



Dhofar University

College of Commerce and Business Administration

(Faculty Manual)

Article I – Organization of the College

Section 1 - Composition of the College

The College of Commerce and Business Administration, hereafter referred to as “the college,” is an integral part of Dhofar University. It is composed of the officers and the academic personnel of the college.

Section 2 - Officers and Ex-Officio Members of the College

The Officers of the College include:

1. The Vice Chancellor of the University.
2. The Deputy Vice Chancellor for academic affairs
3. The Dean of the college.
4. The Assistant Dean

The Ex-Officio Members of the College include:

1. The Registrar and Director of Admissions
2. The University Librarian

Section 3 - Academic Personnel of the College

The academic personnel of the college shall consist of:

1. Professors
2. Associate professors
3. Assistant professors
4. Senior lecturers
5. Lecturers
6. Instructors
7. Assistant instructors

CCBA

8. Research associates
9. Research assistants
10. Visiting Scholars
11. Fellows
12. Demonstrators / Teaching Assistants

Section 4 - Academic Units

The college shall be organized into two departments:

- The Department of Accounting and Finance, and
- The Department of Management, Marketing, and Information Systems.

Section 5 - Standing Committees

The following shall be the standing committees of the college:

1. Advisory
2. Administrative
3. Academic Programs
4. Scientific Research
5. Library
6. Student Affairs

Article II – the Faculty

Section 1 - Prerogatives and Duties

1. Subject to the provisions of the corporate bylaws, rules and regulations, and the established general policies of the University, the college, through its internal organization, shall determine its own academic policy and shall have authority to direct its own affairs. The dean shall refer to the president actions by the college that may affect either the financial commitments of the University or its academic policy as a whole.
2. The college, during a regular or special meeting of the faculty, shall have the right to review any action by any committee of the college (with the exception of actions of the Advisory Committee concerning individual faculty members and other confidential matters) and, if it deems fit, to refer such action back to the dean.

Section 2 - Meetings

1. The dean shall call regular meetings of the faculty at least twice a semester. A written notice with a stated agenda shall be sent to faculty members at least four working days prior to the date of the meeting.

2. Special meetings with stated agendas shall be called by the dean at his discretion or at the written request of at least five voting faculty members.
3. The dean or his designate shall chair all faculty meetings.
4. The dean shall appoint from among the voting faculty a secretary for meetings of the faculty on a yearly basis.
5. The voting faculty shall consist of all non-visiting full-time faculty members.
6. Elected faculty are non-visiting, full-time faculty members elected by the voting faculty members during a meeting of the faculty.
7. Voting in faculty meetings shall be limited to faculty members actually present at the meeting.
8. A majority of the voting faculty, exclusive of those on leave, sabbatical, or duty outside Salalah, shall constitute a quorum. In the absence of a quorum, another meeting to consider the same agenda shall be called within two weeks at which voting members present shall constitute a quorum, provided that all members of the faculty shall have had notice in accordance with the call for regular meetings.

Article III – Officers of the College

Section 1 - The Dean of the College

1. Appointment

In accordance with the corporate bylaws of Dhofar University, the dean is appointed by the Board of Trustees on the recommendation of the president. The initiative for the appointment of a dean and his continuation in office rests upon the recommendation of the president, and the approval of the BOT..

For absences of the dean lasting for three months or more, an acting dean shall be appointed by the president upon the recommendation of the dean and after consultation with the Advisory Committee. For shorter absences, the dean shall appoint an acting dean from the voting faculty.

2. Duties, Responsibilities, and Prerogatives of the Dean

The dean, as the responsible academic and executive head of the college, shall have his duties, responsibilities, and prerogatives defined by the Board of Trustees and the president. Within the college, his duties, responsibilities, and prerogatives shall include, at least, the following:

CCBA

- a. He shall be responsible for the execution of presidential directives and the policies and enactments of the college
- b. He shall oversee the performance of the chairs of the departments in the college and ensure the proper teaching of the programs of study.
- c. He shall be responsible for the development of the college as regards academic programs, curricula, academic personnel, student body and physical facilities.
- d. He shall, after consultation with the chairpersons of departments concerned and the Advisory Committee, take action or make recommendations to the appropriate authorities in all matters pertaining to appointments, reappointments or non-reappointments, promotions, sabbatical leaves and leaves of absence.
- e. He shall prepare the budget proposal for the college after consultation with the chairpersons of departments.
- f. He shall prepare an annual report, which shall be submitted to the president and distributed to all the chairpersons of departments of the college.
- g. He shall make appointments to all ad-hoc committees other than committees elected by the college and determine their mandates and terms of reference.
- h. He shall be the chairperson of the meetings of the college.
- i. He shall have the prerogative of final action on all committee decisions.
- j. He shall be empowered to determine which decisions of the committees of the college shall be in the form of actions and which shall be regarded as recommendations to the faculty.
- k. He shall appoint a chairperson for each academic department after consultation with the advisory committee and the voting faculty members of the department for a period ranging between one to three years subject to renewal.
- l. He shall make known to academic departments all administrative actions affecting their departments.
- m. He shall keep the faculty members informed of university decisions.
- n. He shall perform any other duties as mandated by the president.

Section 2 - Assistant Dean

The assistant dean is appointed by the president after consultation with the dean of the college. He assists the dean in all administrative and academic affairs delegated to him and

especially admissions and registration, student advising, coordination among departments and programs, and program development.

Article IV – Academic Units of the College

Section 1 - Academic Units

The college shall consist of the following academic units each of which is to be referred to as a department:

1. Accounting and Finance
2. Management, Marketing, and Information Systems

Other departments, centers, programs or academic units may also be established as per university policies and procedures.

Section 2 - Organization of Academic Units

An academic department shall consist of all academic personnel of the college appointed to that department. Each shall have a chairperson appointed by the dean.

Section 3 - Meetings

1. Academic departments shall meet at least twice a semester upon the call of the chairperson. Additional meetings can be held upon the call of the chairperson or the written request of at least two voting members of the department. Minutes of all meetings shall be sent to the office of the dean.
2. The voting faculty in an academic department shall consist of non-visiting full-time academic personnel.
3. Voting in an academic department is limited to faculty members actually present at the meeting.

Section 4 - Functions

1. The academic department shall decide upon the academic programs to be offered, subject to the approval of the college and/or university bodies concerned.
2. It shall be responsible for setting up academic departmental requirements and for maintaining professional standards.

Section 5 - Chairperson

1. Each academic department shall have a chairperson appointed by the dean after consultation with the voting faculty of the department concerned and the Advisory Committee. The appointment is normally for a period ranging from one to three years, subject to renewal.
2. Duties and prerogatives of the chairperson shall be the following:
 - a. Being responsible for the academic, administrative, and financial affairs of the department.
 - b. Ensure the proper teaching of the programs of study and preparing the teaching schedule in consultation with voting faculty members.
 - c. Appointing academic advisors to students majoring in the department.
 - d. Preparing course description and related material for the university catalogue.
 - e. Presenting to the dean, in accordance with established university procedures, recommendations on all matters pertaining to appointments, reappointments or non-reappointments, promotions, sabbatical leaves, leaves of absence, and advancement in remuneration of academic personnel.
 - f. Preparing the annual and research reports of the department for transmission to the dean.
 - g. Preparing the department's budget after consultation with department members for submission to the dean.
 - h. Appointing ad-hoc committees as may be deemed necessary subject to the approval of the dean.
 - i. Recommending to the dean the appointment of an acting chairperson during his absence.
 - j. Preparing and submitting to the dean recommendations on library acquisitions, software and other learning resources necessary for his department.

Article V – Standing Committees of the College

Members of all standing committees, unless otherwise specified in this manual, shall be elected from the voting faculty and by them for a term of two years. If a member is unable to complete her/his term, a substitute shall be elected to complete the remainder of the term. If this remainder is one year or less, the elected substitute shall be eligible for re-election to two

or more consecutive terms. Unexpired terms shall be filled by special elections for that purpose.

Section 1 - The Advisory Committee

1. Composition

The Advisory Committee shall normally consist of the dean as chairperson, and four faculty members elected by those eligible to vote for a period of two years, subject to renewal.. Members of this committee must normally be at the professorial or associate professorial rank. Under exceptional circumstances, members may be at the assistant professor rank.

2. Functions

The Advisory Committee shall normally act in an advisory and consultative capacity to the dean on:

- a. Appointments of faculty members, reappointments or non-reappointments, promotions, sabbatical leaves and leaves of absence of three months or more.
- b. Appointment of chairpersons of departments.
- c. Matters of possible breach of professional conduct and make recommendations to the dean
- d. All matters submitted to it by the dean or any of its members..

Deliberations and minutes of the committee are confidential.

Section 2 - The Administrative Committee

1. Composition

The Administrative Committee shall consist of:

- a. The dean or his representative as chairperson
- b. The registrar or his representative
- c. Chairpersons of departments.

2. Functions

- a. The Administrative Committee shall rule on all cases of undergraduate students whose academic status is irregular. It shall also rule on requests and petitions from students concerning academic matters.
- b. It shall have the power in extraordinary circumstances to make exceptions to academic regulations in individual cases. A summary of all such exceptional decisions shall be communicated to the faculty at least once in each academic year.

Section 3 - The Academic Programs Committee

1. Composition

The Academic Programs Committee shall consist of:

1. The dean or his representative as chairperson
2. The registrar or his representative
3. Chairpersons of all academic departments in the college.

2. Functions

The committee shall advise the dean on matters related to:

1. General academic development of the college.
2. Review of the curriculum of the college, including introduction, revision, integration, co-ordination or discontinuation of academic programs.
3. Policies on academic rules and regulations.
4. Review chairperson's recommendations in connection with the addition, deletion, and revision of courses vis-à-vis contents, depth, and credit hours.
5. Recommend changes in graduation requirements

Section 4 – The Scientific Research Committee

1. Composition

The Scientific Research Committee shall consist of:

- a. The dean or his representative as chairperson
- b. Two faculty members with a professorial rank from each department elected for a period of two years.

2. Functions

- a. It shall stimulate, encourage and promote scientific research in the college.
- b. It shall review all applications for university funded research grants for further recommendation to the dean and other appropriate university bodies.
- c. It shall promote communication between researchers within the college and the University.
- d. It shall keep the faculty members informed of all available sources of research support whether from the University or granting agencies.

Section 5 - The Library Committee.

1. Composition

The Library Committee shall consist of:

- b. The dean or his representative as chairperson
- c. The university librarian or his representative
- d. One faculty member from each department elected for a period of two years.

2. Functions

- a. The Library Committee shall advise the university librarian on matters of library policy affecting the work of the college.
- b. It shall advise both the dean and the university librarian on the effects of program or curriculum changes, both short-term and long-term, on library acquisitions, with special regard to budgetary implications, and in particular shall ensure adequate library support for new or revised programs.
- c. It shall advise and assist the university librarian in building up a balanced collection.
- d. Make recommendations regarding the acquisition of new literary and scientific journals, periodicals, books, etc...
- e. It shall assist the university librarian in his efforts to carry out the library policies of the University and the college.
- f. It shall perform other related tasks at the request of the dean.

Section 6 - The Student Affairs Committee

1. Composition

The Student Affairs Committee shall consist of:

- a. The dean or his representative as chairperson
- b. Assistant to the president for student affairs or his representative
- c. One faculty member from each department elected for a period of two years.
- d. A student representative elected by students registered in the college.

2. Functions

- a. It shall deal with any aspect of student life referred to it by the dean.
- b. It shall deal with students related disputes referred to it by the dean or the concerned faculty member.
- c. It shall work with faculty members and students to enrich the school's cultural activities.
- d. It shall consider and recommend action to the dean on all disciplinary matters involving students in the college.

Article VI – Academic Freedom and Responsibilities

Academic freedom and responsibilities aim at ensuring and safeguarding the environment in which high quality education may flourish within the rules and regulations of the Sultanate of Oman and Dhofar University. Included among these freedoms:

- a) The teacher is entitled to freedom in the classroom in selecting the educational material that is consistent with the policies and guidelines of the concerned department, and discussing the subject being taught, but care must be taken not to introduce controversial matters that have no relation to that subject.
- b) Freedom to conduct scientific research.
- c) Freedom to engage in outside scientific and professional consulting, giving lectures, and participating in seminars within the University rules and regulations pertaining to outside consulting activities.
- d) Freedom to discuss within the University all matters related to teaching, research, and student affairs.

Article VII – Appointment Procedures

Advertisements for academic vacancies are placed in newspapers and specialized journals at the request of the department concerned and approval of the dean and the university administration. Applications are sent to the dean whereby they are reviewed by the department concerned and a recommendation is made to the dean based on established

criteria adopted by the university. The dean shall make his final recommendation to the president after consultations with the Advisory Committee.

Article VIII – Performance Review and Reappointment

Performance reviews of all faculty members by the chairperson of the department is required after taking into account the faculty member's research record and the students' course evaluation which is conducted at the end of each semester. The chairperson submits his report to the dean who will discuss it with the Advisory Committee before a renewal or non-renewal decision is made. These performance review reports are kept in the teachers' files

The university is obligated, in case of non-renewal, to inform the faculty member concerned of its decision at least two months prior to the end of the contract. The same applies to a faculty member who does not wish to renew her/his contract to inform the chairperson of her/his decision at least two months prior to the end of the contract.

A faculty member cannot resign her/his position during the academic year unless it is due to extreme circumstances acceptable to the university.

Article IX – Promotion Procedure for Full Time Faculty

Assistant professors and associate professors shall be considered for promotion no later than the sixth year of service in rank, at least two years of which must have been at the university. In all circumstances, the criteria for promotion include teaching, research, and service to the community.

The following procedures and steps must be followed in the following sequence:

- a) An applicant is required to submit before the end of September in any given year to the chairperson of the department a letter of application for promotion, an updated CV, copies of her/his publications, and other documents to support her/his application, such as letters of recommendations, patents, and the like, as well as the names of three external referees from outside Dhofar University. The criteria for promotion include teaching performance, continuous engagement in a defined research area, publication in refereed (either international or regional) journals, and service to the university and the community.
- b) The chairperson should send to the dean a confidential list of at least three external referees from outside Dhofar University other than the names presented by the applicant.
- c) The dean shall select one external referee from the list presented by the applicant, one external referee from the list presented by the chairperson of the department (or from a professor from the same department in case the chairperson is a candidate for promotion) and one external referee selected by him. Also, the president of the University shall choose one additional referee to evaluate the applicant's file. The

dean then shall send the whole file to all four selected referees for their evaluation and after receiving their responses, the dean shall send back the file to the department concerned.

- d) The department concerned shall hold special meetings to review and vote on applications for promotions consisting of eligible voting faculty members from the department. After faculty deliberations, voting on the promotion recommendation will be made in the absence of the faculty member concerned to ensure secrecy and not to embarrass other colleagues. The recommendations of the department along with an independent recommendation from the chairperson of the department are transmitted to the dean.
- e) Voting on promotion will only be by faculty members of an equal or higher rank than that to which the faculty member is under consideration for promotion. Visiting faculty members are not eligible to vote. Chairpersons, if not candidates, will express in writing their views independently.
- f) The dean of the college shall present the promotion file along with the department's recommendation to the Advisory committee. The dean then shall present the whole file with the recommendation of the promotion committee along with his personal recommendation to the University Council for further action. It is worth noting that no one involved in the evaluation process can vote more than once on the application for promotion.
- g) The University Council shall review the file with the recommendations of the chairperson of the department, the Advisory committee of the college, and the dean.
- h) The recommendation of the University Council shall be presented to the president of the university and then the president will make his recommendation to the Academic Committee of the BOT for final decision.

Article X – Vacations and Leaves

Academic personnel at Dhofar University are entitled to an annual leave of 60 days. In addition to the annual leave, there are a number of leaves that all require the prior approval of the immediate superior who shall make his recommendation in the proper organizational sequence to the University Council.

- a) Sabbatical Leave – Assistant, associate, and full professors are entitled, after 6 years of effective service at the university, to a one year sabbatical leave with full, partial, or without pay provided the approval of the Executive Committee of the BOT and the University Council are secured regarding her/his academic and research plan and a suitable replacement is found. The recipient of a sabbatical leave is entitled to a round trip economy ticket to the academic institution she/he plans to join.
- b) Research Leave – This leave is granted by the President on the recommendation of the Dean once every five years with full or partial pay for a period not exceeding two

months during the summer leave. Such leaves are not granted to faculty members who have less than three years of service at the University.

- c) Leaves to Attend Conferences – This leave is granted by the President on the recommendation of the University Research Board once a year with full pay for a period not exceeding five days.
- d) Discussion of Scientific Papers Leave – This leave is granted with full pay to faculty member for a period not exceeding five days to discuss scientific papers or supervise examinations held by other universities or scientific institutions.
- e) Sick Leave – A faculty member proved to be sick by presenting a medical report approved by the University is entitled to a sick leave not exceeding a total of ten weeks during a one year period, separately or consecutively . Such a leave shall be granted in the following manner:
 - * First and second week with full pay .
 - * Third and fourth week with three – quarters pay.
 - * Fifth and sixth week with half pay.
 - * Seventh to tenth week with quarter pay.
- f) Emergency Leave – This leave is granted to a faculty member up to twice a year for a period not exceeding three days each time in case of emergency or special circumstances . Proof of the emergency or special circumstances must be presented.
- g) Pilgrimage Leave – The pilgrimage (Haj) leave is granted with full pay to a Muslim employee for a period of two weeks for one time only while in the employment of the University.
- h) Maternity Leave – Granted to a woman who has spent one or more years in the service of the university for a period not exceeding six weeks including the period preceding and following the maternity, provided a medical report is submitted specifying the date of probable delivery.
- i) Mourning Leave – Is granted with full pay for a period of 4 months and 10 days to a Muslim widow who had lost her husband while she is in the employment of the university.
- j) Leave Without Pay – This leave is granted to a faculty member for a period of one semester for personal, family or health reasons. Such a leave may be extended for a maximum period of one more semester.

Article XI – Confidentiality

Discussions of personnel matters related to appointment, reappointment, academic leave, academic review, and promotion conducted at any level in the University – whether in the

department, the dean's advisory committee, the university council, or any other committee, are strictly confidential. Breaches of confidentiality can lead to referral of those involved to the University Disciplinary Committee.

Article XII – Voting Procedures

Voting in the department or in the advisory committee shall take place by show of hands in a meeting chaired, respectively, by the department chairperson or by the dean; the result of such voting on both levels should be included in the recommendation to the University Council. If the chairperson is the subject of the decision, the most senior member of the department will carry out his/her functions in this respect

Article XIII – Advising

Student advising is part of the academic duties of every faculty member. The chairperson of the department concerned is responsible for assigning student advisors so that the number of advisees per faculty member is as small as possible.

Student advising should not be limited to registering students, but should encompass all aspects of academic advising, including selection of electives, counseling on any academic difficulties or problems encountered, and monitoring the academic progress of advisees.

Article XIV – Academic Responsibilities of Faculty Members

Academic responsibilities include activities that aim at ensuring and safeguarding an environment in which high quality education may flourish within the rules and regulations of the Sultanate of Oman, Dhofar region, and Dhofar University. There are three basic functions of each faculty member at DU which are: (1) teaching and maintaining conditions conducive to learning by encouraging free inquiry and free expression of knowledge by students; (2) conducting research for the purpose of keeping abreast with current knowledge in own field, and (3) extending service to the various sections of the University and to the community in the city of Salalah, Dhofar region, and the Sultanate at large.

The duties of a faculty member include but not limited to:

- 14.1. Insuring that all theoretical and practical teaching activities would lead to measurable learning achievements by students according to previously specified learning outcomes.
- 14.2. Conducting scientific/literary research in own field that would lead to publishing in refereed academic journals or refereed professional conferences.
- 14.3. Advising students in her/his own field. The Chair of the department concerned is responsible for assigning student advisors so that the number of advisees per faculty member is almost evenly distributed on faculty members in the department. Student

advising should not be limited to registering students, but should encompass all aspects of academic advising, including selection of electives, counseling on any academic difficulties or problems, and monitoring the academic progress of advisees.

- 14.4. Presenting a syllabus to the students and to the administration at the beginning of the term describing the course and clearly demonstrating the course plan, objectives, the expected learning outcomes, schedule of study, assignments, methods of study, method of learning evaluation, and reading materials.
- 14.5. Evaluating students' work in relation to the course **learning outcomes** and on the basis of evidence of independent learning, mastery of course material, and ability to think and communicate clearly. The course syllabus should clearly include the assessment criteria that will be used for evaluating learning by students and the weighting of each component of students output in determining the final grade in the course. The course instructor is the authority that decides on the student's grade. However, if a student has strong evidence of unfairness, she/he has the right to submit a petition of grievance to the course instructor within two weeks of announcing the grade. If the student is not satisfied with the instructor's ruling, s/he may appeal to the department chair who will give a final ruling on the issue after consulting with concerned faculty members of the department. If a change of grade is to be made, the department chair will communicate this decision to the dean in writing and the dean will ask the Registrar to do the changes if he approves the change.
- 14.6. Producing materials such as handouts and computerized/traditional presentations to organize the learning activities.
- 14.7. Providing adequate time slots for office hours during which the faculty members should be able to meet students in his/her office throughout the term in addition to the regular class time. The office hours should be included in the syllabus, posted outside the office of the faculty member, and in a central place in the department.
- 14.8. Selecting the appropriate method of discussing the subject being taught with care to avoiding controversial matters that have no relation to that subject.
- 14.9. Using audiovisual materials, computerized and traditional, to demonstrate concepts and procedures whenever is needed.
- 14.10. Making it known to students at the beginning of each term that students are expected to attend all class sessions, and missed class sessions should be cleared by presenting valid reasons such as medical reports from official authorities.
- 14.11. Engaging in outside scientific and professional consulting, giving lectures, and participating in seminars within the University rules and regulations pertaining to outside consulting activities.
- 14.12. Discussing within the University all matters related to teaching, research, and student affairs.

14.13. Faculty members are not permitted to miss classes without prior written approval of the chair of their department and the dean. In all cases, any classes that are missed must be made up for.

Article XV – Office Hours

In order to attend to their academic duties to the fullest extent, all full-time faculty members are expected to be present in the faculty during the regular working hours of the University, except for official holidays and while on approved leaves. The presence of faculty members is expected during breaks between semesters.

Faculty members are required to have office hours during which they are available to meet with students in their offices. The number of office hours should be at least three per week, distributed over weekdays, and between the hours of 8 am and 5 pm. Faculty should also be available to meet with students by appointment during this time. The office hours should be posted outside the office of the faculty member.

Article XVI – Teaching

Excellence in teaching, which should be the hallmark of every faculty member, entails the following:

- A thorough, up-to-date knowledge of the subject matter;
- An organized and lucid presentation of course material, using illustrations, handouts and audiovisual aids as may be appropriate;
- Motivation of students to learn, to think, and to adopt professional attitudes and traits;
- Comprehensive and meaningful evaluation of student performance through quizzes, examinations, and suitable assignments; and
- Fair and representative grading, based on strictly academic criteria and not on any other considerations.

Article XVII – Teaching Load

Teaching assignments are made by the chair of the department concerned in consultation with the members of the Department. In the assignment of teaching loads and the scheduling of courses, considerations of the common good of the students and the Department should outweigh any matters of convenience to individual faculty members.

Teaching loads are based on rank. A full time faculty member with a professorial rank normally has a teaching load of 12 credit hours per semester. A faculty member with the rank of lecturer or instructor, has a teaching load of 15 credit hours per semester. Faculty members that have administrative responsibilities, like chairmanship of a department, get load reduction equivalent to three credit hours.

For the summer term, the maximum teaching load for all faculty members is set at 6 credit hours. Under special circumstances, and with the approval of the dean and the president, this load may be extended to 9 credit hours.

Article XVIII – Quizzes and Examinations

- 18.1 Quizzes and examinations should be comprehensive, i.e., cover well all the material on which students are to be tested, and should be designed to test how well the students have grasped the material and are able to relate it to contexts different from the ones in which it was learned.
- 18.2 Quizzes and examinations should be either closed book, in which students are not allowed to use outside material of any kind, or open book, in which students may bring into the examination room any outside material they wish.
- 18.3 Proctoring of quizzes and examinations is part of the academic duties of every faculty member. Proctors are expected to spend proctoring time strictly supervising the students throughout the duration of the quiz or examination.
- 18.4 Solutions to quizzes should be discussed with students.
- 18.5 Answer booklets and question sheets of final examinations should be kept for at least a period of one month after the date of the final examination, after which they are destroyed.
- 18.6 Problems and questions from previous quizzes and examinations should be made available for students and should not be repeated in subsequent quizzes and examinations in a manner which may give advantage to students who have access to previous quizzes and examinations.

Article XIX – Plagiarism

Plagiarism is defined as the unauthorized use of the work of another person, as one's own, whether or not such work has been published.

A student at Dhofar University shall not engage in plagiarism nor employ nor seek to employ any other unfair means for an examination or in other form of work submitted for assessment as part of any university course. The instructor, at the beginning of the semester, shall explain to students the meaning of the term "plagiarism" and the consequences of committing such an act. Furthermore, the course syllabus shall state explicitly that any form of plagiarism may mean failure for the entire course.

Any person accused of plagiarism shall be referred to the Administrative Committee of the faculty in which the violation occurred for appropriate action.

Article XX- Class Grade Average

In order to cultivate a culture of appreciation for achievement and hard work, control grade inflation, and reduce excessive disparities between the grades given in various courses, the average of all student grades in any class is expected to fall within the following ranges:

1. Undergraduate courses: 70% to 80%.
2. Graduate courses open to undergraduate students: 75% to 85%.
3. Graduate courses open only to graduate students, including the teaching diploma students: 80% to 90%.

Class grade averages outside the above ranges should be justified in writing to the Department Chair before informing the students.

The class grade averages for each course are compiled along with standard deviations for all the courses offered by each department in every semester and are reviewed by the Departments and the Administrative Committee of the College.

Final Grade Policy

Final grades range between 40% and 100% and are reported in multiples of five.

Article XXI – Course Files

- 20.1 A file should be kept in the Department for every course offered by the Department. The faculty member who teaches the course in question is responsible for updating the course file at the end of the term in which the given course is offered.
- 20.2 The course file is required for accreditation purposes and should contain the following:
 1. The course syllabus;
 2. Copies of all course handouts given;
 3. Copies of homework, quizzes, examinations, and other assignments and their solutions;
 4. A class list with the course grades and all grades given for quizzes, examinations, homework and any other assignments;
 5. The final examination answer booklets of students who scored the highest, lowest, and median grades.

Article XXII – Evaluation of Faculty Members Performance

Performance of faculty members is evaluated from three perspectives:

- 21.1 **Teaching:** The effectiveness of teaching should be related to the expected learning outcomes. In order to evaluate the teaching performance of faculty members and to help them improve their teaching, faculty appraisal by students is conducted at the end of each semester in courses given during the semester. The results of this evaluation are communicated to the faculty member concerned and to the respective chairperson of the department and the dean. These results include comparative statistics for each department and for the college as a whole, as well as transcribed comments by students. A variety of means to evaluate teaching may be used including:
- 21.1.1. Administering evaluation questionnaires by students;
 - 21.1.2. Students interviews to examine how well they have achieved the objectives and the learning outcomes that were specified by the course syllabus; and
 - 21.1.3. Administering standardized tests to students, if applicable, to verify that the expected learning has taken place.
- 21.2 **Research:** The quality and amount of research work and research publications that were produced by the faculty members since the date of previous review. Heavier weight will be given to publications in refereed academic journals and refereed academic conferences.
- 21.3 **Community Services:** How active was the faculty in:
- 21.3.1. Participating in the College and Department committees;
 - 21.3.2. Giving lectures to the community within and outside the University;
 - 21.3.3. Participating as mentor, advisor, etc. in students activities.

Based on the above criteria, the Chair of the department is required to submit a written evaluation report to the dean about each of the faculty member's performance by the end of April each year. The dean in his turn will discuss each case with the Advisory Committee and recommend to the president a decision about renewal or non-renewal. Copies of the performance review reports are kept in the teachers' files in a strictly confidential manner.

Article XXIII – Research

- 22.1 Research is a vital and integral part of the academic duties of every Faculty member and constitutes a major criterion for promotion from one academic rank to another and for merit salary increases.
- 22.2 The URB supports DU faculty research through the funding of short-term development. However, faculty members are encouraged to seek research grants from external funding agencies.

Article XXIV – Missed Classes

Faculty members are not permitted to miss classes without the prior written approval of the chairperson of their department and the dean . In all cases, any classes that are missed must be made up.

Article XXV – Change of Grade

- 24.1 Once grades are posted on the SIS, a change of grade is not allowed unless a demonstrable mistake was made in the correction of the final examination or in the calculation of the grade. In particular, if a change of grade would result in a change of the academic status of the student, the supporting evidence for the changes of grade must be presented to the chairperson of the department and the dean.
- 24.2 A student may petition the Dean’s Office to request that a course teacher review the correction of the student’s final examination paper, in case the student has reason to believe that some oversight may have been made in the correction, or that a mistake may have been made in calculating the course grade. Such petitions must be submitted within one week from the date of posting of course grades. The Dean’s Office will transmit the petition to the teacher concerned.
- 24.3 To change a course grade, the teacher must fill a special form available from the Registrar’s Office and submit it to the chairperson of the department, with the supporting evidence, if required in accordance with paragraph a above. If the chairperson of the department approves the change of grade, he will sign the form and transmit it to the dean for final approval.

Article XXVI – Disciplinary Measures

Anyone violating university rules and regulations and/or the civil service laws of the Sultanate may be subject to disciplinary measures commensurate with such violations.

Article XXVII – Grievances

Every faculty member has the right to appeal to a higher level than the one directly supervising her/his performance, by submitting a petition. In case she/he is not satisfied with the consequences, she/he may submit a petition to the dean. In exceptional cases, the president of the university may, if he wishes, form a special committee to review some grievance cases or confirm lower level decisions.

Article XXVIII – Amendments

CCBA

Amendments of the college manual require a two-thirds majority of the members of the faculty present at any meeting at which the quorum exists, provided written notice of the proposed amendment has been circulated to the faculty members no less than one week prior to the meeting. Amendments are subject to the approval of the University Council, the president and the Executive Committee of the Board of Trustees.

Article XXIX – University Bylaws

This manual is to be read with the University bylaws which shall supersede any contradictions, if any.