Chapter 8: Faculty

Contents

Chapter 8: Faculty .................................................................................................................. 1

Structures and Responsibilities .................................................................................................. 2

Office of the Deputy Vice-Chancellor, Academic Affairs ....................................................... 2
Teaching & Learning Unit ....................................................................................................... 2
Academic Division .................................................................................................................. 2
Academic Council .................................................................................................................. 2
Students .................................................................................................................................. 2

Processes ................................................................................................................................... 2
Recruitment ............................................................................................................................... 2
Conditions of Employment ....................................................................................................... 3
Discipline and Complaints ........................................................................................................ 3
Appeals ..................................................................................................................................... 3
Evaluation ................................................................................................................................. 4
Faculty Evaluation .................................................................................................................. 4
Faculty Awards Program .......................................................................................................... 5

Professional development ......................................................................................................... 6

Pedagogy & Assessment ........................................................................................................... 6
Discipline Specific Training ...................................................................................................... 6
Individual Professional Development ....................................................................................... 6
Budget ...................................................................................................................................... 6
National employees .................................................................................................................. 6

Research ................................................................................................................................... 6

Approval ................................................................................................................................... 7
Support ..................................................................................................................................... 7
Employee Handbook ............................................................................................................... 7

Policy and Procedures ............................................................................................................. 8
Structures and Responsibilities

Office of the Deputy Vice-Chancellor, Academic Affairs

Faculty Affairs and Applied Research (FAAR) Department, Academic Affairs

FAAR assures that policy and procedures related to faculty are followed and that the institution’s strategy for applied research and scholarly activities is implemented. The Unit also reviews applications from faculty members for funding for applied research activities. The Unit is headed by a Dean who is supported by a Manager for Faculty Affairs.

Academic Division

Executive Deans

The Executive Dean reviews and approves the evaluations of faculty members. Executive Deans also endorse proposals for research by faculty members to the Applied Research Committee and recommend applications for funding and reduced teaching loads for applied research and other scholarly activities.

Programme Chair (PC)

The PC ensures that each instructor within their campus department is evaluated in terms of their teaching and overall contribution to academic life. The PC also reviews applications from faculty members for the funding of scholarly activities. The Executive Dean appoints at least one PC at each campus delivering divisional programs. Appointments are based on experience and credentials.

Educational Technology Division

Teaching & Learning Unit

The Unit provides support in the following areas:

- Providing a comprehensive range of professional development opportunities and guides that focus on improving the student learning experience;
- Co-creation of educational resources and the training of faculty in the effective use of a wide range of educational technologies;
- Professional development for new Emirati faculty, including guiding and supporting the HCT 170@17 Mentoring programme.
- Reviews applications from faculty members for funding for scholarly activities and professional development by external providers.

Academic Council

Applied Research Committee, Academic Affairs

The Applied Research Committee of the Academic Council oversees and records the implementation of the HCT’s research strategy and policy ensuring that appropriate regulatory, academic, professional, ethical, religious and cultural standards are observed at all times.

Students

Students evaluate the effectiveness of the instructor by completing the Student Faculty Evaluation Survey at the end of each course.

Processes

Recruitment

Screening

Applicants are screened prior to interview to ensure that they meet the requirements for appointment: faculty teaching Bachelor level programmes require:
• PhD in a relevant discipline will receive priority
• Master's Degree in a relevant discipline will be considered only if the applicant has extensive teaching/training and industry experience
• Minimum of 3 years of teaching/training experience, preferably at an adult or tertiary level; industrial training and development experience may be considered as relevant experience
• Minimum of 3 years of relevant industrial experience

Specialist programmes (e.g. Aviation, Maritime programmes) may emphasize industry experience and/or professional qualifications in order to attract appropriate faculty.

Specific requirements for posts are published on the [Careers webpage](#) of the HCT Internet site.

**Interview**

Applicants are interviewed by a panel consisting of academics in the field, related disciplines and areas of expertise. Interviews are captured on video to allow for verification of due process and further evaluation of suitability for appointment.

**Evaluation**

Human Resources New Hire Survey measures the level of satisfaction with pre-employment information and facilitation offered to new staff during the settling in period. This includes recruitment and hiring processes, travel arrangements and accommodation. Human Resources uses these results for necessary actions. Refer to the [New Hire Survey questionnaire](#).

**Conditions of Employment**

**Workload**

Faculty members are expected to spend at least 40 hours per week in teaching, research, service and/or administrative duties to HCT and to the community.

The standard teaching course load is 15 CH per semester plus 3 CH in Summer Term 1. No faculty member should teach more than 18 CH per semester unless it is approved by the Vice Chancellor.

A reduced teaching load may not be granted for assessments or tasks for which faculty members receive financial compensation, unless otherwise stated.

**Discipline and Complaints**

The HCT disciplinary procedures are designed to assist and encourage teaching faculty to achieve and maintain good standards of conduct, attendance and job performance.

Breaches of any of the standards of performance and conduct set out in the [Human Resources Regulations](#) are classified as performance, behavioural misconduct and major misconduct. Major misconduct is investigated by a Violation Committee chaired by the Deputy Vice-Chancellor, Academic Affairs and including a member representing the General Counsel (Legal Affairs).

**Complaints**

The Grievance Procedure assists employee(s) to bring to the attention of the Line Supervisor their grievance, issues, or complaint pertaining to their employment with the HCT.

**Appeals**

An employee may submit an appeal (against disciplinary decision) in writing, stating the grounds for the appeal, to the Chief Human Resources Officer. An Appeal Committee will be convened by the Chief Human Resources Officer and chaired by the Deputy Vice Chancellor. The Committee will
investigate/review and present the Committee’s findings and recommendation to the Vice Chancellor.

**Evaluation**

**Surveys**

Staff Satisfaction with Services Survey is an annual survey measuring staff satisfaction with campus facilities, IT and educational technology support, library and cafeteria. Results are shared with support services for necessary actions. Refer to: Staff Satisfaction Survey. Reports are available on the Institutional Effectiveness Management System (IEMS).

Human Resources Overall Satisfaction Survey measures the level of employee satisfaction with HR policies and procedures. It takes into account an overall view of HR services offered including the induction program, compensation and benefits. Results of this survey are used for improvement.

Human Resources Employee Exit Survey is conducted at the time of each employee’s departure from the HCT and measures satisfaction with their experience at the HCT including benefits, services, and supervision. Results are used by HR for planning.

Ad hoc Surveys such as the Environmental Survey are used to gather feedback from faculty regarding specific experiences at the HCT.

**Instructor Review**

The competence of faculty members in delivering academic programs is regularly monitored and assessed by means of:

**Classroom Observation**

Observations serve the purpose of verifying that instructors are teaching effectively and of identifying areas for professional development.

- Regular Annual Review: each instructor’s teaching is evaluated at least once.
- Probationary year or Final contract year: each instructor’s teaching is evaluated at least three times.

**Student Faculty Evaluation Survey**

For each course, students are requested to complete an on-line evaluation of their instructor.

The reports on teaching observations and the results of the survey are taken into account by supervisors when appraising instructors and planning professional development activities.

**Faculty Evaluation**

The faculty evaluation process has been designed to:

- Shape and build the culture of HCT with a uniform set of values and skills.
- Develop the performance of the employees through a periodic evaluation that aligns with the HCT objectives.
- Align the individual objectives of the employees and the departments with the HCT strategic objectives.
- Assist the employee and the line manager to build on existing strengths and identify and develop areas for improvement.
- Encourage achievement, team spirit and on time improvement.
- Ensure continuous training and development for employees.
Full-time Faculty
Timeline
Full-time faculty are evaluated annually.

<table>
<thead>
<tr>
<th>What</th>
<th>When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance objectives set</td>
<td>Start of the academic year (August/September)</td>
</tr>
<tr>
<td>Mid-year review</td>
<td>February</td>
</tr>
<tr>
<td>Final review</td>
<td>June</td>
</tr>
</tbody>
</table>

Process
Evaluation reviews are qualitative in nature and based on feedback from all those involved in the teachers' working lives and presented by the teacher in a portfolio format.

Reviews are based on performance objectives set and agreed with the individual faculty.

Mid-year reviews between Program Chairs and Faculty take place in February in order to:

- review progress to date
- support and enhance the performance strengths
- identify any weaknesses or potential issues and provide corrective measures when needed.
- adjust / modify performance objectives as appropriate

Completed evaluations are available to faculty and professional staff through the HCT Intranet Portal under Employee Self Service.

New Hires
Newly appointed faculty are required to successfully complete a twelve month probation.

During the probation period new faculty are evaluated four times (i.e. every 3 months) in order to provide regular feedback on their performance.

The probation period may be extended by up to six months to provide faculty with the opportunity to demonstrate that their performance meets standard.

Faculty who do not pass probation will have their contracts discontinued.

Faculty Awards Program
The Program recognizes and honours outstanding HCT Faculty across all Campuses and Academic Divisions who demonstrate excellent work performance in all types of academic works. Award winners receive a certificate and a monetary gratuity.

Three different categories are included in the program:

- HCT Faculty Academic Excellence Awards which honor excellence in Teaching, Applied Research, Community Services, and Academic Advising
- Chancellor Distinguished Academic Awards which honor sustained and combined excellence performance in Teaching, Applied Research and Community Services
- Excellence in Academic Innovation Awards which honors innovative approaches and ideas that help transform academic activities.
Professional Development
PD opportunities for faculty are offered throughout the academic year and in the two dedicated system-wide Professional Development Weeks: one week is set aside for professional development in Semester 1 (Fall) and one week in Semester 2 (Spring).

Pedagogy & Assessment
Workshops and materials are provided by the Professional Development & Practice team, Teaching & Learning Unit, Academic Affairs.

 Discipline Specific Training
Training is provided by each academic division to ensure that faculty are current with developments in the field and maintain/update their technical proficiency.

Individual Professional Development
Each faculty member’s personal professional development plan identifies areas for professional development. If these are not met by the activities provided by the division or Teaching & Learning, the academic division makes appropriate arrangements to ensure that faculty receive the required professional development.

Budget
The budget available to academic divisions for professional development is based upon the overall HCT budget. The Divisional Academic Committee determines how best to use the budget based on the identified needs of the division, its programs and faculty.

The Teaching & Learning Division assigns funds from its own departmental budget for its professional development activities and for faculty who require professional development by providers external to the HCT.

National employees
Emirati employees may be supported for pursuing a Masters or Ph.D. through study leave and assistance with tuition fees depending on the relevance of the qualification to the academic or administrative development of the HCT as defined in the National Development Programme and the relevant procedure GP035.1.

HCT Academy for Developing Emirati Faculty (HADEF)
HADEF prepares Emirati Nationals to become full-time faculty members through its programme of focused training, mentoring, teaching assistantship and/or supervised teaching roles. Trainees who complete the program are eligible to apply for Associate Fellowship from the Higher Education Academy, UK.

To become full-time teaching faculty, Emirati Nationals must complete the professional development programme designed by HCT’s Teaching and Learning Division, obtain a Masters or PhD, and have 5 years of teaching and/or industrial experience.

Research
The HCT encourages and supports applied research and scholarly activities by faculty particularly activities involving partners from industry, the community or other higher education institutions.
Faculty are encouraged to be actively involved in the dissemination of their research through publications and scholarly activities.

**Approval**
Proposals for research by faculty members must have prior endorsement from the Executive Dean responsible for the faculty concerned and approval from the HCT Research Committee before commencement. The Committee may, at its discretion, suspend an approved research activity for investigation, and may require its termination.

**Support**
Funding may be provided for research projects and scholarly activities. Reduced teaching loads may be available at the discretion of the relevant Executive Dean.

A faculty member may apply for full or partial funding for applied research and other scholarly activities. Proposals require:

a) Recommendation by the respective Program Chair

b) Endorsement by the Divisional Executive Dean

c) Review by:
   - Dean Faculty Affairs and Applied Research for research projects
   - Director Teaching and Learning for other scholarly activities

d) Approval by Deputy Vice-Chancellor, Academic Affairs

**Employee Handbook**
The [HCT Employee Handbook](#) is a single document containing information essential for all faculty and professional staff employed by the HCT. The handbook covers the rules, regulations, practices, expectations and responsibilities that pertain to all staff and are specific to the mission of the HCT. The staff handbook includes, but is not limited to, the following:

- Role: role and responsibilities in the institution; course or module management requirements; role in governance; organizational and managerial structures; professional ethics; intellectual property rights;
- Employment: full and part-time staff; levels of appointment and qualifications; probation and contracts; evaluation; professional development; leave; orientation; supervision; research;
- Promotion: promotion criteria; application procedures;
- Personnel: employment requirements and job descriptions; record keeping;
- Workload: limits on workload;
- Teaching: academic preparation; qualifications and teaching assignments; compensation and benefits; appeals;
- Working conditions: standard and non-standard working weeks; overtime, or compensatory time;
- Remuneration and benefits
- Discipline, grievance and appeals.
Policy and Procedures

**LP246 Faculty Workload**

**LP256 Faculty Distinguished and Excellence Awards Program Policy**

**LP259 Adjunct and Part-Time Faculty Policy**

**GP014 Verification of Qualifications**

**GP021.1 Performance Management**

**RH006.1 Conditions of Appointment**

**RH027.1 Code of Ethics**

**RH027.2 Employee Conduct & Disciplinary Process**

**RH027.3 Grievance & Appeal**