit, within the institution and within the community, both scholarly and general.

Specific duties required of a Level E academic may include:

- Provision of a continuing high level of personal commitment to, and achievement in, a particular scholarly area;
- The conduct of research.;
- Fostering the research of other groups and individuals within the department or other comparable organizational unit and within the discipline and within related disciplines;
- Development of research policy;
- Supervision of the program of study of honours students or of postgraduate students engaged in course work;
- Supervision of major honours or postgraduate research projects;
- Making a distinguished personal contribution to teaching at all levels;
- The conduct of tutorials, practical classes, demonstrations, workshops, student field excursions, clinical sessions and studio sessions;
- The preparation and delivery of lectures and seminars;
- Consultation with students;
- Marking and assessment;
- Playing an active role in the maintenance of academic standards and in the development of educational policy and or curriculum areas within the discipline;
- Developing policy and being involved in administrative matters within the department or other comparable organizational unit and within the institution; and
- Participating in and providing leadership in community affairs, particularly those related to the discipline, in professional, commercial and industrial sectors where appropriate.

A Level (E) academic shall have the same skill base as a Level D academic but will be recognised as <u>a leading authority in the relevant discipline area</u>. Qualifications: a PhD in Nursing, Pharmacy, Physiotherapy, Medical Imaging, Emergency Health, in addition to published scholarly research.

15.4. Policy and Procedures for Performance Evaluation of Staff

Overview

The purpose of the formal performance evaluation is to correct and enhance job performance and to use the evaluation as a basis for decisions on contract renewal, compensation and promotion. Please see *Attachment 3c and 3d* for the Promotions Policy and Appraisal Form. Fatima College of Health Sciences staff is encouraged to perform self-evaluation of their performance every semester, irrespective of their position and level. Staff are also encouraged to maintain a portfolio of their work. The purpose of the evaluations is to ensure the best possible outcomes of staff performance for the benefit of the student across the board.

Performance evaluation entails both self-evaluation and self-assessment and formal appraisal of the staff performance against the strategic goals and performance indicators of the institution in general and the program/department specifically.

Policy Statement

Fatima College of Health Sciences shall conduct a formal evaluation of an employee's performance at least once in each year.

Stakeholder Impact and Scope

This policy applies to all staff employed at Fatima College of Health Sciences.

Procedure

Performance Evaluations will be carried out on established criteria and specific aspects upon which the staff member's performance will be assessed.

Standards of Performance and Conduct

- Perform the assigned duties at a high level.
- Actively develop job skills, be willing to improve and demonstrate life-long learning attitude.
- Support and implement the policies, procedures and other requirements of the College.
- Behave professionally on all occasions within and beyond the learning environment and maintain accountability for the duties and the outcomes of own performance.
- Respect the laws, customs and traditions of the United Arab Emirates.
- Follow the approved Professional Code of Ethics.

Process

- Review meetings are conducted annually with the employee that will include:

- A developmental plan agreed by the staff and supervisor.
- Agreement between the supervisor and staff member about any changes in the staff member duties or assignments.

- Supervisor and employees shall establish objectives at the beginning of each performance year or upon recruitment.
- The performance of novice employees shall be evaluated in the probationary period and as required.
- The performance of each employee shall be evaluated at least once a year normally by the employee's supervisor, before end of each Academic year or annually towards the end of each year of service
- Feedback from the employee's subordinates and peers, including student feedback where relevant, shall be considered in assessing the employee's performance.
- The employee's performance evaluation, including any requirements for improvement or development, shall be reviewed with the employee preferably semi-annually. Any dispute between the Head of Department/Program and employee regarding the outcome of the review shall be referred to the Director of Fatima College of Health Sciences.
- If the employee's performance is unsatisfactory, then :
  - After the 1st warning the Fatima College of Health Sciences Director will devise a remedial plan in consultation with the academic staff concerned. Guidance and training will be provided. This will be followed by a second planned evaluation of teaching. If the assessment is unsatisfactory further feedback and guidance is provided. This review will be undertaken by the Head of Department/Program and one academic appointed by the Director. A third plan evaluation either planned or unplanned will be completed by the Head of Department/Program and an independent academic, if this is unsatisfactory termination process will commence.
  - This process will be completed over 8 weeks of teaching and will continue over the next semester if necessary. A staff member may appeal against dismissal via the College Appeals Committee. The outcome is fed back to the HR through the Director depending on the decision taken and actions recommended by the College Appeals Committee.
- In the case of disciplinary investigation, the employee may be suspended with or without pay during the period of investigation. The period of suspension shall run from the date the incident is reported until a decision is rendered on the matter.
- A written record of the evaluation shall be placed in the employee's Personnel File in Human Resources of Fatima College of Health Sciences.

Appraisal Instruments

Performance Appraisal forms is available through the appropriate Line Manager, who may recommend other options for performance appraisal records.

Annual performance reviews are important to everyone in the College. They provide a valuable opportunity for individual staff to take stock of their career achievements, future priorities and objectives; they enable heads of programs or department to allocate future work between staff; and they form part of the College cycle of quality assurance and improvement. Staff performance will be assessed each semester. These assessments will be reviewed by the staff member concerned and their supervisor. Human Resources will have access to these files. College academics are expected to undertake regular evaluations of their teaching and the courses they teach. Teaching evaluation may be expert review, peer review and student feedback.

15.5. Faculty Professional Development

The College encourages and values the ongoing learning and development of staff to enable us to compete in a competitive and changing market. They are committed to the development of a skilled and motivated workforce and sees staff development as a vital aspect of growth and effectiveness of both individuals and the College as a whole. Programs are designed to assist you to meet new workplace demands, respond creatively to local, national and global change and increase your capacity to be career resilient. See Attachment 3f: Fatima College of Health Sciences Faculty/Staff Professional Development Policy.

Faculty members are also encouraged to undertake research throughout their employment at the College. The College provides various forms of support for faculty staff undertaking research.

The College provides a specific fund that is used to provide in-service training and travel funds to help faculty attend conferences and present their research. All requests regarding travel funds are reviewed by the Head of Department, the Fatima College of Health Sciences Director and finally the Institute of Applied Technology Directorate for further processing.

15.5.1. Faculty Conference Grant

Provision of funds to travel to professional meetings and seminars shall be made available to faculty members waiting to present their findings to others. The grant shall cover all expenses related to official registration, accommodation and tickets. Any faculty member is eligible only to a maximum of one grant/year. All requests regarding conference grants are forwarded to Fatima College of Health Sciences Director for review through the Head of Department. The requests should specify the objective of the seminar and the research to be presented. In some conferences, the Head of Department may recommend some faculty members to attend a seminar. Such request is reviewed by the FCHS Director through the Head of Department. The initial approval is provided by the Director of Fatima College of Health Sciences, before the final approval by the Managing Director of the Institute of Applied Technology.

15.5.2. Faculty Research Grant

This grant aims at supporting all scholarly activities including supporting faculty conducting research, developing pilot projects, collecting and analysing data. All faculties are eligible and requests are forwarded through the Head of Department.

15.6. Academic Workload Policy

IAT Academies needs to employ an academic workload policy that will provide for the development of a professional academic ethos amongst its staff in the areas of Teaching, Course Development, Applied Research, Professional Development and Service.

The workload of a department should be distributed so that academic staff contributes equally, under the prevailing operational constraints bearing in mind the differing requirements accompanying different types of teaching, the need to develop less experienced staff, and the past contribution and future potential of the department's various academic staff members.

Within each department, the approach to determining staff contributions must be consistent over time, so that academic staff can have confidence that the department's system of workload allocation will continue to apply and agreements about teaching load will be honoured.

The workload distribution must be done in such a way that the institution gets value from the available faculty and their competencies and seniority. In addition, Fatima College of Health Sciences workload policy is designed to provide sufficient time for the personal professional development of faculty.

15.6.1. Definition of Academic Work

Academic workload is measured based on the time allocated for Teaching, Learning and Course Management and Development, and other administration and services activities. These activities may include:

- Direct classroom, laboratory and workshop contact time.
- Program and course development, including development of materials and obtaining professional accreditation.
- Preparing and conducting lectures, tutorials, demonstrations and workshops, and course delivery via alternative modes.
- Examination and student assessment (including invigilation of tests and examinations).
- Internal moderation of courses.
- Student consultation and academic counselling including 'on-line' communication with students.
- Development and maintenance of multimedia teaching resources.
- Field supervision of students on in-service-training and excursions.
- Graduation projects student supervision.
- Field trips and industrial visits.
- Program and course coordination.
- Reporting on teaching evaluations.

- Handling of student disputes, concerns and grievance resolution.
- Involvement in institutional publications.
- Timetabling.
- Management of academic organization sub-units or functions.
- Chairing and membership of standing and ad-hoc committees.
- Formal staff supervision and evaluation.
- Attendance at department and institutional meetings.
- General administrative work.
- Staff development for Administration, Service and Governance.
- Conference organization and participation.
- Consultancy and associated work (not separately remunerated).
- Contributions to and involvement with professional associations.
- Contributions to and involvement with community service organizations related to the institution.
- Contribution to and involvement with business and industry.
- Promotion of the Fatima College of Health Sciences to the Community.

Note: These lists are not exhaustive and Heads of Programs may add to these based on the nature of new activities and/or services.

15.6.2. Workload Determination and Permission for other Work

These are determined so that they provide scope for the additional work in support of other academic activities, course development, applied research, professional development and service.

15.6.3. Workload Policy Implementation

Directors will create first a teaching workload schedule based on the table below: (the contact hours to be adopted across all IAT academies)

Senior Faculty	PhD holders	20 hpw lectures
Faculty	PhD holders	20 hpw lectures
Senior Lecturers	PhD and MSc holders	20 hpw lectures, tutorials
Lecturers	BSc holders	22 hpw lectures, tutorials
Teaching Assistance	BSc holders	24-26 hpw tutorials
Lab Tech	BSc holders	20 hpw student contact time

Next, non-teaching work will be assigned to the Faculty according to their specialization, areas of interest or special projects at the direction of the Fatima College of Health Sciences Director. These could be in the areas of:

- New program development
- Course and curriculum development
- Establishing industry partnership and linkages
- Government liaison
- Outreach to schools and marketing
- Chairing and membership of Academic Committees

- Any other function as directed by the Fatima College of Health Sciences Director

For each of these activities, deliverables and outcomes must be assigned. Based on these, the Fatima College of Health Sciences Director will provide remission from teaching hours as follows:

- No class, lab or tutorial must be affected by any remission of contact hours;
- Not more than 4 hours remission for any single faculty; for higher emission, approval from Fatima College of Health Sciences Director must be sought.
- Total remission should not be more than an average of 2 hours per faculty;
- Suggested remission for committee work: 2 hours remission for chairmanship of committee and one hour for membership;
- One hour per week to be set aside for the student consultation in the timetable. This is outside the teaching load.
- Staff development time will occur after the time-tabling is completed and the teaching workload completed according to the above.

15.6.4. Academic Workload of Heads of Programs and Director

Admin work that could affect the total teaching work Load:

- Fatima College of Health Sciences Director 6 hours less than the given teaching work load.
- Head of Department/Program: 3 hours less than the given teaching work load.
- Coordinator/lead: 2 hours less than the given teaching work load.

15.6.5. Implementation and Governance

Heads of Programs should implement the workload policy under the overall supervision of the Fatima College of Health Sciences Director and with the guidance of the Academic Affairs and Timetabling Committees.

Head of Departments have the flexibility to negotiate different combinations of the percentage splits between the three major performance areas with lecturers to a variance of 10%, provided that lecturers and/or junior lecturers who are unable to make any contributions in Research in a particular year, may be allowed to make up for this by increasing their contribution in Teaching or Administration or both. Faculty with the rank of Senior Lecturer or higher must make contributions in all three performance areas, provided that such faculty may negotiate bigger deviations from the prescribed proportions with their Heads of Programs with the approval of the Fatima College of Health Sciences Director.

15.7 Class Size Policy

According to best practice and to maximize both student learning and faculty teaching, FCHS has instituted a rule regarding class size: Classes will contain 30-35 students; labs will contain no more than 20 students; and clinicals will contain no more than 8 students.

15.8 Course File Policy

Fatima College of Health Sciences (FCHS) must maintain updated files for each course of instruction including laboratory and clinical placement. The files must contain sufficient information on each course so that those assessing programme effectiveness can determine whether the course is meeting its learning outcomes, and whether changes to the course are appropriate.

Course files must be kept in either:
1. electronic form
   - organized by semester and year in each department's shared folder
2. or hard copy
   - organized by semester and year in binders in each department head's office

Course files expectations (full course files check list attached at the end of this section):
1. Syllabi for the current and previous offerings of the course
2. Copies of all instructor teaching materials
3. Copies of all assessment instruments
4. Instructor worked answers and marking schemes for all assessment instruments
5. Examples from across the range of student performance of graded responses to all assessment instruments
6. A comprehensive instructor review of the presentation of the course, covering:
   a. Appropriateness of the course learning outcomes
   b. Extent to which the syllabus was covered
   c. Extent to which learning outcomes were met (with evidence)
   d. Appropriateness of textbooks and other learning resources
   e. Appropriateness of assessment instruments in relation to learning outcomes
   f. Appropriateness of the balance of assessment
   g. Appropriateness of prerequisites
   h. General comments on any problems encountered with the course
7. Quantitative analysis of student performance during the course presentation (e.g. grade distributions)
8. Summary of student feedback on the evaluation of the course

It is the responsibility of each Department Head to ensure Course Profiles are completed correctly before the break of each semester. Therefore all instructors who taught in a semester are to complete their Course Profile(s) before leaving on break. This includes making hard copies for the binders.

COURSE FILES – CHECK LIST
ALL ACADEMIC PROGRAMS
Course files must include the following information which shall be in electronic form

NO.	COURSE FILE CONTENT	AD	AA	AJ	AG	M	COMMENTS / REMARKS
1	Course syllabus (Course guide)	●	●	●	●	●	One for all campuses
2	Teaching Materials	●	●	●	●	●	Including: a. Lectures b. Labs and workshops c. Supplementary material (Audio etc.)
3	Assessment_Instruments	●	●	●	●	●	Including: a. Assessment mapping b. Moderation reports c. All Assessment instruments
4	Assess_Answer_Key_And Marking_Schemes	●	●	●	●	●	Including: a. Assessment answer key b. Rubrics (if applicable)
5	Graded_Performance_Samples *AD, AA, AJ, AG, M*	●	●	●	●	●	Including: a. (1) High, (1) Medium, (1) Low sample for each assessment instrument. b. Moderation report
6	Course_Instructor's_Review (Course Report)	●	●	●	●	●	One for all campuses. comprehensive instructor review of the course (with evidence)
7	Student_Grade_Distributions *AD, AA, AJ, AG, M*	●	●	●	●	●	Using the current FCHS grade sheet
8	Course_Evaluation_Student's_ Feedback *AD, AA, AJ, AG, M*	●	●	●	●	●	Summary of student feedback on the evaluation of the course
9	Others	●	●	●	●	●	E.g. Check list, Any other

*Campus Legend: AD: Abu Dhabi │ AA: Al Ain │ AJ: Ajman │ AG: Al Gharbia (Western Region) │ M: Morocco
* Check list is to be attached with every course file (Softcopy/Hardcopy)

16. Students
16.1. General Information

This part of the document is designed to assist new students in joining Fatima College of Health Sciences student community. In addition, Fatima College of Health Sciences

provides an orientation day for new students and their families. During the orientation session, students will be provided with further information about the College, including a list of staff contact telephone numbers.

The following sections outline general information related to student enrolment and policy issues.

16.1.1. Student Charter

Fatima College of Health Sciences is committed to an equitable and enriching environment for students. This environment fosters academic achievement, where the interactions amongst students and staff are based on mutual respect, fairness and fulfilment of obligations. Fatima College of Health Sciences' Student Council expresses the expectations of both the College and the students.

An orientation event will be conducted at the beginning of each semester for the new students. Various aspects pertaining to the students, their relation with administration, instructors and peer students will be discussed.

16.1.2. Privacy and Confidentiality

Fatima College of Health Sciences commitment to individual rights, ethical standards, and social justice includes commitment to the appropriate collection, storage and use of information, and to the protection of the privacy of personal information.

In undertaking the normal business of teaching, learning, and training, Fatima College of Health Sciences collects, stores, and uses personal information. While this information is treated with the highest standards of confidentiality and privacy, there are occasions when this information may be disclosed to third parties when required by law, or where necessary for the conduct of Fatima College of Health Sciences business.

16.1.3. Students Rights

Students have the right to:

- Express their individual opinion regarding teaching performances through the process of course teaching and evaluations.
- Have their opinion heard in relation to individual concerns and grievances in a fair and equal way.
- A transparent process of review and appeal.
- Participate in the College life via student representative committee.
- Experience freedom from discrimination based on disability.
- Experience personal security on the College campuses.
- Experience confidentiality with regards to their academic records, personal and disciplinary records expressed in the course of instruction, advising, or counselling unless disclosure is authorized by written consent.

16.1.4. Students Expectations

The below stated students' expectations are what Fatima College of Health Sciences commits to provide.

- A high quality, engaging and supportive teaching, learning and research environment.
- A clear and timely statement about course and program requirements.
- An admission system that is fair and equitable and in accordance with published criteria.
- Assistance in their orientation and transition to College life.
- Fair assessment and helpful and timely feedback on their academic work.
- Feedback on their courses will be sought regularly, and that students may inquire as to the outcomes of such reviews.
- Not to be disadvantaged by changes to programs and courses, made during the normal period of enrolment.
- Reasonable access to academic, general and support staff (via email, in person or by telephone).
- The College to seek and welcome their feedback on matters relating to the learning environment;
- Reasonable and equitable access to library, laboratory, internet, computing and general course resources.
- Treatment with courtesy in interactions with College staff.
- Their reasonable needs to be respectfully addressed, regardless of gender, ethnicity, religion, age, background, or disability;
- To be able to participate fully in the College's activities free from harassment and discrimination;
- Personal information to remain confidential and to be released only with their consent and knowledge, when legally required, or when their personal safety or the safety of others is jeopardized.
- Reasonable access to the College's support mechanisms and policies.
- Grievances to be addressed in a timely and professional manner.
- A safe and healthy study environment provided by the College.

16.1.5. College expectations

Fatima College of Health Sciences expectations of students:

- Follow the proper lines of communication in the College in regard to complaints and appeals.
- Work to the best of their ability.
- Participate actively and positively in teaching, learning and research activities.
- Provide constructive feedback on the conduct of these activities.
- Respect the academic responsibility of the College to establish and maintain appropriate academic and professional standards in courses and programs.
- Comply with program and course requirements.
- Treat College staff with courtesy at all times.
- Adhere to the highest ethical standards.
- Respect the academic honesty norms and work accordingly by abstaining from cheating, plagiarizing, fabricating or falsifying data or infringing copyrights.

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- Demonstrate reasonable standards of behaviour with respect to all College activities, thereby refraining from harassment or discrimination against other students and staff.
- Demonstrate respect for difference.
- Commit themselves to the deadlines of the Academic Calendar with respect to admission and registration rules.
- Act as role models in all functions.
- Abstain from any activity that may harm the College's reputation.
- Respect the property and conserve it as it is provided to enhance their learning and education, therefore, any act of vandalism shall entitle the doer for a disciplinary action which might lead to complete dismissal.
- Abide by the conditions of Fatima College of Health Sciences Student Handbook and policies, and accept sanctions applied for failing to do so.

16.1.6. Medical Fitness

Fatima College of Health Sciences provides a well-rounded educational system where health activities play a major part. Should a student develop a medical condition that would prevent him or her from taking an active part in all learning activities, the Academic and Curriculum Committee (ACC) may withdraw him or her from the program. This will be done in full consultation with the student's parent or guardian.

16.1.7. Student Identification

Students will be issued a student number and Fatima College of Health Sciences identification (ID) card. This ID card is to be worn by the student at all times when they are on the College and its campuses' premises and carried with them on any field trips. In addition, students will not be allowed to enter the campus without showing their college ID to the security personnel.

16.1.8. Text books

Textbooks/workbooks are issued to the students at the start of each course or course series. Students are responsible for keeping them in good condition. At the end of each semester of the Common Year, students are required to turn textbooks/workbooks back to the student affairs officer. If a student loses a textbook or workbook, they must purchase a replacement at their own cost.

16.2. Student Disciplinary for Behavioural Misconduct

16.2.1. Reporting Student Behavioural Misconduct

Any student, faculty or staff member who has reason to believe that a student has committed some form of behavioural misconduct may place a formal complaint in writing to the Chair of the Student Discipline Committee. The complaint will contain:

- Date, time, and location of the perceived behavioural misconduct
- Detailed description of the perceived behavioural misconduct
- Name of other witnesses, including contact information and the College ID Number if applicable
- Name and contact information of person(s) filing complaint.

16.2.2. Dealing with Student Behavioural Misconduct

On receiving a complaint of behavioural misconduct against a student, the Chair of the Student Discipline Committee (SDC) may seek evidence concerning the matter from other sources. The Chair of the SDC shall advise the student of the complaint, including a description of the grounds for the complaint and a copy of any evidence relevant to the matter.

Before determining the action to be taken concerning a complaint of behavioural misconduct, the Chair of the SDC must provide the student with the opportunity to respond to the complaint of behavioural misconduct. The response must be in writing and must be received within 14 days of receipt of notification of the complaint. Having considered the complaint of behavioural misconduct in the light of the evidence and the student's response, the Chair of the SDC may take one of the following actions:

- Dismiss the complaint of behavioural misconduct. In this case no documentation concerning the complaint shall be placed in the students' file.
- Where satisfied that behavioural misconduct has occurred, the Chair of the SDC may impose warnings as set out in the Criteria for Warnings.
- Refer to the student counsellor for follow up/counselling
- Where further investigation is needed to establish the facts of the case, the Chair may refer the matter to a meeting of the Student Discipline Committee for a formal hearing.

In each case, the student shall be informed in writing of the decision of the Chair of the SDC, including the reasons for the decision, the right to appeal and a copy of this policy.

16.2.3. Criteria for Issuing a Warning for Student Behavioural Misconduct
Verbal Warning

- The oral warning is recorded and the student is notified that the warning is recorded as a verbal warning:
- Non-commitment to the official dress code of the college
- Eating and drinking in the classrooms
- Causing inconvenience and disturbance to other students
- Misuse of facilities (toilets, car parking, etc.)
- Using phones in the classroom
- Students leaving the campus without a Student Services Officer's notification from the guardian

Written Warning

- Non-compliance with the appropriate appearance or grooming.
- Disrespect and use of abusive language toward other colleagues.
- Repeating the behaviour that induced the verbal warning.

Final Warning

- Disrespect toward the college staff
- Smoking on campus or facilities

- Distributing any obscene materials
- Theft and vandalism
- Repetition of previous violations

Dismissal from the College

- Possession of any tool classified as a weapon
- Fighting and physical assault
- Consumption, possession or distribution of alcohol and drugs
- Sexual harassment and imitating the opposite gender

Student Discipline Committee (SDC)

Fatima College Student Services Manager will convene and chair a committee to investigate allegations of behavioural misconduct. The committee shall consist of:

- Manager of Student Services(Chair)
- Supervisor Student Services
- Registrar
- Counsellor (Secretary)
- Two Faculty Members

The committee shall look into major offenses including recommendation for dismissals. The Chair may request the presence of any relevant witnesses or faculty member who may provide evidence as required. Decisions shall be based on majority votes. When there is a tie vote, the Chair's decision will prevail.

A copy of the Committee minutes and recommendation shall be submitted to the Fatima College of Health Sciences Director for appropriate action within three working days. The Director will render a final decision within two working days after receiving the committee recommendation, and will send a copy of the decision to the Manager of Student Affairs and Head of applicable Program. The student may request for an Appeal of the decision to the Director within five working days from receiving the decision.

All decisions for dismissal must be approved by the IAT Managing Director.

Appeal of a Behavioural Misconduct Warning/Dismissal

Where any warning for behavioural misconduct is imposed as provided for in Criteria for Warning, a student may appeal to the Fatima College of Health Sciences Board (or an Appeals Committee convened by the Fatima College of Health Sciences Board) under the provisions of the "Policy on Student Grievances and Appeals."

The student shall be informed of the right of appeal in the correspondence advising of the imposition of a warning/dismissal.

16.3. Student Grievance

If a student considers that a decision of the College or one of its staff or a situation experienced by the student is not in accordance with the expectations set down in the Student Charter or the College's rules and policies, a grievance may be filed.

A grievance is the lodging of a complaint originating from a perceived injustice. An appeal is a request to review and possibly change a decision that has been issued.

Informal Resolution

Before initiating a formal grievance, the student should discuss the matter in dispute with the person against whom the student has a grievance and seek a mutual resolution of concerns. The student may be encouraged to return to this informal level of resolution at any time during this procedure. It is the College's belief that most grievances can and will be resolved at this level.

Initiation of Complaint /Formal Grievance

If an informal resolution does not result:

- The student must submit a complaint to the Student Affairs Manager to initiate a formal grievance.
- The grievance may be communicated orally; however, it must be in writing before any review or other action takes place.
- The written complaint should include:
  - Details of the complaint,
  - Details and results of attempted informal resolution, and
  - Any relevant documents.
- The written complaint should be submitted:
- As soon as possible after the student knows of the subject problem,
- to the Student Affairs Manager, and
- If unable to reach the Student Affairs Manager, may submit to the Registrar who will direct it to the Student Affairs Manager.

Review by Student Affairs Manager

- The Student Affairs Manager shall read the complaint and make one of three determinations of the grievance:
  - Allegations Not Subject to Grievance Policy
  - Allegations are Concerning Staff Member Misconduct (refer to HR)
  - Allegations warrant further investigation
- Written notification of the decision will be given to the student.
- In the decision a grievance warrants further investigation, a copy of the student grievance procedure will be included in the written notification given to the student.
- In the decision a grievance is not subject to the grievance policy, the written notification to the student will contain information on the appeal process.

16.4. Policies for the Use of Information Technology

Be advised that the computers on campus are the sole property of Fatima College of Health Sciences and therefore can be monitored by staff. Their use by students is a privilege and not a right. The use of the internet is for academic purposes only and students should adhere to accepted standards of ethics and behaviour.

The use of Fatima College of Health Sciences information technology resources to receive or distribute improper or immoral materials is strictly prohibited.

Students in violation of such policies will be subject to disciplinary action with penalties ranging from suspension of computer and network privileges, to suspension or dismissal from Fatima College of Health Sciences.

16.5. Attendance and Punctuality

Fatima College of Health Sciences expects students to take full responsibility for their academic work and progress. Success at Fatima College of Health Sciences depends largely on regular class attendance. Absence from class has been shown to be a contributing factor to failure or low academic achievement.

16.5.1. Class Attendance and Lateness

Students registered in Fatima College of Health Sciences programs are expected to attend and to be prepared for all classes. Attendance records will be taken into account if a student applies for any special consideration.

Attendance records will be kept on the student information system (Banner). The following rules are applied:

- Students are expected to be on time for all classes, lectures, laboratories, tutorials and practicum.
- Attendance will be taken during the add/drop week of classes.
- If a student is less than ten minutes late for class, they will be recorded as a 'late' on the attendance sheet. Once the student accumulates three (3) late attendances, they are recorded as one unexcused absence.
- If a student is more than ten (10) minutes late to a class, she will be considered absent for that class.
- If a student is absent for 5% of the total teaching hours in the semester, then the student will be given a first written warning.
- If a student is absent for 10% of the total teaching hours in the semester, then the student will be given a second written warning. (GCC National Students will receive a deduction of AED 500 from their stipend)
- If absences reach 15%, the Student Counsellor shall issue a final written warning and the student shall be barred from sitting for the final examination and receives the mark of (WF). (GCC National Students will receive a stipend deduction of AED1000 for each subject, providing that the deduction shall not exceed one month's award.) If the absence is caused by illness or some other cause acceptable to the Academic and Curriculum Committee (ACC), the student may be given the mark withdrawal (W) on her transcript. All such cases shall be reported to the Registrar's Office
- All absences, whether with or without an excuse, are calculated as part of allowable absences.

- If a student misses a class due to illness, the student must provide a stamped medical certificate from a government hospital or attested medical report if it is from a private hospital or doctor.
- It is the student's responsibility to obtain the course materials covered during his or her absence. All assignments and independent study forms must be completed.
- In all cases (with legitimate excuse), students absent for more than 20% of the credit hours will be asked to withdraw (W) from the course without penalty.

Students must remember that academic success reflects a range of factors including hard work, quality courses, resources, attendance and students' contribution in class.

Students are NOT permitted to leave the campus during teaching hours (per student's schedule). A student needing to leave campus during teaching hours (per student's schedule) will obtain permission from a Student Services Officer. However, when a group of students need to leave, approval from the Head of Campus is required and a Student Services Officer will coordinate by communicating with the students' families.

Attendance

- Students shall attend all theoretical lectures, laboratory hours and practical training sessions. They shall also participate in research sessions and sit for all examinations required in the course in which they are enrolled.
- If a student is experiencing personal difficulties that are contributing to poor attendance or punctuality, they should seek support from their respective Counsellor.
- For an absence to be excused on medical grounds, the student must produce a certified medical certificate within three days of returning to Fatima College of Health Sciences. The certificate has to be issued from an official medical institution (i.e. governmental).
- Other reasons for absence must be provided immediately on return to the college.
- Examples of reasons would include:
  - Death of a family member
  - Overseas flight cancellation
  - Other reasons at the Department's Head discretion.

16.6. Academic System

The College academic activities are based on the American model of education which uses the credit hour and semester system. Semester means duration of study approximately equivalent to 16 weeks. Each academic year consists of two regular semesters, referred to as semester one and semester two. A summer session may also be offered by the college if the need arises.

The College study unit is the credit hour, which represents a course pursued for one period of one hour weekly during one semester of 16 weeks. Generally, a course valued at 1-credit hour meets for one period weekly for a given semester; a 3-credit hour meets three

periods a week for a semester, and so forth. Furthermore, one laboratory credit hour, meets two periods per week and one clinical credit hour, meets three periods per week.

16.7. Admission Requirements

The Fatima College of Health Sciences is single-gender Education College that treats all students equally and aspires to have international recognition for its Health Sciences programs.

A student who has completed his or her Secondary education and has an official transcript may apply to be admitted to the college. Applications for admission to semester 1 or 2 should be received according to the designated dates announced at the beginning of that semester. An offer of admission is only valid for the semester for which a student applies. If the student is offered an admission but is unable to register, the applicant may request in writing to defer the admission for the next semester. Admission consideration shall depend upon availability of seats and course offerings.

All students entering Fatima College of Health Sciences should fulfil The English qualification by obtaining band 5.0 in IELTS. Students fail to obtain IELTS band 5.0 will be admitted to the Foundation program to be prepared for the college entrance.

16.7.1. Foundation Program and its Admission Requirements

This one year program (6 blocks of 6 weeks each) provides students with foundation level competencies in English, Science and Mathematics using an English medium curriculum to prepare them to get an Academic IELTS (band 5.0) which constitutes the minimum entrance band for Fatima College of Health Sciences programs. Admission Requirements for the foundation program are:

- For Science stream students an overall average equal or above 70%.
- For Literary stream students and overall average equal or above 80%.
- Medical fitness certificate.
- Passing placement test and Security clearance

16.7.2. Admission to Fatima College of Health Sciences

Admission to Fatima College of Health Sciences is composed of two stages;

Stage 1: students who fulfilled the admission requirement to enter Fatima College of Health Sciences are admitted to the common year program

Stage 2: based on student's choice and their percentage in the high school, study stream (Science, Arts, etc.) and their CGPA after finishing the common year (36 Credit hours), and the availability of seats, students will be admitted to the specialty program that is appropriate for their criteria.

16.7.3. College Admission Requirments

- A completed Fatima College of Health Sciences Application Form.
- An official Secondary School Certificate certified by the Ministry of Education in UAE.
- Original Secondary School Certificate (if acquired abroad).

- Certificate of equivalency from the Ministry of Education for non UAE Secondary School Certificates.
- Photocopy of the applicant's passport with residence visa page for non-national.
- Original copy of the English Proficiency Test (TOEFL or ILETS).
- A medical fitness certificate.
- Six recent color photographs.
- Any other diplomas, transcripts or documents.
- For transfer students certified transcript and certificate from the Ministry of Higher Education and Scientific Research are needed.

16.7.4. Students Holding a Foreign Secondary School Certificate

- Should have completed at least 12 years of studies upon obtaining the High School Certificate which is authenticated by the ministry of education of the country from which the certificate was obtained.
- Students who have obtained a British certificate (IGCSE, GCSE) should have completed at least 7 courses with not less than a C grade.
- Students who have obtained AS level with GCE certificate should have a minimum of (**D**) grade in the courses taken.
- Students who have obtained (**A)** level should have a minimum of E grade in the courses.

16.7.5. Specific Admission Requirements

Common Year (General Requirements Program)

The Common year study plan designed to give students a breadth of knowledge and understanding across the major disciplines of general sciences, information technology, humanities and basic health skills. It is also designed to consolidate skills which students need for acquiring knowledge on their own

GRU Study Plan Description

GRU students will be offered 9 subjects in the first and second semester including, Biology, Physics, Chemistry, Mathematics, as well as English For Health Professions, Basic Health Skills, in addition to Psychology, Introduction to Research and Statistics, and Islamic Culture.

Description of Non-Credit Subjects

GRU offers students 2 none credited subjects which are ICLT and EL Communication Skills.

- GRU1131-ICLT1 and GRU1231-ICLT2 are offered to GRU students who aim to improve their IT skills (students with IC3 certificate are exempted from the courses)
- EL Communication Skills 1 & 2 courses are offered to GRU students who aim to improve their four language skills (writing, reading, listening, and speaking)

- Students who have an Academic IELTS may be exempted (EX) from the EL Communication Skills courses provided the following:
  - Students who have IELTS of minimum (band 6) sub-score of 5.5 in writing are exempted from attending the respective skill. In other words, if a student has a band 6 in the IELTS Writing, then the student is exempted from the GRU1116 and GRU1216 Writing courses.
  - Students who have IELTS of minimum (band 5) sub-score of 5.5 in speaking are exempted from attending the respective skill. In other words, if a student has a band 5 in the IELTS Speaking, then the student is exempted from GRU1119 and GRU1219 Speaking courses
  - Students who have IELTS of minimum (band 5) sub-score of 5 in listening or reading are exempted from attending the respective skills. In other words, if a student has a band 5.0 in the IELTS Listening or Reading, then the student is exempted from GRU118 & GRU1218 Listening or GRU1117 & GRU1217 Reading courses respectively.
  - Getting the required IELTS Band score 6.0 : Fatima College of Health Sciences students are required to achieve IELTS band 6.0 (Minimal sub-score of 5.5 in Writing and Speaking and Minimal Sub-score of 5.0 in listening and reading) by the end of the second year for Nursing Program and by the third year for Pharmacy, Physiotherapy, Medical Imaging and Paramedic programs.

16.7.6. Admission to Nursing Program

The Bachelor of Science in nursing degree is a 124+ credit hours program. Students are expected to exit the second year with Academic IELTS (band 6.0 - Minimal sub-score of 5.5 in Writing and Speaking and Minimal Sub-score of 5.0 in listening and reading) or a minimum score of 550 on TOEFL, or a Computerized TOEFL score of 213, or an Internet-based (iBT) TOEFL score of 79, failing to achieve IELTS (Band 6) will result in denial of registration.

Admission Requirements will be the following:

- For Science stream students an overall average equal or above 70%.
- For other streams students and overall average equal or above 80%.
- IELTS Academic band 5.0.
- Admission is open for Females only
- Passing medical exam
- Passing placement test and Security clearance.
- A CGPA of 2.0 or above at the end of common year

16.7.7. Admission to Nursing Program (Bridging Program)

This program is offered in 62 credit hours, and upon successful completion, students will graduate with a Bachelor of Science in Nursing. It takes students 4-6 semesters to graduate depending on if the student registered in full time or part time study.

Admission Requirements for post-registration are the following;

- Diploma in Nursing from an institution accredited and equated by the Ministry of Higher Education and Scientific Research in UAE.
- Valid UAE Nursing Licensure and currently working in UAE health institutions.
- Academic IELTS (band 6.0 - Minimal sub-score of 5.5 in Writing and Speaking and Minimal Sub-score of 5.0 in listening and reading) or a minimum score of 550 on TOEFL, or a Computerized TOEFL score of 213, or an Internet-based (iBT) TOEFL score of 79.
- Only UAE National students may transfer credits to Fatima College.
- Passing placement test and Security clearance

16.7.8. Admission to Pharmacy

The Bachelor of Pharmacy is a 165+ credit hours program. The program is designed as three years (High Diploma) plus two years (Bachelor). Students are expected to exit the third year with Academic IELTS (band 6.0 - Minimal sub-score of 5.5 in Writing and Speaking and Minimal Sub-score of 5.0 in listening and reading) or a minimum score of 550 on TOEFL, or a Computerized TOEFL score of 213, or an Internet-based (iBT) TOEFL score of 79.

- Admission Requirements for Bachelor of pharmacy are the following;
- For Science stream students an overall average equal or above 80%.
- For other streams students and overall average equal or above 85%.
- IELTS Academic band 5.0.
- Admission is open for Females only
- Passing medical exam
- Passing placement test and Security clearance
- A CGPA of 3.3 or above at the end of common year

16.7.9. Admission to Physiotherapy

The Bachelor of Physiotherapy is a 148+ credit hours program. The program is designed as three years (High Diploma) plus two years (Bachelor). Students are expected to exit the third year with Academic IELTS (band 6.0 - Minimal sub-score of 5.5 in Writing and Speaking and Minimal Sub-score of 5.0 in listening and reading) or a minimum score of 550 on TOEFL, or a Computerized TOEFL score of 213, or an Internet-based (iBT) TOEFL score of 79.

Admission Requirements for the Bachelor of physiotherapy are the following;

- For Science stream students an overall average equal or above 70%.
- For other streams students and overall average equal or above 80%.
- IELTS Academic band 5.0.
- Admission is open for Females only
- Passing medical exam
- Passing placement test and Security clearance
- A CGPA of 2.5 or above at the end of common year

16.7.10. Admission to Medical Imaging

The Bachelor of Medical Imaging is a 139+ credit hours program. The program is designed as three years (High Diploma in Radiography) plus two years (Bachelor). Students are expected to exit the third year with Academic IELTS (band 6.0 - Minimal sub-score of 5.5 in Writing and Speaking and Minimal Sub-score of 5.0 in listening and reading) or a minimum score of 550 on TOEFL, or a Computerized TOEFL score of 213, or an Internet-based (iBT) TOEFL score of 79.

Admission Requirements for the Radiology and Medical Imaging are the following;

- For Science stream students an overall average equal or above 70%.
- For other streams students and overall average equal or above 80%.
- IELTS Academic band 5.0.
- Admission is open for Females only
- Passing medical exam
- Passing placement test and Security clearance
- A CGPA of 2.5 or above at the end of common year

16.7.11. Admission to Health Emergency (Paramedic)

The Bachelor of Health Emergency is a 132+ credit hours program. The program is designed as three years (High Diploma) plus one year (Bachelor). Students are expected to exit the third year with Academic IELTS (band 6.0 - Minimal sub-score of 5.5 in Writing and Speaking and Minimal Sub-score of 5.0 in listening and reading) or a minimum score of 550 on TOEFL, or a Computerized TOEFL score of 213, or an Internet-based (iBT) TOEFL score of 79.

Admission Requirements for the Bachelor of Health Emergency are the following;

- For Science stream students an overall average equal or above 70%.
- For other streams students and overall average equal or above 80%.
- IELTS Academic band 5.0.
- Admission is only open for females only
- Passing medical exam
- Passing placement test and Security clearance
- A CGPA of 2.5 or above at the end of common year

16.7.12. Admission to Medical Services (Diploma)

The Diploma in Medical Services is available for UAE Nationals who wish to become Medical Assistant, Biomedical Equipment Services, or Medical Lab Analysis at Fatima College of Health Sciences. Diploma graduates will be able to work in a variety of health fields in both government and private health facilities including hospitals, specialist clinics and medical centres. The Diplomas in Medical Services is a two year program plus one year of common year study to enhance English, science and communication skills.

Admission Requirements for the diploma in Medical Services are the following;

- For Science stream students an overall average equal or above 60%.
- For other streams students and overall average equal or above 70%.
- Academic IELTS band 5.0 or equivalent

- Admission is open for UAE Nationals Females
- Passing medical exam
- Passing placement test and Security clearance
- A CGPA of 2.0 or above at the end of common year

16.7.13. Internal Transfer between Programs

Fatima College of Health Sciences students desiring transfer to other Fatima College of Health Sciences Degree Programs are to submit an application to Student Affairs Office. However, applicants are classified based on their academic performance:

Students in Good Academic Standing (CGPA 2.0 or above)

- Ensure all entry requirements of the desired Degree Program are met
- Submit completed Change of Campus/Program form to the Registrar's Office.

Students Not in Good Academic Standing (CGPA below 2.0 with completion of >25 credit hours)

- Ensure all entry requirements of the desired Degree Program are met
- Submit to the Desired Program Degree Head:
  - A letter (in English) stating
    - their transfer desire
    - reasons for the transfer
    - reasons for not maintaining academic good standing
    - plan for regaining academic good standing,
      - a transcript with most current semester grades posted
      - a letter of recommendation from student advisor
- Completed Change of Campus/Program Form to the Registrar

All student requests for transfer must be submitted no later than 2 weeks prior to the first day of the fall semester registration period.

With-in ten working days of the receipt of the transfer request, the Head of the desired transfer Program will notify the student of the decision.

16.7.14. Transfer from other Accredited Institutions

Students who have already finished some courses in any accredited/recognized institution inside UAE or abroad may submit official attested transcripts of the College from which the student is transferring along with that College's registration course detailed syllabus and description of the course(s), together with an attested original Secondary School Certificate. Transcripts and syllabi will be submitted to Fatima College administration who in turn will submit the documents to the Academic and Curriculum Committee for approval. Credit will be awarded for courses based on case by case basis and abiding by the credit transfer policy. Once approved, a student will receive a TR for the transferred courses on the transcript.

Students applying for the program for credit transfer should fulfil the following conditions:

- All transfer students are required to meet the admission requirements of the program and provide full detailed transcripts and course descriptions stamped by their previous institute.
- Students are requested to submit attested official transcript of the college they studied in previously, in addition to an attested photocopy of the General Secondary School Education.
- Undergraduate credits for a course are only transferred if the student has at least earned a grade of 2.3 in that course on a scale of 4 or its equivalent.
- Clinical training credits are only considered for transfer if the student attained at least (2.3 on a scale 4) given separate from theoretical course and a proper method of assessment was used. Furthermore, the course should be taken in an institution within the UAE.
- Students are granted a maximum transfer of 50% of the total number of credits required for the Bachelor programs.
- The grades achieved in the prior study are not included in the transcript and are not included in the calculation of grade point average. They are referred to as transferred courses in the transcript with a grade of TR (Transfer) next to the course.
- The Academic and Curriculum Committee, in collaboration of the IAT General Requirements Committee, determine the credits to be granted and raise recommendations to the Senior Director for approval.
- Where an application for credit based on prior complete or incomplete formal study is approved by Head of Department, this becomes a credit precedent which is applied to subsequent credit application.
- Applicants for credit who are dissatisfied with the outcome of the credit application may request a review of the decision. Such a review request must be accompanied by a full statement concerning the basis for the review. A request for a review of a credit decision is lodged with the Head of Department, who will review the initial decision in terms of this credit policy. Where the basis of the review request relates to the academic judgment of the equivalence of prior study, learning or experience to a program or course, the Head of Department will make the recommendations to the Director who makes the final decision and sends it back to the registrar.

16.7.15. Non-Degree Student Admission (for Bridging Students)

- Students granted admission with non-degree status may register in some courses offered at the College, provided that the Head of Department approves and ensures that the student has the required background.
- Non-degree status students should only register through the Registrar's Office.
- Credits earned by non-degree students will be transferred to their records should they later be admitted as regular students.
- Non-degree students are allowed to register for a maximum of 10 credit hours per semester.

16.7.16. Cross-Institutional Study
Out-Going Cross-Institutional Students

Students can apply to the Office of the Registrar (with appropriate documentation at least two weeks prior to the application closing date of the other institution) and upon the Head of Department's approval, can enrol in cross institutional study in the following cases:

- A student fails a prerequisite course and the course is not offered at the College in the next semester.
- A student requires 9 credits to graduate but at least 3 credits of these are not offered at the College in the next semester.
- Maximum credits for out-going students are 12 credit hours for both reasons together.
- Where the College is not offering courses in a particular area and these courses are offered by other institutions.
- Where the College is not offering courses in a particular area during summer and these courses are offered by other institutions.

When the above mentioned conditions are met, the student has to do the communication with the other institute and bring the complete detailed syllabus officially stamped from the college to help the curriculum committee take the decision.

Incoming Cross-Institutional Students

A student who is enrolled in an award program at another institution may apply to the Registrar's Office within two weeks prior to the beginning of the semester to register the courses at Fatima College of Health Sciences for credit towards his or her program. The application must be accompanied by documentation from the student's home institution that the course(s) which the student seeks to register at Fatima College of Health Sciences are approved for the purpose of fulfilling the requirements of the student's program.

Approval to register the required courses is given if these courses are not restricted and prerequisites are met in addition to availability of space in the section enrolment.

16.8. Registration and Enrollment

Registration is the process of enrolling in classes. Each student admitted will receive a student's Hand Book and a catalogue which includes all required information for the program of choice. The Office of the Registrar is responsible for overseeing the registration process. All students are expected to register for their courses in the time designated by the Registrar. Students registering on-line using the Banner System should do so in consultation with their academic advisors, and as per the schedule announced by the College Registrar.

16.8.1. Registration Procedure

- Registration dates will be mentioned in the College Academic Calendar.
- Class schedules will be posted on the internet or on the College notice boards prior to the registration periods.
- Students should consult with their academic advisors before registering their courses.

- Registration process will be executed online by the students themselves.
- Any registration queries from the students should be directed to the Registrar's Office.
- Academic Advisors are assigned to help students in their academic pursuits and to ensure that the requirements are fulfilled in the student study plan.
- Students with poor academic achievements will not be allowed to register without the signature of their Academic Advisors on the registration form.
- Students may not take any course without taking its pre-requisite unless it is the last semester for the students and taking the course or not determines the student's graduation status.

16.8.2. Add and Drop Courses

Add means the addition of new courses that were not included in the regular registration. Drop means removal of a course included in the regular registration.

The drop and/or add processes are designed to enable students to review and evaluate their courses after the completion of the regular registration process as notified by the Registrar's Office.

- Students are allowed to drop and/or add courses during the first week of each semester.
- After special consideration and approval by the Head of Department, students may be allowed to drop and add courses within the second week from the commencement of semester classes.
- Students are allowed to drop and/or add courses during the first three days of the summer classes.
- Courses that are dropped are not recorded in the student transcripts.
- Students interested in dropping or adding courses should do that online during the designated periods of drop and add.
- Students who could not manage to add/drop courses online due to system problems can do that through the Registrar's Office by filling an add/drop form and signed by their academic advisor.
- In performing the add/drop process the study load maximum and minimum limits are applicable.

16.8.3. Withdrawal from Courses

- Withdrawal from a course means removal of the course from the student's registration, after the period declared for dropping and/or adding courses has ended.
- Students are permitted to withdraw from courses after filling and submitting the appropriate withdrawal form from the Registrar's Office.
- Withdrawal from courses must occur no later than the end of the fourth week of the semester.
- A grade of W will be recorded on the transcript for the course from which the student has withdrawn but it will not affect the student's GPA.

- Rules regarding maximum and minimum load shall be applicable in all cases.
- If a student has withdrawn from all courses in a certain semester, then the student is considered as postponing his or her study. This semester is calculated as first from the maximum period allowed for postponement (four [4] consecutive or intermittent semesters)
- If the student is not able to attend classes and the last withdrawal date has passed and/or his or her absence reaches 15% of the total semester credit hours, a student is considered withdrawn with Failed due to Absence and WF is recorded on their transcript.

16.8.4. Rejected to be Registration

Registration is rejected if all academic and/or administrative requirements have not been fulfilled prior to the start of a semester. A student may also be denied registration for one or all of the following:

- Academic dismissal.
- Incomplete admission documents.
- Academic misconduct.
- Disciplinary action.

16.9. Academic By-Laws

16.9.1. Study Load

The study load for a student depends primarily on student program status at the College (full time or part time). The full time study load for a student ranges from 12 credit hours to 18 credit hours. It may reach 19 credit hours if there is a subject with one credit hour. The study load for a student may be increased to 21 credit hours subject to the approval of the Department Head. This increase is granted in the following circumstances:

- If the CGPA of the student is more than 3.7 on a scale of 4.
- If the registered load leads to graduation in the same semester of registration.
- If the student will graduate in the next semester of registration and the courses that the student is in need of to graduate are only offered in the current semester.

16.9.2. Tuition Fees for Non-UAE Nationals

Fatima College of Health Sciences Tuition fees schedule for non-national students is program, degree, and year level specific. Tuition fees include books only and exclude any other expenses such as transportation, laptops, internship abroad, etc. The annual tuition fees can be paid in total or in instalments at the beginning of each academic semester.

Program	Common Year	Pharmacy	Medical Imaging & Physiotherapy	Nursing & Paramedic	Medical Services (Diploma)
Duration	One year	+4 years	+4 years	+3 years	2 years
Annual Tuition Fees	40,000 AED	60,000 AED	60,000 AED	60,000 AED	50,000 AED
Per Credit	1000 AED	2000 AED	2000 AED	2000 AED	1000 AED

Payment Method

- Tuition fee payments are due within the timeframes established by the Office of the Registrar.
- Students will be provided with a statement of fees for a full academic year described as per single term balance, where students may opt to pay for only one academic term at a time.
- Regardless of payment arrangements, all students are ultimately responsible for the full Payment of their fees. Failure to do so by the prescribed deadlines may result in the Loss of a seat in the student's program.
- Failure to pay fees by prescribed dates shall result in additional fees being charged.
- Students may also be denied access to resources, facilities, grades, transcripts, further
- Registration and/or convocation activities and credentials until fees are paid.
- Tuition fees refunds shall be granted to students who apply in writing to withdraw from a course or a program within the timeframes determined and communicated by the Office of the Registrar as per the following scheme:
  - 100% refund for withdrawal applications submitted during the "Add & Drop" period
  - 50% refund for withdrawal applications submitted before the deadline of "Withdrawal without Academic Penalty".

16.10. Credit Transfer from Other Institutions to the College

The Academic and Curriculum Committee upon the recommendation of the Head of Department may decide to permit a student to transfer from another recognized institution of education or a program to Fatima College of Health Sciences programs in accordance to the following conditions:

- The student has spent a minimum of two semesters or one academic year at a recognized institution by the Ministry of Higher Education and Scientific Research Abu Dhabi, and his or her CGPA is not below 2.00 out of 4.00.
- If the transferred student has the CGPA less than 2.0, he or she will be accepted with a conditional admission.
- The student meets the conditions for admission into the Fatima College of Health Sciences, as well as the conditions of the Degree Program of choice.
- There are vacancies available in the student's Degree Program of choice, after the Fatima College of Health Sciences and individual Degree Program admission conditions are met.
- The maximum number of credits a student may transfer must not exceed 50% of the total hours required for graduation.
- The Academic and Curriculum Committee may, upon the recommendation of the Head of Department, approve the transfer of a student fulfilling all conditions except that of the average in his/her secondary school certificate.

Head of Department may transfer credit for all or some of the courses taken in the transferring institution, provided that the grade in each course is not less than C. Transferred courses must match at least 70% of the course content of the College courses.

Prior to their admission, transfer students will be informed in writing of transferred courses approved by the Head of Department. The transfer courses will be conferred upon receipt of official transcripts.

Transfer credits are entered on the student transcript and student academic plan with a grade of "TR". The transferred courses are credited as hours but no grade points are assigned, thus they are not used in computing the student's Cumulative Grade Point Average (CGPA).

Students transferring from other institutes shall not benefit from their academic record if they have discontinued their studies for a period of four regular semesters or more.

16.10.1. Course Equivalency

- Students fill and submit the course equivalency Form with course description and outline to the Registrar office
- Documents submitted to the concerned Department (Making sure the selected courses has a grade not less than C)
- The documents are reviewed by concerned department (making sure transferred courses must match at least 70% of the course content of the Fatima College of Health Sciences courses)
- Head of Department approves courses transfer and submits it to the Registrar Office.

16.10.2. Undergraduate Completion Policy for degrees Offered by FCHS

All students who have finished the graduation requirements are expected to graduate and are eligible for conferral of degrees subject to the following:-

1- Complete all credits hours with pass grades, which required for the program as per the table below.
2- CGPA greater than or equal 2.0

Department	Program	Credit Hours
Nursing	Bachelor of science in nursing	147
	Bachelor of science in nursing (Bridging)	62
Pharmacy	Bachelor in Pharmacy	177
	HD in Pharmacy	107/108
Physiotherapy	Bachelor in Physiotherapy	161
	HD in Physiotherapy	103
Radiography & Medical Imaging	Bachelor in Medical Imaging	149
	HD in Radiography	97
Emergency Health (Paramedic)	Bachelor of Emergency Health (Paramedic)	135
	HD in Emergency Health (Paramedic)	103

Nursing (Sample program)

To be eligible for the award of the FCHS Bachelor of Science in Nursing (BSCN), a student must acquire 124 credit hours in the four-year degree, as prescribed below:

- complete124 credit hours for the prescribed core courses and

- Complete a recognized first aid certificate with cardiopulmonary resuscitation, CPR (at their own expense) by the end of the first semester in Year 1 with certificates that expire during the program need not to be renewed.

- Complete professional experience, clinical experience/placement and other mandatory requirements:

- Courses or components of courses incorporating clinical experience or other mandatory components need to be satisfactorily completed to satisfy degree requirements even though the overall performance would otherwise qualify the student to graduate.

Degree Plan

The degree plan is as outlined in the list of courses (outlined in the Catalogue). Students must successfully complete all courses in the first year and achieve an Academic IELTS 6 (or equivalent) prior to transitioning to the second year where the students must pass all courses including clinical experience requirements in the second year before proceeding to the third year courses. Students who successfully complete some of the prescribed second year courses may, at the discretion of the Department of Nursing, enroll in third year courses while they complete remaining second year courses.

Designated Courses

The FCHS Bachelor of Science in Nursing is (GU plan) made up of thirty-one (31) courses eight (8) of which have been Designated Courses?

Designated Courses for the Purposes of Exclusion. The courses listed below are designated for the purposes of the College Policy on Academic Standing, Progress and Exclusion. A student who fails a designated course will be subject to review by the Academic and Curriculum committee who recommends to the College Board and may be excluded from the program.

- ✓ 1976NRS - Nursing Practices
- ✓ 1977NRS - Clinical Health Assessment
- ✓ 2971NRS - Acute Nursing
- ✓ 2975NRS - Complex Nursing Practice
- ✓ 2976NRS - Human Response in Crisis
- ✓ 3978NRS - Adapting to Health Changes in the Older Adult
- ✓ 3975NRS - Transitions to Practice
- ✓ 3979NRS - Community Health and Diversity

16.11.2.1 *FCHS Bachelor of Science in Nursing*

Credit Hours

The FCHS Bachelor of Science in Nursing is a four year program made up of thirty one (31) courses and non-credit English language training. The credit hours awarded to each course reflect the 16 week semester, hours of lectures and tutorials, laboratory sessions and clinical practicum. Given that these vary in order to meet the specific learning objectives of each course, course credit hours range from 3 to5 for each course. It is expected that for each hour credit awarded to a course a student's complete 4 hours face-to-face and engages in 8 hours per week private study in order to address to material, learning and skills required to pass each course.

General education or Institution-wide courses

FCHS has General Education courses designated as the Common Year courses incorporated into all the programs the college is offering.

FCHS Bachelor of Science in Nursing (Post Registration)

Credit hours

The Bachelor of Nursing (Post Registration) is a two year full time or four year semester part time program made up of thirteen (13) courses. The credit hours awarded to each course reflect the 16 week semester, hours of lectures and tutorials, laboratory sessions and clinical practicum. Given that these vary in order to meet the specific learning objectives of each course, course credit hours range from 3 to5 for each course. It is expected that for each hour credit awarded to a course a student completes 4 hours face-to-face and engages in 8 hours per week private study in order to address to material, learning and skills required to pass each course. Students will be awarded the Griffith BSCN (Post-registration) when they meet the GU degree requirements and will be awarded the FCHS BSCN (Post registration) when they meet the FCHS degree requirements.

General Education or Institution-Wide Courses

The Bachelor Nursing (Post Registration) does not include any general education or institution-wide courses as students are supposed to have taken these courses in their diploma degree prior to joining FCHS Nursing program.

Students will be able to access English language courses and support at the Fatima College of Health Sciences. These courses however, do not constitute part of the FCHS Bachelor of Science in Nursing.

Designated Courses for the Purposes of Exclusion

The courses listed below are designated for the purposes of the college policy on academic standing, progress and exclusion. A student who fails a designated course will be subject to review by the Health Assessment Board and may be excluded from the program. The courses are;

✓ 1977NRS - Clinical Health Assessment

✓ 2975NRS - Complex Nursing Practice

✓ 2976NRS - Human Response in Crisis

✓ 3978NRS - Adapting to Health Changes in the Older Adult

✓ 3979NRS - Community Health and Diversity

16.11.2.2 Bachelor of Science in Pharmacy

Credit hours

The FCHS Bachelor of pharmacy is a five year program composed of a Common Year that is taken by all FCHS students and four years of pharmacy courses made up of 33 courses. The credit hours awarded to each course reflect the 16 week semester, hours of lectures and tutorials, laboratory sessions and clinical practicum. Given that these vary in order to meet the specific learning objectives of each course, course credit hours range from 3 to 5 for each course. It is expected that for each credit hour awarded to a course a student completes 4 hours face-to-face and engages in 8 hours per week private study in order to address to material, learning and skills required to pass each course.

Higher Diploma in Pharmacy

After finishing the Common Year and the first two years in the program which are made up of 16 courses, students can exit with a Higher Diploma in Pharmacy. The program is designed to empower the students with the knowledge to be Assistant Pharmacists. However the curriculum is designed in a way to enable the students to continue their studies in future to obtain the Bachelor of Pharmacy if they wish to do so.

16.11.2.3 Bachelor in Physiotherapy

The Bachelor of Physiotherapy is a five year program composed of a Common Year that is taken by all FCHS students and four years of Physiotherapy courses made up of 31 courses. The credit hours awarded to each course reflect the 16 week semester, hours of lectures and tutorials, laboratory sessions and clinical practicum. Given that these vary in order to meet the specific learning objectives of each course, course credit hours range from 3 to5 for each course. It is expected that for each credit hour awarded to a course a student completes 4 hours face-to-face and engages in 8 hours per week private study in order to address to material, learning and skills required to pass each course.

Higher Diploma in Physiotherapy

After finishing the Common Year and the first two years in the program which are made up of 16 courses, students can exit with a Higher Diploma in Physiotherapy. The program is designed to empower the students with the knowledge to be Assistant Physiotherapist. However, the curriculum is designed in a way to enable the students to continue their studies and obtain Bachelor of Physiotherapy in later years if they wish to do so.

16.11.2.4 Bachelor in Radiography Medical Imaging

Credit hours

The Bachelor of Radiography and Medical Imaging is a five year program composed of a Common Year that is taken by all FCHS students and four years of Radiography and Medical Imaging courses made up of 27 courses. The credit hours awarded to each course reflect the 16 week semester, hours of lectures and tutorials, laboratory sessions and clinical practicum. Given that these vary in order to meet the specific learning objectives of each course, course credit hours

range from 3 to 5 for each course. It is expected that for each credit hour awarded to a course a student completes 4 hours face-to-face and engages in 8 hours per week private study in order to address to material, learning and skills required to pass each course.

Higher Diploma in Radiography and Medical Imaging

After finishing the Common Year and the first two years in the program which are made up of 12courses, students can exit with a Higher Diploma in Radiography and Medical Imaging. The program is designed to empower the students with the knowledge to be Assistant Radiologist. However the curriculum is designed in a way to enable the students to continue their studies and obtain Bachelor of Radiology and Medical Imaging in later years if they wish to do so.

16.11.2.5 Bachelor in Emergency Health (Paramedics)

Credit hours

The Bachelor of Emergency Health (Paramedics) is a four year program composed of a Common Year that is taken by all FCHS students and three years of Emergency Health Courses made up of 24 courses. The credit hours awarded to each course reflect the 16 week semester, hours of lectures and tutorials, laboratory sessions and clinical practicum. Given that these vary in order to meet the specific learning objectives of each course, course credit hours range from 3 to5 for each course. It is expected that for each credit hour awarded to a course a student completes 4 hours face-to-face and engages in 8 hours per week private study in order to address to material, learning and skills required to pass each course.

Higher Diploma in Emergency Health (Paramedics)

After finishing the Common Year and the first two years in the program which are made up of 16 courses, students can exit with a Higher Diploma in Paramedics. The program is designed to empower the students with the knowledge to be an Assistant to a Paramedic Specialist. However the curriculum is designed in a way to enable the students to continue their studies and obtain Bachelor of Emergency Health (Paramedics) in later years if they wish to do so.

16.11.   Academic Probation

- o An undergraduate student who has studied more than 25 Credit hours and has a cumulative GPA of less than 2.00 at the end of a semester will be placed on first academic probation for the following semester. Students who receive the first academic probation must remove the probation status within the following two semesters.
- o A student on academic probation must observe the following rules:
    - ▪ The maximum study load for a student on probation is 12 credits. However, the load may be increased to 15 credit hours, upon the recommendation of the student's academic department and in coordination with the Registrar's Office, if this can lead to the graduation of the student in the same semester. The maximum study load may also be increased to 13 credit hours if one of the courses taken is a 4-credit course or is a 1 credit required lab course.

- The student must register through the academic advisor. Students on probation are not given access for on-line registration.
  - The student must repeat failed courses within 2 semesters from receiving the failed grades. The student may also have to repeat courses with grade equal or below "C+", as advised by his/her academic advisor, to remove a probation status or to increase his/her CGPA.
    - The student may not take a course unless he or she passes all specified pre-requisite(s) of the course. If a student took a course and sat for all the exams but failed (F), he/she can take a course that depends on this course; if the student was failed because of absence (WF), then the pre-perquisite(s) should be taken first.
    - If a student fails to remove the first academic probation within the following semester, then the student is placed on a second academic probation.
    - If the student fails to remove the second probation and his/her CGPA is still less than 2.00, then the student will receive a third academic probation.
  - A student will be dismissed from the College upon the recommendation of the Academic and Curriculum Committee in the following cases:
    - If the student receives three consecutive academic probations.
    - If the number of academic probations reaches five throughout the entire period of the student's study.
  - The Registrar shall inform the Student Service's Officer and the concerned department of the decision to place the student on academic probation or to dismiss his/her from the College. The Student Service's Officer will inform the student. A copy of either decision shall be kept in the student's file.

16.11.1. Summer Semester and Academic Probation Policy

Where a student undertakes one or more courses in the summer semester, the probation and exclusion provisions shall NOT be applied. Instead, a student might take the summer courses to enhance his/her CGPA and remove the probation status. During the summer semester, the student is allowed to register up to 9 credit hours only.

16.11.2. Grades Appeal

- All grades of students should be known to them and each component should be acknowledged as seen by the student.
- Any concern regarding grades shall be conveyed to the instructor of the course
- A student seeking further review may submit an application form to reconsider the grade to the Head of Department through the Registrar's Office within 14 days of the declaration of the final results.
- The Head of Department shall form a committee of at least three faculty members, one of whom taught the course.
- The committee shall submit its recommendation to the Head of Department within 3 working days from its formation. The decision of the Head of

Department shall be considered final in determining the grade of the appealing student.

- According to the grade status after the appeal, the academic status of the student will be reconsidered.

16.11.3. Academic Dismissal

A student is subjected for dismissal if he/she:

- Has a cumulative average less than 2.00 at the end of a semester and received two consecutive probations prior to this semester and finished less than 75% of the requirements of the degree. Students who have finished more than 75% of the requirements of the degree may be given another chance according to the recommendation from the Academic and Curriculum Committee
- A student who is dismissed is not permitted to attend classes or undertake study in the program from which he or she is dismissed. However, the student can register for another degree with lower admission requirements within the College.

16.11.4. Appeal against Academic Dismissal

A student who is dismissed may appeal against dismissal. The appeal must be in writing and forwarded to the Registrar. The registrar will forward it to the Director with supporting documentation where relevant. The appeal must be submitted no later than 2 weeks after the dismissal decision. The Director can interview the student along with the Head of Department. The decision of the Director is final.

16.11.5. Readmission Following Academic Dismissal

- A student who is dismissed may apply for readmission to the program from which he or she was dismissed, providing that at least one year has elapsed since the dismissal was imposed. An application for readmission following dismissal or for admission to a new program is not automatically approved. However, if the dismissal was on the grounds of conduct, the student will not be eligible for readmission.
- An application for readmission, following dismissal for admission into a new program, will be assessed by the Director on the advice of the Head of Department. The Director will consider factors such as changed circumstances, academic and/or vocational performance since dismissal, maturity and motivation in order to be satisfied that the person concerned has a reasonable chance of success in the program.

16.12.   Academic Progress Policy

Introduction

This policy applies to all students undertaking undergraduate studies. The policy comes into effect once a student has undertaken at least 10 credit hours of study at a semester.

In order for a student to be deemed in a good academic standing, a student must maintain a Grade Point Average (GPA) of at least 2.0.For the purpose of determining academic standing, the grade point average is cumulative across all study in all semesters at the one academic level (undergraduate or postgraduate). When a student completes a program and graduates, the cumulative GPA for subsequent study is calculated on the basis of the study taken subsequent to graduation.

16.13.1 Academic Standing of Probation

Any student who has a cumulative GPA of less than 2.0 at the end of a regular semester will be placed on probation for the following semester.

A student who is placed on probation is advised to seek assistance in order to improve her academic performance. Sources of assistance for undergraduate students include the College Counsellor, and the academic staff responsible for the program and courses that the student is undertaking. Graduate students should seek assistance from the Program Coordinator.

16.13.2 Summer Semester

Where an undergraduate student undertakes one or more courses in the summer semester, the probation and exclusion provisions of section 2.0 and section 4.0 shall NOT be applied.

16.13.3 Appeal against Probation

Any student may appeal against being placed on probation on the grounds that exceptional or compassionate circumstances have been the cause of the student's poor academic performance. Such an appeal is made to the Registrar which is forwarded to the Head of Department or Program Coordinator if the student is in a graduate program.

The Head of Department or Program Coordinator will interview the student and may revoke the academic status of probation for the student where the head is satisfied that exceptional or compassionate circumstances have been the cause of the student's poor academic performance. The recommendation of the Head of Department/Program Coordinator goes back to the Academic and Curriculum Committee. The committee's recommendations are forwarded to the Director of the College who will take a decision through the college senior management meeting.

16.13.4 Academic Standing of Excluded

A student is eligible for exclusion if she/he (males are allowed into the graduate programs only):

- Has a cumulative GPA of less than 2.0 for two consecutive semesters and fail to remove the probation the end of the third semester.

- Has previously had at least one period of probation in their current academic career.

- Notwithstanding the previous two points, if the student has passed all courses in the most recent semester, the student will not be excluded but will be placed on a further period of probation.

- A student may be eligible for exclusion on the basis of failure in one or more designated courses. The designated courses are required to be specified in the program requirements and advised to students.

- At the end of each semester, the Head of Department will review all students who are eligible for exclusion. The head of the department may write to the Director that a student eligible for exclusion should not be excluded where she believes that exceptional or compassionate circumstances have been the cause of the student's poor academic performance.

- The Director shall advise the Registrar of all students who are to be excluded from further study on the aforementioned bases and taking into account the recommendations of the department and the Academic and Curriculum Committee. Where a student is eligible for exclusion but is permitted to continue study, the student has an academic status of probation for the following semester and may be required to undertake a specified program of study.

- A student who is excluded is not permitted to attend classes or undertake study in the program from which they were excluded or in any other program or to take study on a non-award basis within the college.

16.14.5 Appeal against Exclusion

Any student who is excluded may lodge an appeal against exclusion. Under the policy on student grievances and appeals, the appeal must be in writing and be lodged with the registrar who will forward it to the department head and must set out the grounds of the appeal, and be accompanied by supporting documentation where relevant. The appeal must be lodged by the date specified in the notification of exclusion in order for the student to continue to study in the next semester in the event of a successful appeal. The student will be given the opportunity to present his/her case with the Head of Department; if the student is still dissatisfied the student can lodge an appeal with the Academic and Curriculum Committee. The appeal may be lodged after the specified date up to six months from the date of the exclusion notification, in which case, if the appeal is successful, the student will have necessarily been prevented from studying for at least one semester.

16.14.6 Readmission following Exclusion

Any student who is excluded may apply for readmission and recommence her study in the program from which she was excluded or for admission into a new program, providing that at least two standard semesters (not including summer semester) have elapsed since the exclusion. An application for readmission or for admission into a new program should be made at least three months prior to the commencement of the semester in which the student seeks to resume study. The application is not automatically approved.

An application for readmission, following exclusion, or for admission into a new program will be assessed by the Head of the Department. The head of the department will consider factors such as changed circumstances, academic and/or vocational performance since exclusion, maturity

and motivation in order to be satisfied that the person concerned has a reasonable chance of success in the program. All recommendations are to be approved by the Director.

Where an application for readmission following exclusion is not approved, the student may lodge an appeal. Under the policy on student grievances and appeals, such an appeal is treated as an appeal against an admission decision.

16.14.7 Warning to Students at Risk

The college may provide a warning to the student whose GPA in any semester after the first semester is lower than 2.0. If the student fails to remove the warning in the subsequent semester, she will be given a second warning. If the student fails to remove the second warning, she will be given a final warning after which the student will be dismissed if cannot raise the GPA above 2.0.

16.13.   Student Records

- All records related to academic integrity shall be kept in a confidential file in a secure area and kept with the Head of Department. The records shall be kept for a minimum of 7 years after the student leaves the college.
- All grades of students shall be kept at the Registrar's Office indefinitely. The files shall be kept in a secure place and updated regularly. The FCHS Director and Head of Departments may have read-only access to the records.
- Students Assignments are kept only for one semester if the student does not pick them up and then they are shredded.

16.14.   Academic Misconduct and Disciplinary Measures

16.14.1. Academic Integrity

All students are expected to adhere to high standards of academic integrity. Academic dishonesty may include:

- Using unauthorized notes of another student and presenting it as their own work
- Presenting another student's assignment as one's own
- Plagiarizing the work of others and submitting it without giving proper credit and referencing

16.14.2. Academic Misconduct

Fatima College of Health Sciences identifies the following actions as academic misconduct:

- Cheating on an examination or assessment item.
- Plagiarising - that is, knowingly present another person's work as if it were one's own - in an assignment or dissertation
- Presenting falsified or improperly obtained data as if it were the result of laboratory work, field trips or other investigatory work

- Assisting another student in the presentation of their individual work in a way that is unacceptable according to the instructions or guidelines

16.15. Plagiarism

16.15.1. Definition of Plagiarism

Plagiarism is defined as the act of deliberately presenting another person's work as your own without acknowledgement. A student should therefore ensure that they acknowledge and appropriately reference all sources of information presented in their homework, presentations or projects. Students are expected to ask their instructor if there are any questions regarding what is or is not considered plagiarism.

16.15.2. Detection of Plagiarism

Plagiarism is easily detected by electronic plagiarism detection tools (e.g. Turn-it-in). Experienced teachers are ever vigilant to this activity. Both cheating and plagiarism can occur in a number of situations:

- In a homework assignment
- As part of an individual or group project assignment, students are to report instances in group work by others
- In an informal assessment activity
- In a formal testing situation
- Using others' words taken from text-based or internet sources. The consequence of cheating or plagiarizing can result in dismissal from Fatima College of Health Sciences.

16.15.3. Examples of Plagiarism include

- word for word copying of sentences or paragraphs from one or more sources which are the work or data of other persons (including books, articles, thesis, unpublished works, working papers, seminar and conference papers, internal reports, lecture notes or tapes) without clearly identifying their origin by appropriate referencing. Even with adding the reference, in these cases where words were copied exactly, quotation marks have to be placed on the beginning and the end of the copied sentence.
- closely paraphrasing sentences or paragraphs from one or more sources without appropriate acknowledgment in the form of a reference to the original work or works
- using another person's ideas, work or research data without appropriate acknowledgment
- submitting work which has been produced by someone else on the student's behalf as if it were the work of the student
- copying computer files in whole or in part without indicating their origin

16.16.   Procedure for Disciplinary Measures
16.16.1. Making a Complaint of Academic Misconduct

An academic staff member who has reason to believe that a student has committed some form of academic misconduct* may take one of two following courses of action:

- Request the student to attend an interview with the academic staff member to discuss the reported misconduct. On the basis of the interview, the academic staff member may decide to:
  - Take no further action; or
  - Provide the student with a verbal warning together with advice about what is an acceptable academic conduct; or
  - Make a formal complaint of academic misconduct to the Chair of the relevant Assessment Committee or other relevant committee by setting out in writing the nature of the alleged misconduct and the evidence in support of the charge.
  - Without an interview, make a formal complaint of academic misconduct to the Chair of the relevant Academic and Assessment Committee by setting out in writing the nature of the alleged misconduct and the evidence in support of the charge. (* This includes receiving a report on student misconduct from a third party such as an examination invigilator.)

16.16.2. Dealing with a Complaint of Academic Misconduct

On receiving a complaint of academic misconduct against a student, the Chair of the Academic and Assessment Committee may seek evidence concerning the matter from other sources. The Chair of the Academic and Assessment Committee shall advise the student of the complaint, including a description of the grounds for the complaint and a copy of all the evidence relevant to the matter.

Before determining the action to be taken concerning a complaint of academic misconduct, the Chair of the Academic and Assessment Committee must provide the student with the opportunity to respond to the complaint of academic misconduct. The response must be in writing and must be received within 14 days of receipt of notification of the complaint.

Having considered the complaint of academic misconduct in the light of the evidence and the student's response, the Chair of the Academic and Assessment Committee may take one of the following actions:

- Dismiss the complaint of academic misconduct. In this case no documentation concerning the complaint shall be placed in the students' file.
- Provide the student with a verbal warning and with advice about what is an acceptable academic conduct.
- Where satisfied that academic misconduct has occurred, the Chair of the Academic and Assessment Committee may impose a penalty as set out in Penalties section.

- Where further investigation is needed to establish the facts of the case the Chair may refer the matter to a meeting of the Academic and Assessment Committee for a formal hearing.

In each case, the student shall be informed in writing of the decision of the Chair of the Academic and Assessment Committee, including the reasons for the decision once the Director of the College approves it.

16.16.3. Dealing with Additional Complaints of Academic Misconduct

During the course of consideration of a complaint of academic misconduct, if an additional complaint of academic misconduct is received, that complaint shall be dealt with along with the previous one.

16.16.4. Penalties

On determination that academic misconduct has taken place, the penalty which may be imposed on the student is one or more of the following:

- A reduced or nil result for the assessment item affected by the academic
- Misconduct.
- A fail grade for the course in which academic misconduct occurred.
- Dismissal from enrolment in the program for a specified period.
- Dismissal from the program where readmission to the program is at the discretion of the Fatima College of Health Sciences Director based on consideration of the student's case for readmission.

Where a student has been found guilty of academic misconduct on more than one occasion and has previously been penalised as described above, the penalty shall normally be dismissal from the program, unless in the opinion of the relevant Assessment Board there are clear mitigating circumstances.

16.16.5. Recording of Penalty

Where a penalty of exclusion, as provided for in the bullet points three and four of the Penalties section, is applied, the Chair of the Academic and Curriculum Committee shall advise the Registrar for the purpose of recording the decision on the student's academic record. The academic record will bear the annotation "excluded on (date) for disciplinary reasons."

16.16.6. Appeal of a penalty

Where any penalty for academic misconduct is imposed as provided for in Penalties section, a student may appeal to the Fatima College of Health Sciences Board (or an Appeals Committee convened by the Fatima College of Health Sciences Board) under the provisions of the "Policy on Student Grievances and Appeals."

The student shall be informed of the right of appeal in the correspondence advising of the imposition of a penalty.

16.17. Period of Study

The minimum and maximum periods of studying at the College are:

- The minimum period of study in the Diploma programs is 4 semesters.
- The maximum period of study for full time study in the Diploma programs is 8 semesters.
- The minimum period of study in the High Diploma programs is 6 semesters.
- The maximum period of study for full time study in the High Diploma programs is 11 semesters.
- The minimum period of study in the Bachelor programs is 8 semesters.
- The maximum period of study for full time study in the Bachelor programs is 14 semesters.
- In Nursing (Bridging) program, the minimum period of study is 4 semesters.
- The maximum period of study for full time study in the Nursing (Bridging) is 7 semesters.

16.17.1. Extension

The students may request for Extension by submitting the Extension Request Form to the registrar office. The Academic and Curriculum Committee might recommend to the Director who in turn may grant an extension of the maximum period for completing the program where he or she is satisfied that exceptional circumstance affected the student's progress in the program, and that the student has an expectation of completing the program within one or two semesters. The period of extension must be specified in each case.

16.17.2. Postponement of study

Students may postpone their study for four consecutive or intermittent semesters by completing and submitting a postponement request form. This form is available at the Office of the Registrar and must be filed with the Registrar's Office within eight weeks from the commencement of the semester. All requests of postponement will be audited in the Registrar's Office and collected in a list to be approved by the Head of Department and the Fatima College of Health Sciences Academic and Curriculum Committee who recommends to the Director before being entered into the system.

At the end of the postponement period, the student is required to register for courses and resume his/her study in the program. If the student fails to register by the due date, the student's enrolment in the program will be terminated. A student readmitted to a program may at the discretion of the Director, upon the recommendation of the Academic and Curriculum Committee be required to repeat courses or parts of courses which have been completed prior to the interruption of the program, and/or to undertake additional work in order to demonstrate current competencies or to comply with current program requirements.

16.18.   Honour List

Outstanding students will be recognized by the College after each semester as following:

- Students achieving a semester GPA of 3.7-4.00 will be placed on the College Honour's List.
- Students achieving a semester GPA of 3.3-3.69 will be placed on College Merit List.

16.19   Graduation

Fatima College of Health Sciences confers degrees and issues certificates and degrees to students to that effect.

All candidates eligible to graduate are expected to have attained a minimum CGPA of 2.00. Potential graduates are expected to fill out application forms for graduation during the registration period of their last expected semester and to send the application to the Admission's Department. Student eligibility to graduate depends on confirmation that the student has met the requirements for his/her degree, the student does not have any outstanding fees or cross institutional credit, and that the student is not sitting a supplementary exam, a deferred exam or Summer Semester courses.

The graduation is a celebration of the transition from student to graduate. Graduation ceremonies are the official occasion when the College recognizes the students' achievement by awarding them their degrees. Ceremonies allow students to share this special occasion with their fellow students, staff, family and friends.

16.18.1. Conferral of Degree

All students who have finished the graduation requirements are expected to graduate and are eligible for conferral of degrees.

All students graduating from Fatima College of Health Sciences are expected to submit the following documents to the Ministry of Higher Education and Scientific Research:

- Secondary Certificates
  - Students graduating with a UAE Secondary Certificate need to submit a certified copy of the Secondary Certificate.
  - Students graduating from outside the UAE need to submit original Secondary Department Certificate along with a certified copy and the certificate equivalence.
- Students transferred from other universities need to submit:
  - A certified transcript of records.
  - A certified copy of the Secondary Certificate.

16.19.   Student Information and Services

16.19.1. Academic Advising

Each student is assigned an academic advisor who offers help and advising to the student throughout their study in Fatima College of Health Sciences. Also, the student may obtain advice from their course instructors and their technical division faculty. In addition, tutors and learning advisers are available and can advise students on issues related to academic writing, exam preparation, time management, and other academic skills. Learning advisers can help students improve the structure of written assignments, organize ideas, develop arguments, and understand the expectations of Fatima College of Health Sciences. Their focus is on helping students develop strategies to independently revise their own work and manage their study.

16.19.2. Career Counselling

Fatima College of Health Sciences Career Guidance will help all academic levels to achieve the objectives of their career plans, such as choosing the right career, helping pursue the right courses, and deciding on the right specialization at the College and Training Institutes. These actions guide students in choosing a suitable career which enhances their aspirations, personalities, ambitious and future goals, while simultaneously preventing wrong decision which can leave students wishing they had taken a different path.

Whether one is looking for career problem solving or changing a major, career guidance can help in smoothing out this important path of transition.

Fatima College of Health Sciences Career Guidance services:

- Vocational orientation and career information
- Job interview (brochure)
- Curriculum Vitae (CV) (examples)
- Clinical courses (undergraduate students)
- Warehouse careers (graduates students)
- Workshops

16.19.3. Personal Counselling

A student's academic career will be filled with challenges inside and outside the class room. If those challenges become difficult, the Student Counsellor is available to talk confidentially, help find solutions for problems, and assist with resources. These resources will most often help you with decision making, skill building, or management of difficult problems, all of which will help you stay successful and on track with your degree requirements. The counsellor can also refer you to off campus resources if needed. Some examples or problems the counsellor can help with are:

- Not attaining passing grades on assignments or exams
- Signs of stress such as frequent colds and flu, difficulty sleeping, sleeping too much,
- Feeling tired all the time, frequently not wanting to go to class, family problems, pressure to succeed, frequent stomach upset, feeling mad most of the time, feeling afraid of failing, etc.

16.19.4. Catering Services

Fatima College of Health Sciences will offer a variety of menus and venue options to best fit each individual lifestyle, schedule, budget, and dietary need throughout its campuses.

16.19.5. Dress Code

All Fatima College of Health Sciences students will wear the Fatima College of Health Sciences lab coat (over the national dress or non-national dress clothing) when attending classes at the college.

GCC Nationals may wear the national dress of their country with the exception of 'Niqab' or any form of facial cover which may not be worn for security reasons. Students who chose to wear UAE National dress should ensure that it is worn in the appropriate manner.

If the GCC National Dress is not worn, students are to observe the following guidelines:

- Dress moderately at all times:
- Blouse or top which covers the upper arms and with high neck-line. Students, with laboratory classes, must wear sleeves that can be folded back so that hands can be washed thoroughly and safety ensured in the laboratories.
- Dress or skirt with hem line well below the knee, and top with high neckline and shoulders and upper arms covered. Students, with laboratory classes, must wear sleeves that can be folded back so that hands can be washed thoroughly and safety ensured in the laboratories.
- Full Shoe or Sandals, no High Heels- to ensure safety, students must wear closed shoes for all Laboratory classes.
- Clothing must be clean, neat and tidy.
- The following are considered as inappropriate clothing/appearance (not exclusive):
  - The National dress of any other country than GCC
  - Poor grooming
  - Poor body hygiene
  - Excessive use of strong perfume or make-up
  - Visible religious symbols
  - Dirty or un-ironed clothing
  - Jeans or cropped/Capri pants
  - Any clothing that reveals the form i.e. tight fitting or transparent
  - Low cut or cropped tops
  - Excessive Jewellery
  - Uncovered tattoos
  - Obvious absence of undergarments
  - Niqab or any facial cover
  - High-Heels

16.19.6. Required dress for laboratories

- The students should wear laboratory coats with sleeves rolled down Laboratory coats must be removed before leaving laboratory
- Protective footwear, covering the toes, the upper surface of the foot and heel must be worn (thongs, sandals or high-heeled shoes are not permitted)
- Safety glasses and gloves must be used when you are instructed to do so
- Long hair must be contained or tied back

Any student deemed to be inappropriately presented either in dress or hygiene will be sent to a Student Service's Officer to remedy the issue. Repeated offenders will be dealt with under disciplinary procedures.

Students who are required to wear specialist clothing whilst performing their duties whether this is within a workshop, medical or sports environment should ensure that in addition to the clothing meeting the decency and professionalism requirements, the garments should be fit for purposes in terms of health and safety and in these instances, the hair and jewellery should conform to the health and safety requirement of the environment.

16.19.7. Extracurricular Activities and Recreational Facilities

Fatima College of Health Sciences throughout its campuses, possess state of the art gymnasiums and workout facilities. Fatima College of Health Sciences premises also contain a playground equipped with large screen, tennis, volleyball, and basketball net, and other sports. In addition, Fatima College of Health Sciences have a whole building that is designated as the student union contains a coffee shop, table tennis facilities, billiards tables and a mosque.

16.19.8. Computer labs and Internet Connection

Fatima College of Health Sciences has computer laboratories that are used for the students where they take classes in these labs. In addition, the library also has computers with internet access that are reserved for student use. Computer labs are to be used strictly for academic purposes. Any student that misuses the computer will expose herself for a penalty that could lead to dismissal from the college.

16.19.9. Health Services

Fatima College of Health Sciences provides a First Aid service with a Registered Nurse. The clinic is open 8am - 4pm. The RN attends to minor complaints, while injuries and major complaints are sent to a nearby hospital. If a student is experiencing a medical emergency, first aid will be provided, the family notified and an ambulance will be called to the College and the student taken to hospital accompanied by a nurse.

16.19.10.   Mobile Phones and Electronic Devices

Fatima College of Health Sciences expects students to behave in such a way as to optimize learning. Mobile phones and other electronic equipment (iPods, MP3 players, mini disc players, radios, etc.) that are likely to be disruptive are not to be brought into class and not to be used in the library.

Students are to turn their mobile phones off and store them out of sight. Answering, texting, or using either a telephone or electronic device in class will be viewed as misconduct and disciplinary action will be taken.

16.19.11.   Office Hours

Students may access faculty and staff during usual business hours by making an appointment or dropping in during posted Office Hours.

16.19.12.   Privacy and Confidentiality

Student information and academic performance is confidential material and will only be disclosed only to staff who need to know. In addition, a student's academic performance will only be discussed with the student concerned and their parents, guardians or sponsor.

Parents and family play an important role in supporting students enrolled in tertiary studies. Parents are able to meet with staff and discuss their child's academic life. Parents, guardians and sponsors should contact Fatima College of Health Sciences receptionist for advice about who it is best to speak with and to make an appointment. In the case of an emergency, parents, guardians and sponsors should contact Fatima College of Health Sciences receptionist who will assist with finding the students. Parents, guardians and sponsors should not enter a classroom or any other teaching area without first making contact with the receptionist and obtaining approval.

16.19.13.   Smoking Policy

Campuses and other facilities of Fatima College of Health Sciences is a smoke free zone; therefore, smoking is prohibited in all its premises.

16.19.14.   Student Council

The Student Council is an officially recognized organization. It advises Fatima College of Health Sciences administration on the enhancement of student facilities and activities to enrich the student experience in terms of both teaching & learning, and cultural enrichment.

The Student Council is a self-governed advisory committee to Fatima College of Health Sciences and all recommendations are submitted to the Fatima College of Health Sciences Board or other relevant committees. All students are encouraged to participate in the election of their representatives to the Student Council. Elections are normally monitored by Fatima College of Health Sciences Student Affairs.

The Student Council organizes students to work with staff to enrich Fatima College of Health Sciences athletic, cultural, and organizational activities. The Student Council also addresses and manages student issues pertaining to resources and the learning environment.

Students are encouraged to form and join clubs recognized by the Student Council such as professional and scientific societies, debate clubs, intramural sports, etc., depending on the student's interest.

16.20.   Work Experience Policy
16.20.1. Work Experience

Work Experience is the term used to describe work that has to be carried out by students in order to complete the requirements of the course in which they are enrolled. Work experience could include activities such, field studies, clinical practicum, laboratory work, internship in a health institute, or other related setting.

16.20.2. Personal Behaviour

Students of Fatima College of Health Sciences, undertaking a period of work experience, are required to be aware of their personal responsibility to:

- Obey the lawful and reasonable instructions of the organization with which they are undertaking the work experience program;
- Respect the security and confidentiality of any information that they may receive from that organization in the course of the work experience program;
- Maintain a standard of conduct benefiting a student of the Fatima College of Health Sciences.

16.20.3. Public Liability

Students are indemnified for their legal liability in respect of third party claims for damages to property or injury to persons while undertaking approved work experience.

16.20.4. Personal Property

A student's personal property is not covered by Fatima College of Health Sciences insurance at any time. If a student wishes to arrange coverage for personal items, they can at their expense.

16.20.5. Personal Health and Accidents

Fatima College of Health Sciences does not provide any medical insurance coverage.

17. Human Resources Management

Fatima College of Health Sciences is committed to providing a positive working environment in which employees feel that they are valued, treated fairly and given recognition for their contribution to the college's success. Fatima College of Health Sciences aims to provide an environment that fosters good working relationships at all levels and offers flexible and supportive work practices.

Fatima College of Health Sciences is devoted on providing employees with working conditions that comply with relevant legislation and which are comparable with industry standards.

Fatima College of Health Sciences uses the Institute of Applied Technology Human Resources Policy Statement which is includes the following:

- Definitions and Interpretation
- Academic Calendar
- Appointments
- Legal Documentation and Visa Requirement
- Workforce Planning
- Competencies, Evaluation and Training
- Salaries, Allowances and Benefits
- Employee Relations
- Termination of Employment
- Employee Personal Records.

18. Financial Management

As a body wholly owned by the Abu Dhabi government, Fatima College of Health Sciences has a responsibility for sound financial management and close budget control. This section outlines the IAT's Finance Department Policies and Procedures Manual which is used by Fatima College of Health Sciences in relation to financial matters, including the following:

- General financial provisions
- Levels of authority
- Finance committee
- Financial system
- Financial records
- Internal audits
- Bank, credit card and petty cash
- Purchasing
- Revenue
- Inventory

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19. Procurement

Fatima College of Health Sciences is committed to prepare and create an ergonomic state-of-the-art educational and learning environment. Therefore, Fatima College of Health Sciences is devoted on providing both students and staff with working equipment and materials needed which comply with relevant legislation and are with the national and international education and learning standards.

As a body wholly owned by the Abu Dhabi government, Fatima College of Health Sciences has a responsibility for purchase procurement activities, starting from raising procurement requests up to technical evaluation and the acceptance test. The IAT's procurement Department Policies and Procedures Manual is used by Fatima College of Health Sciences in relation to procurement matters.

20. Risk Management

Description of the Policy

This policy sets out the principles, objectives and responsibilities for risk management within the College.

Definitions

- Risk is the chance of something happening that will have an impact on the achievement of the College's objectives. Risk is measured in terms of the likelihood of something happening and the severity/impact of the consequences arising from an event.

- Risk management is the culture, processes and structures that are directed towards realizing potential opportunities whilst managing adverse effects.

- Risk management process is the systematic application of management policies, procedures and practices to the tasks of communicating, establishing the context, identifying, and analysing, evaluating, treating, monitoring and reviewing risk.

Preamble

Fatima College has policies and procedures to address risk management across its operations, including teaching and research, financial management, insurance, security, workplace health and safety, systems infrastructure, maintenance and management, and project risk management.

This policy aims to ensure that a consistent approach to risk management is adopted within the College.

The policy was developed with reference to the relevant UAE context and risk management standards.

Policy Statement

The College recognises that risk management is an integral part of good management practice and is committed to establishing an organisational culture that ensures risk management is embedded in College activities and business processes.

The College will evaluate potential benefits alongside potential risks as a routine part of its academic, administrative and business planning processes. Where the balance of advantage favours a particular activity or initiative, the identified risks will be planned for and managed, taking account of broader College objectives and priorities.

Risks will be managed at the operational level in accordance with this policy and with risk management processes established by the University.

Policy Objectives

The objectives of this policy are to ensure:

- Council and senior management are in a position to make informed business decisions based on risk assessment;

- Risks are able to be identified, prioritized and managed in a coordinated manner;

- Strategic planning processes are improved as a result of a structured consideration of risk;

- Sound business opportunities that benefit the College are identified, without exposing the College to unacceptable levels of risk;

- Compliance with relevant legislation;

- College resources are safeguarded (e.g. people, finance, property and reputation).

Identifying, Assessing and Managing Risks

Risks will normally be identified, evaluated and managed by responsible officers and reported in accordance with the College's decision-making processes. The College's strategic risks will be maintained in a central register and will be the subject of regular reports to the relevant Committees and the Board of Trustees.

Risk identification, evaluation and management in respect of particular activities will be carried out in accordance with College procedures.

Risks will be assessed with reference to the College's strategic priorities, taking account the likelihood of the risk occurring, it's potential impact and the range of implications it may have for the College.

Where an unacceptable risk is identified, relevant College staff with management responsibilities in areas that may be affected, will be informed of it, and will be required to take action, as required, to address the matter and inform staff, \students, or other persons within their area of responsibility, about the matter.

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Responsibilities

Board of Trustees will oversee risk management within the College, on the advice of the FCHS Director of the Academy and/or the *Finance and Human Resources Committee*.

The Senior Manager Administration will be responsible for the implementation of risk management within the College, and for responding to and reporting on significant risks that may emerge from time to time.

The Senior Manager Administrative Services will be responsible for implementing risk management within his portfolio areas, and will report regularly to the Director on any significant risks or risk areas.

All managers and staff will be responsible for the management of risk relevant to their areas of responsibility. This role may range from identifying and reporting risks associated with their own positions to participation in the risk management process. Managers, at all levels, are required to create an environment where managing risk is accepted as the personal responsibility of each member of the College.

Monitoring and Reporting

The FCHS Director will at least annually report to Board of Trustees (BOT) and the Finance and Resources Committee on risk management and significant risks to the College.

The Finance and Resources Committee is responsible for monitoring the implementation of the College's risk management strategies, and for making recommendations to BOT on risk management policy and strategy.

The Committee is also responsible for reporting to BOT on risk management as it relates to the College's internal and external audit programs.

Control of Fraud and Corruption

Managers are to ensure that in implementing this policy the risks of fraud and corruption are adequately addressed.

Consistent with the College Code of Conduct, staff is required to report genuinely suspected fraud or corrupt conduct to the appropriate College Officer or external authority.