

FACULTY HANDBOOK FALL 2015

*Academic Bylaws, Faculty Senate Bylaws,
And the QU Academic Policies and Procedures*

Preface

The Faculty Handbook is designed to complement the Human Resources policies and procedures found in the Personnel Handbook. The Faculty Handbook shall be used as further clarification and support to the General Academic Bylaws, which are designed to outline the nature of the relationship between Qatar University as an employer and its faculty members. This handbook is organized in four parts: (1) The QU General Academic Bylaws as approved by the Board of Regents in June 2005, and the updated Organizational Structure approved by the Board of Regents in June 2007, and revised by the Board of Regents in February 2014; (2) The Faculty Senate's General Bylaws approved by the Board of Regents in June 2008;(3) Key academic policies and procedures, and (4) A summary of key policies related to the teaching responsibilities of a faculty member. Additional administrative policies and procedures regarding personnel can be found in the QU Personnel Handbook.

As this handbook is updated frequently, all QU faculty members are requested to refer to the most recent version of this document. The English version is the original and binding document of this handbook.

Important Notice:

This handbook is provided for the purpose of giving general information only and should not be considered as a statement of contractual obligation. Therefore, Qatar University reserves the right to change or discontinue, without notice, any policy or condition set forth herein.

Disclaimer: The content of this Handbook is for the internal use of QU faculty members and other academic-based personnel. External access of this document does not in any manner rescind QU rights to its content. Consequently, this document may not be copied, reproduced, or distributed without the explicit consent of Qatar University.

QU ACADEMIC BYLAWS

Based on the QU Bylaws approved by the Board of Regents in June 2005, the QU Organizational Structure approved by the Board of Regents in June 2007, and revised by the Board of Regents in February 2014



TABLE OF CONTENTS

List of Abbreviations	7
QU ACADEMIC BYLAWS	8
QATAR UNIVERSITY	9
Introduction	9
University History	9
University Vision and Mission	10
Board of Regents Bylaws	10
Board Authorities, Duties, and Responsibilities	10
Bodies Reporting to The President	19
Advisory Bodies	20
ACADEMIC AFFAIRS	25
Vice President and Chief Academic Officer	25
The Colleges	30
Advisory Bodies	32
Structural Changes to the Academic Branch of the University	33
FACULTY AFFAIRS	36
Classification of Positions	37
Supporting Academic Staff	41
Faculty Promotion	43
Conditions for the Attainment of Each Rank	43
Salaries	45
Allowances	45
Benefits	45
Vacations and Leaves	46
ADMINISTRATIVE AND FINANCIAL AFFAIRS	50
Bodies Reporting to the Vice President of Administration and Chief Financial Officer	52
INSTITUTIONAL PLANNING AND DEVELOPMENT	56
Bodies Reporting to the Vice President of Institutional Planning and Development	58
STUDENT AFFAIRS	62
Admissions and Enrollment Management	65
Student Life and Services	66
General Regulations	74
RESEARCH	





ABBREVIATIONS



LIST OF ABBREVIATIONS

Acronym	Description
QU	Qatar University
QUFS	Qatar University Faculty Senate
EMC	Executive Management Committee
SESRI	Social and Economic Survey Research Institute
VP	Vice President
VP/CAO	Vice President and Chief Academic Officer
VP/SA	Vice President for Student Affairs
VP/CFO	Vice President and Chief Finance Officer
VP/Research	Vice President for Research
VP/IPD	Vice President for Institutional Planning and Development
AVP	Associate Vice President
AVPFA	Associate Vice President for Faculty Affairs
FTE	Full-Time Equivalent
OFID	Office of Faculty and Institutional Development
APLOA	Office Academic Programs and Learning Outcomes Assessment
CCP	Core Curriculum Program
FCRC	Faculty Conduct Review Committee
HR	Human Resources
BOD	Business Operations Department
COO	Chief Operations Officer
ITS	Information Technology Services
CIO	Chief Information Officer
SLSC	Student :Learning Support Center
CSC	Career Services Center
ANNS	Arabic for Non-Native Speakers
ESC	Environmental Studies Center
GPC	Gas Processing Center
CLU	Central Laboratories Unit
CAM	Center for Advanced Materials
LARC	Laboratory Animal Research Center
BRC	Biomedical Research Center
R&D	Research and Development
OAR	Office of Academic Research
OQM	Office of Quality Management
BLD	Bylaws Document
CH	Credit Hour
ARC	Appeal Review Committee
TTO	Technology Transfer Office

**QATAR
UNIVERSITY**



QATAR UNIVERSITY

INTRODUCTION

Qatar University is a national academic institute that was established through Law Number (2) of 1977 and was ratified by superseding Decree (34) of 2004.

Qatar University, a legal entity, (Corpo Morale,) has an independent budget and is governed by an appointed Board of Regents and University President.

UNIVERSITY HISTORY

Qatar University (QU) is the first and main national institution of higher education in the country. In 1973, the Emir of Qatar issued a decree declaring the establishment of Qatar's first national College of Education.

In its first year, the college admitted 57 males and 93 female students. After several semesters, rapid development of the country warranted its expansion, to accommodate new areas of specialization. In 1977, Qatar University was established as a national university through an Emiri decree (Law Number 2). At that time, three other colleges were established: Humanities and Social Sciences; Science; and Sharia, Law and Islamic Studies. Since then, the College of Engineering and the College of Business and Economics were added. In 2004, Law Number 34 ratified the legal status, authority and governance of the University. Its stipulations supersede those in Law Number 2 and annul any provisions that are inconsistent with those specified in Law Number Two. Along with other reform changes in that same year, the University decided to proceed with seven colleges: Arts and Sciences, Business and Economics, Engineering, Education, Law, Sharia and Islamic Studies, Pharmacy, and Medicine. Since its inception, Qatar University has had one campus with two sides.

UNIVERSITY VISION AND MISSION

Vision

Qatar University shall be a model national university in the region, recognized for high-quality education and research and for being a leader of economic and social development.

Mission

Qatar University is the national institution of higher education in Qatar. It provides high quality undergraduate and graduate programs that prepare competent graduates, destined to shape the future of Qatar. The university community has diverse and committed faculty who teach and conduct research, which address relevant local and regional challenges, advance knowledge, and contributes actively to the needs and aspirations of society.

BOARD OF REGENTS BYLAWS

STRUCTURE OF THE BOARD OF REGENTS AND ITS RESPONSIBILITIES

The Board of Regents is formally appointed by an Emiri decree and functions as the supreme authority of the University. It is empowered to set the strategic goals of the University, provide general oversight of its activities and systems, promote the importance of the University's mission and activities, and draw up plans for obtaining the resources necessary for success in achieving the University's mission and long-range goals.

BOARD AUTHORITIES, DUTIES, AND RESPONSIBILITIES.

The Board of Regents shall have the authority to carry out all lawful functions that are permitted by Article (7) of Decree (34) of 2004. The Board shall have the following responsibilities and duties:

1. Consistent with the national vision for Qatar, determine and periodically review the University's mission, strategic direction, and goals for learning and teaching, research, educational partnerships and knowledge transfer and exchange with business and industry, research bodies, universities, governments and others [Appendix 1: Major Items for the Board's Agenda]
2. Contribute to, approve and keep under review:
 - a) The Institutional Strategic Plan for achieving its learning, teaching, research and program development goals, ensuring that it reflects major changes in circumstances affecting the University as well as the evolving needs of the University's stakeholders and beneficiaries
 - b) The Master Plan for Campus Development, ensuring that it is consistent with the projected enrolments and academic and other needs identified in the Institutional Strategic Plan, includes guidelines to ensure development of a coherent, attractive and congenial campus, and identifies proposed renovations, new facilities and hard and soft landscape projects and the priority order for their development
 - c) The Key Performance Indicators for Institutional Performance and procedures for assessing institutional progress toward the strategic goals set in the Plans
 - d) The Long-Range Financial Plan necessary to achieve the goals set out in the Institutional Strategic Plan and the Master Plan for Campus Development
3. Approve the general admissions policy of the University
4. Ensure consistency of the annual operating budget plan with the Institutional Strategic Plan and approve the annual operating budget plan including tuition fees and all other fees for services provided by the University
5. Approve the establishment and closure of colleges, academic departments, research centers, academic programs, and major administrative structures, upon the recommendation of the President
6. Award academic and honorary degrees.

7. Upon the recommendation of the President, approve academic and administrative bylaws, including but not limited to:
8. The periodic external assessment of all academic and research programs, including quality assurance procedures to assess and evaluate existing programs and new program proposals
9. The periodic external assessment of all major administrative and student services and operations
10. Select and appoint the President of the University, set appropriate terms of employment, compensation and arrangements to assess his/her performance. (Appendix 2: Selection; Functions, Authorities and Duties; and Performance Evaluation of the University President)
11. In addition to the powers assigned to the President by Article (11) of Law Decree No. (34) Year 2004, which makes the President responsible for managing the University's scientific, academic, administrative and financial affairs and for preparing its educational and scientific research plans, the Board shall delegate any further authority to the President necessary to ensure the effective management and operation of the University
12. Upon the recommendation of the President, approve the appointment of Vice Presidents
13. Review and approve the University's annual report
14. Ensure the financial health and fiscal integrity of the University, including:
15. Approval of the financial bylaws, upon the recommendation of the President, including but not limited to:
 - a) faculty compensation scales
 - II) the acquisition, maintenance and disposition of assets
 - III) the management of endowment or other special funds under University supervision
16. The implementation of effective systems of financial monitoring, control and accountability
17. The appointment of external auditors, review and approval of the annual audit report, and implementation of changes required in the light of the audit findings
18. Appoint the Secretary General of the Board, on the recommendation of the President.
19. Assess the Board's own effectiveness against its own goals and keep the bylaws and the profile of Board membership under review
20. Promote the University to the general community and act as a conduit for community concerns and pressures and help the University determine its reactions to these
21. Engage with external stakeholders to further the interests of the University for teaching, research and knowledge exchange
22. Nominate potential members of the Board to the appointing authority (Appendix 3: Criteria for Candidates for the Board of Regents)
23. Establish Board standing and ad hoc committees and define their role and responsibilities

MEMBERSHIP OF THE BOARD OF REGENTS

1. The Board of Regents shall consist of not less than nine and not more than fifteen qualified members
2. Eight candidates for Board membership shall be selected by the Nominations Committee and approved by the Board for recommendation to the Emir; they shall be formally appointed by an Emiri decree, normally for a four-year term, which may be renewable
3. Up to seven external or internal members shall be selected by the Chair of the Board of Regents for terms of four years, which may be renewable
4. Members of the Board shall include representatives of government and community bodies
5. There should be a balance of skills and experience among members sufficient to enable the Board to meet its primary responsibilities and to ensure stakeholder

confidence

6. To ensure continuity, no more than two-thirds of the members should end their term of appointment at the same time
7. All members shall exercise their responsibilities in the interests of the University as a whole, rather than as a representative of any constituency
8. Members of the Board shall receive an annual honorarium, determined by Emiri decree*
9. New members shall receive copies of background documents, such as the previous University's annual report and the strategic plans of the University; and be given the opportunity to participate in a seminar on the functions of a university governing board. The President of the University shall have the right to attend and participate in discussions and deliberations in all Board and Board committee meetings, except for meetings or portions of meetings dealing with the President's performance, but shall not have the right to vote

CHAIRING THE BOARD

1. The officers of the Board shall be the Chair and Vice Chair
2. The Chair and the Vice Chair shall be confirmed and appointed by an Emiri decree
3. The Chair and the Vice Chair shall normally hold office for a term of four years, but may be re-appointed

THE BOARD'S OFFICE

The Office of the Board shall consist of the Chair, the Vice Chair and the Secretary General to assist with the Board's undertakings.

1. The Chair represents the Board before all public bodies, presides at the meetings of the Board, and endorses papers authorized by the Board, on its behalf.
2. The Chair invites the Board members to its meetings, announces the meeting's start and end, closes discussion, ensures adherence to these bylaws, maintains order within the Board, declares decisions and monitors the committees' activities.
3. In the absence of the Chair, the Vice Chair shall perform all of the duties of the Chair and, while so acting, shall be vested with all the powers and authority of the Chair.
4. Upon the recommendation of the President, the Board shall appoint a Secretary General, who should be a full time employee of the University. The honorarium of the Secretary shall be determined by the Executive Committee. He/she will attend, but will not be a member of the Board. He/she will be responsible for:
 - a. Advising on, and ensuring compliance with, all Board procedures
 - b. Alerting the Board if he/she believes that any proposed action would exceed the Board's powers
 - c. Providing other advice to the Board or individual members when requested
 - d. Obtaining legal advice for the Board when this is deemed necessary
 - e. Ensuring that agenda materials are supplied in a timely manner, with information in a form and of a quality appropriate to enable the Board to discharge its duties
5. The Secretary General shall undertake, under the supervision of the Chair, Vice Chair or President, the following tasks:
 - a. Preparing meeting agendas and minutes, receiving, distributing and maintaining the Board's documents, reports and minutes
 - b. Attending the Board's meetings and preparing minutes
 - c. Attending the Executive Committee's meetings and recording their minutes
 - d. Maintaining all the records and achievements of the Board's other committees
 - e. Distributing Board and Executive Committee meeting minutes to their members; Coordinating with the University's President in identifying items for Board and Executive Committee meetings

- f. Signing papers already approved by the board on its behalf on the Chair or Vice Chair's approval
6. The Secretary General shall produce and keep up to date a handbook for members of the Board setting out their expected roles, duties and responsibilities as well as arrange for new Board members to attend a short orientation seminar on the role of Board members.
7. The Secretary General shall perform any other duties assigned by the Board or the Board Chair or Vice Chair.

BOARD MEETINGS

1. The Board shall hold at least one meeting every three months or whenever necessity arises on the Chair's invitation. The first meeting will normally be held in September or October and will be designated as the annual meeting at which the President of the University shall present the annual report.
2. The Secretary General shall collaborate with the University's President to prepare a draft of the meeting agenda to be submitted to the Board's Chair for approval. He/she shall send the agenda together with the minutes of the previous meeting and the other memoranda and documents to the Board's members at least four days prior to the meeting date. The agenda draft shall normally include:
 - a. Approval of the minutes of the previous meeting
 - b. A report following up on steps taken to implement earlier decisions
 - c. Items from the annual agenda list of key items set by the Board
 - d. New agenda items
 - e. Any other business
3. The Board shall hold its regular meetings on the University campus to the extent that this is feasible and appropriate, or elsewhere if the Chair so determines.
4. The Board may hold special meetings upon the call of the Chair whenever deemed necessary. The Chair may call for a special meeting any time in response to a written request from either the University President or at least five members of the Board. Five days' notice of any special meeting shall be given to all the Board members unless the Chair determines that circumstances warrant a shorter notice. Members of the Board should be notified of the issues that shall be discussed at the meeting.
5. The Board shall meet on the Chair's invitation. A quorum for any meeting of the Board shall consist of a simple majority of the Board's members provided the Chair or Vice Chair is present. Should a quorum not be achieved, the meeting shall be rescheduled for another date provided the new date is held within one week of the original one. In this case, whatever the number of the attendees might be, but including the Chair or Vice Chair, shall constitute a quorum.
6. The Board shall adopt standard rules of order for the management of meetings.
7. Minutes of Board meetings shall be kept by the Secretary General, who will transmit copies to the members of the Board. All lengthy reports should be mentioned in the minutes and kept on file in University records but need not be incorporated in the minutes except when so ordered by the Board Chair. The minutes should include a record of votes cast, including abstentions.
8. The Chair or Vice Chair might, in exceptional circumstances, draft the Board's decision in writing to be sent to Board members individually, with each member signing and returning the copy to signify approval.
9. Decisions are made by majority of the attending members' votes. In the event of a tie, the Chair's side shall prevail and break the tie. A Regent may abstain from voting. Voting by proxy or by mail is not permitted.

COMMITTEES OF THE BOARD

1. The Board shall establish standing and ad hoc committees as it deems appropriate for the discharge of its responsibilities. Each committee shall have a written statement of its responsibilities, its delegated authorities and its lines of action, all to be formally approved by the Board; in all cases, the Board will remain ultimately accountable.
2. Members of Board committees shall be nominated by the Executive Committee and approved by the Board.
3. Board member appointments to the Executive Committee shall normally be for four years and for other standing committees shall normally be for two-year terms, and all are renewable. However, to ensure continuity, appointment periods should be staggered in length so all terms do not end at the same time.
4. Except for the Executive Committee, all standing Board committees may include external members for specified periods, normally upon the recommendation of the Chair of the standing committee.
5. Committees should distinguish between issues on which they are empowered to take decisions and those which they must refer to the Board for decision; they must not exceed their terms of reference and should be so advised by the Secretary General.
6. Each committee should submit an annual report on its own performance and achievements.

7. Board Standing Committees

7.1 Executive Committee

The Executive Committee shall consist of the Chair (or Vice Chair) of the Board and three Board members. Three members shall constitute a quorum as long as one of them is the Committee Chair (or Vice Chair). The Committee shall normally meet in between, and if necessary immediately before, meetings of the Board of Regents; a schedule of meetings for the year shall be prepared and the Secretary General shall notify Committee members of the meeting dates and venues and provide them with the meeting agenda. The tasks of the Committee are:

1. To act as an executive committee for the Board, with powers to act on all day-to-day matters not within the remit of another committee of the Board, except for:
 - a. Changes in the University mission, objectives and goals
 - b. Changes to the Board's bylaws
 - c. Setting the University's annual budget
 - d. Awarding honorary degrees
2. To make decisions on matters of importance between Board meetings, notifying the Board of such decisions for endorsement at its next meeting.
3. To review Board agendas to determine whether there is sufficient information for Board members to arrive at a sound decision.
4. To recommend the appointment of external auditors, including the audit fees and the scope of any non-audit services, and to report to the Board on the resulting audits of the University's finances and financial procedures; and in light of audit reports, to investigate any activity and seek any information it requires from any employee, with all employees being directed to comply with any such request made by the Committee.

5. To review and make recommendations to the Board on:
 - a. the Long-Range Financial Plan
 - b. the Master Plan for Campus Development
 - c. the annual budget plan
 - d. the annual financial performance of the University
 - e. investment policies and strategies for the University, and to oversee investments
6. To initiate and maintain a current risk management register for the University encompassing all foreseeable risk contingencies and to keep the Board apprised of its contents
7. To deal with other matters referred to it by the Board
8. To maintain a record of decisions and report it to the Board at its next meeting

7.2 *Academic Affairs Committee*

The Academic Affairs Committee shall consist of two Board members, including one designated as Chair, and at least three external members selected for their experience or expertise in student affairs, academic programs, or university research policy. In addition the Vice President and Chief Academic Officer, the Vice President for Student Affairs and the Vice President for Research shall serve ex officio. Quorum will be an attending majority as long as either the Committee's Chair or Vice Chair is present. The tasks of the Committee are:

1. To recommend proposals for improving levels of student success in completing programs and student satisfaction with the undergraduate and graduate experience
2. To recommend the introduction or termination of academic programs and research centers
3. To recommend major research goals
4. To deal with other matters referred to it by the Board
5. To maintain a record of its decisions and report them so that they can be incorporated into the official record of the Board at its next meeting

7.3 *Audit Committee*

The Audit Committee shall be chaired by a Board member with experience of financial matters and include at least one other Board member. It shall also include up to three other people selected for their experience in institutional financial management and/or financial auditing. The Vice President and Chief Finance Officer shall serve on the committee as an ex officio member. Quorum will be an attending majority as long as either the Committee's Chair or Vice Chair is present. The tasks of the Committee are:

1. To recommend the appointment of external auditors, including the audit fees and the scope of any non-audit services
2. To report to the Board on the resulting audits of the University's finances and financial procedures
3. To make recommendations about the financial policies of the University
4. In light of audit reports, to investigate any activity within its terms of reference and seek information it requires from any employee, with all employees being

directed to comply with any such request made by the Committee

7.4 *Nomination Committee*

The Committee shall consist of four members of the Board, one of whom shall be the Chair. Quorum will be an attending majority as long as either the Committee's Chair or Vice Chair is present. The tasks of the Committee are:

1. To keep under review the extent to which members of the Board are broadly representative of key stakeholders, with an appropriate balance of skills and experience.
2. For any vacancy on the Board, to prepare written descriptions of the role, skills and capabilities required of the new member(s), based on an evaluation of the balance of skills and experience of current members of the Board:
 - a. To conduct an active search for suitable potential candidates on the basis of this written description, taking steps to attract suggestions for candidates, including from members of the University
 - b. To ensure that there are at least two possible candidates for every vacancy
 - c. To make recommendations to the full Board of one candidate for each external vacancy, with the Committee's reasons for the recommendation
3. Similarly, to make suggestions for individuals, not members of the Board, whom the Executive Committee might consider as possible members of Board Committees

8. Standing Committees

The Board of Regents might establish other standing committees if deemed necessary.

9. Ad Hoc Committees

The Board may establish ad hoc committees from the members of the Board or otherwise and which shall function until discharged. Chairs of these committees must be members of the Board.

CRITERIA FOR CANDIDATES FOR THE BOARD OF REGENTS

Qatar University requires an effective Board of Regents that is capable of assisting in the development of its vision and long-range goals and in fulfilling its mission as a comprehensive national university and its aspiration of becoming a model national university in the Gulf region.

Board members are custodians of both the national interest embodied in the University and of the University's own long-term best interest. They are accountable for the University's academic quality, its fiscal and academic integrity, its long-range planning, the policies that guide its operations, the management of its assets, and its financial health. To fulfill its oversight role, the Board requires members with significant experience and varied expertise and willing to bring their knowledge into Board deliberations. Board members are also expected to contribute to the University's role in community development, in forging links with employers, and in fostering positive relations with the community.

In that broad context, the following criteria should be considered in selecting candidates for membership on the Board of Regents:

1. Interest in the University and higher education: Board members should be vitally interested in the University and its purposes and supportive of the University and its role in conserving, disseminating and expanding knowledge through free inquiry and research. The candidate should also support the University's role in fostering free inquiry and respect the faculty's role in collegial decision making on matters of academic direction and quality.

2. Reflection of the community: As stewards of the national interest embodied in the University, Board members collectively should reflect the major communities and the economic, social and cultural social sectors that the University serves.
3. Experience: Board members should normally have extensive experience in business, education, the professions and/or public service. They should understand the difference between the Board's role in governance and the President's role in management, to make the distinction between the ends of the organization (the principal focus of the Board) and the means for reaching them (the principal role of the President and employees). They should have one or more of the following experiences:
 - a. Business: The candidate is or has been the Chief Executive Officer, Chief Operating Officer or other senior executive or staff officer of a corporation (preferably including experience on a board of directors), with a background in planning, finance, marketing and/or operations.
 - b. Public service: The candidate has held one or more senior positions in a prominent non-profit organization or in a government agency or department.
 - c. Education: The candidate has held a senior position at a prominent educational institution, such as university or college president and/or dean of a school within a university or college.
4. International experience: International experience would be an asset in a Board member's profile. Understanding the language and culture of other countries is also important.
5. Education: Board members should be qualified and possess academically reputable credentials.
6. Personal: Board members should be of the highest moral and ethical character, exhibit independence and objectivity, and be capable of serving as a representative of the public interest embodied in the University.
7. Individual characteristics: Board members should have the personal qualities to be able to make a substantial, active contribution to deliberations. The qualities include intelligence, conceptual capacity, self-assuredness, judgment, a high ethical standard, inter-personal skills, independence, willingness to ask probing questions, and good communication skills.
8. Availability: Board members must be willing to commit sufficient time available to discharge the duties of Board membership, including at least four half-day meetings a year.
9. Compatibility: Board members should be able to develop good working relationships with other Board members and contribute to the Board's working relationship with the senior administration of the University.

CONFLICT OF INTEREST AND CONFIDENTIALITY

1. No voting member of the Board shall have any contractual, employment, personal or family interest in the University or any of its activities.
2. Members of the Board shall declare to the Board any interest, whether personal or business, that may arise in consideration of an item of Board business, including Board committees; in most cases, the member shall leave the meeting during discussion of that item.

3. Board members shall take precautions to ensure that they do not engage in actions or decisions in relationship to an outside organization or person that could lead directly or indirectly to their own financial gain or give improper advantage to others to the detriment of the University.
4. The Board shall resolve the question whether or not a conflict of interests exists.
5. Board members shall refrain from disclosing information deemed confidential by the Chair.

DISMISSAL POLICY

Any board member may be dismissed for any of the following reasons:

1. Missing three (3) consecutive regular board meetings without an acceptable excuse
2. Convicted of a felony
3. Other cause which the board finds to be just cause, conditional on obtaining a two thirds majority of the members
4. A Board member may be recommended for dismissal through a complaint filed with the Board Chair by any other Board member
 - a. A written notice of the complaint against a board member shall be communicated by the Chair to the board member against whom the complaint has been made
 - b. The board member against whom a complaint has been made shall have (14) working days to notify the Chair of his/her desire to be heard regarding the complaint
 - c. Upon receiving a notice of the desire to be heard, the Board Chair shall appoint a Board Committee of five members to hear the issues regarding the complaint
 - d. When the Board committee has heard the evidence regarding the complaint, the Board Committee shall render a report and recommendation, based upon its finding of facts, to the Board of Regents
 - e. Upon discussing the report, the Board shall make its decision, which is final; dismissal requires a two thirds majority

AMENDMENTS

These Bylaws may be amended by a two-third majority vote cast among the members of the Board present at any meeting, on condition that the proposed amendment or amendments should have been sent to each member at least 30 days before the meeting.

GENERAL PROVISIONS

Addressing the Board: Qatar University employees (other than the President) and students wishing to address the Board may submit written requests through appropriate channels to the President of the University five days at least in advance of the Board's meeting. The President shall, in turn, forward such requests to the Board's Chair who may deny the request, refer it to an appropriate committee of the Board for consideration, or recognize the person(s) to address the Board at a meeting, provided they adhere to the subject deemed appropriate by the Chair and keep their presentation to the limits set forth by the Chair.

UNIVERSITY PRESIDENT

The President is the Chief Executive Officer of the University and is appointed by the Board of Regents. He/she is responsible for the University's academic, administrative, and financial operations, and is held accountable to the Board of Regents. The President is responsible for the following functions:

FUNCTIONS, AUTHORITIES, AND DUTIES OF THE UNIVERSITY PRESIDENT

Among the functions, authorities, and duties exercised by the President in fulfilling the responsibilities assigned under 1.2.2 are the following:

1. Determine and approve all University policies and procedures
2. Review the general administrative and academic policies of the University based on the directions set by the Board of Regents regarding both the University's mission and the needs of Qatari society
3. Recommend appointment of Vice Presidents for approval by the Board of Regents
4. Appoint Associate Vice Presidents based on the recommendation of the Vice Presidents
5. Approve the appointments of College Deans and Associate Deans.
6. Appoint University-wide committees
7. Determine the University calendar
8. Determine if summer sessions are to be offered or not
9. Determine when it is appropriate to delegate authority to any of the Vice Presidents
10. Recommend to the Board of Regents the opening, closure and modification of colleges, departments, centers, institutions, and programs of study
11. Oversee the opening, closure and modification of colleges, departments, centers, institutions, and programs of study once they have been approved by the Board of Regents
12. Approve the University's code of ethics
13. Prepare an annual review of the activity of the office of the President and ensure that other administrative offices carry out their own annual evaluations
14. Represent the University in governmental agency discussions, courts, public and other formal gatherings, meetings and forums
15. Represent the University as an ex-officio member of the Board of Regents
16. Confirms appointments, renewals, terminations and promotions of Faculty members
17. Presents University budget request to the Ministry of Finance on behalf of the Board of Regents

Furthermore, the Board of Regents shall delegate a number of functions to the President including the following:

1. Propose, communicate, and carry out the strategic plan approved by the Board
2. Prepare University budget and present it to the Board of Regents for approval and ensure that it is implemented as intended
3. Propose the University's needs for building and facilities including the priority of their construction to the Board for approval and ensure they are constructed as intended
4. Propose changes in the academic, administrative, and financial bylaws of the University to the Board for approval and ensure the changes are carried out as intended
5. Propose the annual fee structure for the University to the Board for approval
6. Propose candidates for academic and honorary degrees to the Board for approval
7. Any other business, assigned by the Board

BODIES REPORTING TO THE PRESIDENT

EXTERNAL RELATIONS

The External Relations Department was established in 2005 with the vision to promote Qatar University's image as a model national Universities in the region.

The department advances the objectives and aspirations of Qatar University by establishing the University's brand and enhancing its reputation in support of its vision of becoming a model national university. This is done by developing strategic communication materials and activities for internal and external audiences; and by fostering alumni,

partners and media relationships to increase positive opinions of, engagement with and support for the University.

LEGAL AFFAIRS

The Legal Department provides legal support and advice to the President, senior level administrators, Colleges and Departments. The Legal Department is responsible for reviewing University contracts and advising on potential or existing lawsuits, audits, compliance with regulatory agencies and other matters that may have legal consequences. The Legal Department also advises employees regarding confidentiality issues, including the release of employee and student records, and matters where an employee acts as a representative of the University. The Legal Department consists of several attorneys known as “Legal Counsel” who report directly to the President.

SOCIAL AND ECONOMIC SURVEY RESEARCH INSTITUTE (SESRI)

The Social and Economic Survey Research Institute (SESRI) has a research and an educational mission to provide sound and reliable data to guide policy formulation, priority setting and evidence-based planning in the social and economic sectors. SESRI research interests span all issues of importance to Qatari society, including labor and employment, modernization and shifts in social values, education, health, family structure, and media impact studied through national, regional and international surveys. Working with faculty and students, SESRI also advances the research mission of Qatar University by developing human and physical capital for social and economic survey research. The Director of SESRI is appointed by the President to whom s/he reports directly. The person who holds this position is responsible for both the scientific direction and the administrative management of the Institute. The Director of SESRI is responsible for developing new lines of research, growing survey operations, enacting change, securing new funding for the Institute, and expanding relations with external clients in line with the strategic plan and objectives of the Institute.

THE OFFICE OF EXECUTIVE MANAGEMENT COMMITTEE (EMC)

The office serves as staff to the Executive Management Committee for the development of management reports and data gathering. The Office prepares background information and agenda for EMC meetings, and maintains a record of decisions that have been made during the meetings. Additional responsibilities include interaction with all of the units within QU, conducting follow-up research and communication with parties affected by EMC decisions, maintaining University policies, etc. In addition, the office introduces formalized project management practices by establishing project management structure, standards, and policies. It develops a comprehensive management framework that includes a set of project management plans, strategies, documents, and templates to be used for all projects from the start to the end. It links between University planning and its strategies and the successful management and execution of projects.

ADVISORY BODIES

EXECUTIVE MANAGEMENT COMMITTEE

The Executive Management Committee shall be comprised of the University’s President (who serves as its Chairperson), and all Vice Presidents. Other individuals may be incorporated within the Executive Management Committee at the request and discretion of the President. The function of the Executive Management Committee is to provide assistance and advice to the President in discharging his/her duties and responsibilities, and coordinate the academic and administrative functions of the University.

UNIVERSITY CODE OF ETHICS

The Executive Management Committee will determine the University's code of ethics. The code of ethics is a regulatory set of policies that addresses administrative, faculty, student and staff conduct and is approved by the University President. Academic and administrative leaders throughout the University monitor adherence to the code of ethics. When necessary, the Executive Management Committee may establish special committees to investigate infractions of the code of ethics. The results of the deliberations of such committees will be reviewed by the Executive Management Committee, the members of which will determine the appropriate course of action.

UNIVERSITY BUDGET

As specified in the Emiri Decree No. 34, the University's financial resources consist of:

1. Money and funds allotted to the University by the State
2. The University's collected tuition fees
3. Revenues on the University's invested money
4. Gifts, bequeathals, donations and grants

The University's budget shall take into account all of the University's financial resources and obligations. An annual budget proposal, produced by the Office of the University President shall be presented to the Board of Regents for approval and then to the Ministry of Finance for authorizing action on its financial contribution for the upcoming fiscal year. The fiscal year, in accordance with the Emiri Decree No. 34, begins on the 1st of September and concludes on the 31st of August.

With the decentralized organizational structure at the University, The process for proposing and accepting the budget for each fiscal year involves all levels of responsible officers (Board of Regents, administrative officers, and department heads) in carrying out those management functions that pertain to financial planning and resource allocation. Once the government's fund allocation is known, the Executive Management Committee has the overall task of balancing the budget in accordance with the University's academic mission and strategic plan, such as tuition increase and the reallocation of funding within the University.

BUDGET – GENERAL POLICIES

1. The budgetary process at QU is based upon the principle that the operating plans for the academic and administrative branches of the University can be translated into an itemized, authorized, and systematic plan of operation
2. Each academic and administrative unit shall be represented by a budget. The sum of all these component budgets represents the total operating plan for the University
3. The budget, as stated in Qatari Riyals (QR), is for a set period of time, provides a guide to understand the operating plan, to observe its orderly execution and to track the actual expenditures against the projected operation costs

FACULTY SENATE

The Faculty Senate is a representative body that is concerned with Qatar University's academic affairs. It serves in an advisory capacity to the President on matters related to academic programs, faculty related issues, and academic quality.

The electorate of the Faculty Senate shall be composed of all regular full-time faculty according to the definition outlined in these bylaws. Each college/department should

be represented by one faculty member and academic programs should receive fair representation as well. Members of the Faculty Senate shall elect from amongst them a President, Vice President, and Secretary.

FUNCTIONS, AUTHORITIES, AND DUTIES OF THE FACULTY SENATE

The Faculty Senate has the following functions, authorities, and duties:

1. Serve as a forum for discussing current and planned academic undertakings, and as a means to coordinating the activities of faculty members across the University
2. Prepare suggestions as to how the academic leadership might improve policies they have developed regarding the academic functioning of QU. This will include a review of the admissions policy, grading system, core requirements, and degree-specific requirements in order to align them with QU's mission and strategic plan
3. Review proposals concerning the addition or elimination of Colleges, Departments and Academic Programs
4. Review the set of policies regarding faculty hiring, retention and promotion so as to ensure that they reflect faculty interests and concerns
5. Serve as a forum to discuss and explore the possibilities for deepening the rigor of the intellectual culture and community of QU. This includes:
 - Developing conferences and seminars that will bring faculty together across disciplines
 - Facilitating in the establishment of programs and research studies with other research institutions (from both the academic and private sectors of society)
 - Devising activities and events that will increase faculty participation and investment in the extra-curricular life of the University

MEMBERSHIP OF THE FACULTY SENATE

The electorate of the Faculty Senate shall be composed of all regular full-time faculty according to the definition outlined in these bylaws. Each college department should be represented by one faculty member and academic programs should receive fair representation as well. Members of the Faculty Senate shall elect from amongst them a President, Vice President, and Secretary.

FACULTY SENATE MEETINGS

The Faculty Senate will convene regularly, at the discretion of its leadership and in accordance with its bylaws.



ACADEMIC AFFAIRS





ACADEMIC AFFAIRS

VICE PRESIDENT AND CHIEF ACADEMIC OFFICER

The Vice President and Chief Academic Officer (VP/CAO) is responsible for the administration and upholding of the University's colleges, departments, academic programs, centers, and institutions, and is considered to be the ultimate authority in interpreting the academic rules and regulations of the University. He/she is appointed by the Board of Regents based on the recommendation of the President, to whom he/she reports.

FUNCTIONS, AUTHORITIES, AND DUTIES OF THE VICE PRESIDENT AND CHIEF ACADEMIC OFFICER

In addition to, and in accordance with the responsibilities specified in institutional policies, the VPCAO has the following functions, authorities, and duties:

Planning

In collaboration with the President, Vice Presidents, Deans and others as appropriate, develop a vision of the academic future of the University and long-range goals designed to realize that vision. Collaborate with others in developing a shared vision of the future University for consideration by the Board of Regents.

Academic strategy

In consultation with the VP/SA and the VP/Research when appropriate, lead the development of plans and strategies to shape the academic future of the University, specifically, but not limited to, academic programs, academic standards, learning outcomes for students, the desired attributes of graduates, the level of research activity expected of faculty, the balance of graduate/undergraduate studies, the relative size of colleges and programs, the fit with the job markets and the roles of other post-secondary institutions and research bodies in Qatar, the fit with internationally recognized academic standards, and the relationship between the University's academic goals and its goals for recognition in international ranking systems. He/she ensures that teaching and learning strategies employ high-impact instructional methods, the application of educational technology, the pedagogical conditions required to maximize student success while meeting the standards, and other relevant factors.

Organizational development

Develop a multi-year staffing plan for all units and functions, ensure it is reflected in budget proposals, and reconcile it with approved budgets. Provide leadership in drawing conclusions from performance reviews (programs, services, personnel) for continuous improvement in the equality, efficiency, and effectiveness of operations.

Responsibilities

In addition to, and in accordance with the responsibilities specified in this document and in approved institutional policies, the VPCAO has the following functions, authorities, and duties:

1. Lead and coordinate the current operations and planning for the future development of the colleges, programs and services in Academic Affairs
2. Lead the development of the Strategic Enrollment Management Plan in association with the VP/SA, the VP/IPD, and the VP/Research
3. Develop a multi-year academic development plan showing which academic programs will be continued, significantly revised, added or dropped, and the enrollment size of each
4. Develop goals for teaching and learning to provide a framework for assessing those activities individually and collectively
5. In collaboration with the VP/Research, develop a faculty recruitment strategy that serves both educational and research goals, including building clusters of scholarly excellence in select fields
6. Review academic policies and propose revisions or new policies as necessary
7. In collaboration with the VP/IPD (coordinator), develop a multi-year Human Resource Plan for Academic Affairs based on the multi-year academic plan (which should include actual and targeted (a) faculty-student ratios, and (b) distribution of faculty by rank in all colleges and programs) and the anticipated use of technology in the delivery of the curriculum
8. Ensure the quality of academic programs through periodic review in accordance with robust quality assurance procedures and in agreement with best practices internationally (including external participation) and program accreditation where relevant, and to ensure that results from reviews are reflected in planning
9. Develop key performance indicators (quantitative and qualitative) for assessing progress in all of the operations of Academic Affairs
10. Submit periodic analytical reports to the President and EMC on issues arising from the operations of Academic Affairs
11. In consultation with the President, represent the University in relations with other universities, employers, government agencies, professional associations and other bodies in Qatar and elsewhere, including international bodies
12. In consultation with the President, champion outreach efforts targeting key stakeholders relevant to academic affairs such as universities, employers, government agencies, professional associations and other bodies in Qatar and elsewhere, including international bodies

BODIES REPORTING TO THE VICE PRESIDENT AND CHIEF ACADEMIC OFFICER

Associate Vice Presidents are appointed by the President upon the recommendation of the VP/CAO in order to assist the VP/CAO in the academic operations and functions. Unless otherwise stated, the Associate Vice President is granted power and authority by the VP/CAO on all his/her duties and responsibilities. Their authority is delineated in an official memorandum by the VP/CAO to the Deans of the various Colleges with a copy to the President. The number of Associate Vice Presidents allotted is proposed by the VP/CAO to the President who approves the request.

THE OFFICE OF THE ASSOCIATE VICE PRESIDENT FOR GRADUATE STUDIES

The Associate Vice President for Graduate Studies is a member of the VP/CAO leadership team that contributes to the University's mission by providing coordination, promotion, and long-term strategic planning for the graduate programs. The primary responsibilities of the AVP for Graduate Studies include the development and implementation of University and Faculty policy on postgraduate education, examining and proposing policies and procedures to improve the operation of graduate programs, and ensuring the highest quality of graduate programs. The AVP for Graduate Studies is also responsible for overseeing the implementation of graduate policies and procedures, overseeing the accreditation and program reviews to ensure continuous improvements of graduate programs, supervising graduate assistants appointments, and developing student academic support programs to enhance the graduate education and graduate student experience. The AVP works to assure a positive, informed environment for graduate studies by engaging with the Academic Council to promote the interest of graduate education and to serve as the University representative, advocate, and spokesperson for graduate education.

THE OFFICE OF THE ASSOCIATE VICE PRESIDENT FOR FACULTY AFFAIRS

The Associate Vice President for Faculty Affairs (AVP/FA) supports the mission, values, and priorities of the Academic Plan within the context of the University's Strategic Plan. In particular, the AVP/FA is responsible for nurturing excellence among faculty through recruitment, development, retention and promotion, and other related personnel matters. The office of the AVP/FA administers all faculty personnel processes as well as all policies and procedures pertaining to recruitment, probationary periods, retention, faculty workload, academic units FTE, faculty development, sabbatical leaves, promotion, annual faculty evaluation, faculty contracts, faculty credentials, and faculty conducts.

As a member of the Vice President leadership team, the AVP/FA is a member of and must build close working relationships with the Academic Council. The AVP/FA regularly advises academic deans and department heads on faculty matters and policies and also acts as the initial contact for informal resolution of faculty personnel conflicts.

THE OFFICE OF FACULTY AND INSTRUCTIONAL DEVELOPMENT

The central mission of the Office of Faculty and Instructional Development (OFID) is to provide systematic faculty development opportunities. In doing so, the office aims to address faculty needs and interests for the purpose of assuring both quality education and academic excellence. OFID is responsible for designing and implementing a comprehensive program of instructional development that will support the professional and pedagogical growth of faculty across a broad spectrum of academic activities and services.

The Director of OFID is appointed by the President upon the recommendation of the VP/CAO, to whom he/she reports directly. The person who holds this position is responsible for proposing, designing, and implementing training programs and workshops for the purposes of improving faculty, administrative, and employee performance and effectiveness.

THE OFFICE OF CONTINUING EDUCATION

The mission of the Continuing Education Office is to extend QU resources to the various constituencies served through non-degree, professional, and personal development programs.

The Continuing Education Office offers non-degree educational, professional, and technical programs to internal and external clients, aligning programs and offerings with the goals and priorities set forth in the Qatar National Vision 2030 Human Development pillar. The Continuing Education Office coordinates all non-degree educational programs offered through respective QU Colleges, Centers, Units, and Departments and assists with marketing and administering of programs in an effort to maintain the offering of quality non-degree programs.

The Director of the Office of Continuing Education is appointed by the President upon the recommendation of the Vice President and Chief Academic Officer, to whom he/she reports directly. The person holding this position is responsible for the organization, administration, continuous review, planning, development and overall coordination of continuing education programs

THE OFFICE OF THE ASSOCIATE VICE PRESIDENT FOR RESEARCH AND STRATEGIC INITIATIVES

The Office of the Associate Vice President for Research and Strategic Initiatives is primarily responsible for the enhancement of research at Qatar University by streamlining and strengthening current research programs and by strategizing the establishment of novel initiatives that will help the university to evolve into an institution with a vibrant world-class research program. The overall goal of the office is to plan, strategize, establish, sustain and grow the QU research enterprise for greater global visibility of the university.

THE OFFICE OF THE ASSOCIATE VICE PRESIDENT FOR ACADEMIC PLANNING AND QUALITY ASSURANCE

The Associate Vice President (AVP) for Academic Planning and Quality Assurance reports directly to the Vice President and Chief Academic Officer and is primarily responsible for planning and promoting the development of high quality academic programs as well as the continuous assessment and improvement of existing programs in alignment with the university strategic plan and in fulfillment of the university mission for providing high quality programs. The office is also concerned with working to meet the needs and aspirations of the society. More specifically, the AVP for Academic Planning and Quality Assurance is responsible for developing, maintaining, and overseeing the implementation of academic planning and quality assurance related policies and processes including program initiation, curriculum enhancement, accreditation, academic program review, learning outcomes assessment, and continuous improvement processes. The overall aim of the AVP for Academic Planning and Quality Assurance is to scaffold high quality academic programs by working in partnership with all colleges, academic centers, and programs as well as working in close collaboration with all QU offices.

THE OFFICE OF ACADEMIC PROGRAMS AND LEARNING OUTCOMES ASSESSMENT

The Office of Academic Programs and Learning Outcomes Assessment (APLOA) is responsible for monitoring, facilitating, and coordinating the continuous improvement of all academic programs offered at the university through continuous assessment, evaluation, and the review of individual programs. More specifically, the office is responsible for overseeing and facilitating the implementation of assessment and continuous improvement processes including academic program reviews, accreditation, and assessment of learning outcomes. The office offers support, guidance, and recommendations for the continuous improvement of all academic programs and provides data analysis and information to support decision-making and planning. The Office of APLOA works in close collaboration with all colleges and academic programs as well as with other university offices and committees including the Program Learning Outcome Assessment Committee, the University Academic Program Review and Curriculum Enhancement Committee, the Office of the Vice President for Student Affairs and the Office of the Vice President for Institutional Planning and Development.

SCHOLARSHIP AND ACADEMIC PARTNERSHIP OFFICE

The mission of the Scholarship and Academic Partnership Office is two-fold. First, the office manages scholarship programs and supports Qatari national students at both the Masters and Doctoral level. The office also provides both logistical and academic support and aims to facilitate an engaging environment that ensures progression and readiness of the scholars to effectively contribute to the success and mission of the university. Secondly, the Scholarship and Academic Partnership Office builds strategic long-term partnerships with universities, diplomatic missions, businesses, schools and industry associations that are crucial to QU's mission. The office strives to be proactive in working with Colleges to identify potential partners and develop collaborations with other higher education institutions, schools and in various industries that may lead to sponsored projects, commercialization and entrepreneurial opportunities all with the broader aim of forging an alliance of local, state and national support for QU's partnerships policy.

The Director of the Scholarship and Academic Partnership Office is appointed by the President upon the recommendation of the Vice President and Chief Academic Officer, to whom he/she reports directly. The person who holds this position is responsible for managing and follow-up on all affairs related to the Scholarship and Partnership Office.

HONORS PROGRAM

The mission of the Honors Program at Qatar University is to provide a highly intellectual environment for motivated and academically inquisitive students in order to help them explore and achieve their full potential. The Honors curriculum complements degree-granting study plans with interdisciplinary courses, small seminars, and engaging discussions/debates in the classroom and in Honors planned events.

The Director of the Honors Program is appointed by the President upon the recommendation of the Vice President and Chief Academic Officer, to whom he/she reports directly. The person holding this position is responsible for all curricular and administrative operations of the program. He/she is also responsible for ensuring the high quality and continuous improvement of the Honors Program.

CORE CURRICULUM PROGRAM

The mission of Qatar University Core Curriculum Program (CCP) is to prepare competent undergraduate students who are well-rounded and multi-skilled citizens to function effectively in a global society and workplace of the 21st Century. The program is a requirement for all Qatar University (QU) students and complements students' major program of studies. The goals of the Core Curriculum Program reflect the QU mission; in doing so, CCP aims to address the needs of undergraduate students and faculty, develop university policies and good practices for the general education curriculum, establish quality standards and measures, and assure that high quality courses are taught in the general education curriculum. The general education curriculum provides the intellectual background and skills necessary to be "an educated citizen," as it provides students with the required skills to succeed in their prospective majors and future careers.

The Director of the Core Curriculum Program is appointed by the President upon the recommendation of the Vice President and Chief Academic Officer (VP/CAO), to whom he/she reports directly. The person holding this position is responsible for all curricular and administrative operations of the program. He/she is also responsible for ensuring the high quality and continuous improvement of the Core Curriculum Program based on the results of the assessment of student learning.

QATAR UNIVERSITY LIBRARY

Qatar University Library's mission is to develop and maintain an environment that supports QU academic programs and research activities.

The Library is responsible for active collaboration with colleges, departments, and other relevant units within and outside the university in order to provide adequate learning resources and associated services and facilities that support the academic programs, research endeavors, and community needs of the university and the Qatari community at large.

The Director of Qatar University Library is appointed by the President upon recommendation by the VP/CAO. He/she is primarily responsible for developing a clear vision, efficient management and delivery of up-to-date library resources, services, and facilities to advance the university's teaching, research and community service objectives.

FOUNDATION PROGRAM

The mission of the Foundation Program is to develop students' English language proficiency and mathematical skills to a level that will allow them to succeed in the academic programs of Qatar University. Through innovative, research-based educational practices, the program aims to help students achieve academic readiness by fostering their intellectual curiosity. As they develop their knowledge through study skills and critical thinking, students will integrate independent and collaborative learning with the appropriate use of information technology.

The Foundation Program is a service provider administering undergraduate courses in English and Math for the Core Curriculum Program, which includes the Embedded Courses and Post Foundation Courses.

The Foundation Program's coursework is provided to students entering the Colleges of Engineering, Medicine, Pharmacy, as well as to students majoring in Science and Mathematics in the College of Education and the College of Arts and Science.

The Foundation Program also supports the Qatar University Testing Center. The Testing Center administers internal course mid-term and final examinations, aptitude tests, career and psychological surveys, and external international standardized exams required for admissions and placement such as the IELTS, TOEFL, Accuplacer, ACT, PCAT and GMAT. The Testing Center supports students by serving as a clearinghouse for information related to testing. The Testing Center also supports faculty by providing test development, proctoring, scoring and test analysis services.

The Director of the Foundation Program is appointed by the President upon the recommendation of the Vice President and Chief Academic Officer to whom he/she reports directly.

The Director of the Foundation Program is responsible for overseeing the academic, administrative, and financial matters of the Program. He/She is also responsible for overseeing students' progress such as assessment results required for entry into an undergraduate program, exit criteria, and assistance needed for improvement.

THE COLLEGES

COLLEGE DEANS

A College Dean is the most senior official in his/her respective college. He/she takes full responsibility for overseeing the academic, administrative, and financial matter within his/her College. The Dean is appointed by the President upon the recommendation of the

Vice President and Chief Academic Officer, to whom he/she reports directly.

FUNCTIONS, AUTHORITIES AND DUTIES OF COLLEGE DEANS

The College Dean has the following functions, authorities, and duties:

1. Appoint committees at the college level to assist him/her in specific matters related to the functions or operations of the college
2. Approve Department Heads' recommendations regarding the outcomes of faculty evaluations
3. Review academic promotions dossiers prepared by the Department Heads and submit his/her recommendations to the Vice President and Chief Academic Officer
4. Recommend VP/CAO the appointment of Department Heads to the VP/CAO.
5. Review and recommend contract renewals, faculty evaluations, annual increments, and bonuses
6. Appoint faculty within his/her college according to the number of full-time equivalent (FTE) positions allotted to each department
7. Determine the budgetary needs of his/her college according to departmental requests, and include them in the annual budget proposal for the college
8. Determine the delegation of authority to his/her Associate Deans as he/she deems necessary and appropriate. Each Dean shall make clear the operating relationship and delegation of authority granted to his/her Associate Deans
9. Determine the disbursement of allocated funds throughout his/her college
10. Review and negotiate VP/CAO the college's budgetary needs, proposed changes to academic programs, and number of FTE faculty his/her college requires with the VP/CAO
11. Review written grievances by faculty that could not be resolved at the department level, and oversee the process of resolving those grievances.
12. Prepare a semi-annual report VP/CAO on the current status and future of the college's academic programs for the VP/CAO
13. Review the Department Heads' short and long-term goals for the college
14. Meet regularly with the college's Department Heads

ASSOCIATE DEANS

Associate Deans are appointed by the VP/CAO upon the recommendation of the Dean in order to assist in the operations and functions of the college. Unless otherwise stated, the Associate Dean is granted power and authority by the Dean of the college on all his/her duties and responsibilities. The authority of the Associate Dean is delineated in an official memorandum by the Dean to the Department Heads of the various colleges with a copy to the VP/CAO. The number of Associate Deans allotted to each college is proposed by the Dean of the respective college to the VP/CAO who approves the request.

DEPARTMENT HEADS

Department Heads have the responsibility of overseeing the academic, administrative, and financial matters within his/her department. The Department Head is appointed by the Vice President and Chief Academic Officer upon the recommendation of the Dean, to whom he/she reports directly.

FUNCTIONS, AUTHORITIES, AND DUTIES OF DEPARTMENT HEADS

The Department Head has the following functions, authorities, and duties:

1. Prepare advertisements for faculty positions and recruit suitable candidates
2. Recommend to the Dean the appointment of new faculty according to the allotted number of FTE to the department and the University's strategic plan. The recommendation(s) should be well documented before they are conveyed to the Dean. The recommendations should include the top three candidates for each position, and

- the Department Head's preference and rationale
3. Prepare the department's annual budget proposal
 4. Approve funded faculty travel unless it is part of the department's budget, and according to University policy and regulations
 5. Oversee faculty evaluation operations within his/her department and hold review meetings with faculty members whose evaluation materials have been submitted
 6. Appoint committees at the departmental level to assist him/her in specific matters related to the functions or operations of the department
 7. Assure mentoring for the new faculty
 8. Determine faculty assignments to certain functions or projects
 9. Determine the distribution of faculty loads and schedules
 10. Oversee the student advisement system within his/her department
 11. Oversee the faculty development program within the department
 12. Prepare semi-annual reports on the status and future academic plans of the department for the Dean
 13. Review the short and long-term goals for the department with the department faculty
 14. Meet regularly with the faculty in the department
 15. Determine workload allocations within his/her department
 16. Appoint teaching assistants and technicians

ACADEMIC PROGRAM HEADS

Colleges which offer multi-disciplinary academic programs may appoint an Academic Program Head to administer these programs. The decision whether to appoint a Head for a given program is delegated to the College Dean. Program Heads work closely with Department Head(s) and report to the College Dean.

FUNCTIONS, AUTHORITIES, AND DUTIES OF PROGRAM HEADS

The Program Head has the following functions, authorities, and duties:

1. Determine the general academic policies of the program, including admission and graduation requirements
2. Determine the program's educational content
3. Oversee the execution of the program's courses
4. Prepare the academic program's annual budget proposal
5. Oversee faculty members who are serving as academic advisors to students in the program
6. Recommend to the College Dean the courses that should be offered in a given semester based on the input of the Department Head(s), program faculty and students
7. In consultation with Department Heads, recommend the allocation of teaching loads within his/her program to the College Dean
8. Determine when to hold regular staff meetings with the faculty assigned to the academic program

ADVISORY BODIES

ACADEMIC COUNCIL

The Academic Council is an academic body chaired by the Vice President and Chief Academic Officer and composed of the Deans of the various colleges and Directors of Academic Units, as well as the Library Director. Additional members may be incorporated within the Academic Council at the request and discretion of the Vice President and Chief Academic Officer.

The Academic Council assists and advises the Vice President and Chief Academic Officer in the academic administration of the University. It is an operational council and not a policy-making body.

FUNCTIONS, AUTHORITIES, AND DUTIES OF THE ACADEMIC COUNCIL

The Academic Council has the following functions, authorities, and duties:

1. Advise the Vice President and Chief Academic Officer on matters relating to the broad academic policies of the University
2. Recommend to the Vice President and Chief Academic Officer matters that require University-wide consideration
3. Serve as a forum for discussion of current and planned academic undertakings, and as a means to coordinate the activities of various parts of the University
4. Serve as a channel for communicating executive decisions about University policies and operations throughout the University

MEMBERSHIP OF THE ACADEMIC COUNCIL

The Academic Council is chaired by the Vice President and Chief Academic Officer and is comprised of the Associate Vice Presidents and the Deans of the various colleges. Additional members may be incorporated within the Academic Council at the request and discretion of the Vice President and Chief Academic Officer.

ACADEMIC COUNCIL MEETINGS

The Academic Council will convene regularly at the discretion of the Vice President and Chief Academic Officer.

STRUCTURAL CHANGES TO THE ACADEMIC BRANCH OF THE UNIVERSITY

INITIATING AN ACADEMIC PROGRAM

Proposals to initiate new academic programs can be made by Departments and their respective Chairpersons, colleges and their respective Deans, the Vice President and Chief Academic Officer, or the President of the University. Such proposals shall be well documented in terms of adherence to academic standards, societal needs, available human, financial, and material resources, and the general benefit of the University. All academic program proposals should be based on the input of the respective academic faculty, college(s) and the Vice President and Chief Academic Officer.

APPROVAL OF NEW ACADEMIC PROGRAMS

New Academic Programs shall need the approval of the Board of Regents based upon the recommendation of the University President and input from the Executive Management Committee, Academic Council, and Faculty Senate.

TERMINATION OF EXISTING ACADEMIC PROGRAMS

Existing academic programs can be terminated only by the Board of Regents based upon the recommendation of the President and input from the Executive Management Committee, Academic Council, and Faculty Senate.

MODIFICATIONS TO EXISTING ACADEMIC PROGRAMS

Modifications to existing academic programs in terms of graduation requirements, acceptance criteria, and course requirements are initiated by the faculty of the respective academic program and reviewed by the respective Department Head who, in turn, recommends the modifications to the respective College Dean. The College Dean reviews the modifications and either submits them to the Vice President and Chief Academic Officer, or may return them to the Department for revisions and clarifications prior to submitting them to the Vice President and Chief Academic Officer for approval based on the input of the Academic Council.

ESTABLISHMENT OF ACADEMIC ENTITIES

The establishment of an academic entity depends on the mission and goals of this entity as follows:

1. Establishment of new academic entities like an entity that is to offer a degree program, a new college, a new department, or a new university-level center requires the approvals of the University Board of Regents following approvals of the University President, and the Vice President and Chief Academic Officer
2. Establishment of a center or institute within any of the VP/CAO's offices requires the approvals of the Vice President and Chief Academic Officer and the heads of all academic entities under which the center or institute will be placed. In addition, the approval of the Board of Regents within a period not to exceed three years from the establishment of the center or institute is required
3. Establishment of a new center, institute, or unit with a primary mission to conduct research requires joint approval from the Vice President for Research and the Vice President and Chief Academic Officer
4. Establishment of a new unit requires approval from the University President following approval by the Vice President and Chief Academic Officer and the heads of all academic entities under which the unit is to be placed

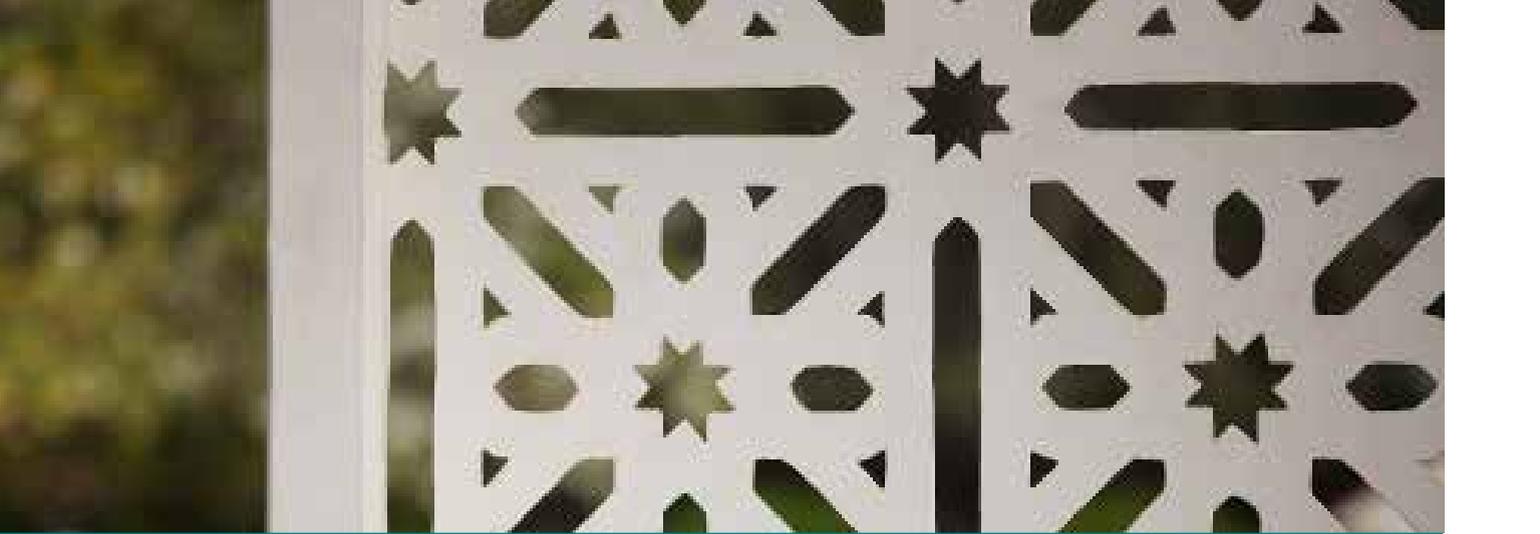
MODIFICATION TO EXISTING COURSES

Modifications to a curriculum normally start at the departmental level where a faculty member, a group of faculty, or a committee may recommend making curriculum enhancements. The review process occurs at the department level, college level, and university level and may require external review and approval of the Board of Regents (if needed). At both the department and college level, curriculum committees shall be established to review and make recommendations concerning the curriculum enhancement proposals. This will ensure faculty involvement in the curriculum enhancement process. The sequence of the curriculum enhancement process is depicted in the figure below.



FACULTY AFFAIRS

This section deals with the classification, ranks, recruitment, performance, duties and benefits.



FACULTY AFFAIRS

This section deals with the classification, ranks, recruitment, performance, duties and benefits

CLASSIFICATION OF POSITIONS

Faculty are classified according to the nature of and time commitment to academic responsibilities. A faculty member could be regular, visiting, adjunct or part-time. The purpose of faculty classification is to provide guidelines for faculty appointments and compensation as well as to describe the roles and expectations of faculty at different ranks and categories.

REGULAR FACULTY

Regular faculty are full-time individuals who hold full professional ranks and who are appointed by the University to fulfill the following functions and duties:

1. Teaching and scholarly endeavors
2. Program and course development
3. Student advisement
4. University and community services
5. Other functions and duties deemed necessary by the University

VISITING FACULTY

Visiting faculty are external faculty who are appointed by the University to perform specific academic functions and duties such as teaching, research, or program development for a specified time period. The term “visiting” is used for persons primarily identified with another institution of higher education. A visiting faculty may be employed for a maximum period of six months.

DISTINGUISHED FACULTY

Distinguished professor is an honorific title that acknowledges the sustained excellence in performance of outstanding faculty. This high honor is reserved to recognize national, regional and international intellectual leaders in their academic disciplines. Qatar University pledged to become a model national university in the region, recognized for high quality education and research. As such, Qatar University is instituting a

Distinguished Professor designation to contribute to the enrichment of students learning experience, research and the reputation of the institution.

ADJUNCT FACULTY

Adjunct faculty are professionals from the community who are contracted by the University to perform teaching functions on a full- or part-time basis.

PART-TIME FACULTY

A part time faculty is a faculty member from any rank who is employed for partial work load.

A part-time faculty member performs the duties and responsibilities of a full-time faculty member, but with a reduced load. A part-time faculty member must have the same qualifications as a full-time faculty member.

FACULTY RANKS

Titles (ranks) normally applied to faculty are: Professor, Associate Professor, Assistant Professor, and Emeritus Professor. Those normally applied to supporting academic staff are: Lecturer and Teaching Assistant. Additional ranks may be created following the approval of the Board of Regents.

PROFESSOR

A professor must continue to be an excellent teacher, have achieved a nationally recognized position within the field of specialization or the profession at large, and have been promoted to the rank after holding the rank of associate professor, or in case of new appointees, must have demonstrated equivalent qualifications, which give reasonable assurance that the aforementioned requirements will be prospectively realized.

ASSOCIATE PROFESSOR

The rank of associate professor shall be bestowed upon faculty members who have been promoted after holding the rank of assistant professor, or in case of new appointees, must have demonstrated equivalent qualifications, which give reasonable assurance that the aforementioned requirements will be prospectively realized.

ASSISTANT PROFESSOR

The rank of assistant professor shall be bestowed upon faculty members who have earned a doctoral degree from an accredited and recognized university or institution of higher learning, and who demonstrate a potential for scholarship, teaching, research, and university and community service.

LECTURER

A Lecturer holds a Master's degree or higher and is contracted by the University for conducting teaching and other academic functions.

EMERITUS PROFESSOR

When an individual retires holding the rank of professor, he or she will be eligible for consideration for the title "Emeritus Professor." In addition to having served at Qatar University for a minimum of 10 years, faculty must have: shown excellence in teaching or administration, completed a minimum of 25 years of service to the profession of education, produced scholarly publication(s) and research, and offered service to the

University, the community, and professional discipline. Emeritus faculty are accorded office space, secretarial assistance, and access to University services

CLINICAL TRACK FACULTY

In a response to the demands of the business and professional community for more practical knowledge in University level graduates, universities are making more programs field-based and creating professional/clinical tracks for faculty members whose strength lie in applied practice. Professional/Clinical Faculty are ranked as Professional/Clinical Professor, Professional/Clinical Associate Professor, Professional/Clinical Assistant Professor, and Professional/Clinical Lecturer.

CLINICAL PROFESSOR

This rank may be utilized for hiring full-time or adjunct faculty members. To be considered for appointment to the rank of Professional/Clinical Professor the following qualifications should be met:

1. Possession of Ph.D. or professional terminal degree from a recognized institution of higher learning with a significant professional experience to justify the rank.
2. A minimum of six years of collegiate teaching or 8 years of professional experience.
3. Demonstrated excellence in teaching; distinguished service, leadership and, established record of scholarly activities,

CLINICAL ASSOCIATE PROFESSOR

This rank may be utilized for hiring full-time or adjunct faculty members. To be considered for appointment to the rank of Professional/Clinical Associate Professor the following qualifications should be met:

1. Possession of Ph.D. or professional terminal degree from a recognized and accredited institution of higher learning.
2. A minimum of four years of teaching experience at a collegiate level or 6 years of professional experience in the field of expertise.
3. Demonstrated excellence in teaching; and, established record of scholarly activities.
4. Should have been at the rank of Assistant Professor for no less than 4 years.

CLINICAL ASSISTANT PROFESSOR

This rank may be utilized for hiring full-time or adjunct faculty members. To be considered for appointment to the rank of Professional/Clinical Assistant Professor the following qualifications should be met:

1. Possession of Ph.D. or professional terminal degree from a recognized and accredited institution of higher learning; such as Pharmacy Doctorate, Juris Doctorate, etc.
2. For those who hold PharmD degree to be eligible for Assistant Professor Position, s/he must have (PGY) an accredited residency (minimum one year) with teaching and research clinical experience
3. A minimum of two years of collegiate teaching or four years of professional experience in the field of expertise
4. Demonstrated capability in teaching, and competence in clinical practice, relating the practice to teaching; and, demonstrated abilities to conduct scholarly activities

CLINICAL LECTURER

This rank may be utilized for hiring full-time or adjunct faculty members. To be considered for appointment to the rank of Professional/Clinical Lecturer the following qualifications should be met::

1. Possession of a Master's degree or PhD from a recognized and accredited institution of higher learning; equivalent experience, license/certificate appropriate to the profession and discipline

2. A minimum of one year of collegiate teaching or two years of professional experience
3. Demonstrated good competencies in teaching
4. In line with QU's promotion policy, a Lecturer cannot be promoted to Assistant Professor; however, those who meet the Assistant Professor qualifications are encouraged to apply to any open position in their field of specialization if such vacancy is available on the University website

RESEARCH FACULTY

The purpose of hiring research faculty is to help ensure the university fulfills its strategic research objectives and support the University's Research vision and mission. The University is, therefore, committed to ensuring that researchers are classified through the following systematic academic ranks.

RESEARCH PROFESSOR

To be considered for appointment to the rank of Research Professor the following qualifications should be met::

1. Possession of a doctorate (terminal) degree from a recognized institution of higher education
2. Achieved independence; autonomy; a national and/or international reputation excellence in the initiation, direction and completion of research projects; and have a proven record of research support
3. Have been promoted to the rank of Professor after holding the rank of Associate Professor or Associate Research Professor
4. For a new hire, the research faculty member must hold an equivalent rank at the current institution
5. Have an established record of research, including publications in international high impact refereed journals to justify the rank
6. 8-10 years of progressive specialized experience in a field of research

ASSOCIATE RESEARCH PROFESSOR

To be considered for appointment to the rank of Associate Research Professor the following qualifications should be met:

1. Possession of doctorate (terminal) degree from a recognized institution of higher education
2. Achieved a national reputation and a has good record of research support
3. Have been promoted to the rank of Associate Professor after holding the rank of Assistant Professor or Assistant Research Professor
4. For a new hire, the research faculty member must hold an equivalent rank at the current institution
5. Have an established record of research, including publications in international high impact refereed journals to justify the rank
6. 5-6 years of progressive specialized experience in a field of research

ASSISTANT RESEARCH PROFESSOR

To be considered for appointment to the rank of Assistant Research Professor the following qualifications should be met:

1. Possession of doctorate (terminal) degree from a recognized institution of higher education
2. Demonstrated record of research activities
3. For a new hire, research faculty member must hold an equivalent rank at the current institution
4. Have a record of research, including publications in international high impact refereed journals to justify the rank

5. 2-3 years of progressive specialized experience in a field of research

POST-DOCTORAL RESEARCH FELLOW

To be considered for appointment to the rank of Post-Doctoral Research Fellow the following qualifications should be met:

1. Possession of doctorate (terminal) degree from a recognized institution of higher education
2. Academic and/or work experience should be related to the field of research, or/as defined by the supervisor/principal researcher

SENIOR RESEARCH ASSISTANT

To be considered for appointment to the rank of Senior Research Assistant the following qualifications should be met::

1. Possession of a Master's degree from a recognized institution of higher education
2. A Strong background in the research area(s)

RESEARCH ASSISTANT

To be considered for appointment to the rank of Research Assistant the following qualifications should be met:

1. Possession of a Bachelor's degree from a recognized institution of higher education
2. Interest in research

SUPPORTING ACADEMIC STAFF

TEACHING ASSISTANT

Teaching assistants are academic staff who hold a minimum of a Bachelor's degree and are contracted by the University because they show great potential and promise for investment by the University in their careers. Teaching Assistants aid the faculty in carrying out their teaching and research functions and are under direct supervision of the faculty member(s) to whom they are assigned. Teaching assistants are not permitted under any circumstances to carry out the functions of a faculty member.

GRADUATE ASSISTANT

Graduate Assistants are full time postgraduate students registered in a graduate program at Qatar University (QU). Graduate Assistant work in direct support of course and laboratory instruction and assist students on a regular basis in accordance with the load assigned by his/her Department Chair or designated supervisor, which may include other academic duties. Graduate Assistants are directly supervised by faculty members and are not considered employees of Qatar University.

FACULTY RECRUITMENT, HIRING, RETENTION, AND PROMOTION

The University shall attract and retain qualified faculty members who are committed to its mission in order to continuously improve and maintain a high quality education for its students. Faculty members are appointed by the Dean and approved by the Vice President and Chief Academic Officer upon confirmation by the President. The appointment is based upon recommendations of the respective Department Head. The President and Vice Presidents are responsible for defining required approval procedures for units within their administrative area.

RECRUITMENT

Faculty recruitment is a process initiated by the Colleges according to the established policies and procedures and adhering to the following principles:

1. Available positions are advertised publicly
2. Candidates are given the opportunity to demonstrate their competency

CONDITIONS FOR APPOINTMENT

The following general conditions should be satisfied by the candidate. He or she:

1. Must hold of an advanced degree from an accredited university or institution of higher education recognized by the State and Qatar University
2. Demonstrate competence in teaching
3. Demonstrate ability to engage in scholarly activity
4. Demonstrate good collegiality and interpersonal relationship skills
5. Should be physically and mentally fit
6. Must not have been convicted of a felony
7. Meets other conditions as deemed necessary by the University

TERMINATION OF CONTRACT

A faculty's contract may be terminated for any one of the following reasons:

1. Reaching retirement age (60)
2. Resignation
3. Debilitating health or physical injury as verified by a health commission
4. Death
5. Non-renewal of contract at the end of the contract period
6. Dismissal from the University for cause

TYPES OF CONTRACTS

Contracts will apply to faculty members as well as the supporting academic staff.

REGULAR CONTRACTS

A regular contract lasts for three years but may be extended, under special circumstances, for more than three years. In all cases, the first year is considered to be probationary. After a review of the performance of the first year, a decision is made whether to allow the faculty member to carry the contract to its full term. The faculty member will be notified in case of non-renewal during the probation period, no later than 15 March for Fall hiring, and 15 September. When a contract reaches the end of its term, it will automatically terminate at the end of its final period. Such contracts may be renewed for another period of time as agreed by the two parties. Unless the faculty member is given notice of the intent of the University to retain the faculty member, the contract automatically terminates and the member will be notified before the end of the first semester.

ROLLING CONTRACTS

Regular Faculty members may be offered a four-year rolling contract at the end of his/her regular term contract. A rolling contract is for those faculty who are expected to continue their employment at the University for an extended period of time. If the outcome of an annual evaluation of a faculty member holding a four-year rolling contract is not positive, and unsatisfactory, then the faculty member may be terminated after the completion of the remaining years on the contract. In addition, a rolling contract may be terminated at the end of the four-year period, for reasons of restructuring, termination or deletion or financial exigency.

INDEFINITE DURATION CONTRACT

Qatari faculty members are offered indefinite duration contracts, the first year is probationary.

SPECIAL CONTRACTS

A special contract may be offered to academic personnel to carry out specific tasks. The terms of the contract concerning the salary, period of contract and any other terms will be agreed upon between the employee in question and his or her respective Department Head and College Dean.

FACULTY PROMOTION

CONDITIONS FOR PROMOTION

The criteria for promotion apply to full-time faculty, but not to the visiting faculty.

GENERAL RULES FOR PROMOTION

1. The conditions for promotion are cumulative achievement in the areas of:
 - a) Academic requirement achievements such as teaching and instructional development
 - b) Scholarly endeavors including research activities
 - c) Contribution to the University and society
2. All promotions shall be recommended to the College/University Promotion Committee who will recommend them to the Vice President and Chief Academic Officer for approval
3. A Faculty member is eligible to apply for promotion to a higher rank when he/she meets all the requirements specific to the rank applied for
4. If an application is rejected, the applicant may apply for the same rank after the elapse of one year from the date of the University Promotion Committee's decision if evidence of new scholarly, creative or scientific production is provided

CONDITIONS FOR THE ATTAINMENT OF EACH RANK

PROFESSOR

The individual will meet all of the following qualifications for promotion to the rank of Professor:

- a) Possession of a doctorate degree and a record of significant contribution to education
- b) Demonstrated excellence as an outstanding university teacher
- c) Demonstrated excellence in scholarly endeavor including published articles in refereed journals
- d) Contribution to the University and community service

ASSOCIATE PROFESSOR

The individual will meet all of the following qualifications for promotion to the rank of Associate Professor:

- a) Possession of the appropriate Doctorate degree
- b) Demonstrated effectiveness as a university teacher
- c) Continued productivity in scholarly research endeavor, creative works published articles in refereed journals as well as be established as an authority in his/her field
- d) Demonstrated contribution towards university and community services

ASSISTANT PROFESSOR

The individual will meet the following qualifications for promotion to the rank of Assistant Professor:

- a) Possession of the appropriate doctorate degree
- b) A lecturer who completes the work for the appropriate doctorate will be eligible to be promoted to the rank of Assistant Professor
- c) Possesses the potential for successful performance in teaching
- d) Satisfactory involvement in research or other creative activities
- e) Newly appointed lecturers may not apply for this position until they have completed one year of appointment

TITLE APPROVAL

Title approval is required for all new academic professional positions. Title approval will be given to the candidate by the Vice President and Chief Academic Officer, and confirmed by the President.

PERFORMANCE APPRAISAL

Faculty members and the Supporting Academic Staff are subject to regular performance appraisal according to the rules and regulations set by the University.

1. The performance appraisal is based on the following three major faculty activities:
 - a) Teaching and instruction
 - b) Scholarship and research
 - c) University and community service.
2. Each Department Head will be evaluated by the College Dean and Associate Deans periodically with respect to all duties and responsibilities and in accordance with the procedures and policies set by the University.
3. Evaluation of College Deans is carried out by the Vice President and Chief Academic Officer and Associate Vice Presidents with respect to all duties and responsibilities and in accordance with the procedure and criteria set by the University.

FACULTY DUTIES

1. Faculty members are expected to provide up-to-date reports involving teaching activities and student advising as assigned by the department
2. Faculty members will be responsible for course development and participate in curriculum and program development
3. Meet all instructional and advising responsibilities as specified in the policies and procedures (refer to Part-4 within this handbook)
4. Participate in scholarly and research activities which enhance their professional development and contribute to their discipline
5. Serve as appropriate in the department, college and university committees
6. Provide professional services to the University and community

FINANCIAL COMPENSATIONS

Qatar University intends to attract and retain qualified faculty and supporting academic staff by maintaining salary and benefits packages that are externally competitive and internally consistent.

Qatar University shall adopt a faculty compensation system that is flexible enough to attract and retain qualified faculty members in all disciplines that are taught at the University.

SALARIES

GENERAL REGULATIONS

The salary for the faculty/supporting academic staff member shall be within the salary policy approved by the Board of Regents. The University negotiates a basic salary with the potential employee; the basic salary must be within the range that is approved by the Board. If the person is highly qualified, he/she may be eligible for the upper range or ceiling.

The Human Resources Department, in consultation with the Office of the Vice President for Institutional Planning and Development, shall periodically obtain regional and local salary and benefits benchmark data appropriate to the different disciplines taught at the University.

PROMOTION INCREASE

When a faculty/supporting academic staff member is promoted to a higher academic rank, his/her basic salary will be adjusted by adding a promotion increase to the basic salary in accordance with the policies and procedures set by the University.

ALLOWANCES

ADMINISTRATIVE ALLOWANCE

Faculty members who are appointed to administrative positions are entitled to a monthly administrative allowance. The Board of Regents approves the amount of the administrative allowance for each of the following positions:

- Director (reporting to the President)
- Director (reporting to the VP)
- Director (reporting to Associate VP) Associate Dean of a College
- Directors (reporting to Dean)
- Head of a Department/Office/Unit
- Coordinator of an Academic Program

BENEFITS

The faculty/supporting academic staff member is eligible to receive fringe benefits in accordance with the QU Policies and Procedures:

SPECIAL ALLOWANCE

By a decision of the President based on the recommendation of the Vice President and Chief Academic Officer, a special allowance may be paid to a faculty member provided the allowance does not exceed 100% of the salary, according to the following conditions:

1. The field of specialization of the faculty is rare or uncommon and he/she is highly qualified in such field
2. Qatar University is in extreme need for the field of specialization
3. Qatar University does not have enough faculty members in such field

FRINGE BENEFITS

The faculty/supporting academic staff member is eligible to receive fringe benefits in accordance with the QU Policies and Procedures:

ANNUAL MERIT INCREMENTS

The faculty/supporting academic staff member is subject to the performance appraisal scheme conducted once during the academic year. The faculty/supporting academic staff member is given an annual increment to his/ her salary based on the performance and contribution to the Department and QU. Equal consideration shall be given to teaching and research or other creative work in addition to services to the State and community.

The annual increment budget is determined by the Board of Regents who authorizes the President to disperse such funds according to the policies and procedures set by the University. The budget allocated for the salary increments will be recommended by the Department Head according to the policies and procedures set by the University.

MERIT AWARD PROGRAM

QU recognizes and encourages faculty/supporting academic staff members with significant achievements. The Annual Merit Program allows for such deserving employees to be given awards. The Board of Regents shall issue the total program budget for annual merits to be implemented by the President.

OVERTIME

The faculty/supporting academic staff member who is assigned with additional duties to his/her normal workload, such as additional teaching, technical or other academic duties, is entitled to financial compensation. The President shall issue directives on the hourly rates for such overtime.

COMMISSIONED WORK

Faculty/supporting academic staff members who are commissioned to perform tasks or functions for the University may be compensated.

PAYMENT IN LIEU OF VACATION

Where the University, in agreement with a Faculty, schedules the faculty to be at work during all or part of his/her approved vacation period, the faculty shall receive payment equivalent to his salary and any other allowance(s) deducted during his/her vacation, in lieu of vacation days.

BUSINESS EXPENSES

The faculty/supporting academic staff member traveling on official business outside Qatar will be given a round-trip air ticket and an appropriate per diem allowance.

VACATIONS AND LEAVES

ANNUAL VACATION

The faculty/supporting academic staff member is entitled to annual paid leave for a number of days as specified in the yearly academic calendar.

SCHOLARLY MISSION LEAVE

The faculty/supporting academic staff member may be granted a scientific mission leave with or without pay for a maximum period of two terms or summer. Such leave is specified to conduct research or to join a special development program and shall be in accordance with the rules and regulations set by the University. In addition, the supporting academic staff may be granted scholarship leave to pursue a postgraduate degree. The scholarly mission leave shall be approved by the Vice President and Chief Academic Officer on the recommendation of the Head of the Department.

SABBATICAL LEAVE

For regular full time faculty who are on indefinite or rolling duration contracts, a first sabbatical leave is available for those who have been in service for at least four years and who have been in continuous full-time service (full-time service will be defined as working full-time for at least 8 of the previous 10 semesters). A faculty member in a leadership or management position may be granted a year of sabbatical leave after completing one full term of administrative service. A faculty member is eligible to be awarded up to three (3) sabbatical leaves.

Regular full-time faculty members with at least seven successive years of full time work at QU is eligible for a maximum of one semester of sabbatical leave.

The Sabbatical leave shall be approved by the Vice-President and Chief Academic Officer on the recommendation of the Head of the Department.

DISCIPLINARY ACTIONS

Disciplinary action will apply when a faculty member violates the rules and regulations of the University. The penalties of the violation(s) include the following:

1. Verbal Warning
2. Written Censure
3. Holding of Promotion (for a maximum of one academic year)
4. Loss of annual increase for one year
5. Removal of rolling contract status
6. Deprivation of end of service gratuity (for a maximum of one month)
7. Dismissal from employment at the University

The VP/CAO has the final authority to implement the first three sanctions (verbal warning, written censure, holding of promotion) upon the recommendations of the Faculty Conduct Review Committee FCRC. The President has the final authority to implement the last four items (loss of annual increase for one year, removal of rolling contract status, deprivation of end of service gratuity (for a maximum of one month), dismissal from employment at the University) upon the recommendation of the FCRC and VP/CAO.

GRIEVANCE

A faculty member who has grievance may address the matter of disagreement by submitting a written complaint according to the rules and regulations of grievance procedures of the University.



ADMINISTRATIVE AND FINANCIAL AFFAIRS



ADMINISTRATIVE AND FINANCIAL AFFAIRS

VICE PRESIDENT AND CHIEF FINANCIAL OFFICER

The Vice President for Administration and Chief Financial Officer (VP/CFO) is the chief administrative and financial officer of the university. Except as may be specifically provided, the Vice President will have general supervision of the finances, personnel, technology, property and business of the University. The Vice President is responsible for efficient and effective management of University financial, human, property, and technology infrastructure through sound policies and practices. He/she is the ultimate authority in interpreting the administrative financial and business-related rules and regulations of the University and will be the chief advisor of the President in such matters. He/she is appointed by the Board of Regents based on the recommendation of the President, to whom he/she reports.

FUNCTIONS, AUTHORITIES, AND DUTIES OF THE VICE PRESIDENT AND CHIEF FINANCIAL OFFICER

In addition to, and in accordance with the responsibilities specified in institutional policies, the VPCFO has the following functions, authorities, and duties:

Planning

In collaboration with the President, Vice Presidents, Deans and others as appropriate, develop a vision of the academic future of the University and long-range goals designed to realize such vision. Collaborate with others in developing a shared vision for the future of the University for the Board's consideration.

Administrative strategy: Provide leadership and coordinate the development of financial plans regarding human resources and facilities, which reflect the Institutional Strategic Plan and the vision of the future University.

Organizational development: Develop a multi-year staffing plan for all functions and ensure the plan is reflected in budget proposals and reconciled with approved budgets. Provide leadership in drawing conclusions from performance reviews (services, programs, activities, personnel) for continuous improvement and the quality, efficiency and effectiveness of operations.

Responsibilities

In addition to, and in accordance with the responsibilities specified in this document and in approved institutional policies, the VPCFO has the following functions, authorities, and duties:

1. Provide leadership in the development, monitoring and revising of University policies relating to finance, human resources, facilities, and purchasing for submission to the President and consideration of the Board of Regents
2. Coordinate development of a staffing complement control policy and require all employee appointments to be made only for positions included in the approved employee complement plan
3. Coordinate development of a multi-year financial plan that incorporates the employee complement plan and reflects the goals and priorities in the Institutional Strategic Plan and in any other approved plans with resource implications
4. Annually prepare a comprehensive proposal for the University's budget and submit it to the President for discussion in the EMC and subsequent transmission to the Board of Regents
5. Provide quarterly financial statements to the President and Board of Regents showing revenues and expenditures against the approved budget
6. Ensure effective project management for administrative and financial projects
7. Submit periodic analytical reports to the President and EMC on issues arising from the operations of Financial and Administrative Affairs
8. Develop key performance indicators for assessing progress in all operations of Financial and Administrative Affairs
9. In consultation with the President, champion outreach efforts targeting key stakeholders relevant to administrative affairs including ministries, professional associations, prospective sponsors and supporters as well as the general public in Qatar

BODIES REPORTING TO THE VICE PRESIDENT OF ADMINISTRATION AND CHIEF FINANCIAL OFFICER

THE ASSOCIATE VICE PRESIDENT FOR ADMINISTRATION

The Associate Vice President for Administration has overall responsibility for leading Finance, Human Resources, Faculty and Staff Housing, and Procurement functions of the University and supports the Vice President in these areas. He/she is responsible for providing and maintaining effective and efficient services in these areas with regular engagement of constituents both internal and external to the University.

As part of the effective management process, the AVP Office works with the VP Office and the Departments Heads to:

1. Oversee and support administrative and financial departments and work closely with their management team on the daily processes providing guidance and advice in accordance with QU policies and procedures and the recommendations of the Vice President
2. Review policies and procedures on a regular basis to ensure they provide the best practice and required level of customer service and audit compliance. He/she may raise recommendations to the Vice President for modifications
3. Receive, filter and approve various transactions and requests coming from the departments reporting to him /her according to the authorization matrix that has been set by the AVP and the departments' directors and approved by the Vice President
4. Review the performance of the departments under his/her management and ensure constant development and improvement to any areas that need improvement to meet

- the high standards set by Qatar University
5. Perform needs analysis in order to produce the maximum expected outcome. The analysis covers the department structure, head counts, staff needs for development and other tools that will assist in reaching the required standards
 6. Oversee the implementation of related projects and ensure they are implemented according to the plan and relevant deadlines
 7. Review different audit reports and work with the concerned management team on any findings in the report. He/she may recommend developing new procedures or modification of existing procedures to ensure that audit findings are not repeated
 8. Assist in planning and preparing a comprehensive proposal of the University's budget, and ensure that the implementation of the approved proposal remains within the approved funding at its different stages

FINANCE DEPARTMENT

The Finance Department is one of the supporting units at Qatar University. The department plays an important role in managing, organizing, and helping with all the financial needs of the university by providing consistent and effective services to all educational, administrative, and research units within the organization. The department also has primary responsibility for the external audit of the University and the University budget process.

HOUSING DEPARTMENT

The Housing Department is responsible for the provision of necessary and suitable accommodation for staff and faculty in accordance with the terms and conditions set by the University. The Housing Department works closely with Human Resources to ensure comfortable accommodation in a socially stimulating, healthy, and educational atmosphere.

PROCUREMENT DEPARTMENT

The Procurement Department is responsible for the procurement process of all commodities, services, and capital items and other auxiliary operations as assigned. The Procurement Department applies good procurement methods to ensure price savings as well as to maintain the quality and value of all products, suppliers' management, and relationships.

HUMAN RESOURCES DEPARTMENT

The Human Resources (HR) Department is responsible for personnel at the University. It provides quality services in the areas of employee relations, benefits, recruitment and retention, organizational development, compensation, and human resource information management. The Human Resources Department develops and communicates sound policies and procedures that balance the needs of employees and the needs of the university while ensuring compliance with applicable laws. HR also manages the University Qatarization plan and provides periodic Human Capital reports.

ADMINISTRATIVE SERVICES DEPARTMENT

The Administrative Services Department provides direct support to the Vice Presidents in order to consolidate and streamline communications, policies and procedures, strategic plan development and reporting, continuous business improvement, re-engineering and consistent training, roll-out of products and services to customers as well as other business needs of the Vice Presidents. The objective of the department is to ensure application of best practice at all times as well as the improvement and development of various methods and procedures leading to better customer service and higher levels of employee satisfaction.

THE ASSOCIATE VICE PRESIDENT FOR CAMPUS FACILITIES AND INFORMATION TECHNOLOGY

The Associate Vice President for Facilities and Information Technology is responsible for leading and implementing strategic initiatives in Capital Programs, Facility Management, Security, Environmental Health, Information Technology, and assigned auxiliary functions of the University. Additionally, the Associate Vice President for Campus Facilities and Information Technology supports the Vice President in these areas. He/she is responsible for providing and maintaining effective and efficient services in these areas with regular engagement of constituents both internal and external to the University.

BUSINESS OPERATIONS DEPARTMENT (BOD)

The Chief Operations Officer (COO) is responsible of execution of capital planning and the implementation thereof. This includes maintaining the campus master plan, planning, design and construction, facilities maintenance and services as well as other assigned auxiliary operations such as parking, transportation and mail services. Working closely with the AVP, he/she regularly provides progress reports on major projects and progress on the University's capital plan. Additionally, the COO ensures the planning and execution of BOD strategic plans and their alignment with QU vision in general. The COO shall ensure the overall physical security and campus-wide safety according to best practices as well as general state civil defense procedures.

INFORMATION TECHNOLOGY SERVICES (ITS)

The Chief Information Officer (CIO) is responsible for the stability and reliability of the University's technical infrastructure and related services. The CIO is also responsible for engaging its constituents to support their technical requirements. This includes leading and engaging new technologies in areas such as academia, research, and administration as well as regular engagement with internal and external constituents. The CIO shall also ensure that all QU internal enterprise information systems are up to date according to best practices. Additionally, the CIO ensures the plan and execution of ITS strategic plans and their alignment with QU vision in general. The CIO works closely with the AVP, providing long term technical plans, project status information, and other projects as well.



INSTITUTIONAL PLANNING AND DEVELOPMENT





INSTITUTIONAL PLANNING AND DEVELOPMENT

VICE PRESIDENT OF INSTITUTIONAL PLANNING AND DEVELOPMENT

The Vice President of Institutional Planning and Development (VP/IPD) assists the President on all matters pertaining to the development and management of institutional effectiveness including strategic planning, budget planning, accreditation, assessments and institutional research and surveys. Additionally, the VP/IPD provides data analysis, reporting, data warehousing, in an effort to advocate for University-wide quality performance.

FUNCTIONS, AUTHORITIES, AND DUTIES OF THE VICE PRESIDENT OF INSTITUTIONAL PLANNING AND DEVELOPMENT

In addition to, and in accordance with the responsibilities specified in the institutional policies, the VPIPD has the following functions, authorities, and duties:

Planning

In collaboration with the President, Vice Presidents, Deans (and others as appropriate), the VP/IPD contributes to the development of university-wide strategic and operational plans. Additionally, the VP/IPD coordinates the development of a vision for the University, which serves as a quarry for long-range goals and is subject to the consideration of the Board.

Institutional plans and assessments: The VP/IPD leads and coordinates the development of comprehensive institutional strategic plans and visions of future University operations, develops analytical reports on policy and planning issues, scans the environment for issues relevant to the university's future, conducts assessments of institutional performance, and generates official university data. Additionally, the VP/IPD prepares a multi-year strategic enrollment plan, accreditation plan and other institutional quality assessment activities as well as oversees the operation of institutional strategic planning processes.

Organizational development: The VP/IPD develops a multi-year staffing plan for all functions, ensures the plan is reflected in budget proposals, and reconciles it with the approved budgets. He/she also provides leadership in drawing conclusions from performance reviews (services, programs, activities, personnel) for continuous improvement and the quality, efficiency, and effectiveness of operations.

Responsibilities

In addition to, and in accordance with the responsibilities specified in this handbook and those indicated in other approved institutional policies, the VPIPD has the following functions, authorities, and duties:

1. Lead in the development and ongoing improvement of an effective institutional planning process that includes both top-down and bottom-up contributions. Develop national and international environmental scans (the latter notably focusing on best practices and trends in higher education)
2. Coordinate development of a vision of the future University, which illustrates how the university will contribute to the realization of national plans such as Qatar Vision 2030, National Research Strategy, and the National Tourism Strategy. Facilitate the transfer from a carbon-based economy to a more diverse knowledge-based economy
3. Lead the development of the Institutional Strategic Plan and the Long-Range Human Resource Plan at the university-level
4. Facilitate the development and consistency of other long-range plans such as the Strategic Enrollment Management Plan, the Long-Range Financial Plan, the Long-Range Campus Master Plan, and the Research Strategy Plan
5. Oversee and support institutional effectiveness initiatives, institutional research and planning processes, and organizational development, including studies essential for strategic planning, quality improvement, and institutional benchmarking
6. Ensure the development and effective operation of assessment policies and processes for institutional, unit, and program assessments
7. Lead the University's effort toward institutional accreditation
8. Develop long-range plans for the functions in OIPD, including key performance indicators, oversee the implementation of such plans, and evaluate the resulting performance and outcomes
9. Promote the importance of data-based policy making, encouraging the EMC, Deans, Department Heads, and Directors to use data for making evidence-based judgments
10. In collaboration with the Vice President for Student Affairs (VPSA), the VPIPD (coordinator) participates in developing a multi-year Strategic Enrollment Management Plan, illustrating historical and anticipated admission levels as well as rates of completion/ attrition by program
11. In consultation with the President, champion outreach efforts targeting key stakeholders relevant to planning and horizon scanning in a manner that informs the university's planning efforts and aligns them with a constantly evolving social and political context

BODIES REPORTING TO THE VICE PRESIDENT OF INSTITUTIONAL PLANNING AND DEVELOPMENT

OFFICE OF THE ASSOCIATE VICE PRESIDENT FOR PLANNING AND DEVELOPMENT

The Associate Vice President of Planning and Development supports the VP of Planning and Development in coordinating, guiding, developing the work in the area of planning, assessment, institutional budget, data analysis and institutional accreditation. The following summarizes the roles and responsibilities of the Associate Vice-President:

1. Coordinate with the VP/IPD in the processes of strategic planning, accreditation, data and policy analysis, and survey studies to achieve the QU mission
2. Assist the University by providing reliable, relevant, and quality data and information to facilitate planning, budgeting, accountability, program evaluation, and development of policy decisions
3. Participate in developing activities designed to keep the university's community current with regard to planning, assessment and institutional accreditation, and other

- appropriate accrediting agencies
4. Work closely with senior administrators, particularly in the processes involved in resource allocations, enrollment management, and system data requirements for internal and external entities
 5. Assist with the development of guidelines for program assessment and the preparation of annual assessment reports for individual units
 6. Be responsible for the development, implementation, and monitoring of a planning and institutional effectiveness program at the University
 7. Present evidence of improvement based on analysis of the assessment results on the achievement of expected outcomes for educational programs and administrative and educational support services
 8. Develop and implement a systematic review of non-academic services that result in continuing improvement and the demonstration of the effective accomplishment of the University's mission
 9. Ensure that QU planning and institutional effectiveness efforts are consistent with guidelines and definitions established by institutional accreditation organization(s)
 10. Assist in crucial decisions and planning strategies based on the interpretation of assessment and evaluation results
 11. Consult with the VP/IPD to set priorities and to determine the need for special studies and analyses
 12. Provide important reports, assessment results, benchmarking, and planning and public information services to support and respond to the needs of the University
 13. Provide valuable information and strategic insight based on data analysis that aids in decision-making and strategic planning to the University administrators

The VP shall lead, coordinate, and support campus-wide initiatives and projects related to examining, improving, and reporting on effectiveness in key areas of Qatar University's mission and strategic priorities including assessment, budget planning, strategic planning and accreditation. The VP is assisted by the following sections:

Institutional Strategic Planning
Institutional Accreditation

Specific responsibilities of these sections include:

1. Maintaining the institutional strategic plan and disseminating such plan to the QU community
2. Organizing the cyclical review and update of the QU strategic plan according to the board-approved timetable
3. Developing and comparing QU performance with educational institutions through benchmarking
4. Improving the university performance through assessment and reporting of key performance indicators
5. Supporting colleges and departments to develop and update their unit strategic plans in alignment with the QU strategic plan
6. Verifying that colleges and departments conduct annual assessments of their key performance indicators and develop an annual action plan
7. Reporting on the progress of colleges and departments according to their annual action plans
8. Maintaining and supporting on-line systems to document and manage strategic and action plans
9. Coordinating accreditation-related activities with all university units and committees and maintaining ongoing communication with the institutional accreditation agency
10. Disseminating work on the above through publications, presentations, and consultations at campus, regional, and international levels
11. Seek support for institutional collaborative projects in order to develop innovative models and initiatives, which support institutional effectiveness and accountability emphasizing the exploration of new technologies and media aimed at enhancing such efforts

12. Carry out additional responsibilities and projects related to improving and demonstrating institutional effectiveness
13. Coordinating institutional planning and accreditation and reporting to external agencies
14. Provide planning data relevant to academic and non-academic units
15. Conducting the annual institutional effectiveness report for the university
16. Planning the University budget in cooperation with the Finance Department and the Budget Committee
17. Provide necessary financial and other operational information needed by the university and its subdivisions for the appropriate budgeting and expenditure of resources
18. Improving the use and control of operating budget resources by major subdivisions of the university
19. Researching and preparing various reports to relevant external organizations and agencies
20. Providing leadership in development of a university-wide institutional effectiveness culture and scheme that meets or exceeds regional accreditation requirements
21. Serve as an advocate for data-driven decision-making processes within the institution
22. Supporting creativity, individual strengths, and the professional development of the department staff
23. Verify and analyze institutional and assessment data, provide policy-relevant interpretations of analyses, and design and prepare appropriate reports
24. Collecting, analyzing, and distributing high quality institutional research
25. Coordinating a comprehensive system of non-academic unit reviews that contribute to the mission and strategic goals of the university
26. Provide guidance and data support for the university assessment cycle, institutional objectives, and learning outcomes
27. Closing the assessment loop by facilitating the use of results to make informed resource allocation and policy decisions
28. Provide institutional assessment results and analysis to non-academic units and offices
29. Cooperate with colleges, departments, units and other university entities in undertaking short-term projects that improve performance of the institution

The VP shall lead, coordinate, and support initiatives and projects related to examining, improving, researching, and reporting on campus-wide data, surveys and documentation in key areas of Qatar University's mission and strategic priorities. The VP is assisted by the following sections, which are responsible for providing the university management with information that supports institutional planning, policy formation and decision-making. Additionally, the following sections serve to coordinate responses to inquiries for university-related information as well as a comprehensive source of information concerning the institution.

Institutional Data and Policy Analysis Surveys Section

Specific responsibilities of these sections include:

1. Collecting, integrating and transforming data into official institutional information following established guidelines and best practices to insure data consistency, reliability and validity
2. Developing and maintaining a systematic cycle of information in order to report and provide both the campus and the public access to information online
3. Serve as the point of contact for local and outside agencies on matters related to institutional data and analysis
4. Working with all units to identify university information needs and develop processes to generate and maintain the integrity of institutional data
5. Developing in-house survey instruments and qualitative data collection methods in

- collaboration with relevant units
6. Facilitating data-gathering activities for strategic planning, departmental self-study, program evaluation, market analyses, policy impact studies and special research projects
 7. Educating the university in the constructive use of institutional information and the methodologies and techniques of institutional research and reporting
 8. Provide a variety of studies about faculty issues including teaching loads, course enrollments, and equity salary studies
 9. Provide analytical support for enrollment management including enrollment patterns and trends, enrollment projections, and retention and graduation analyses
 10. Anticipating customers' needs and exceeding their expectations
 11. Providing institutional research and assessment data and data analysis to departments and units throughout the university community
 12. Serve as consultants to other university offices, departments, and individuals on matters concerning institutional data collection and analysis
 13. Providing data for higher education guidebook surveys (e.g., UNESCO, Thomson-Reuters, Times Higher Education, QS)
 14. Conducting staff, faculty, student, alumni, and other surveys related to university programs, university life, and university perception and disseminating the results.
 15. Providing data and analysis for internal and external data requests
 16. Supporting the development of institutional and departmental assessment efforts
 17. Preparing and publishing demographic and statistical profiles of students, faculty, staff, services, and university units
 18. Periodically initiating specific in-depth, longitudinal studies of university programs and services
 19. Serving as a consultant to campus departments, committees, and individuals
 20. Assisting with the development of studies to enhance student learning and improve institutional practices
 21. Assisting with identification, and use, of appropriate institutional research methods
 22. Assisting in the collection, analysis, and interpretation of data and the dissemination of results
 23. Maintaining official policies and procedures and organizational charts of the University and units

STUDENT AFFAIRS





STUDENT AFFAIRS

VICE PRESIDENT FOR STUDENT AFFAIRS

The Vice President for Students Affairs assists the President on all matters pertaining to the Qatar University student body namely Students' Admissions and Enrollment Management, Student Life and Services, Student Success and Development.

FUNCTIONS, AUTHORITIES, AND DUTIES OF THE VICE PRESIDENT FOR STUDENT AFFAIRS

In addition to, and in accordance with the responsibilities specified in institutional policies, the Vice President for Student Affairs has the following functions, authorities and duties:

Planning

In collaboration with the President, Vice Presidents and others as appropriate, develop a vision of the future of Student Affairs and long-range goals designed to realize the vision. Collaborate with others in developing a shared vision of the future University for consideration by the Board of Regents.

Student affairs/services strategy: In collaboration with the various academic and non-academic stakeholders at Qatar University, lead the development of plans and strategies to shape the future of Students Affairs in the University with a view to meeting students' needs, identifying goals for the undergraduate experience, maximizing their potential for academic success and personal growth, and making student satisfaction with their university experience an important benchmark in the assessment of performance in the University.

Organizational development: Develop a multi-year staffing plan for all of the functions, ensure the plan is reflected in budget proposals, and reconcile it with approved budgets. Provide leadership in drawing conclusions from performance reviews (services, activities, programs, personnel) for continuous improvement and the quality, efficiency, and effectiveness of operations.

Responsibilities

In addition to, and in accordance with the responsibilities specified in this handbook and in approved institutional policies, the Vice President for Student Affairs has the following functions, authorities, and duties:

1. Serve as the primary advocate for students in the development of University programs, services, and policies and procedures
2. Lead and coordinate programs and services in Student Affairs, including, but not limited to, student admissions, student orientation, registration services, enrolment management based on the approved Strategic Enrollment Management Plan, academic advising, personal counseling, services for special needs students, student exchange and study abroad programs, career advising and placement, athletics and recreation programs, and student life activities. Additionally, develop programs and initiatives to enhance the quality of campus life through a range of student services and activities
3. Develop relationships with schools to improve the fit between academic advising and operations in the schools with those in the University, while simultaneously ensuring that schools provide potential university applicants with comprehensive, accurate, and timely information regarding university requirements, programs, services, and policies and procedures
4. Provide comprehensive, accurate, and timely information to applicants and students about university requirements, programs, services, and policies and procedures
5. Oversee the administration of student admissions and scholarships for incoming undergraduate students
6. Initiate and maintain cultural and recreational programs and other activities that create a vibrant campus environment for students
7. Develop programs to foster and facilitate student engagement in campus, cultural, recreational, and community activities
8. Review potential academic probation cases and, where warranted, instruct the Registrar's Office to take the necessary steps
9. When students are potentially to be dismissed for academic/non-academic reasons, forward the case to the President with recommended courses of action, with a copy to the VPCAO and relevant Dean.
10. Submit periodic analytical reports to the President and EMC on the state of research in the University and on related issues
11. Develop key performance indicators for assessing progress in all of Student Affairs operations
12. In consultation with the President, champion outreach efforts targeting key stakeholders relevant to student affairs such as schools, government agencies, parents, and the general public in Qatar
13. Lead proactive efforts aimed at fostering constructive relationships with colleges, their faculty members and students including effective communications, outreach activities, and creating platforms that ensure productive collaboration
14. In consultation with the President, represent the University in relations with other universities, employers, government agencies, professional associations, and other bodies in Qatar and elsewhere

BODIES REPORTING TO THE VICE PRESIDENT FOR STUDENT AFFAIRS

The organizational structure of Student Affairs is categorized into three general divisions supervised by three Associate Vice Presidents responsible for the departments, centers, units and services within these respective divisions.

ADMISSIONS AND ENROLLMENT MANAGEMENT

This division is responsible for the following offices:

ADMISSIONS DEPARTMENT

The Admissions Department assists the Vice President for Students Affairs in formulating, revising, publicizing, and applying the standards for admission to the University. The department also serves as the University's primary liaison with secondary schools, secondary school students, and their parents, explaining the prerequisites for successful university admission and suggesting improvements in the preparations for university studies.

REGISTRATION DEPARTMENT

The Registration Department maintains records for all student enrollment and achievement. The department also manages the student enrollment process, particularly focusing on course registration, degree auditing, progress towards degree completion, class schedules, and the assignment of classrooms and lecture halls.

STUDENT RETENTION DEPARTMENT

The Student Retention Department is responsible for developing, implementing, coordinating and monitoring a comprehensive student retention plan for QU in order to maximize student success, persistence, and timely graduation. The department provides strategic leadership and execution of retention-related activities, operations, research, and analytics. The Student Retention Department works collaboratively with units across campus to ensure the success of all students at QU, thereby setting a regional standard for degree attainment.

ENROLLMENT SERVICES ONE-STOP

Enrollment Services One-Stop is an innovative one-stop center providing students with a centralized setting for all enrollment-related services. Enrollment Services One-Stop is dedicated to providing exceptional and centralized service through delivery of prompt, practical, and accurate information. Committed to the success of QU students, the Enrollment Services One-Stop strives to meet student needs while maintaining integrity, professionalism, and respect.

STUDENT INFORMATION SYSTEMS

The Student Information Systems Office supports students, faculty, and staff who interact with different online applications and services including, but not limited to, Banner and integrated student systems.

STUDENT LIFE AND SERVICES

This division is responsible for the following offices:

THE STUDENT ACTIVITIES DEPARTMENT

Qatar University recognizes that much of the learning students experience on campus takes place outside the classroom. The department of Student Activities enriches the academic goals of the University by enhancing the overall educational experience of students through development of, exposure to, and participation in programs and activities that improve student growth, learning, and leadership while preparing students to be responsible and engaged citizens in an increasingly complex and globalized world. Student Activities emphasizes an experiential learning approach to its programming that transcends classroom boundaries and places an emphasis on situational problem solving. Opportunities to learn and engage occur as part of community service and engagement, volunteerism, exchange programs, sports and recreation, clubs and organizations, and student activities and events. Through a wide range of co-curricular and extra-curricular programs, Student Activities staff encourage students to develop skills in leadership, event planning and management, decision-making, communication, goal setting, fiscal management, marketing and promotion, and perhaps most importantly, to make life at QU interesting and memorable.

THE STUDENT SERVICES DEPARTMENT

The Student Services Department facilitates and supports student learning, development, and success by providing a wide range of services to enhance the QU student experience. The Department oversees and monitors many services the University provides to its students including, Student Financial Aid, Student Campus Card, Textbook, Student Help Desk, Student Call Center and other General Services.

STUDENT DEVELOPMENT AND SUCCESS

This division is responsible for the following offices:

THE ACADEMIC ADVISING AND RETENTION CENTER

Academic advising promotes students' learning and holistic development by empowering them to make decisions and enhancing their virtues of responsibility and self-reflection. Academic Advisors build a community of learners by helping students to identify their life, career, and educational goals as well as by building trust and relationships with students and collaborating with different campus offices and resources.

THE STUDENT COUNSELING CENTER

The Student Counseling Center is an entity that functions under the student affairs sector. The aim of the center is to provide students with guidance and support to overcome any difficulties that may interfere with the definition and accomplishment of students' education and personal growth, and to help them adjust to the demands of university life and study. The center also provides the QU community with a variety of counseling and psychological services. These services include individual and group counseling, psychological testing, psycho-educational activities, and consultations to faculty/staff on issues pertaining to students.

THE STUDENT LEARNING SUPPORT CENTER (SLSC)

The Student Learning Support Center (SLSC) provides academic support services to all students at QU. The SLSC is a welcoming environment where students can seek assistance with academic coursework, writing assignments, transitioning to college academic life, and other academic issues. SLSC services include: peer tutoring, the English Writing Lab, the Arabic Writing Lab, the Math lab, the Language Lab, and academic success and writing workshops. The SLSC's Supplemental Instruction (SI) program supports students in courses with historically high failure rates. Students striving to improve their academic performance may also seek individual academic coaching services from the professional staff at the Center.

All SLSC programs and services are designed to help students become independent and successful learners by improving study skills and self-confidence, increasing knowledge of course material, encouraging a positive attitude toward education, and preparing students for lifelong learning. All services are free of charge to QU students.

THE CAREER SERVICES CENTER

The staff of the Career Services Center (CSC) provides career counseling, training and professional development services as well as additional help in preparing students to engage employers and compete for the best career opportunities. The CSC offers students suitable career guidance and student employment that supplements their study at QU. Additionally, the center assists students with sponsorships, internships, and full-time job opportunities and provides numerous career-related resources, programs and activities. It is the mission of the Career Services Center to generate the future leaders of Qatar, who are equipped with all the needed knowledge, skills, and qualifications to join the future labor market and fulfill the Qatar Vision 2030.

SPECIAL NEEDS CENTER

The Special Needs Center seeks to develop and provide services that support students with special needs. The center is currently serving students with physical, visual, and speech impairments as well as students with dyslexia, ADHD, hearing difficulties and other learning disabilities. In addition to these services, the Special Needs Center also provides services to students suffering from temporary disease and/or accidental injury. The center aims to make the inclusion of individuals with special needs a reality by improving the quality of accommodations as well as by building a supportive and accessible university environment, which ensures that all students with special needs have an equitable environment to excel academically. The center also seeks to apply the principles of Universal Design for Learning into Qatar University education systems with respect to curriculum development, technology for instructional purposes, and faculty and staff professional development.

GENERAL REGULATIONS

EDUCATION SYSTEM

The education system is based on the US semester system of two periods of study in Fall and Spring and coursework measured in credit hours. The academic year comprises 16 weeks of study in addition to a summer session. Credit hours are established depending on the scope of the course. The normal duration of the course of study at QU may vary according to each program's requirements. However, the length of study may not exceed eight years from the date of enrollment at the Undergraduate level. This excludes the period spent in the Foundation Program.

STUDENTS

Qatar University prides itself on the quality of its students and alumni. The University is committed to ensuring that campus life is an enriching environment that encourages volunteerism, civic responsibility, and leadership. In this regard, the University has also established a center for Volunteerism and Civic Responsibility

LANGUAGE OF INSTRUCTION

The official language of instruction at Qatar University is Arabic. The President on the recommendation of the Vice President and Chief Academic Officer and through the Executive Management Committee may approve the use of other languages for instruction in certain programs as necessary.

ADMISSION

Admission to Qatar University colleges is subject to the general policy set by the Board of Regents. Applications from candidates who satisfy QU's minimum admission requirements are considered for admission. The minimum admission requirements are based on a number of academic qualifications that will ensure students success during their course of study. In addition to these qualifications, admission takes into consideration the capacity of each college and program as well as the needs of the local community. Students are admitted to QU for the semester of their application on a competitive basis.

In general, QU may admit students who have completed a minimum of 12 years of formal education and who have graduated from a secondary school program. Each college may set different high school requirements and reserve the right to stipulate additional requirements to the University's minimum admission requirements.

STUDENT INTEGRITY CODE

Universities are unique communities committed to creating and transmitting knowledge. They depend on the freedom of individuals to explore ideas and advance their capabilities. Such freedom, in turn, depends on the good will and responsible behavior of all members of the community, who must treat each other with tolerance and respect. They must allow each other to develop to the full range of their capabilities and take full advantage of the institutions' resources. The Student Integrity Code aims at providing all students at QU with clear standards of behavior. By registering as a student, all students acknowledge their awareness and knowledge of the student integrity code and its procedures. Moreover, they understand the consequences of violating these standards; violations may be of an academic or non-academic nature. Furthermore, QU expects its

students to act maturely and responsibly in their relationships with others. Every student is expected to assume the obligations and responsibilities of membership required by the QU community. As such, a student is expected not to engage in behaviors that compromise the integrity of themselves, as well as that of QU. While the University encourages its students to express themselves freely, this freedom is forfeited when it infringes on the rights and respect of others. Specifically, a student is expected to abide by the principles within the academic and non-academic domains as outlined below. Additional information on the Student Integrity Code is found in the University Catalog.

STUDENT ACADEMIC PRINCIPLES AND POLICIES

The principles and policies regarding students' academic obligations and requirements (i.e., attendance, coursework, required GPA, academic standing, academic probation and dismissal, requirements for honors recognition, declaring and changing a major and/or minor, etc.) are outlined in the University's Catalog.

STUDENT LIFE AND LEARNING

Qatar University provides students with a support system and services that encourage them to make valuable choices towards their social, emotional, and learning experiences, as well as their overall development. QU is devoted to the building of a conscientious community and involves students in various community service initiatives, which result in individual growth.

QU recognizes that much of the learning that a student experiences on campus takes place outside the classroom. As a result, Student Affairs aims to support the academic goals of the student by providing activities and programs designed to promote and maximize students curricular and co-curricular experience in education, recreation, social interaction, and personal growth.

All students are encouraged to develop their unique personal and academic potential by participating in a wide variety of University sponsored student activities, programs, and events that combine culture, learning, and entertainment.

In appreciation of the uniqueness of Qatari culture, Qatar University's students are encouraged to participate in a wide array of community service programs aimed at fostering civic engagement and responsibility .

TUITION, FINANCIAL AID, AND ACADEMIC SCHOLARSHIPS

Tuition fees at QU are based on the academic major of the course and are outlined in the University Catalog. Qatari students are exempted from tuition fees unless explicitly expressed under certain conditions.

Qatar University provides a variety of financial aid options to students whose financial situation may prevent them from continuing their university education. Please refer to the University Catalog for additional information regarding financial aid.

Qatar University offers numerous scholarships to attract and support academically qualified students. Although academic scholarships are granted on a competitive basis, QU does consider financial need when considering some scholarship awards. Detailed information pertaining to academic scholarships is found in the University Catalog.

RESEARCH





RESEARCH

VICE PRESIDENT FOR RESEARCH

The Vice President for Research (VP/Research) provides leadership in all matters pertaining to the University's research activities, including the distribution of resources available to support research and other forms of scholarly endeavor, the evaluation of research and other scholarly activity in the University Centers and the broader University, as well as the development and maintenance of a current research strategy for the University. The Vice President is also responsible for providing strong support services to facilitate the work of University researchers. He/she is the primary authority on the administration and interpretation of policies, rules, and regulations governing research activity.

The VP/Research works closely with the VPCAO in developing faculty recruitment plans that reflect the institutional research strategy and with the VP/CAO and VP/SA in promoting the importance of research to students and engaging them in research activities when appropriate.

FUNCTIONS, AUTHORITIES, AND DUTIES OF THE VICE PRESIDENT FOR RESEARCH

THE VICE PRESIDENT FOR RESEARCH HAS THE FOLLOWING FUNCTIONS, AUTHORITIES, AND DUTIES:

1. Lead and coordinate development of a research strategy that is supportive of national goals for research while being rooted in relevant research strengths in the University
2. Develop plans for the implementation of all aspects of the approved research strategy, oversee their implementation, and evaluate the effectiveness of their impact in terms of international publications and practical development
3. Promote the importance of research and the research agenda within the University and encourage faculty members to embrace research opportunities
4. Serve as a liaison to research bodies in Qatar and internationally, and encourage local, regional, and international collaboration in research
5. Oversee operations of the research support functions and ensure their effectiveness, efficiency, and user-friendliness

6. Work with Colleges, Departments and Research Centers to develop structures that support research and knowledge exchange activities, especially in inter-disciplinary work, and to identify benchmarks for assessing performance
7. Provide technical assistance to faculty preparing grant proposals and administering grant funds
8. Negotiate and coordinate grants and awards, ensure their entry into the University's financial records, and oversee the dispersal of such funding when appropriate
9. Encourage and reward research success, both for 'pure' and 'applied' research
10. Be responsible for the management and operation of University Research Centers, including responsibility for annually reviewing the performance of the Research Centers' Directors
11. Facilitate the transmission of research and scholarship expertise into teaching and learning opportunities for students
12. Submit periodic analytical reports to the President and EMC on issues arising from the operations of Student Affairs
13. In consultation with the President, represent the University in relations with other universities, employers, government agencies, professional associations and other bodies in Qatar and elsewhere

BODIES REPORTING TO THE VICE PRESIDENT FOR RESEARCH

THE OFFICE OF THE ASSOCIATE VICE PRESIDENT FOR RESEARCH OPERATIONS

The Office of the Associate Vice President for Research Operations provides strategic and operational support and oversight to the University's research centers affiliated with the Office of the Vice President for Research. Research Centers form an integral part of the University's research mission and strategic plan in a range of focus areas, and they work with the University community as well as with external stakeholders to promote those areas. The Office of the AVP for Research Operations ensures that centers receive the operational support they need in administrative and financial matters to meet their objectives and to ensure the quality of their output. The office provides support for the following centers and units:

THE ENVIRONMENTAL STUDIES CENTER (ESC)

The Environmental Studies Center is among the oldest research centers in the region. It fosters interdisciplinary research with national and international partners and collaborates with units, colleges, and the broader university as well as with partners outside of QU and Qatar to conduct proprietary research, provide excellent services to the community, boost training and intellectual property, develop venues to knowledge and technology dissemination. The center also strives to create national leadership in the field of environmental studies and to excel as a regional leader in marine sciences. Using its advanced survey and analytical capabilities and the research vessel, Janan, the center conducts research in the different aspects of the marine environment as well as other components of the ecosystem such as air and water. The ESC also carries out environmental impact assessment for many of the main projects in the country as well as laboratory services and training for its stakeholders.

THE GAS PROCESSING CENTER (GPC)

The Gas Processing Center (GPC) aims to be the focal point for generating, maintaining, and disseminating information and technology related to Qatar's gas processing industrial base. This aim is accomplished through a range of services offered by the center.

The GPC aims to create an in-country technical repository and applied research capability that will complement the technologies and technical services provided by the multinational partners of Qatar's National Companies. Over time, the Gas Processing Center will ensure that Qatar has its own locally sited and controlled source of knowledge and technology to operate, maintain, and enhance its industrial facilities. In essence, it is the Qatarization of knowledge and technology in an effort to maintain Qatar as the gas capital of the world.

THE CENTRAL LABORATORIES UNIT (CLU)

The Central Laboratories Unit (CLU) provides analytical and technical support and consultancy to efficiently serve the University's research activities and testing needs. Also, the CLU optimizes and upgrades the practical performance of technical staff and students and provides hands-on experience in the use of analytical instruments at Qatar University. The unit has the following responsibilities:

1. Serve and support the research activities of the University (research conducted by faculty and students)
2. Meet the analytical/testing needs of government and private sectors, organizations, industry and individual customers in the State of Qatar
3. Provide training for students and other technical staff at Qatar University and other government and private sectors
4. Provide technical support and consultancy

CENTER FOR ADVANCED MATERIALS (CAM)

The Center for Advanced Materials (CAM) is dedicated to providing cutting-edge and innovative research and services in the field of material technologies. With well-equipped laboratories and experienced expertise, the center offers knowledgeable assistance to local oil, gas and processing industries as well as the learning community in Qatar. The center conducts research and provided services in the fields of:

1. Mechanical testing
2. Non-distractive testing
3. Materials testing
4. Corrosion and corrosion control
5. Failure analysis

LABORATORY ANIMAL RESEARCH CENTER (LARC)

The Laboratory Animal Research Center (LARC) is the first vivarium of its kind in Qatar. It offers a valuable asset to scientists, Qatar University faculty and students conducting research in that it encourages and assists research activities and ensures humanely acquired and valid scientific data in the biomedical and medical fields.

Humans and animals, such as rats and mice, have similar body organs and biological systems, which perform the same functions in very similar ways. Therefore, laboratory rats and mice are the most commonly used animal models in biomedical research with the aim of benefitting human well-being. The primary function of LARC is the breeding and husbandry of specific pathogen free small laboratory animals for research and teaching.

The center also provides for the veterinary care of research animals and offers training programs on animal handling, animal care and husbandry, laboratory animal disease diagnosis, anesthesia, animal surgery, and euthanasia for all research personnel.

BIOMEDICAL RESEARCH CENTER (BRC)

The Biomedical Research Center (BRC) strives to provide state-of-the-art biomedical labs and support for interdisciplinary and translational research not available at the college level and to complement the current biomedical research capabilities that exist, or are planned, in the country.

The center also promotes interdepartmental research collaboration and synergies. BRC leverages resources at other QU centers to provide expanded capabilities to faculty researchers and faculty members of QU. It aims to attract industry partnerships for R&D in the areas of biomedical sciences.

The Biomedical Research Center at Qatar University works with other partners to improve Qatar Health by focusing on research, training, and services in applied and basic biomedical research within three major areas:

1. Non communicable disease
2. Communicable disease
3. Drug discovery

THE OFFICE OF THE ASSOCIATE VICE PRESIDENT FOR ACADEMIC RESEARCH

Established in 2007, the Office of Academic Research (OAR) at Qatar University reports directly to the Office of the Vice President for Research. Since founded, the OAR has served as a vital source to faculty regarding the preparation and submission of proposals, sources and opportunities of funding, review of budgets, compliance with University and sponsor policies and procedures and promoting technology throughout the University. OAR reviews, negotiates, and executes all basic research. OAR serves as the institutional liaison with external agencies and organizations on all research administration and contract matters.

OAR's Mission:

The mission of the Office of Academic Research is "to support the development of Qatar University research programs and to provide quality service and effective administrative expertise to the University research community".

OAR's Main Services:

1. Develop and implement policies for the utilization and distribution of research related funds.
2. Inform the University community of any funding opportunities, whether internal or external, throughout the academic year.
3. Review proposals and assure compliance with all applicable sponsor regulations and University policies. More specifically, the unit provides the following:
 - o Tailored editing support
 - o Support in following the submission rules set by funding agencies and organizations
 - o Timely submission of competitive proposals
4. Monitor sponsored projects for their compliance with sponsor terms and conditions, as well as University policies and regulations. To this end, OAR provides the following services:
 - o Setting up accounts for awards
 - o Ensuring that the budget fits the organizational mold
 - o Obtaining the relevant approvals and signing modifications
 - o Negotiating subcontracts
 - o Closing out

THE OFFICE OF THE ASSOCIATE VICE PRESIDENT FOR RESEARCH AND STRATEGIC INITIATIVES

The Office of the Associate Vice President for Research and Strategic Initiatives primarily engages in enhancement of research at Qatar University by streamlining and strengthening current research programs and by strategizing the establishment of novel initiatives that will help the university to evolve into an institution with a vibrant world-class research program. The overall goal of the office is to plan, strategize, establish, sustain, and grow the QU research enterprise for greater global visibility of the university and develop policies and procedures that facilitate advancement for fulfilling the objectives of the National Research Strategy and achieving the goals outlined in Qatar National Vision 2030.

The office has actively engaged with QU faculty and administration in developing the QU Research White Paper that serves as a guideline and framework for conducting and promoting research within the university, instituting the 2014-2019 Research Roadmap for the university, working towards establishing university-wide interdisciplinary programs in themes identified under the four research priority areas, strategizing enhancement and integration of university level research centers/institutes, engaging with international institutions for developing strategic alliances for collaborative research with QU, and other similar efforts. The office also aims to enhance research capabilities of the university, provide novel opportunities for faculty members to engage in cutting edge research, and offer an array of possibilities for students and trainees to enhance their learning. The Office of the Associate Vice President for Research and Strategic Initiatives ultimately aspires to make research an emerging yet strong dimension of QU during the coming decade for the benefit of Qatar and the region.

OTHER RESEARCH SUPPORT SERVICES

OFFICE OF QUALITY MANAGEMENT (OQM)

In conjunction with the Vice President for Research and the senior management and staff of the affiliated centers and units, the Office of Quality Management (OQM) seeks to enhance the organization's effectiveness, expand its capability, and engender a culture of continual improvement and performance excellence.

The OQM was established to ensure consistent management policies and practices, establish a linkage between the testing and quality control results, encourage best practice sharing experiences, and eliminate duplication of efforts. In other words, the office was established to help guide the centers and units on the journey toward performance excellence. The philosophy of the office is that in order to achieve great performance, investment in the most valuable resource—the people of Qatar—is essential. The Office of Quality Management contributes to the Qatar University mission by providing customers with the best quality services and aims to have both internal and external customers recognize the organization as best-in-class providers of quality services.

OUTREACH AND COMMUNICATION OFFICE

The Outreach and Communication Office provides strategic communications consultation, events management, as well as public and media relations planning. The office manages the communications and publicity functions of the VP for Research Office and the affiliated centers.

The aim is to strengthen the research office's reputation and create awareness about key initiatives, projects, and achievements through creative editorial services and publications. The office conveys the excitement of creativity, quest for new knowledge, and the value and benefits of research at Qatar University to the residents of Qatar as well as those worldwide. The Outreach and Communication Office also produces and publishes research projects and develops related content for the Qatar University Research Magazine, Newspapers, media outlets, and other publications.

INTELLECTUAL PROPERTY AND LEGAL SERVICES

The Intellectual Property and Legal Services division at the Research Office provides researchers and faculty legal advice in relation to intellectual property and research related activities. The division works proactively with faculty, management and staff to advance the University's objectives. The division's duties are as follows:

1. Providing advice and support on patents, licensing, and other intellectual property related matters;
2. Providing legal advice with respect to matters concerning research;
3. Drafting and negotiating sub-award agreements and other research related agreements with institutions around the globe;
4. Reviewing and drafting policies and procedures relating to research;
5. Offering recommendations for change and/or clarification of the policies and procedures; and
6. Interacting with fund management agencies and their representatives, as needed.

CENTRAL BUSINESS SERVICES

The Office of Central Business Services is responsible for administering and streamlining all financial, HR and procurement related transactions for the different departments and centers under the VP for Research Office. The office is responsible for short and long term budgeting and facilities planning and management; it supports the management of projects as needed and manages the different central services in the research complex. The scope of services also covers technology and systems development, and maintenance and management in order to improve efficiency. The office also provides tools and reports that optimize the resources utilization in different departments.

