

أكاديمية
أنور قرقاش
الدبلوماسية

ANWAR GARGASH
DIPLOMATIC
ACADEMY

Faculty Handbook

2025-2026

www.agda.ac.ae

Table of content

Introduction	04
SECTION I: GOVERNANCE AND ORGANISATION	06
SECTION II: FACULTY INFORMATION, ROLES & RESPONSIBILITIES	32
Appendix 1: Promotion Criteria, Guidelines and Timeline	66
Appendix 2: AGDA Faculty Performance Review Guidelines	72



Introduction

This handbook covers the roles and responsibilities of the academic and research faculty employed at the Anwar Gargash Diplomatic Academy (AGDA).

Section I covers the governance and organisational overview of the AGDA faculty, and **Section II** covers the on-hand information for faculty, regarding roles and responsibilities.





SECTION I

GOVERNANCE AND ORGANISATION

SECTION I GOVERNANCE AND ORGANISATION

A) About the Anwar Gargash Diplomatic Academy

Overview

The Anwar Gargash Diplomatic Academy (AGDA), previously known as Emirates Diplomatic Academy (EDA), was established as an independent Federal Entity under the Cabinet Decision No. (29) of the year 2014, by His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai. AGDA emphasizes a combination of diplomatic education and training. A prestigious Academy that combines the best of academia, research, and practice, AGDA equips the UAE's current and future diplomats with the knowledge and multi-disciplinary skills to effectively serve their nation, locally and internationally.

In our rapidly evolving and highly interconnected global environment, national security and prosperity depend on knowledgeable and informed government leaders, policymakers, and diplomats. The ability to promote the UAE's interests on the world stage and find innovative solutions to the most pressing global issues, while maintaining positive strategic relations with regional and international partners, has never been more important or complex than it is today. Diplomats are the highly skilled agents who enable states to effectively carry out their agenda.

Accordingly, diplomats must receive specific training: they need to be well equipped to understand global developments and have the requisite skills to present their countries in the best possible way. Leadership is a critical component of any successful diplomat because they must possess great integrity, be dedicated, have significant knowledge, be innovative, have sophisticated communication skills and have the ability to make quick and incisive judgments.

AGDA is the academic home of approximately 100 students. In addition, the Academy functions as a platform for thought leadership and relevant research on international relations, international law, and diplomacy in the region. This research is produced primarily by the academic and research faculty, some of which is published by AGDA itself and some of which is published externally. AGDA also provides short-term executive training courses to its students and to current employees of the Ministry of Foreign Affairs (MoFA), as well as others interested in diplomacy and international relations.

Both the academic and research faculty deliver courses in the academic programmes, as well as Executive Training courses.

AGDA Vision

A world-class diplomatic academic institute that influences and drives the development of the next generation of foreign policy leaders and thinkers and plays a dynamic role in shaping the global foreign policy landscape.

AGDA Mission

To deliver internationally recognized education and training for diplomats and to advance the UAE's foreign policy priorities; to produce innovative thought leadership that furthers the understanding of diplomacy and international relations in the region and beyond.

AGDA Operating Model

AGDA's Operating Model offers a unique blend of academic teaching and professional training with research activities that are focused on the specific context of the UAE and the region.

The Academy offers:

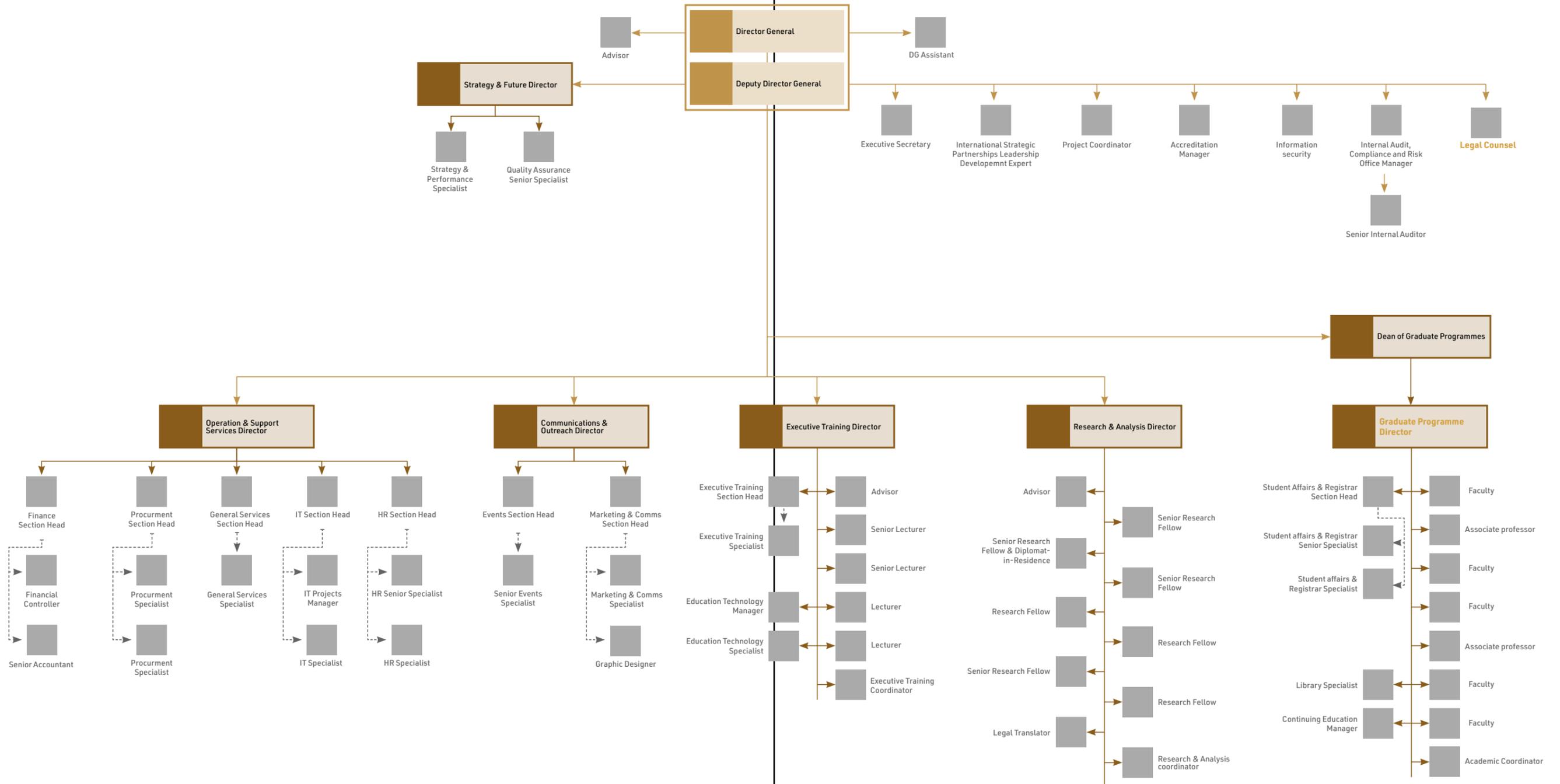
- **Academic Programmes** that qualify Emiratis to serve their nation, by offering accredited and relevant academic programmes in the field of diplomacy and international relations.
- **Executive Training** that strengthens the members of the diplomatic and consular corps and expands training offerings to other government entities and businesses interested in diplomacy skills.
- **Research and Analysis** that contributes to domestic and international debates, on issues relevant to the UAE's foreign policy.

Accreditation and Licensure

The Ministry of Education (MoE) of the UAE officially licensed the AGDA to award a Post-Graduate Diploma (PGD) in the UAE Diplomacy and International Relations, in 2015. The PGD programme was further upgraded in June 2016, August 2021 and June 2024, and the MoE and the Commission on Academic Accreditation (CAA) approved the changes.

The CAA and MoE further accredited the MA programme in Diplomacy and International Relations in August 2017. In 2021-2022, both programmes were updated and re-accredited, one with a name and content change: Global Affairs and Diplomatic Leadership (MAGAD). Moreover, a new programme titled Humanitarian Aid and Development (MAHAD) was launched in 2021 and a new MA programme in International Law, Human Rights and Diplomacy (MILAD) was accredited and launched in August 2024.

AGDA Organization Chart



SECTION I GOVERNANCE AND ORGANISATION

B) Faculty Governance and Ranks

Overview of Faculty

AGDA employs a significant number of full-time academic and research faculty members.

AGDA defines 'faculty' in line with the definition set out by Times Higher Education (THE), which is the definition used by the UAE Ministry of Education when higher education institutions are required to report on their faculty numbers.

According to this definition:

- 'Academic Staff' and 'Faculty' are treated as synonymous terms;
- Faculty and/or academic staff should include: "Teaching-only staff and staff whose contract encompasses both teaching and research;"
- Research staff on the other hand are: "The FTE number of staff employed to do research mainly."

AGDA makes a distinction between Academic Faculty and Research Faculty, which is reflected in the respective job titles, the methods of promotion, and the proportions of their workload they are expected to devote to research versus teaching and service.

Academic and Research Faculty Positions

The Academic Faculty shall consist of the Dean, the Graduate Programmes Director, and the instructing staff with the specified ranks below, and any full-time Instructors contributing to the AGDA's academic programmes (see Table1).

AGDA expects high quality research and scholarly contributions from each faculty member at the rank of Assistant Professor and above. The research and scholarly inputs may include, but are not limited to, the following: creative work and publications in refereed journals, books publication, book chapters and conference proceedings.

Each faculty member at the rank of assistant professor and above is expected to have one accepted/published full paper in a Scopus indexed journal and one accepted/published full paper in a peer-reviewed journal per academic year, in line with AGDA Faculty Performance Review guidelines.

Table 1: Academic Faculty Positions

Title	Definition
Dean	<ul style="list-style-type: none"> • The Dean is responsible for establishing and overseeing all graduate and non-graduate programmes, as well as continuing education activities. The Dean is a member of the AGDA's Senior Management and chairs the Academic Affairs Committee (AAC).
Graduate Programmes Director	<ul style="list-style-type: none"> • The Graduate Programmes Director is responsible for the overall management of the Department, Student Affairs and AGDA's Library. He/ she will also contribute to defining the overall strategy for the AGDA's academic policies and programmes. He/she will also be a member of the AGDA's Senior Management and the deputy chair of the Academic Affairs Committee.
Professor	<ul style="list-style-type: none"> • The rank of Professor is generally attained by promotion from Associate Professor. Successful new candidates for teaching positions at the Academy may be appointed to the position of professor upon joining. Those appointed as Professor should hold a Doctorate or the terminal Degree, in their respective discipline. • In addition, a Professor should have at least 10 to 15 full years of college or university teaching experience, as an Associate Professor, or equivalent. The individual must also have a record of significant contribution to scholarship in the area of his/her specialization, have demonstrated superior teaching abilities, and present a strong record of university-level service.
Associate Professor	<ul style="list-style-type: none"> • The rank of Associate Professor is generally attained by promotion from Assistant Professor. Successful new candidates for teaching positions at the Academy may be appointed to the position of Associate Professor upon joining. • Those appointed as Associate Professor should hold a Doctorate or have the terminal Degree in their respective discipline. In addition, he/ she should have at least 7 to 10 full years of college or university teaching experience, as an Assistant Professor, or equivalent. The individual must have a record of scholarship in the area of his/her specialisation, demonstrated teaching abilities, and a strong record of university-level service.
Assistant Professor	<ul style="list-style-type: none"> • Assistant Professors are appointed based on the evaluation process detailed in this Handbook. Assistant Professors should hold a Doctorate or terminal Degree in their respective discipline. Appointees should have a demonstrated potential as an effective teacher and have shown promise in regard to future scholarship and professional development in his/her respective field of expertise.
Senior Lecturer	<ul style="list-style-type: none"> • Senior Lecturers hold an earned doctorate or terminal degree, or equivalent, and demonstrated high quality teaching, research and scholarship. The rank of Senior Lecturer is substantially equivalent to either an Associate Professor or an experienced Assistant Professor. Appointment to the rank typically assumes extended service at the rank of Lecturer.

SECTION I GOVERNANCE AND ORGANISATION

Lecturer	<ul style="list-style-type: none"> The Lecturer refers to an appointment below the Assistant Professor level and normally requires at least a master's degree, or equivalent professional qualifications.
Instructor	<ul style="list-style-type: none"> The title of instructor is used for individuals who hold advanced degrees in the concerned field such as Master's Degree, or a Bachelor's Degree and equivalent professional qualifications.

The Research Faculty shall consist of the Director of Research, Research Professors, Senior Research Fellows, Research Fellows and Research Analysts, all of whom are responsible for producing and publishing research. To qualify as Faculty, they must also have teaching responsibilities in AGDA's academic programmes, in line with the 'THE' definition.

Table 2: Research Faculty Positions

Title	Definition
Director of Research	<ul style="list-style-type: none"> The Director of Research is responsible for the overall management of the Research Department, the Research Faculty and the Research Faculty's output. He/she will also contribute to defining the overall strategy for the AGDA's research policies and output. He/she will also be a member of AGDA's Senior Management and Academic Affairs Committee.
Research Professor	<ul style="list-style-type: none"> The position of Research Professor is either attained by promotion from Senior Research Fellow or he/she may be appointed to the position of Research Professor upon joining the AGDA. Those appointed as Research Professor should hold a doctorate and a minimum of 15 to 20 years minimum relevant experience. He/she will have a record of substantial non-didactic teaching and mentoring of junior research colleagues, or students at any level within the context of one or more research fields.
Senior Research Fellow/ Associate Research Professor	<ul style="list-style-type: none"> The position of Senior Research Fellow is either attained by promotion from Research Fellow, or he/she may be appointed to the position of Senior Research Fellow upon joining AGDA. Those appointed as Senior Research Fellow should hold a Doctorate and a minimum of 10 years of relevant experience. Candidates without a PhD may be considered if they have held a senior position in a relevant professional field. The individual must demonstrate an aptitude for research, writing and teaching and be committed to high standards of scholarship.
Research Fellow/ Assistant Research Professor	<ul style="list-style-type: none"> The position of Research Fellow is either attained by promotion from Research Analyst, or he/she may be appointed to the position of Research Fellow upon joining AGDA. Those appointed as Research Fellows should hold a Doctorate and a minimum of five years of relevant experience. Candidates without a PhD may be considered if they have held a mid-ranking position in a relevant professional field. The individual must demonstrate an aptitude for research, writing and teaching and be committed to high standards of scholarship.

Research Analyst	<ul style="list-style-type: none"> The position of Research Analyst is the entry level rank in the research faculty. Those appointed as Research Analysts should hold a master's degree in a relevant field. They may also be PhD candidates. In exceptional cases, candidates with only a bachelor's degree may be considered, if they are committed to completing a Master's Degree. The individual must demonstrate an interest and aptitude for research, writing and teaching and be committed to high standards of scholarship.
-------------------------	---

Other Faculty Positions:

* Adjunct or Visiting Faculty

Adjunct or visiting faculty members are employed on a temporary contract to teach specific courses, with a limit on the length of service. However, they are not eligible to receive AGDA benefits. Nonetheless, all AGDA faculty and institutional policies apply to their teaching and professional responsibilities. Adjunct and visiting faculty members may also be drawn from diplomatic practitioners who are leaders in the field.

In addition, the following terms of hire apply to adjunct faculty:

- Adjunct faculty members have their primary employment outside AGDA.
- An adjunct faculty is a part-time faculty member who is hired on a contractual basis.
- An adjunct faculty may be appointed to teach or to conduct research and is not usually required to participate in administrative responsibilities.
- The teaching load of an adjunct teaching faculty for a specific semester shall not exceed six credit hours per week.
- The compensation package of an adjunct teaching faculty is as per AGDA policy.

* Distinguished Fellows

In addition to its full-time faculty members, AGDA may invite experts and diplomatic practitioners to deliver certain class sessions on a needs basis when visiting AGDA.

SECTION I GOVERNANCE AND ORGANISATION

C) Faculty Governance and Committees:

Full-time faculty may be called to serve on one or more AGDA committees, as per the approved AGDA Committee Charter. In addition, the Academic Affairs Committee (AAC) is established to facilitate the academic work of the Academy and provide for appropriate levels of faculty input.

Academic Affairs Committee (AAC):

The Academic Affairs Committee is chaired by the Dean. The AAC was established at the commencement of the 2016-2017 academic year. The AAC mandate and composition were further updated in October 2020 and again in 2022. The AAC members include the Dean, the Graduate Programmes Director, two members of the academic faculty and one member of the research faculty selected among those who teach courses. The Registrar is the rapporteur of the Committee.

The AAC has broad responsibilities: it handles student progress (or lack thereof), integrity violations and expulsions. Furthermore, the AAC reviews proposed curricular changes, assessment reports and the success of course and programme outcomes.

The AAC takes a keen interest in student affairs, concentrating many of its efforts to serve the cohort, both with respect to the delivery of academic programmes and working to better connect AGDA's future diplomats and other students with rich co-curricular events. The AAC works to ensure that co-curricular activities reach more students and that this is guided by a principle of equity.

D) Academic Calendars 2025 – 2026:

PGD: 2025-2026 Academic Calendar

SEPT 04	Orientation
SEPT 08	Start of Academic Courses - Fall 2025
SEPT 15	Start of Languages Classes - Fall 2025
NOV 21	Last Day of Fall Classes
NOV 24-28	Fall 2025 Final Exams
DEC 01	Commemoration Day
DEC 2-3	UAE National Day
DEC 8 - JAN 2	Winter Break - No classes
JAN 05	Start of Academic Courses & Languages - Spring 2026
JAN 19-30	PGD Skills Courses
FEB 2 - 13	AGDA Annual Trip
MAR 16 - 19	Spring Break/ Eid Al Fitr - No Classes
APR 24	Last Day of Spring Classes
APR 27 - 30	Spring 2026 Final Exams
MAY 4 - 21	PGD Skills Courses
MAY 25 -28	Eid Al Adha
JUN 1 -5	PGD Skills Courses
JUN 30	End of PGD Academic Calendar

* Classes are suspended during all National and Islamic holidays as declared by the UAE government.

MA Programmes (MAGAD & MAHAD): 2025- 2026 Academic Calendar

SEPT 04	Orientation
SEPT 08	Start of Academic Courses - Fall 2025
DEC 01	Commemoration Day
DEC 2-3	UAE National Day
DEC 8 - JAN 2	Winter Break - No classes
JAN 16	Last Day of Fall 2025 Classes
JAN 19-23	Fall 2025 Final Exams
JAN 26 - FEB 13	Fall 2025 MA Block Teaching
FEB 16	Start of Spring 2026 Classes
MAR 16 - 19	Spring Break/ Eid Al Fitr - No Classes
MAY 25 -28	Eid Al Adha
JUN 19	Last Day of Spring 2026 Classes
JUN 22 - 26	Spring 2026 Final Exams
JUN 29 - JUL 17	Spring 2026 MA Block Teaching
JUL 20	End of MA Academic Calendar

* Classes are suspended during all National and Islamic holidays as declared by the UAE government.

MA Programmes (MILAD): 2025- 2026 Academic Calendar

SEPT 04	Orientation
SEPT 08 - 26	Fall 2025 MILAD Block Teaching
SEPT 29	Start of Fall 2025 Academic Courses
DEC 01	Commemoration Day
DEC 2-3	UAE National Day
DEC 8 - JAN 2	Winter Break - No classes
FEB 6	Last Day of Fall 2025 Classes
FEB 9-13	Fall 2025 Final Exams
FEB 16 - MAR 6	Fall 2025 Final Exams
MAR 9	Start of Spring 2026 Academic Courses
MAR 16 - 19	Spring Break/ Eid Al Fitr - No Classes
MAY 25 -28	Eid Al Adha
JUL 10	Last Day of Spring 2026 Classes
JUL 13 - 17	Spring 2026 Final Exams
JUL 20	End of MA Academic Calendar

* Classes are suspended during all National and Islamic holidays as declared by the UAE government.

Academic Faculty Appointment

AGDA is devoted to attracting, appointing, and retaining a diverse and qualified faculty dedicated to delivering quality education, conducting valuable research, and actively contributing to AGDA and UAE community. These efforts align with the goals of academic units and contribute to the fulfillment of AGDA's mission.

Faculty hiring forms the foundational phase in establishing a robust faculty cohort. It encompasses identifying and attracting qualified candidates. The hiring procedure comprises balanced assessment, cooperative interviews, and thorough selection. Upholding ethical standards, safeguarding applicant confidentiality, and adhering to principles of equal opportunities are essential elements of the hiring process.

The members involved in the hiring process must disclose any current or previous ties with potential candidates to the recruitment committee chair, to avoid any conflicts of interest, and ensure transparency and equitable opportunities.

The confidentiality of applicant records, interview specifics, and feedback from the recruitment team is upheld by the recruitment team members. The privacy of applicants is valued in both formal and informal exchanges, and recruitment details are disclosed solely to the pertinent appointing individuals.

The Human Resources department keeps information related to the search and selection process, such as resumes, documentation, and communications, for a period of five years, considering potential future recruitment needs.

The Human Resource committee works in conjunction with the Dean and recruitment team members to identify vacant positions, applicant profiles, necessary qualifications, and supervises the academy's recruitment process, in line with the academic and financial needs and obligations.

Length and Types of Appointment:

1. Full-Time Faculty Appointment:

Faculty members with full-time appointments extend from a minimum of one year to a maximum of three years. It is expected by the full-time members to achieve and meet their expected role and responsibilities as outlined in their contracts and the Faculty Role Policy.

2. Temporary Appointment:

Temporary faculty members are appointed based on their commitment to teaching or other contractual obligations within an academic unit, and the appointment is for a fixed duration of a maximum of one academic year. Decisions regarding the appointment of temporary faculty members are made on a semester-to-semester basis. The qualification requirements for temporary faculty members are in line with those for full-time faculty members (please refer to the Faculty Qualifications Policy).

a. Visiting Faculty Appointment

A visiting faculty appointment refers to a temporary term of a maximum period to one academic year (full-time equivalent). During this period, visiting faculty members are required to fulfill their duties as outlined in their contracts as well as the Faculty Role Policy.

b. Adjunct Faculty Appointment:

An adjunct faculty appointment is characterized as a temporary role lasting for a specific period, typically for one semester. They are primarily engaged in teaching assignments aligned with their areas of expertise. The overall count of adjunct faculty members should not surpass 25% within a specific educational program.

Adjunct faculty members must adhere to the terms and responsibilities outlined in their contracts. This includes meeting designated teaching contact hours, maintaining in-campus office hours, participating in examination periods, and completing necessary administrative processes such as course file and reports. Similar faculty qualification requirements apply to part-time faculty members.

Graduate Programmes Director Appointment:

When appointing for this position, the Dean adheres to its standard procedure for recruiting new faculty members.

New Faculty Orientation

Newly joined faculty members at AGDA are required to attend an orientation organized by the Human Resource Department in collaboration with other academic and non-academic units during the initial week of their employment.

Probation Period

A Full-time faculty member's probationary period is the first six months from the official joining date. The Human Resource Department issues a confirmation letter for the continuation of employment in reference to the faculty member's performance and direct supervisors' decision. In the event of unsatisfactory performance, the faculty member's employment may be discontinued during the probationary period. Accordingly, compensation in adherence to the UAE labor law is provided to the faculty member.

SECTION I GOVERNANCE AND ORGANISATION

Faculty Qualifications:

AGDA is dedicated to recruiting and maintaining competent faculty members who support its goals and objectives. When selecting and assigning teaching duties, the AGDA endorses the highest attained degree in the teaching discipline or related field as a primary consideration. In addition to other non-academic credentials such as ongoing research and scholarly activities, professional experience and development.

Faculty Credentialing Documentation:

Faculty members must provide official degrees, transcripts, resumes, and other relevant documents to support their qualifications. Faculty members must possess the appropriate documentation in order to be recognized for teaching. Prior to the commencement of courses, it is necessary to verify the teaching assignments for all faculty members.

Academic Qualifications:

AGDA adheres to the credentials in compliance with CAA standards, for which faculty members instructing in graduate programs must hold a relevant specialist terminal degree from an internationally recognized institution of higher education.

Qualifications other than Academic Credentials:

In the event where the required academic qualifications are not sufficiently met to teach the assigned courses, further non-academic qualifications can be considered as listed below, upon the Dean and Graduate Programmes Director justification and approval.

- **Research:** Providing documentation that illustrates research and scholarly activities, such as published papers, book releases, exhibition or performance reviews, and other scholarly pursuits, is required. A thorough justification must accompany this documentation to substantiate the faculty member's ability to teach the assigned course(s).
- **Professional Certifications:** Holding recognized professional certificates relevant to their discipline can be considered as supplementary credentials to their academic qualifications. Proper justification is essential to support the faculty member's capacity to teach the assigned course(s).
- **Teaching and/or Professional Experience:** Faculty members are encouraged to submit evidence of teaching and/or professional experience in alignment with their discipline. This submission should include their resume and other pertinent documentation. A rationale that clearly demonstrates the relevance of their experience to the assigned course and its learning outcomes is a mandatory requirement.
- **Awards and Recognitions:** Faculty members are welcome to present regional and national awards received for published works or service to the discipline.

Job Description

AGDA provides detailed job descriptions for all academic and research staff. These descriptions outline the specific duties and responsibilities expected, as articulated in each faculty member's contract and in the Faculty Roles and Responsibilities Policy. This comprehensive documentation ensures clarity and consistency in roles, enabling faculty to understand and fulfill their obligations effectively.

Grade and Salary Pay Scale

AGDA maintains an approved grade and salary pay scale for all faculty members. This structured pay scale ensures transparency, equity, and consistency in compensation, reflecting the qualifications, experience, and responsibilities of academic and research staff.

Offer of Employment for Faculty Members:

- Human Resources shall issue the employment offer to the successful candidate(s).
- The proposed salary of the candidate shall be as per the salary scale of the position, as defined in the AGDA salary scale.
- When a candidate signs the employment offer, Human Resources shall issue the Employment Contract for signature at the date of joining.

Contracts:

The contract period of faculty members is one to three years, renewable.

Compensation and Benefits:

Full-time faculty members and instructors are compensated with a package of salary, allowances and benefits based on the salary scale and benefits of AGDA.

Air Tickets:

AGDA will cover the cost of the air tickets to the UAE, from the city of departure on the commencement date of employment. The category of the ticket will be as per the salary scale of the AGDA for the employees who are joining from other countries.

Relocation Allowance for Non-UAE Nationals:

- Upon arrival, faculty members and instructors shall be entitled for furniture shipment expenses once only, as per the salary scale and grade of AGDA on the commencement date of the employment.

SECTION I GOVERNANCE AND ORGANISATION

- AGDA will cover the cost of hotel accommodation upon arrival in the UAE for maximum one month and upon the commencement of employment for the faculty member/instructor, as per salary scale and grade of AGDA.
- AGDA will cover medical examination and visa costs of the employee.

Education Allowances:

AGDA provides education allowance for all faculty members and instructors, as per the salary scale of the AGDA.

Medical Insurance:

The faculty members/instructors and their spouse and children below 18 years old with valid residency in the UAE shall be entitled to a paid medical insurance scheme coverage, as per the salary and grade scale of AGDA.

Cost of Renewing the Residence Visa:

AGDA shall bear the cost of renewing the residence visa for the faculty member/instructor.

End of Service Gratuity / Pension on Retirement:

- Gratuity shall be paid to the legal beneficiaries of the UAE employees and to the GCC employees, in accordance with related policies.
- The end of service gratuity shall be paid to the legal beneficiaries of employees other than UAE and GCC nationals, in accordance with the policy of FAHR related to the end of service.
- All Deans, faculty members/instructors receive end of service gratuity or the pension on retirement as follows:

Nationals of the UAE and other GCC countries: Deans and faculty members/instructors shall be entitled to a pension on retirement, or an end of service gratuity, in accordance with the regulation of the General Authority for Pensions and Social Securities and the regulation of extending insurance protection to the GCC nationals.

Non-UAE Nationals: All Deans, faculty members/instructors with other nationalities shall be entitled to the end of service gratuity. Any absence or leave without pay shall not be calculated in the term of service. Any amounts owed to AGDA shall be deducted from the end of service gratuity.

Leave of Absence

AGDA academic faculty and researchers may take the entire annual leave at one time or divide it into different periods according to the academic calendar, subject to the approval of their direct supervisor. This approach ensures uninterrupted AGDA operations. The direct line supervisor is tasked with coordinating employee leave schedules to prevent overlap among staff with the same responsibilities.

If an employee's leave duration changes due to a promotion or grade adjustment, the annual entitlement shall be amended accordingly as of the date of promotion or grade adjustment.

Academic Staff Annual Leave:

Academic staff are granted 30 working days for their annual leave, which must normally be utilized within the allocated calendar year. In addition, all academic and research faculty are granted 10 working days of research leave within the allocated academic year, subject to certain conditions communicated by the direct supervisor and Dean.

Academic and research staff must normally take their leave during summer and semester breaks. Those who do not take leave at these times need to have their work plans authorized by both their direct supervisor and, for academic faculty, by the Dean. Academic and research staff are required to clear their remaining leave balance prior to the commencement of the new calendar year.

Upon the approval of the direct supervisors and Dean, faculty members may carry forward half of their unused annual leave balance to the following year. However, in such instances, any additional days beyond this approved carryover will be cancelled.

Maternity Leave:

1. All full-time female employees are entitled to a fully paid maternity leave of ninety (90) days with a gross salary.
2. Female employee is entitled to the maternity leave mentioned in Clause (1) if the delivery takes place after six (6) months or more of pregnancy, whether the fetus is stillborn or born alive and then dies.
3. The maternity leave granted to female employees will not impact their eligibility for other types of leave.
4. The service of a female employee may not be terminated or warned thereof due to pregnancy, maternity leave, or absence from work.

5. A female employee may, for a period not exceeding (6) months from the date of delivery, leave the workplace for two hours daily to breastfeed her child. In all cases, these two periods shall not be more than 2 hours.
6. Weekends and official holidays that coincide with maternity leave are counted as part of the maternity leave, and also weekends and official holidays that occur at the beginning and/or end of the maternity leave.
7. Accrual of entitlements such as the end of service gratuity, pension and annual leave shall continue as usual during the approved maternity leave.
8. If a female employee is granted sick leave during the period of maternity leave, the maternity leave shall not be extended to cover the period of the sick leave granted.
9. A female employee is entitled to maternity leave while in probation period. In such a case, the probation period is to be extended to account for the period taken up by the maternity leave.

Paternal Leave:

An employee shall be entitled to fully paid parental leave of five (5) working days for the employee who has a newborn, with a view to take care of his child. Such leave shall be granted continuously or intermittently within six (6) months from the date of the child's birth.

Professional Development Leave:

AGDA provides its full-time faculty members with professional development leave for only face- to-face activities. AGDA reserves the right to reject professional development leave, if the activity is during a critical period in the academy. Moreover, faculty member requesting a professional development leave shall clearly identify the provision of workload coverage and other duties.

Sick Leave:

1. An academic staff is granted sick leave if the health condition prevents from carrying out the job duties or warding off any health risks, subject to a medical report issued by an approved medical authority.
2. The academic staff must adhere to applicable Human Resources procedures by promptly informing their direct superior of any granted sick leave, unless circumstances prevent immediate notification.
3. The maximum sick leave shall be calculated in one incident or during the year based on the working days.

4. Weekends and official holidays or any other leaves shall not be compensated with other days if they fall during the sick leave.
5. According to an approved medical report issued by an official medical authority, sick leave shall not exceed (5) consecutive working days in one accident, and up to (15) working days per year. If the sick leave exceeds the maximum limit referred to above, it shall then be granted as per an approved medical report issued by the Medical Committee.
6. The first (15) working days of the sick leave shall be with gross salary, and any period in excess of that shall be deducted from the academic staff annual leave balance, if any; if not, it shall be considered unpaid leave.
7. If the academic staff exceeds the maximum sick leave of (15) working days per year, AGDA shall refer the employee to the Medical Committee to decide on the health condition.
8. The condition of a sick academic staff shall be reviewed if it lasts more than (6) months, and the Medical Committee may decide to extend the leave for a period not exceeding (6) months or recommend termination of his services on medical grounds.
9. The academic staff may be granted paid sick leave not exceeding one year with a gross salary if the sickness is a result of work-related injury. If the sickness continues for further periods, the employee shall be referred to the Medical Committee to check his health condition, and the leave may be extended for a period not exceeding further (6) months or he will be recommended for termination of service on medical grounds, in accordance with the provisions of the Pension and Social Security Law.

Compassionate Leave:

An academic staff is entitled to a paid compassionate leave as follows:

For (5) days in case of the death of first-degree relatives (father, mother, son, daughter, wife).

For (3) days in case of the death of second-degree relatives (grandfather, grandmother, brothers, sisters, grandchildren).

1. Compassionate leave shall commence on the date in which the death occurs.
2. Compassionate leave, annual leave and unpaid leave may be combined.
3. In case compassionate leave occurs during weekends, public holidays or during days

of approved leaves, the employee shall not be compensated for the compassionate leave days.

4. In case of the death of a relative, the employee shall report the incident and provide acceptable evidence on his return from the leave, according to the applicable legislation

Sabbatical Leave:

Full-time academic and research faculty members are eligible for sabbatical leave for up to one academic year to enhance teaching and research skills by affiliating with one of the top 200 institutions worldwide, as per the QS Ranking, or with a leading research center or think tank. This opportunity is contingent upon completing a minimum of four years of full-time service at AGDA.

Sabbatical leave requires prior authorization, which includes considerations such as the hosting institution, program relevance, and faculty performance.

Requests for sabbatical leave must be submitted at least one semester prior to the intended start date. As sabbatical leave is unpaid, it does not factor into end-of-service calculations, and AGDA does not cover associated expenses.

Hajj Leave:

1. A Muslim employee is entitled to receive a (15) working day leave on full pay to perform the Hajj Pilgrimage once as a maximum throughout his service.
2. An employee may combine Hajj leave and annual leave
3. Hajj leave may not be granted unless the employee successfully completes the probation period, and after return, he shall submit the supporting documents demonstrating that he performed Hajj.

Academic Faculty Performance Evaluation

As part of AGDA's commitment to institutional effectiveness, the performance of faculty members is assessed on an annual basis. This performance evaluation will provide an assessment of performance that allows recognition of a faculty member's strengths and achievements. In accordance with UAE HR policy, this assessment takes place at the end of each calendar year.

Faculty performance is based on AGDA/s mission and on the responsibilities of academic and research faculty members that serve the three (3) criteria: Teaching, Research, and Service.

The research faculty is evaluated via the AGDA's performance management process.

The academic faculty is evaluated according to "Section II, g. Faculty Performance Evaluation and Review" and accompanying "Appendix 2 Guidelines" of the Faculty Handbook.

Academic faculty members of all ranks must submit a Self-Assessment Report to the Graduate Programmes Director on their activities and published or in-progress research by the deadline set by the HR section. The annual report will be appended to the Graduate Programmes Director's annual performance evaluation of faculty members.

The Graduate Programmes Director shall submit the performance evaluation results and the final recommendation to the Dean for approval.

Eligibility for contract renewal will be based on the annual evaluations of the employee's performance and the recommendation of the Dean.

Academic Faculty Workload:

In adherence to the Faculty Role Policy and the requirements of Stipulation 5.7 of the CAA Standards 2019, AGDA strives for effective teaching load allocations for faculty and academic administrators. This includes various responsibilities including teaching, research, academic advising, thesis supervision, committee involvement, and development of curriculum. The Dean is responsible for managing these assignments, ensuring a balanced workload in compliance with AGDA standards.

Academic Faculty Teaching Load:

AGDA adheres to specific workload assignments:

- (18) credit hours or equivalent per academic year, (typically no more than 9 credit hours per semester) for faculty only teaching in graduate programs.
- (6) credit hours, or equivalent, per semester for adjunct faculty.
- The Graduate Programmes Director receives a minimum release time of (3) credit hours per semester.

Teaching Load for Academic and Research Administrators:

Teaching loads for academic and research administrators are as follows:

- Dean: 3 credit hours per semester
- Graduate Programmes Director: 3 credit hours per semester
- Research & Analysis Director: 3 credit hours per semester

Teaching Load for Thesis Supervision:

Supervision of graduate thesis is included into academic faculty teaching load. Graduate thesis supervision accounts for 0.5 credit hours per student, not exceeding 3 credit hours per academic year.

Teaching Load for Capstone Supervision:

Supervision of capstone projects is included in academic faculty teaching load. Capstone supervision is calculated as one credit hour for every 5 students, not exceeding 15 students per academic supervisor per academic year.

Professional Promotion in Rank

In the case of academic faculty, a sub-Committee of the HR committee (SCHR) reviews promotion in rank and makes its final recommendation to the Director General, who then communicates his/her final decision to the HR Manager. The criteria, guidelines, timeline and procedures for constructing the dossier for promotion are outlined in Appendix One in this Faculty Handbook. The criteria for promotion from both Assistant Professor to Associate Professor and Associate Professor to Professor, are also outlined in the Appendix.

The criteria for promotion from lecturer to senior lecturer are to follow the AGDA Faculty Performance Review Guidelines with respect to 1) teaching, 2) research and 3) service. When mobilised, the SCHR will review the evaluations and the input of three external reviewers, as well as any documentation of course evaluations, course portfolios, service, or other contributions.

AGDA's faculty can expect that the SCHR will draw primarily from the promotion dossier, which the candidate submits to formally initiate the process. A candidate should inform the Dean well in advance of the submission date that he/she intends to submit a file for promotion. A candidate can also submit a list of up to five names that he/she believes should not be the external members of the SCHR.

The Dean will contact external referees, which are drawn from two separate lists. The first list will be supplied by the candidate, and it must be composed of potential referees of suitable rank and without potential conflict of interest. The second list will be drawn up by the Dean. Taken together, the candidate's research will be evaluated by three external reviewers.

The Dean will evaluate the file (in relation to the external reviews) prior to the meeting of the SCHR. This will require the Dean to write a recommendation indicating whether the candidate merits promotion. In the interest of transparency, the Dean will be encouraged

to share the report with the candidate, once the process has been completed.

Once the process is complete, AGDA's Director General informs faculty members of promotion decisions. If a faculty member receives in writing an adverse decision concerning the application for promotion or long-term contract, he/she may request reconsideration within thirty (30) days, by filing a request for reconsideration with the Director General of AGDA. The petition should include the reasons for the request for reconsideration. A faculty member who is denied a renewable contract may be allowed a final contract for one additional year, to allow the Academy sufficient time to find a suitable replacement.

See "Appendix 1: Promotion Criteria, Guidelines and Timeline" of this Handbook for more details on the promotion process.



SECTION II

FACULTY INFORMATION, ROLES & RESPONSIBILITIES

SECTION II FACULTY INFORMATION, ROLES & RESPONSIBILITIES

Faculty Role:

Faculty members are anticipated to utilize their professional knowledge in the realms of teaching, evaluating student work, providing academic advice, engaging in administrative and committee tasks, contributing to professional service, and participating in community service.

Teaching/Instructional Delivery:

Faculty members play a vital role in delivering research-driven and practice-oriented teaching. They are expected to employ the latest pedagogical techniques that encourage student inquiry, encompass a comprehensive body of knowledge, and develop essential skills and competencies. This includes guiding students in their theses, fostering autonomy and professional growth in real-world contexts. Eligibility to teach in graduate programs is reserved for research-active faculty with a documented record of research activity and citations.

Instructional Management:

Faculty members are responsible for managing instructional processes and creating a conducive learning environment. They must submit all necessary reports, including students grades and course files components, in a timely manner.

Assessment and Evaluation:

Faculty members are required to design course assessments that are rigorous in nature and meeting the specified levels of the National Qualifications Framework of the Emirates, tailored to the courses they teach at both post graduate diploma and graduate levels. They must evaluate student performance and grading, ensuring clear assessment criteria that align with course content and learning outcomes while avoiding cognitive bias.

Research and Scholarship:

Faculty members are urged to actively participate in scholarly endeavors, publishing peer-reviewed articles within their respective domains and contributing to AGDA's Research Strategy and Mission. To fulfill the academy's requirements and expectations regarding research and scholarly activities, faculty must adhere to the Research Expectations and Responsibility Policy and Procedure.

Professional Development:

Faculty members are promoted to stay abreast of the latest academic techniques, discipline-specific knowledge, technological advancements, and leadership skills. This involves active engagement in workshops, seminars, and training sessions, both on and off-campus. Comprehensive information on Faculty Professional Development can be found in the Faculty Professional Development Policy and Procedures.

Management/Administration:

Faculty members may be asked to serve in administrative capacities, such as programme coordinators. In such cases, they bear the responsibility of overseeing academic programmes to ensure their effectiveness. Academic Administrators contribute to accreditation efforts, recruitment activities, research administration, consultation, and service to the academy, discipline, and the community.

Shared Governance:

The academy fosters a culture of collaborative leadership, promoting active engagement from all faculty members in meetings, committees, and decision-making groups. Elected faculty representatives play a direct role in decision-making processes related to assessments, curriculum, research, discipline, grievances, and promotions.

Academic Advising and Academic Success:

Faculty members are expected to provide academic advising and guidance to students, aiding in curriculum planning and career development. They must uphold respect for students and maintain confidentiality within the faculty-student relationship at AGDA.

Faculty Rights and Responsibilities:

Teaching:

Teaching at AGDA includes instruction in all programmes, assessment of student learning both in the classroom and through the Comprehensive Student Evaluation process at the end of the academic year, supervision of Thesis and Capstone projects, submission of course files according to the MoE Standards (2019), submission of a quality assurance plan for each course taught, advising students, curricular development, and some outreach activities.

Teaching involves the sharing of both theoretical knowledge and applied information by enabling students to learn facts and concepts and to apply the knowledge they gain. As experts in their discipline areas, faculty members are obligated to stay current in their field, to use the best in pedagogy and technology, to participate in their own professional development, and to act upon the scholarship of instruction where instruction becomes a dynamic interchange of knowledge between the teacher and the learner. All teaching is evaluated so that faculty teaching and student learning will improve.

a) Course Assignments:

The Dean, in consultation with the faculty member concerned and either the Graduate Programmes Director (where it involves an academic faculty member) or the Director of Research (where it involves a research faculty member), decides on the faculty member responsible for teaching a course prior to the beginning of every academic year.

b) Syllabus Requirement:

Faculty members are expected to distribute a comprehensive course syllabus to students during the first meeting of each course. This syllabus should include:

- The course name and code
- Identification of required prerequisites, if any
- The number of course credits to be earned
- Meeting dates, times and locations
- Instructor name and contact information
- Office hours of availability for student consultation and advising
- A description of the course content
- The course objectives describing the place or role of the course in the programme
- Course Learning Outcomes (CLOs), indicating what a student should be able to do upon completion of the course. The CLOs should be mapped to the corresponding programme's learning outcomes (PLOs)
- Explanation of course assignments in reasonable detail, as well as their respective due dates
- Weighting of course assignments in the final grade
- Recommended and required reading lists, including designated textbooks
- A structure or course schedule showing class meeting dates, topics to be covered, and any preparation required

All courses at the Academy adopt a course credit system, which is in compliance with the MoE requirements.

c) Student Grades and Evaluation

Faculty members have the right to freely evaluate student performance in their classes without interference from the Academy. However, faculty members are expected to provide fair and consistent assessments of student performance. Assessment methods include but are not limited to written examinations, papers, presentations and projects. To facilitate fairness and promote useful feedback, faculty members are encouraged to develop grading rubrics, when appropriate.

Faculty members should keep clear and comprehensive records of student assessments to insure the accurate calculation of student performance over the course and as a reference, in the case of any student appeal of particular grades.

Faculty members shall proctor all in-class examinations except their final examinations. In all assessments, students shall strictly comply with the policies on academic integrity outlined in the Student Handbook.

Faculty members should submit all final student grades within the deadlines specified by the Graduate Programmes Director. Grades submitted to the Registrar are considered final, with exception of a grade of Incomplete (I) issued due to an emergency recognised by the Graduate Programmes Director. The faculty member's ability to change a grade once submitted is strictly limited. The student's ability to appeal a grade, once submitted, is strictly controlled in the context of the student appeals procedures. The Registrar is responsible for issuing final grades to students.

d) Course Grade Scale

The Academy uses the following grading scale:

Letter Grade	Marks
A	94 – 100
A-	90 – 93
B+	86 – 89
B	82 – 85
B-	78 – 81
C+	74 – 77
C	70 – 73
C-	66 – 69
D+	62 – 65
D	60 – 61
F (Fail)	0 – 59

e) Absence from Classes:

Faculty members are asked to take care to ensure that professional and research-related duties do not take them away consistently from the classroom, during the academic year. In the instance that members of the faculty must be absent for academic reasons, they shall notify the Graduate Programmes Director. Faculty members are expected to find their own substitute, subject to approval of the Graduate Programmes Director.

Faculty members who must be absent because of illness or some other emergency, shall inform the Graduate Programmes Director as soon as possible, so that arrangements can be made to cover or reschedule any classes missed.

The Academy attracts a substantial number of guest lecturers and visiting fellows, and the faculty member responsible for the course is expected to be present in class to host the speaker and to ensure that presented material is effectively integrated into the goals of the course.

f) Teacher and Course Evaluation

Through effective teaching, AGDA puts student learning at its focal point. Effective teaching leads to mastery of content, ability to think critically and to problem-solve, as well as to develop skill sets and dispositions that lead to successful careers. Assessment of teaching includes:

- The ability to organise and conduct a course at appropriate levels for students given the subject matter.
- The degree to which the faculty incorporate the latest knowledge and research into the subject matter.
- The ability to engage the interest and curiosity of students and to stimulate their willingness to think critically about ideas and concepts.
- Availability beyond the classroom.
- The regularity with which the faculty examine the organisation, materials, readings, and approaches to the course.

Teaching performance is assessed by a student survey for every course, as part of AGDA's institutional effectiveness strategy. Although imperfect in measuring teaching quality, such surveys provide useful observations on a teacher's delivery of information to students, the quality of provided education, and feedback that can be used to revise future curricula and enhance future teacher performance.

When course evaluation forms are distributed in the classroom, this shall be done during the final session of a class, and a non-faculty member shall distribute course evaluation forms. To ensure that students feel free to evaluate faculty performance freely, faculty members are required to leave the class.

Faculty members will receive a summary of course evaluations after the submission of final grades. A discussion of student input and resulting ideas for course improvements with the Graduate Programmes Director are encouraged to improve the learning environment and the faculty's teaching effectiveness.

Teaching is also assessed and constantly improved through other measures that are set out in AGDA's Quality Assurance Framework.

g) Academic Faculty Performance Evaluation and Review

Faculty members at AGDA are generally expected to divide their time between teaching, research, and service duties.

The weight for each component of the Academic faculty evaluation is the following:

Teaching – 40% (60% for lecturers)

Research – 40% (0-30% for lecturers)

Service – 20% (10-40% for lecturers)

The Dean will allocate the teaching load at the beginning of every academic year, after discussing the faculty member's projected responsibilities and endeavours. This can be revisited midway through the academic year.

AGDA will allocate weighting to faculty member's performance appraisals based on their responsibilities.

i. Teaching and Student Engagement:

The academic faculty teaching load is in line with the CAA's 2019 Standards which stipulates that a faculty member's teaching load should not exceed 18 credit hours or equivalent per year, (typically no more than nine credit hours per semester). The maximum teaching load for lecturers and senior lecturers is nine credit hours per semester.

The Graduate Programmes Director will be released from some of their teaching obligations, with a maximum deduction of two courses per year for administrative work in relation with academic affairs.

Both Academic and Research Faculty are expected to conduct the following, depending on their workload allocations:

- Perform assigned teaching duties in the PGD and MA Programmes.
- Supervise Capstone projects, as required.
- Supervise MA Theses, as required.
- Have sufficient office hours and be accessible to students outside of classroom hours.
- Be available before and during examinations to answer questions.
- Revise and update course materials.
- Develop new courses and be involved in curriculum development.
- Advise PGD and MA students

When it comes to academic advising, faculty members are encouraged to provide valued advice to all students seeking information, related to both academic issues and career issues. Faculty are expected to meet with students at least during the enrolment session, for each semester and at the end of each semester, in order to assess student progress, discuss course requirements for the forthcoming semester, especially with regards to choosing the relevant electives for the MA Programme.

Faculty are also expected to play an important role in curriculum development. Curricular changes go through the Academic Affairs Committee (AAC). The AAC may appoint an ad-hoc working group to oversee processes of curricular development. Other members of AGDA may be invited to participate in these deliberations, when relevant.

Curricula for AGDA's programmes are approved by the AAC. Faculty members play an important role in designing the overall curriculum for AGDA, revising it and updating it. Input from all faculty members is welcome, and faculty members are encouraged to submit suggestions to the Dean.

Since the development of diplomats is part of AGDA's core mission, the institution's faculty members are expected to provide the highest level of leadership in their classrooms. Excellence in teaching is taken into account for contract renewal and evaluation of performance, and it can be exhibited by a combination of the following:

- Strong teaching evaluations.
- Grading without inflating marks or grades.
- Providing significant time for both formal and informal student advising.
- Participating in the Comprehensive Student Evaluation process.
- Commitment to the establishment of an academic culture, which makes continuous commitment a priority.
- Commitment to helping promote a student-centred environment and academic programme.
- Contribution to upholding the highest standards of academic integrity.
- Developing new courses, while continuously improving existing courses.

ii. Faculty Research:

Faculty members make vital and significant contributions to AGDA's mission, through their research, scholarship, and creative activities. Research informs the practice of teaching, enriches the experiences of students who study with active researchers, and contributes to the base of knowledge of their discipline in the Middle East and the world. AGDA is an independent institution and will ensure the highest possible standard of autonomy in research, analysis and thought leadership, to all those working in the Academy.

AGDA distinguishes between research that will be published by the Academy itself and research that will be published in other outlets (e.g., academic journals, books). The Research Faculty have the primary responsibility for producing research to be published by AGDA but are also encouraged to publish externally. The academic faculty are primarily responsible for publishing with reputable external publishers, but are also encouraged to publish with AGDA.

The purpose of AGDA's own research is to: act as a trusted, impactful source of analysis and advice for the UAE government; make significant contributions to global debates on issues relevant to the UAE; and help to build AGDA students' capacity to understand and analyse foreign policy issues. AGDA's approach to research and its publications are published on AGDA's website.

The Academy identifies core research themes, which it develops as research programmes. These are agreed with the AAC and the Director General and are informed by consultation with the Board of Trustees (BoT). Most of AGDA's publications should relate to one of research themes, whereas external publications are not constrained by this. These research programmes may be added to, modified or reduced, by decision of the Research Director, following consultation with the Director General.

While many of AGDA's research publications are produced by AGDA's faculty, the Research and Analysis Department also commissions a significant number of papers from external experts. The commissioning of an external expert to write an AGDA paper must be approved by the Research Director, who must formally sign off the topic of the research, the author and the fee.

The fee paid for external research must be determined in accordance with a fee structure that is approved by the Director General and the Board of Trustees.

There are three key principles that should guide the production of AGDA's research:

- Deliver consistently high quality by utilising high quality inputs; having a robust quality assurance process; seeking feedback and evaluation.
- Build our credibility by delivering consistent high quality; establishing partnerships with prestigious institutions; encouraging a diversity of informed views; building brand recognition of AGDA's outputs; and being transparent about the source of the analysis.
- Add value by being relevant by identifying an 'audience' for each of the AGDA's pieces of analysis; ensuring that AGDA's analysis is practical and policy-relevant; and leaving sufficient space in AGDA's research agenda to do unplanned work.

The details of the quality assurance framework for AGDA's publications are set out in

SECTION II FACULTY INFORMATION, ROLES & RESPONSIBILITIES

AGDA's Quality Assurance Manual.

AGDA's academic faculty members are expected to contribute to AGDA-related research, as pursued in the Research and Analysis Department of AGDA, based on the guidelines specified in section "h" of this handbook. Other recognized contributions are done through the publications of books, chapters in books, technical reports, patents, and editorships, among other contributions.

As mentioned in the Faculty Performance Review Guidelines (see Appendix 2), a normal research output per academic faculty member is a minimum of two 'major' outputs and one 'minor' output per year.

'Major' outputs are defined as: a Scopus indexed journal or peer-reviewed research article in a top-rated journal, a self-authored book or monograph, a book chapter in an edited volume, a co-edited book published by a top-ranked or second-ranked publisher, or a paper presented at a leading international conference that might subsequently appear in published conference proceedings.

'Minor' outputs are defined as: an AGDA Working Paper, a paper presented at a local or regional conference or any other output that meets the definition of research and is not otherwise categorized here.

Faculty who are writing a self-authored book/monograph do not need minor or major outputs for two years, provided they have an advance contract and give a progress report to the Dean twice a year.

In addition, academic faculty members need to continuously exhibit an active research agenda by:

- Forming research clusters with research faculty at AGDA
- Supervising research assistants and summer research students where necessary
- Conducting advisory work for the UAE government
- Speaking in events either in the UAE or overseas
- Organising research-related events at AGDA
- Seeking research funding in the form of grants and contracts according to AGDA's research policies and procedures

iii. Service Duties:

In conjunction with teaching and research, faculty members participate in service activities both within and outside of AGDA. Faculty members participate in faculty governance through meetings, committees and possibly task forces, essential to the effective functioning of AGDA. To begin with, the faculty meet to review curriculum, PGD and MA courses and programme design, as well as policies involving academic integrity and research objectives, in Academic or Research Department meetings.

Significant administrative decisions regarding academic matters go the AAC for final approval and AGDA faculty members' representatives participate on a rotation basis on the AAC. This means that their voices are active in the determination of all academic policymaking.

Leadership in professional organisations and participation in other professional activities, such as workshops and seminars and reviewing works submitted to conferences or journals, are also important service contributions.

Faculty members can make contributions to AGDA and the larger international academic community in many ways. Exhibiting a substantial contribution to service can be demonstrated by, but is not limited to, some of the following activities. These are typical examples:

- Serving on the AAC.
- Serving on other key committees.
- Participating directly in AGDA's Annual Student Trip.
- Representing AGDA to the international academic community.
- Organising panels and/or bringing speakers to AGDA.
- Undertake other assigned administrative duties.
- Attend and helping to organise seminars and other events.
- Responding to requests for information and assistance on matters of AGDA.
- Provide service to the profession (reviewing of research and scholarly material, conference organisation, participation in professional organisations, etc.).

h) Expectations for Academic Faculty Participation in AGDA Research

AGDA's academic faculty are expected to support both the AGDA Research and Analysis Department and the initiatives of the Executive Training Department.

Members may be expected to support the following initiatives in the RAD:

- Write AGDA publications.
- Organise and run the AGDA roundtable events.
- Provide feedback on potential hires.
- Provide information and editorial support for Reflection Papers and AGDA's Insights.
- Contribute to AGDA's Working Papers, as well as AGDA's Insights.
- Help recruit relevant speakers.

SECTION II FACULTY INFORMATION, ROLES & RESPONSIBILITIES

AGDA's academic faculty should contribute to AGDA RAD, where they have the appropriate expertise, to help the unit achieve its goals. This enables academic faculty members to support AGDA Research, while bringing their own projects to fruition. In practice, this means that the academic faculty can support AGDA's Reflection papers, Insights, and Working Papers and where appropriate partner with the RAD to devise roundtables, workshops and international conferences. Academic faculty are strongly advised to consider connecting the AGDA Working Papers to their own research.

The academic faculty of AGDA can make contributions to RAD's programmatic areas. These are supported by academic faculty who may write a Working Paper, provide information for policy briefs, help recruit relevant speakers and visiting fellows, as well as develop work related to the development of case studies.

Most important, while AGDA's academic faculty are not obligated to contribute to a specific objective, they are expected to maintain a meaningful and effective working relationship with the RAD. Furthermore, as academic faculty build their research portfolios, they will be expected to draw upon the expertise of their colleagues in RAD.

i. Intellectual Property Rights:

All intellectual property created through course instruction, student assignments, or research projects that use the AGDA facilities, equipment, or resources is considered the property of the academy. AGDA has the right to license or transfer any intellectual property it owns. Faculty, students, and staff at AGDA are not permitted to sell, lease, or share these documents with external parties, whether during their tenure or after. AGDA strictly prohibits any member of its community from infringing on copyright. For additional information, please refer to the Copyright policy.

Exceptions

The following remain the property of the inventor or creator:

- Artistic and literary works, such as textbooks, articles, and other publications, belong to their creators even if AGDA resources are used, provided these works were not produced under AGDA direction or as part of a sponsored research project.
- Inventions not arising from AGDA-related work and not using AGDA resources.
- Inventions that result from research funded by external sources.

Inventor\Creator Responsibilities

The creators of the Intellectual Property are required to abide by this policy and shall promptly disclose to AGDA any invention or discovery that the academy may own under the terms described in this policy. Additionally, they shall submit to AGDA any assignments or other documents necessary to protect the academy's rights in intellectual property.

Administrative Responsibilities

The Director of Research oversees the execution and management of this Policy. The responsibilities of the Director of Research include:

- Developing guidelines for carrying out this Policy.
- Managing intellectual property protection on behalf of AGDA.
- Acting on behalf of AGDA to patent and/or market Inventions owned by AGDA.
- Informing the Inventor when AGDA decides not to claim ownership of an Invention disclosed to the AGDA.

j) Professional Development:

As part of AGDA's 'thought leadership' mandate, faculty are encouraged to participate in relevant conferences, both inside and outside the UAE, in order to deepen their own insights and networks, and to bring raise AGDA's profile as a thought leader in international debates, on issues related to foreign policy and diplomacy.

In addition, as part of AGDA's thought leadership mandate, faculty are required to publish research, including AGDA's publications and external publications, (for instance: books, journals, and academic or policy papers).

AGDA recognises that participation in conferences and conducting research work, is also an important part of faculty's continuous professional development.

As such, AGDA provides budgetary support to faculty, to enable them to engage in these activities. In each year's budget, a certain amount of provision will be made for each faculty member to be able to use for the purpose of:

- travelling to conferences and/or conduct field work,
- providing the per diems necessary to support participation in conferences or field work,
- paying any fees charged by the conference organisers.

This annual budgetary provision may change from year to year, depending on affordability and assessment of needs. The amount will be communicated to faculty at the start of the year, and it will be their individual responsibility to manage within that budget. Other than in exceptional circumstances, there will be no additional funds provided.

In order to be able to make use of the funds for participating in a conference or conducting fieldwork, the faculty member must demonstrate that the activity complies with a number of conditions (see below).

SECTION II FACULTY INFORMATION, ROLES & RESPONSIBILITIES

For conferences, the faculty member must demonstrate through paperwork submitted for approval that:

- a. Participation in the conference will contribute to achieving AGDA's Mission.
- b. The conference relates to their field of expertise, or an area in which they are actively working to develop expertise.
- c. The period that they will be staying in the location of the conference is no more than is necessary for attending the conference.
- d. They are participating in the conference as a speaker .
- e. That attendance at the conference does not conflict with their other responsibilities in AGDA.
- f. They have informed AGDA Communications Department of their participation, in case there are opportunities to develop communications related to their participation.

For field work, the faculty member must demonstrate through paperwork submitted for approval:

- a. That the field work will contribute to achieving AGDA's Mission.
- b. What the topic of investigation of the research field work is, and details as to what the field work will entail.
- c. What research publication the field work is designed to contribute to, and the approximate date of publication.
- d. How they will use the time requested for field work, including a detailed day-by-day plan.
- e. That it does not conflict with their other responsibilities in AGDA.
- f. They have informed AGDA's Communications Department of their field work, in case there are opportunities to develop communications related to it.

The Dean is responsible for reviewing the faculty member's proposal and confirming that the conditions set out above are fulfilled. Only if he/she is satisfied that the conditions are met, should he/she approve the proposal. Once the Dean has approved the proposal, the proposal should then go to the Director General for approval, who should also sign an admin decree, prepared by the respective faculty member's department.

Upon return from a conference or research field trip, the faculty member will complete a form describing the extent to which the objectives were met and indicating the key takeaways from the conference or field research.

k) Academic Freedom:

Academic freedom is essential to the cultivation of effective research and teaching, and it is thus deemed a fundamental right of faculty at the AGDA. Thus, faculty members have the freedom to express their views and pursue their academic inquiries, without institutional censorship. At the same time, cultivating an environment of academic freedom requires that faculty members themselves are committed to intellectual honesty, tolerance of the views of others, and the academic freedom of their colleagues. Furthermore, faculty members must be committed to their own personal development and continual learning. All members of the AGDA community share a responsibility for maintaining a professional academic environment in this regard.

In this context of academic freedom, each faculty member has the full individual rights and responsibilities common to all residents of the UAE. Faculty members may be held accountable to AGDA for acts as private residents only if they substantially affect teaching and research at AGDA, or negatively impact the Academy's operations. Concurrently, faculty members shall not use their affiliation with AGDA, in the context of private pursuits in any manner that suggests the Academy's approval or support. When speaking or writing in a controversial field, faculty members should indicate that their viewpoints do not necessarily reflect the views of the trustees, officers and other staff of AGDA.

Health, Safety, and Environment: AGDA Responsibilities

In order to achieve the objectives of Health, Safety and Environment Policy, AGDA shall perform the following:

- Setting standards and rules for health and safety.
- Informing the faculty and staff, customers and visitors regarding the procedures of health and safety.
- Providing the faculty and staff with the required training and guidance, regarding the approved safety procedures.
- Providing the faculty and staff with the suitable safety equipment, according to the work requirements.
- Ensuring all equipment is in good condition.
- Ensuring that all dangerous materials are stored safely, according to the safety standards and rules.

SECTION II FACULTY INFORMATION, ROLES & RESPONSIBILITIES

Health, Safety, and Environment: Employee Responsibilities

In order to achieve the objectives of Health, Safety and Environment Policy, AGDA shall perform the following:

- Adherence to the Health, Safety and Environment Policies approved at AGDA.
- Performing their duties in a way that ensures the safety for them and others.
- Abstention from performing any dangerous tasks that they are not qualified to perform.
- Not to misuse the safety equipment and tools provided by AGDA.
- AGDA shall insure its faculty and staff against the injuries and accidents that occur at work.

AGDA Code of Conduct:

Faculty members are anticipated to utilize their professional knowledge in the realms of teaching, evaluating student work, providing academic advice, engaging in administrative and committee tasks, contributing to professional service, and participating in community service.

Overview

AGDA shall create a work environment which:

- Provides equal opportunities for the development and improvement of the faculty and staff.
- Is safe and fair and it shall fulfil the main requirements of the employee.
- Considers the cultural diversity and the individual differences of the faculty and staff.
- Provides opportunities for the faculty and staff to participate in submitting the proposals related to the improvement of services.
- Provides an environment suitable for the professional health.

Personal Behaviour

Faculty shall behave properly and shall adhere to the following:

- Respecting the laws, regulations and statutes related to the performance of the job duties and responsibilities and general ethics of the job.
- Performing the works entrusted to them with full accuracy and integrity.
- Practicing the job tasks with good faith and without negligence, and violation or damage to the public interest.

- Behaving in way that maintains the reputation of the government and the Federal Authority where they work.
- Adherence to the highest ethical standards in their behaviour and conducts.
- Respecting the rights and duties of the co-workers.
- Using the public funds honestly and with diligence and avoiding waste.
- Not to exploit the information obtained while performing their job.
- The employee shall adhere to the legislations applicable within the UAE.
- Each employee who commits violation to the laws and work statutes or job requirements, shall be penalised by the administrative penalties, stipulated therein without prejudice to any procedures, or punishments stipulated in any other legislations.
- It is prohibited that the employee utilises their position or relationships established by them during their work to effect or intervene improperly in the procedures performed by the competent investigation authorities, whether from inside the work environment, or outside.

Insider Dealing

- Insider dealing is a criminal offence in most countries around the world. Many people within AGDA, particularly those involved in the bidding process, will have access to information about publicly traded companies (suppliers and potential suppliers). However, if used improperly, those within AGDA could result in illegal insider dealing. These guidelines are to help Committee members, advisors and employees avoid the risk of breaking the law (in the UAE and elsewhere), and the general ethics policies above.
- Those seeking further guidance should contact the Legal Advisor and the AGDA's Director General.
- Every employee who violates the provisions of these abovementioned section policies, shall be disciplinarily accountable, up to and including instant dismissal.

Conflict of Interests

- Under AGDA's policy, "Conflict of Interest," means a situation where there is an actual or potential commercial, or professional conflict between the financial, recruitment, or other interests and duties of AGDA and a party engaged by the Academy, either directly or as a result of that party's relationship or connection with a third party. It also includes circumstances in which such a conflict may be perceived to exist, by either stakeholders of AGDA, or a reasonable member of the general public.

SECTION II FACULTY INFORMATION, ROLES & RESPONSIBILITIES

As a government entity, AGDA must abide by the principles of regularity and probity. This includes ensuring that:

- Conflicts of Interest is recognised as a risk that requires very careful management.
- Conflicts of Interest are handled appropriately, at all times.
- AGDA is able to demonstrate to all parties (including stakeholders and members of the public), that it has in place effective, transparent and appropriate guidance for the identification and management of Conflicts of Interest.

Working and Owning Shares in Other Companies

- The non-citizen employee is forbidden to work at any other company with or without salary, unless by the prior written consent from AGDA.
- The non-citizen employee is forbidden to own shares in any special institution or company, excluding the Public Joint Stock Companies, unless by the prior written consent from AGDA.
- The citizen employee at AGDA, unless the laws or resolutions of establishing the same stipulated otherwise, may own any share in any private company or institution, manage such companies or institutions, or work at the other with or without salary.

In all cases, it is conditioned that the employee shall fulfil the following conditions below, to work at other companies, or to own shares in the private companies or institutions:

- Notifying AGDA.
- The work shall be outside the official work hours.
- The work or ownership may not affect negatively on their job duties and tasks and may not reflect negatively to the status of AGDA.
- Their work shall not be related in any way to their official job, and it may not affect, or be affected by, their official job.

Employment of Relatives (Nepotism)

The terms “immediate family” or “relative” encompass individuals who share a marriage or blood relation up to the 2nd degree with a current employee at AGDA, including:

- Parents
- Grandparents
- In-laws
- Spouses or domestic partners
- Children, Stepchildren, or Adoptive children
- Grandchildren
- Siblings

AGDA allows for the employment of relatives in both academic and administrative roles. However, individuals who are related shall not hold positions where they can influence the employment status, promotion, transfer, or any other supervisory decision concerning their relative. Consequently, no employee may directly supervise a relative.

The recruitment process for relatives must adhere to rigorous procedures, focusing solely on the skills, experience, and qualifications necessary for the position. AGDA will carefully evaluate each case to make informed hiring decisions. Additionally, relatives of candidates cannot participate in the hiring committee when their family member is being considered for a position.

Employee Responsibilities

- Relative employees must uphold their professional duties and avoid any conflicts of interest, favoritism, or bias. If uncertain, the Human Resource Department should assign necessary actions to another senior member of AGDA.
- Relative employees are prohibited from seeking preferential treatment for their family members while on duty. AGDA policies apply uniformly to all staff, irrespective of their relationships with other members of AGDA.
- An employee should refrain from using their position to influence the employment status of a relative. Similarly, they must not leverage their position to impact the employment status of non-relatives if doing so would benefit their relative.

Faculty Grievance

AGDA is committed to implementing a fair and transparent internal resolution process to address concerns or disputes brought forth by employees related to events, circumstances, decisions, conditions, or matters involving other employees or academic/administrative units within the academy.

Grievance Submission

Faculty have the opportunity to formally submit written grievances regarding any facet of their employment at the academy. This includes compliance with employment terms, working conditions, the overall workplace environment, professional relationships, and any disciplinary actions taken against them. Employees are also granted the ability to lodge written grievances concerning the conclusion of their probationary period and annual performance evaluations, particularly in cases where significant disagreements emerge with the assessment provided by their direct supervisor.

Grievance Phases

The Grievance Committee is responsible for addressing and resolving the grievance. If the committee is unable to provide a resolution, the employee raising the grievance has the right to escalate the matter to the Director General/Deputy Director General. Grievances related to violations of UAE public order or religious rites will be directly handled by the Director General/ Deputy Director General's Office.

SECTION II FACULTY INFORMATION, ROLES & RESPONSIBILITIES

Requirements

Prior to submission, grievances must be thoroughly and deliberately examined. The Academy does not consider concerns that are unfounded or have no reliability. If a grievance is shown to be untrue, the grievant may be presented to the investigation committee, which will determine the appropriate action. Grievances are handled with the utmost secrecy and confidentiality, and should not be shared with anyone other than those immediately involved in the grievance process. Except for the HRD team member representative appointed by the Head of the Human Resources Department, all members of the Grievance Committee must have similar employment positions or levels to the employees impacted by the grievance.

Appeal

Employees can appeal decisions made in compliance with academy's regulations and UAE legislation. An employee may request a review of a disciplinary or grievance committee decision. The Deputy Director General/Director General shall appoint members to the Appeal Committee, which will examine the implementation of disciplinary processes and investigate the facts of the previous decision to ensure the authenticity of the allegations presented. The Appeal Committee's decision-making will be notified to the employee. Resignation of an employee does not make disciplinary actions invalid. The academy's disciplinary proceedings will have no effect on criminal or civil records.

Faculty Disciplinary

All academic staff are expected to fulfill their assigned responsibilities in alignment with the terms specified in their employment contracts, relevant Academy regulations, and codes of conduct. Additionally, academic staff members are obligated to adhere to universally recognized professional standards of conduct, as there are no formal disciplinary guidelines established for these norms. Maintaining an exemplary rapport with colleagues, students, and the community is imperative, reflecting positively on the Academy's values and those of the United Arab Emirates.

Academic Staff Code of Conduct

- Educators within academic institutions inspire students to pursue knowledge and learning, fostering an environment where the free expression of ideas and exchange of perspectives are encouraged and protected, ensuring that academic staff demonstrate respect and dignity for students while upholding themselves as ethical scholars in their respective fields.
- Academic staff maintain the integrity of the student-academic staff relationship by adhering to ethical academic conduct, ensuring that student evaluations are fair and impartial, based solely on merit.
- Discrimination or unfair treatment of students is avoided by academic staff who actively protect students' academic freedom and interests.

- Driven by a strong belief in the importance and integrity of scientific development, academic staff acknowledge their unique responsibilities, presenting facts objectively as they perceive them.
- Essential self-discipline and judgment are exercised by academic staff in the generation, extension, and transmission of knowledge, emphasizing moral integrity and a commitment to avoiding substantial obstruction or undermining of their primary duty.
- Academic staff hold responsibility for determining teaching methodologies in line with approved course syllabi, recognizing academic freedom as an integral part of the classroom experience.
- Academic staff refrain from harassment and discrimination against colleagues, respecting diverse opinions, ideas, and dissent.
- Contribution to the development and review of institutional policies and procedures is a responsibility of academic staff, who actively participate in the governance of their institution.
- As members of society, academic staff assess the importance of their duties in relation to contributions to students, peers, and the institution. When expressing themselves as individuals, they take care to avoid giving the appearance of representing their institution.
- Academic staff are expected to adhere to class schedules, maintain office hours for student guidance, and facilitate student access to course information. Violations of this Code will result in the disciplinary actions outlined herein.

Disciplinary Scope

The scope of misconduct encompasses, but is not restricted to:

- Breaching any section of the Academic Staff Code of Conduct, Academy policies, or the terms of the employment contract.
- Engaging in any official action, circumstance, or decision leading to a conflict of interest between personal activities and the interests of the Academy or its community. Please refer to the Conflict-of-Interest Policy.
- Obtaining personal advantages or interests through the nature of their job or position as AGDA academic staff, where this personal interest, whether direct or indirect, may influence their decisions or duties. Please consult the Bribery Policy.
- Displaying implicit or explicit disrespect, harassment, or discrimination toward members of AGDA or its community based on individual qualities, including values, beliefs, nationality, race, social status, age, gender, or disability.
- AGDA academic staff are committed to executing job instructions received from their supervisors. If these instructions may conflict or violate ethical standards, UAE applicable laws, or AGDA policies and procedures, they are required to clarify this in writing to their immediate superior.

SECTION II FACULTY INFORMATION, ROLES & RESPONSIBILITIES

- Breaching or disregarding the confidentiality of information pertaining to the Academy or its community members. Academy data must not be published, used, stored, transmitted, or removed unless within the scope of their duties, as allowed by information regulations, or for publication purposes with prior written authorization, even after leaving the Academy.
- Please refer to the Data/Information Policy.
- Failing to surrender any property and belongings to the Academy after departing (documents, official emails, files, software licenses—hardcopy or softcopy) unless such disclosure is expressly permitted by Academy policies or the employment contract.
- Engaging in significant personal misconduct that renders the individual unfit to interact with students, colleagues, or other members of the Academy community.
- Disregarding or disobeying directives, guidance, and instructions from their superiors in accordance with administrative hierarchy.
- Neglecting duties or behaving in a manner that could lead to delays, impediments, or disruptions in Academy services or demonstrating incompetent performance. Please refer to the Performance Policy and Faculty Role Policy.
- Employing unlawful means to disrupt Academy functioning and/or reputation or impede other members of the Academy community from carrying out their responsibilities.
- Violating any research conduct or intentionally and unintentionally engaging in falsification, plagiarism, conflict of interest, or any form of misconduct.
- Academy academic staff are obligated to ensure they are appropriately and conservatively dressed to uphold the reputation and appearance of the Academy and comply with any specific rules established by the Department of Human Resources and in a manner suitable to the requirements of their employment, customs, and traditions prevailing in the United Arab Emirates.

Discipline Principles

While the Academy regulations and employment contracts empower the administration of discipline, it must not be carried out subjectively or in an inappropriate manner. Additionally, the Academy regulations grant academic staff the right to utilize the grievance and appeal system. The Academy is committed to implementing an effective disciplinary framework that ensures the communication and accessibility of an appropriate code of good conduct to all academic staff, and that all due process regulations are duly fulfilled.

The principles guiding Academy discipline include the following:

1. **Timely discipline:** Disciplinary decisions shall be made promptly within a reasonable timeframe from the reporting of the violation through the investigation until the initiation of disciplinary action.

2. **Corrective discipline:** Disciplinary measures are not designed to punish academic staff but should instead be formulated to encourage improved behavior and/or responsibilities.
3. **Progressive discipline:** Disciplinary actions for academic staff are determined gradually, ranging from minor to severe measures based on the nature, frequency, and history of violations.
4. **Transparent discipline:** Academy policies, procedures, code of good conduct, and behavioral expectations are communicated and made accessible to all academic staff.
5. **Consistent discipline:** Disciplinary actions are based on objective, sound judgment, and rational consideration for all academic staff, regardless of position, rank, or years of experience. Measures are appropriate to the nature, frequency, and history of violations.
6. **Evidence-Based discipline:** Disciplinary actions are considered based on a comprehensive and impartial investigation driven by facts and proofs.
7. **Right to appeal:** If an academic staff member disagrees with the investigation findings and/or the disciplinary measures imposed, or denies due process, he/she may appeal to the President.

Responsibility for Disciplinary Imposition

The immediate supervisor or (any higher-level administrative authority) holds the responsibility of examining disciplinary claims. Following thoughtful consultation with a direct higher-level administrative figure (Dean and/or Deputy Director General), they may either institute disciplinary actions or decide if a disciplinary committee should be convened.

In the event that the supervisor receives allegations against any academic staff, an immediate request for a direct higher-level administrative review of the case shall be made. If the allegations are substantiated, after thoughtful deliberation with a higher-level administrator and considering the type and gravity of the violation, suitable disciplinary measures must be promptly applied to the academic staff.

An academic staff member has the right to provide a written response to the allegations. The supervisor must assess the response from the academic staff member (if any) and gather additional information before determining whether a disciplinary measure is warranted.

Committee for Inquiry

In alignment with the principles of discipline, allegations must be substantiated by facts and/or evidence. If the allegations necessitate further fact-finding, evidence gathering, and information collection, the supervisor, in collaboration with the immediate higher-level administrator, shall expeditiously establish an ad-hoc inquiry committee to gather additional information about the allegations. If the inquiry committee's findings indicate a violation or misconduct, the case shall be forwarded to the disciplinary committee.

SECTION II FACULTY INFORMATION, ROLES & RESPONSIBILITIES

Disciplinary Committee

The committee must adhere to the discipline principles outlined in this policy, as well as other pertinent Academy policies and applicable laws in the UAE. Operating on the basis of a comprehensive and impartial investigation supported by facts and evidence, the committee's inquiry shall build upon the findings of the inquiry committee. Furthermore, the academic staff retains the right to review and respond to any presented material or evidence during the hearing.

Decisions rendered by the Disciplinary Committee are communicated to the Dean. Subsequently, the academic staff is notified in writing of the nature of the disciplinary sanction, the reasons for the sanction, and the imposed action against the academic staff in the event of a repetition of the offense (where relevant). The committee's decision aligns with the nature of the violation or breach committed by the academic staff. The final decision may involve one or more of the following disciplinary measures:

1. No violation or breach found.
2. Recommendation of a formal warning letter.
3. Recommendation of a formal final warning letter.
4. Recommendation of a fine based on the damage/loss and/or violation or breach of the academic staff.
5. Recommendation of a suspension of work with salary reduction for a period not exceeding ten days.
6. Recommendation of the denial of a periodic increment.
7. Recommendation of the denial of promotion.
8. Recommendation of terminating the employment contract with remuneration.
9. Recommendation of termination of the employment contract without remuneration.

Disciplinary Measures

Disciplinary actions shall be commensurate with the severity of the violation. The decision on necessary disciplinary measures will also consider whether the academic staff deliberately and/or voluntarily refused to fulfill their role and responsibilities or made an effort to perform the responsibilities. Repeated violations of obligations are deemed more significant than a first violation. Applicable disciplinary measures include:

Formal Warning Letter

The initial step of corrective action is initiated when informal and verbal feedback fails to bring about the desired change in performance or conduct. The supervisor will engage with the Department of Human Resources to review the facts of the situation. The aim is to create a firm and formal awareness for the academic staff, emphasizing the need for an immediate change in behavior and/or performance. The interaction during

the formal warning letter should be firm and rational, ensuring that the academic staff clearly understands the requirements and expectations. The supervisor should highlight any relevant incidents based on facts.

Formal Final Warning Letter

If the academic staff fails to rectify the issues identified in a written notification step, they may, where appropriate, receive a final chance to address the problem. The supervisor, in consultation with the Department of Human Resources and based on the facts of the situation, issues a final notification describing the reasons for reaching this step. The final notification outlines expectations for rectifying the problems within defined timelines, if not immediately. The supervisor must clarify to the academic staff the implications of reaching the final warning of disciplinary action in terms of employment standing with the Academy. Failure to resolve the problems at this stage can result in termination of employment. Achieving good standing can be accomplished by thoroughly and regularly meeting all job roles and expected performance standards for a period of one calendar year. The appropriate academic administrator (Dean) must impose the disciplinary measures of a written and final warning.

Fines

Recommendation of a fine depends on the damage/loss and/or violation or breach of the academic staff. In the case of a fine, the fine may be expressed as a specific amount or an amount equal to the academic staff's salary for a specific period. This can be reimbursed as an applicable service or other compensation to be deducted from the academic staff's salary. The fine sanction for one violation or breach shall not exceed five days of the monthly salary for each month imposed on him/her. This disciplinary measure can be imposed only by the disciplinary committee.

Denial of Periodic Increment

The disciplinary measure for denial of a periodic increment/reward can only be imposed once a year. This disciplinary measure can be imposed only by the disciplinary committee.

Denial of Promotion

The disciplinary measure for denial of promotion may not be imposed for more than one promotional cycle. The academic staff shall then be promoted during the following promotional cycle if he/she meets the necessary conditions for such promotion. This disciplinary measure can be imposed only by the disciplinary committee.

Employment Termination

If the academic staff has failed to address the problem or produce unsatisfactory outcomes against the agreed-upon written expectations, employment termination may be considered. The Director General or Deputy Director General must determine whether to enforce the disciplinary measure after carefully reviewing the evidence and the procedure leading to the recommendation. Employment termination implies that the academic staff receives all compensation and benefits due. This disciplinary measure can be imposed only by the disciplinary committee.

SECTION II FACULTY INFORMATION, ROLES & RESPONSIBILITIES

Employment Termination without Remuneration (Dismissal)

The academic staff can be terminated without a preliminary record of corrective discipline and with no remuneration if a substantial or unforeseen case of significant misconduct is properly evidenced. In accordance with the United Arab Emirates Labor law 2021, article 44, below are offenses of serious misconduct that warrant dismissal under this policy, without a prior record of corrective discipline nor end-of-service remuneration:

1. If an academic staff adopts a false identity or nationality or submits forged documents or certificates.
2. If an academic staff commits an error causing substantial material loss to the Academy.
3. If an academic staff violates instructions concerning the safety of the campus.
4. If an academic staff discloses any confidential information pertaining to academic affairs, students, or any component in the Academy .
5. If an academic staff is awarded a final judgment by the competent court in respect of an offense prejudicing honor, honesty, or public morals.
6. If during working hours, an academic staff is found drunk or under the influence of drugs.
7. If in the course of his work, an academic staff commits an assault on the Academy , the supervisor, or any of his/her colleagues.
8. If an academic staff is absent without a legitimate excuse for more than 20 (twenty) intermittent days or for more than 7 (seven) successive days for one year. Disciplinary procedures shall be applied even if the academic staff resigns during the investigation or resigns during the imposition of the defined sanctions. This disciplinary measure can be imposed only by the disciplinary committee.

Academy's Discretion

The corrective action method delineated in this policy is of a general nature and does not prescribe any specific course of action. Depending on the circumstances, the Academy maintains the right to modify or adjust the corrective action process as long as it aligns with the principles of discipline.

Suspension during Investigation

Throughout the investigation, the academic staff may face suspension and will not be entitled to receive salary during this period. If it becomes apparent that the allegations lack merit, the academic staff shall be reinstated and compensated with full pay for the duration of the suspension.

Record Keeping

Documentation and records related to disciplinary cases will be preserved in accordance with the Academy 's record retention policy and procedures. Please refer to the Records Policy for more information.

Appeal

In the event that the academic staff disagrees with the findings of the investigation and/or disputes the disciplinary measures imposed or denies due process, they have the right to appeal to the Director General.

Faculty Consultancy or Outside Employment

All faculty members are not allowed to be employed by others, on a paid or an unpaid basis without the prior written consent of AGDA. In all cases Employees' work with third parties shall not negatively affect their job duties and tasks, and shall not reflect negatively on the AGDA's operations, and the assigned duties and responsibilities.

Faculty Death In Service

The faculty service shall be terminated upon his or her death. Where a faculty member dies naturally or as a result of an accident outside the place of work, AGDA pays in one installment the gross salaries of three months, in addition to the total salary of the month in which death has occurred, and any entitlements stipulated in the Law to the person nominated in writing by the employee before his/her death.

In case there is no nominee, the aforementioned payment shall be paid to the deceased employee's dependents, provided that these amounts shall be distributed equally among the male and female dependents.

In the event that a non-national faculty member dies during their service, and their family wishes to proceed with the funeral in the home country, AGDA bears the costs of transporting the body to the nearest international airport in their country in addition to one ticket for one person accompanying the body.

Legal Issues

AGDA manages its legal matters through its legal advisor. The legal advisor offers counsel on various areas including labor and employment, intellectual property, contracts, and other legal concerns. Additionally, the authorized legal advisor has the capacity to represent AGDA in official capacities.

Moreover, AGDA endeavors to resolve any employment disputes with its faculty and professional staff internally. If such disputes cannot be resolved internally, they are escalated to appropriate authorities. In such cases, the authorized legal advisor represents AGDA and manages the legal proceedings.

Academic Calendar, Official Working Days and Office Hours

- The standard work week is forty (36.5) hours of work. The weekend at AGDA shall be on Saturday and Sunday. AGDA is open for business from Monday to Thursday, from 7:30 a.m. to 3:00 p.m., and on Friday, from 7.30 a.m. to 12.30 pm, except for holidays.

SECTION II FACULTY INFORMATION, ROLES & RESPONSIBILITIES

- Flexible weekly hours and days may be offered on a case-by-case basis, as decided by the Dean. Faculty members may adjust their schedules to accommodate teaching, research, or other professional responsibilities, in consultation with the Dean.
- The academic faculty follows the academic calendar and is entitled to academic holidays set up by the Director General, taking into account the academic calendar.
- Official holidays may not be carried forward or compensated, if they occurred at the same time of another official holiday, or the weekend.
- All full-time faculty are required to work 8 hours per day, including a lunch break, totalling 36.5 hours per week. These hours encompass teaching, academic advising, office hours, proctoring, meetings, research, professional development, and community service. Faculty must dedicate at least ten hours per week to office hours that accommodate student needs. Part-time faculty are expected to provide at least one office hour per week to address student inquiries outside of class time.

Code of Professional Ethics

Tolerance and Equitable Treatment:

The staff, faculty and student body of AGDA represent a diversity of races, ethnicities, genders and religious beliefs. This diversity is seen as a strategic asset for AGDA's ability to meet its mission. With this in mind, tolerance of others' principles and values is the shared responsibility of each member of AGDA's community.

In this atmosphere of tolerance, each member of AGDA's community has the right to expect fair and professional treatment by others, including students, colleagues and AGDA's officers. All members of the community shall be protected from arbitrary and capricious action, on the part of any other member of the community, and AGDA will conform to all laws that apply in this regard.

Sexual Harassment and Discrimination

It is illegal and against the anti-discrimination policies of AGDA for any member of AGDA, male or female, to sexually harass another member by making unwelcome sexual advances or requests for sexual favours, as a condition of employment or academic advancement; making submission to or rejection of such requests the basis for change in the individual's status; or creating an intimidating, hostile or offensive environment by such conduct.

The procedures to investigate allegations of discrimination are administered by the management of AGDA. It is a confidential process that is available to any member of AGDA's community. Members of the faculty, academic and administrative faculty and staff, and students who wish to file a complaint of sexual harassment, or of discrimination, should contact the Human Resources Section.

Whistleblowing

General

- AGDA is committed to high standards of ethical, moral and legal business conduct. In line with this commitment, through this Policy, AGDA opens a channel of communication for employees to raise concerns related to unethical or unlawful behaviour by any employee of AGDA, be it a colleague or a supervisor.
- AGDA is committed to high standards of ethical, moral and legal business conduct. In line with this commitment, through this Policy, AGDA opens a channel of communication for employees to raise concerns related to unethical or unlawful behaviour by any employee of AGDA, be it a colleague or a supervisor.
- AGDA takes all reports of suspected criminal or unethical conduct seriously. The Board will ensure a climate of transparency in AGDA, in which staff can raise genuine concerns about possible malpractices, without fear of reprisal. The aim of this policy is to ensure that employees making allegations of malpractice in good faith, can be confident that they will suffer no detriment for having raised their concerns and that any allegations of malpractice will be fairly investigated, and proper action taken.
- AGDA will investigate all reported instances of fraudulent or dishonest use or misuse of the AGDA's resources or property by an employee. Anyone found to have engaged in fraudulent or dishonest conduct is subject to disciplinary action by AGDA up to and including warning letters, dismissal, civil and / or criminal prosecution, where deemed appropriate. The Board will, however, ensure appropriate arrangements to allow an independent and fair investigation about these issues.
- All employees of AGDA are encouraged to report possible fraudulent or dishonest conduct (i.e., a whistle-blower), of which they become aware.

Rights and Responsibilities

- Managers or supervisors are required to report suspected fraudulent or dishonest conduct to the Legal and Compliance Team. In addition, managers or supervisors are responsible for maintaining a system of management controls, which detect and deter fraudulent or dishonest conduct. Failure by a manager or supervisor to establish management controls or report misconduct within the scope of this policy may result in adverse action against the manager or supervisor, up to and including dismissal.

Whistle-blower Protection

- AGDA will use best efforts to protect whistle-blowers against retaliation, as described below. The Academy cannot guarantee confidentiality, however, and there is no such thing as an "unofficial" or "off the record" report. AGDA will keep the whistle-blower's identity confidential, unless:
- The person agrees to be identified;

SECTION II FACULTY INFORMATION, ROLES & RESPONSIBILITIES

- Identification is necessary to allow AGDAs or law enforcement officials to investigate or respond effectively to the report;
- Identification is required by law; or
- The person accused of wrongdoing is entitled to the information as a matter of legal right in disciplinary proceedings.
- AGDA's employees may not retaliate against a whistle-blower with the intent or effect of adversely affecting the terms or conditions of employment, (including but not limited to, threats of physical harm, loss of job, or impact on remuneration). Whistle-blowers who believe that they have been retaliated against, may file a written complaint with the Audit and Compliance Committee. A proven complaint of retaliation shall result in a proper remedy for the person harmed and the initiation of disciplinary action, up to and including dismissal, against the retaliating person. This protection from retaliation is not intended to prohibit managers or supervisors from taking action, including disciplinary action, in the usual scope of their duties and based on valid performance related factors.
- Whistle-blowers must be cautious to avoid baseless allegations (as described earlier in the definitions section of this policy).



Appendix

- **Appendix 1** Promotion Criteria, Guidelines and Timeline
- **Appendix 2** AGDA Faculty Performance Review Guidelines

Appendix 1 Promotion Criteria, Guidelines and Timeline

1. Criteria for Promotion:

Promoting a faculty member from Assistant to Associate Professor, or from Associate to full Professor, reflects a higher standard of achievement than what is required for the renewal of contract. It is significant that this process is handled by a sub-Committee of the HR committee and requires external reviewers, who can evaluate the candidate's scholarship and professional accomplishments. Early promotion, (for those who have held the appropriate rank elsewhere), is possible, although should not be considered normative. Those who apply for early promotion must demonstrate a very compelling reason to do so.

When considering a candidate for promotion a candidate's potential may be considered in addition to his/her proven track record. This can be done through the submission of manuscripts, or other work in progress. It is expected that external reviewers will comment on a candidate's potential and future trajectories. More important, a faculty member's dossier should evince that there is developing record, which should have impact upon his/her discipline. A positive research direction suggests that the candidate has sufficient promise for future scholarly productivity.

a. Assistant Professor to Associate Professor

AGDA's faculty must have his/her current rank for five years, prior to promotion. However, since AGDA does not have a "tenure clock," they are not required to apply for promotion after four or five years.

To begin with, promotion candidates must be able to meet the standard articulated above, for excellence in teaching and service. With respect to research, as a general guideline, it is assumed that within a five-year period, faculty will be able to develop a clear and solid pattern of research, which can be the basis for the evaluation of their research.

Accordingly, a faculty member will not be encouraged to apply for promotion, unless they have published, or in the process of publishing a sufficient amount of research, which might be identified from a combination of the following:

- Edited books (peer reviewed)
- Single authored books (peer reviewed)
- Articles in peer reviewed and Scopus indexed journals
- Chapters in peer reviewed and Scopus indexed books

Candidates should not assume that they will be promoted without four to six credible publications (an academic book may count as four to five publications). Lesser publications such as book reviews, short articles, encyclopaedia entries, brief commentaries, may be taken into account, but they are not to be considered as substitutes for substantive, peer reviewed scholarship.

b. Associate Professor to Professor

To apply for promotion to Professor, a faculty member must be at the rank of Associate Professor for at least five years. The standard for promotion to Professor means: a candidate must demonstrate not only excellence in teaching and service, but that their citations had an impact upon the wider scholarly community.

Accordingly, a faculty member will not be encouraged to apply for promotion, unless they have published a significant and distinctive amount of research, which might be identified from a combination of the following:

- Single authored scholarly books, which have gone through a peer review process
- Edited books (peer reviewed)
- Articles in peer reviewed journals
- Chapters in peer reviewed books

Normally, lesser scholarly publications will not be expected to frame the evaluation of the candidate. Given the specialisation of academic scholarship, it is also assumed that the evaluations from the external reviewers will play a significant role in the assessment of candidates for promotion to professor.

2. Dossiers Required for Promotion:

a. Dossier Required for Promotion from Assistant to Associate Professor:

- List of publications
- List of service work
- Teaching Portfolio
- Syllabi
- Assignments
- Exams
- Representative graded assignments
- Course Assessment
- Student Evaluations
- List of all courses taught at AGDA and in the last five years

Appendix 1 Promotion Criteria, Guidelines and Timeline

List of Five External Referees

- (Please note: These individuals must be of adequate rank and there should be no conflict of interest between the candidate and the reviewer)

- List of Five Unacceptable Referees

(The candidate will have the right to nominate five names that he/she does not want to review his or her file)

- Copies of annual or bi-annual evaluations

- Letter of application: The letter of application is an important part of the applicant's file. It should contain, but is not limited to the following:

- Research statement
- Brief teaching philosophy
- Commitment to service
- Future plans

Candidates are encouraged to be concise and to the point. The application cannot proceed without the application letter.

b. Dossier Required for Promotion from Associate Professor to Professor:

- Current c.v.

- List of publications

- All publications since the previous promotion

- List of significant service achievements or work

- Teaching Portfolio

• Syllabi (for all courses since last promotion)

• Assignments

• Exams

• Representative graded assignments

• Course Assessment

• Student Evaluations

• List of all courses taught at AGDA in the last five years

- List of Five External Referees

- Please note that these individuals must be of adequate rank and there should be no conflict of interest between the candidate and the reviewer

- List of Five Unacceptable Referees

- The candidate will have the right to nominate Five names that he/she does not want to review his or her file

- Copies of annual or bi-annual evaluations

- Letter of application

The letter of application is an important part of the applicant's file. It should contain, but is not limited to the following:

- Research statement
- Brief teaching philosophy
- Commitment to service
- Future plans

Candidates are encouraged to be concise and to the point. The application cannot proceed without the application letter.

3. Process Timeline:

- Spring semester (in the academic year prior to the submission of the file).
- Faculty consults with the potential candidate in order to evaluate his/her chances of promotion. The potential candidate will make the final decision about submission. In contested cases, the Dean may take this consultative process into account.
- The candidate notifies the Dean that he/she intends to apply for promotion in the next academic year.
- The candidate can provide a list of five people who cannot serve on the sub-Committee of the HR committee.
- The Dean makes enquires to fill the sub-Committee of the HR committee.

Appendix 1 Promotion Criteria, Guidelines and Timeline

End of September	Candidate submits dossier to the Dean
October	External Referees hired (60-day deadline)
November	Sub-Committee of the HR committee named
December	External evaluations of the candidate received Dossier and external evaluations sent to the SCHR
January	Dean evaluates the dossier with the external reference
February	The Dean makes a recommendation. AGDA's Director General makes the final decision
March	AGDA's Director General communicates the decision to the candidate
April-May	Candidate has the right to appeal the decision
June	Promotion is confirmed by the Board of Trustees (BoT)

Appendix 2 AGDA Faculty Performance Review Guidelines

Purpose

The purpose of faculty performance review is to:

- a. Provide all full-time faculty with timely information regarding the extent to which they are meeting AGDA expectations of academic performance.
- b. Identify aspects of a faculty member's performance that may need further development.
- c. Provide a framework to guide performance-related discussions between the faculty member and the head of the academic faculty.
- d. Help determine faculty member's eligibility for contract renewal.

I. Evaluation Criteria

The evaluation criteria defined in this document are for full time faculty members holding terminal degrees including lecturers. The evaluation is based on performance in three categories: teaching, research, and service.

Teaching weight for faculty members, except for lecturers, is 40% while research weight is 40% of the final evaluation rating. The percentage for service is 20%.

Research active lecturers may elect to have a weight not more than 30% of their evaluation for their research. This percentage may vary in order to accommodate specific AGDA needs. The weighting for lecturers shall be determined during the goal-setting meeting at the beginning of the evaluation period between the faculty member and the Graduate Programmes Director.

Category	Weight
Teaching	40% (60% for Lecturers)
Research	40% (0-30% for Lecturers)
Service	20% (10-40% for Lecturers)

At AGDA, the teaching load for full time faculty (assistant/associate/full professor) is six credit hours per semester, while the maximum teaching load for lecturers and senior lecturers is nine credit hours per semester. Full time faculty is also requested to teach a reasonable number of hours in courses arranged or administered by the unit responsible for executive training.

A Faculty member who joins the Academy after the start of the academic year should meet with the Graduate Programmes Director at the beginning of the semester to reach an understanding about the percentage that will apply.

For faculty promotion, except lecturers, the weights for teaching and research shall account for 80% of the total grade while service shall account for 20% of total grade. For

teaching and research, the weight for each shall be 40%.

The overall performance of faculty members will be rated as per the scale and categories set by the Human Resources department.

a) Evaluation Criteria for Teaching

All faculty members are generally expected to:

- Meet the class at scheduled times unless there are extenuating circumstances
- Prepare examination questions and other coursework that appropriately cover course learning outcomes (CLOs)
- Provide timely feedback for examinations and other coursework
- Effectively coordinate with other colleagues involved in team teaching a course or multiple sections of a course
- Prepare and submit instructor course assessment report(s) and course file(s) of the course(s) taught in a timely manner
- Contribute to implement academic quality assurance plan and quality assurance framework
- Participate in strategy and performance related work, such as yearly review of academic initiatives, report progress on academic KPIs, annual factbook and strategy review sessions
- Effectively coordinate with adjunct faculty, at the Head of the academic faculty request, to ensure that the latter meets teaching requirements.
- Assist in other academic-specific administrative responsibilities.

An "Insufficient" performance may include, but is not limited to the following indicators:

- Faculty member does not provide feedback for examinations and other coursework in a timely manner
- Faculty member does not provide instructor course assessment report(s) and course file(s) in a timely manner
- Faculty member does not contribute to the implementation of quality assurance plan or framework
- Faculty member does not participate in strategy and performance related work

Appendix 2 AGDA Faculty Performance Review Guidelines

To make sure that the teaching evaluation is objective, the following criteria will be followed:

- Students' evaluations of the instructor teaching effectiveness based on the student course evaluation
- The Graduate Programmes Director's assessment of the quality of the instructor's course files as per the periodic review of course files
- Participation in teaching in courses arranged or administered by the unit in charge of training.
- Commitment to implement quality assurance and participation in strategy and performance related work.

b) Evaluation Criteria for Research

To get a "Satisfactory," or above rating in the research category, all faculty members, except lecturers, are expected, during the evaluation period, to have:

- (i) One accepted/published full paper in Scopus indexed journal,
- (ii) One accepted/published full paper in a peer-reviewed journal, and
- (iii) One published AGDA Insight or Working Paper.

The following research outputs will count in the overall performance rating:

- One accepted/published Scopus-indexed (non-edited) book during the evaluation period, (either book should be available on scopus.com or a letter from the publisher confirming that book will be indexed by Scopus must be provided)
- One accepted/published full paper in Scopus indexed journal during the evaluation period
- One accepted/published full paper in a peer-reviewed (non-Scopus indexed) journal during the evaluation period
- One accepted/published book chapter (Scopus-indexed) during the evaluation period (book chapter is available on scopus.com or a letter from the publisher confirming that book will be indexed by Scopus must be provided).
- Editor of a Scopus-indexed scholarly book published during the evaluation period
- Publication of a non-Scopus indexed scholarly book with a reputed publisher published during the evaluation period
- One accepted/published AGDA Insight or AGDA Working Paper and enable commissioning at least one AGDA Insight and Working Paper and organising at least one roundtable discussion, all in consultation with the Head of the unit in charge of Research and Analysis.

Remarks:

- The same research output cannot be submitted more than once and should be accepted or published during the evaluation period.
- A book chapter, which was presented in a conference, can be submitted only once either as a book chapter or conference paper. However, if an extended version of a conference paper is published as a book chapter, it can be submitted in annual appraisal. The faculty needs to clarify this and submit both conference and book chapter versions of the research work.
- "Scholarly books" exclude textbooks used for teaching purposes or practitioners' books. The focus is on books that contribute to research. Practitioner books and textbooks should be included under "Service."
- Documentary evidence must be provided in all cases, e.g., copy of emails, link of website etc.

c) Evaluation Criteria for Service

This rating will be objectively evaluated at the end of the evaluation period. The evaluation process will be based on a report submitted by the faculty to the Graduate Programmes Director, supported by documented evidence of his/her performance.

The services can be divided into following three categories:

- Academy Service based on the level of participation and engagement in committees/tasks within AGDA and administration of programmes;
- Professional Service outside the Academy such as organisation of conferences, invited speakers, editorial board executive training,
- Community Service such as executing partnership with local, national, or international organisations, workshop or conference participations, advice to governmental organisations, etc.

The minimum expectations for service include the following activities:

- a. Serving on AGDA committees with a positive evaluation from the committee chair demonstrating regular attendance to meetings and contributing to the work and activities of the committees
- b. Regular attendance at department meetings
- c. Being a member in a national or international professional organisation related to AGDA mandate
- d. An effective team member fostering a collegial work environment and being flexible in accommodating ad hoc AGDA-specific assignments.

Faculty members are welcome to submit any other service category, not listed above, to the Graduate Programmes Director with all necessary details and evidence of engagement. The Graduate Programmes Director can review and add those contributions in the faculty appraisal with the right justifications.

Appendix 2 AGDA Faculty Performance Review Guidelines

II. Review Committee

If a faculty member disagrees with its evaluation or believes that it does not reflect his/her performance, the case will be referred to a Review Committee.

The Review Committee is composed of the Dean (chair), the Head of the Department in charge of Research and Analysis (member) and one member chosen by the Director General (observer).

The sub-Committee of the HR committee will discuss the cases referred to it. The committee shall, in particular, review the rate distribution within each of the three review criteria (teaching, research, service).

The faculty member may provide a written statement that will be appended to the report of the Review Committee.

The Review Committee will submit its final recommendations to the Director General for approval.



أكاديمية ANWAR GARGASH
أنور قرقاش DIPLOMATIC
الدبلوماسية ACADEMY



agda.ac.ae |   @agdauae

 Anwar Gargash Diplomatic Academy

 600-59-59-53