

Student Handbook

ACADEMIC YEAR

2022-2023

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The Abu Dhabi School of Management attempts to ensure the information contained in this publication is correct at the time of production (January/2023); however, sections may be amended without notice by the School in response to changing circumstances or for any other reason. Visit the ADSM website or contact the School for any updated information.

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1.0 Preface

The ADSM Student Handbook is designed to constitute a single source of reference to introduce you to the ADSM community. The faculty and staff of ADSM are committed to helping you make the most of your educational experience at ADSM.

Students are required to know and comply with the information set forth in the Handbook and the accompanying official policies of the School to ensure that ADSM continues to provide a nourishing and rewarding environment. ADSM reserves the right to change its policies and procedures, the courses it offers, its tuition fees, and the graduation requirements on occasion and in accordance with the Commission for Academic Accreditation (CAA), the UAE Ministry of Education – Higher Education Affairs, and the Department of Education and Knowledge (ADEK) requirements. The School will endeavor to circulate such changes in advance, and to alert the students to these changes. Student related policies are appended to this Handbook, and the Handbook and official policies of ADSM are available online in the Student Web Portal (lms.adsm.ac.ae). Please also refer to the Catalog for information about academic matters and the academic programs in particular.

ADSM prohibits discrimination on the basis of race, color, national or ethnic origin, ancestry, religion, gender, age, physical or mental disability, and any other protected status. This extends to all rights, privileges, programs, and activities, including admission, employment, and education. In addition, ADSM respects, values, and benefits from diversity in the School community. The School, through the President & Provost and all members of the faculty and administrative staff request the support of ADSM efforts to reinforce the value of diversity consistent with respect of the Arabic and Islamic culture and UAE traditions and customs throughout the curriculum and all aspects of campus life

2.0 Message from the Chairman

Dear Student,

Welcome to the Abu Dhabi School of Management.

We are pleased to have you join us as you continue the exciting journey of life-long learning, and professional development. Our goal is to help you build on the real-world knowledge, skills, and experiences that you bring and support your growth and success in the business world.

ADSM faculty members bring a wealth of knowledge and experience to help you succeed. During your studies, you will also have access to a wide range of activities and research opportunities that will help you further develop your leadership skills as well as network with fellow students and alumni.

As leaders of tomorrow, we are confident that you will take full advantage of the rich learning environment and resources we have assembled for your benefit and development.

We look forward to guiding you every step of the way as you pursue your graduate studies.

Best wishes,

Dr. Tayeb Kamali

Chairman of the Board of Trustees

3.0 Message from the President and Provost

Dear Graduate Student,

The Abu Dhabi School of Management (ADSM) aims to create an enriching and rewarding environment which promotes entrepreneurialism, scholarly inquiry, research, and UAE cultural heritage while fostering diversity, understanding and tolerance.

ADSM is pleased to provide you a copy of the Academic Year 2022-2023 Graduate Student Handbook, which we hope will help both new and continuing students navigate graduate student life at ADSM. If you are a new student, we are delighted that you chose ADSM and we hope that your graduate study at ADSM will meet all of your expectations. If you are a continuing student, we hope that the coming year will be rewarding and productive. This Handbook describes the important “rules and regulations” for graduate study at ADSM.

Throughout your learning experience, your closest ties will be with the Faculty and the Academic Dean. I encourage you to take full advantage of the academic diversity of ADSM by broadening your graduate experience beyond your program, and even beyond your school. The various resources at ADSM will provide possible avenues to help you diversify your graduate experience, and I encourage you to explore every possible opportunity available to enrich your learning experience at ADSM.

I wish you all the best in the coming year.

Professor Abdullah Abonamah, PhD

President & Provost

Abu Dhabi School of Management (ADSM)

4.0 Introduction to ADSM

4.1 History of ADSM

ADSM operates in Abu Dhabi under the sponsorship of the Abu Dhabi Chamber of Commerce and Industry. ADSM seeks to produce a new cadre of entrepreneurial managers - highly talented graduates equipped in the science of management who take the lead in innovating, improving and enhancing their environments - whether they find themselves in a start-up venture, a corporation, a governmental organization, or the community at large. ADSM began its program offering with a Master of Business Administration program in 2013. ADSM launched two Master of Science programs in 2016-17 academic year – a Master of Science in Quality and Business Excellence and a Master of Science in Leadership and Organizational Development. ADSM then launched the Master of Science in Business Analytics program in Fall 2018. ADSM is seeking to further expand its program portfolio to include more Master of Science programs.

4.2 ADSM Vision and Mission

Vision Statement

To be a center of excellence for entrepreneurship, leadership, innovation, sustainability and management through the discovery and dissemination of knowledge.

Mission Statement

To develop entrepreneurial managers and leaders with the knowledge and skills at international standards to contribute to sustainable socio-economic development in the knowledge economy. The School aims to create an enriching and rewarding environment which promotes entrepreneurialism scholarly inquiry, research, innovation and UAE cultural heritage while fostering diversity, understanding and tolerance.

4.3 ADSM Core Values

Aspire to excellence. ADSM sets a culture of high expectations for all its community. We champion ambition to exceed regulatory requirement and to adopt internationally recognised best practices in teaching, research and management.

Intellectual curiosity. ADSM promotes discovery and innovative solutions. We stimulate independent thought in our employees and students, to ignite entrepreneurial creativity and empowering improvements.

Professionalism. ADSM demands high standards of ethics and integrity from all its people. We ensure that honesty and transparency are key parts in demonstrating professional standards of performance.

Cultural respect. ADSM strives to create an inclusive equal and diverse climate in which the views of all members of its community are mutually respected. We operate a welcoming, friendly and happy environment that respects the cultural needs and traditions of its community.

Unrelenting commitment. ADSM faculty and staff devote their collaborative efforts to raise standards through continuous quality improvement. We ensure each student's career ambitions and higher education goals are met.

5.0 Introduction to Campus

The Abu Dhabi School of Management is located near the intersection of Al Salam and 31st Streets in Abu Dhabi. The exact location can be found via a Google map search for ADSM. The ADSM campus has seven buildings that provide full classroom space, prayer rooms, a library, computer labs, food services, plus a range of IT services. These facilities are up-to-date in terms of technology and ADSM emphasizes services that can be used remotely by our students, thus ensuring that they can access our learning resources and connect with class materials, classmates, and their instructors from off-campus locations. Generally, most administrative offices are open daily from 9:00 AM to 6:00 PM, Monday through Thursday, and from 9:00 AM to 12:00 PM on Friday. Individual office hours may be extended to accommodate early-morning or early-evening appointments. For week-end and evening classes, key administrative support staff and student services are available to support the faculty and students.

5.1 Classroom Facilities

Classrooms are located in most buildings of the ADMS campus. Each classroom is designed with technology in mind and offer an environment which is conducive to learning. In addition to classrooms, four auditorium styled lecture halls, in Buildings 1, 3, 4 and 5, are used for classes and events.

5.2 Administrative and Faculty Offices

The ADSM Administrative and faculty offices are located in the following buildings:

- Building 4 - First Floor: President's Office and Academic Dean
- Building 5 - Ground and First Floor: Faculty offices
- Building 6 - Ground Floor: Student Recruitment, Office of Student Affairs and Registrar
- Building 7 - First Floor: Finance and IT Departments

5.3 Library

The Library is located in Building 5 on the Ground Level, and it provides students with access to both physical and digital resources, accommodating working professionals, from on and off-campus.

5.4 Academic Support Center

The Academic Support Center supports the academic development and education goals of students. Students, individuals or groups, may book appointments with the Academic Support Manager via the

Student Portal (lms.adsm.ac.ae) to discuss projects or assignments they are working on. A number of resources are available at the Center including course material and reference books to enhance students' learning experience, and to help lead them to academic success. The Academic Support Manager is available to meet with the students and guide them (Phone: 02-6917776 or email: t.almasaeid@adsm.ac.ae).

5.5 Computer Labs

There are two open computer labs available, and a variety of computer-equipped classrooms that can be used for presentation/group meeting areas when not being used for classes. The lab desktops are loaded with MS Office, in addition to a number of other applications. These labs provide space for students to complete assignments, research, access the electronic resources, and browse the internet. Each lab consists of approximately 20 computers. Students may utilize the services of the printing center in coordination with the Office of Student Affairs (Phone: 02-69177800 or email: registrar@adsm.ac.ae).

5.6 Student Lounge and Catered Food Services

Each building on the ADSM campus has a common student lounge area which is used for dining when food and beverages are catered for a class. Vending machines are also available in Building 1, 4 and 6.

5.7 Prayer Rooms

The ADSM Campus has dedicated Prayer Rooms for male and female students, both rooms are located behind Villa 4. Students may also use the facilities at Ali Salem Al Kaabi Mosque, which is located at a walking distance from ADSM Campus.

5.8 First Aid Room

The First Aid Room is located behind Building 7, and is managed by a registered nurse. Students may contact the Room on 02 6917818, or visit it during working hours from 12:00 to 08:00 PM.

5.9 Parking

The ADSM Campus has student parking and there is overflow parking available in nearby public space.

5.10 Academic Calendar

Key dates for the current Academic Year (2022 – 2023) are provided below. However, for more details and in order to provide accurate calendars, the ADSM Academic Calendar is kept on the School's website (<http://adsm.ac.ae/academic-calendar/>) and updated regularly. ADSM shall announce any closure on a religious and/or public holiday to staff and students as government announcements are made.

	Start Date	End Date
Fall 2022 Term	19 September 2022	11 December 2022
Winter Break	12 December 2022	30 December 2022
Winter 2023 Term	02 January 2023	19 March 2023
Spring Break	27 March 2023	09 April 2023
Spring 2023 Term	24 April 2023	15 July 2023
Summer 2023 Term	24 July 2023	02 September 2023

Table 1.11.1: Summary of 2022 – 2023 Academic Year Calendar

Public Holidays

08 October 2022*	: Prophet Mohamed's Birthday
1, 2 and 3 December 2022	: Martyrs' Day and UAE National Day
1 January 2023	: New Year's Day
21 – 23 April 2023*	: Eid al-Fitr
28 June – 1 July 2023*	: Eid al-Adha
18 July 2023*	: Islamic New Year

* Subject to change based on the sighting of the moon

5.11 Other Facilities

As a graduate business management school, ADSM does not provide residence halls or recreational facilities. The Office of Student Affairs (Phone: 02 6917800 or email: registrar@adsm.ac.ae) will be able to support students should they need additional information in this regard.

6.0 Student Services

ADSM provides a full range of student services that are tailored to meet the needs of our busy professional students. Students are provided advising services as they enter the program to help them get the most out of their experience at ADSM. The Office of Student Affairs works to make sure students fully understand the Schools' administrative processes and requirements and assist them with any questions or issues. The faculty provides academic advising to assist all students in their learning journey through their academic program to help them reach their full potential. The Library and Academic Support Center can be accessed by all students seeking support with their studies. Community events are planned to engage students with the Abu Dhabi academic and business community.

Furthermore, Student Services support students' participation in external events and activities such as competitions, conferences, and seminars. Finally, students are supported by dedicated staff, state of the art IT services, digital resources and facilities to support and enhance their learning experience.

6.1 The Office of Student Affairs

The Director of Student Affairs is responsible for the Office of Student Affairs, and provides strategic leadership for Admissions, Registration, and Student Services at ADSM. The Director of Student Affairs is responsible for student retention and satisfaction by creating a student-centric environment in coordination with the Student Affairs team. Any questions or issues that students may have about their experience at ADSM should be directed to the Student Affairs Office (Phone: 02-6917800, or email: registrar@adsm.ac.ae).

6.2 Student Orientation

The Office of Student Affairs arranges an Orientation Session at the commencement of all new cohort intakes. Topics covered are relevant to new students to assist them in settling into graduate studies; for example, what is to be expected in terms of course content, workload, assessments, etc. The Orientation also includes a session on Case Study Analysis to give the students an insight into the type of work they will be expected to do as graduate students. A session on the e-library, the physical library, and IT resources is included, along with information regarding ADSM policies and procedures. In

In addition, the Orientation provides an opportunity for new students to meet academic and professional staff, and to meet fellow classmates and future colleagues.

6.3 Student Advising Services

In conjunction with the Academic Support Center, academic advising is provided by faculty members. Each student is assigned to an Academic Advisor from ADSM's faculty. In addition, students may book appointments with their instructors, Advisors, or the Academic Support Manager via the Student Web Portal (lms.adsm.ac.ae). As a small institution, ADSM provides an environment where students can get to know faculty members and receive one-on-one academic support. This personalized contact is one of the key elements that differentiates ADSM from other institutions.

For 2021 – 2022 AY, the full-time faculty to student ratio at ADSM stood at 1:25. This ensures that students' individual learning needs are met.

6.4 Community Engagement

ADSM Students are encouraged to participate in activities arranged by ADSM, under its Community Engagement Plan, which may include social events, guest lectures and activities that aim to enhance the learning experience of students. The Community Engagement Plan is specifically developed to engage with the community, and identify opportunities that positively contribute to maintaining productive relationships with the community.

ADSM encourages students to share their ideas about potential activities or events that are of interest to them, they may discuss these with the Community Engagement Officer (Phone: 02-6917891, or email: ce@adsm.ac.ae). All planned events and activities are published on the Community Engagement Calendar on ADSM's website, and students will receive notifications and invitations to participate.

6.5 Students' Organizations and Activities

ADSM is keen on ensuring that students have a diverse, engaging and rewarding campus life. Students are entitled to organize and/or participate in activities, both on and off campus. The Office of Student Affairs oversees the organization of such activities, including fiscal control, and students may present their ideas directly to the Office (Phone: 02-6917800, or email: registrar@adsm.ac.ae). In addition, Students are encouraged to write, edit, and produce various forms of publications, including student-

run media, establish clubs that reflect their interests, form and participate in student groups. Students should obtain the endorsement of a faculty member or administrative staff as an advisor for the activity they plan on running, while observing the guidelines set forth in the Student Activities Policy appended to this Handbook, and accessible on the Student Web Portal (lms.adsm.ac.ae).

6.6 Students' Participation in Governance

ADSM is keen on providing its students with opportunities to have an active role in governance, with an aim of involving them in the decision-making processes, and to maintain channels of communication through which ADSM students may provide input regarding, and stay informed of, significant institutional decisions. For this purpose, ADSM utilizes the following:

1. Student Representatives
2. Student Council

Student Representatives

ADSM values its students' voice and encourages them to be involved, individually and collectively, in working with ADSM to create an inspiring learning experience. Student Representatives are elected for each program at ADSM. They are appointed members in the Student Council to ensure fair representation of all programs. They will participate in the Student Council meetings to provide constructive feedback to ADSM's management. You may refer to the Students Representation Policy, appended to this Handbook, and available on the Student Web Portal for more details, you may also contact the Community Engagement Officer (Phone: 02-6917891, or email: ce@adsm.ac.ae).

Student Council

The Student Council is a group of appointed and elected students, considered as the apex student body at ADSM. Acts as the students' voice and is tasked with advocating the rights and interests of ADSM's student population and conveying feedback to ADSM's management with an aim to enhance the learning experience of all students.

The Student Council shall include a minimum of eight and up to a maximum of 12 current students. Four members are appointed by ADSM. These are the Student Representatives to ensure that all programs are represented in the Council. Another four to eight members are elected from ADSM's student population. All Council members should be in a good academic standing and not have been

subject to any disciplinary actions. During the first meeting of the Council's current formation, a Chair and Vice Chair are elected, with all members holding equal voting rights. The Community Engagement Officer acts as the liaison between the Council and ADSM's management. The Council meets with ADSM's management at least four times during each academic year. These meetings are scheduled at the end of each academic term, and are attended by, the President, Academic Dean, Director of Academic Programs, Director of Student Affairs, and representatives from other ADSM units, as deemed appropriate by the President.

In addition, the Student Council nominates a representative to join ADSM's Information Technology Committee, Policy Committee and Academic Council. This ensures that student representatives participate in meetings of three designated institutional management committees. For more information about the Council contact the Community Engagement Officer (Phone: 02-6917891, or email: ce@adsm.ac.ae).

6.7 Career Services

Academic Advisors are the first point of contact for student career counseling and guidance, and ADSM provides a range of career services to all enrolled students and alumni through the Office of Student Affairs. Students may also approach the Academic Support Manager, to provide guidance on job search, resume writing and interview skills or their assigned Academic Advisor via the Student Web Portal (lms.adsm.ac.ae).

Furthermore, through activities and events organized under Community Engagement, ADSM focuses on engaging with employers and interlinking with community organizations, associations, and institutions. Thus, providing structured opportunities for students to engage with prospective employers, and facilitates the accomplishment of the relevant program educational goals.

In addition, ADSM offers its students career services through a membership to the Business **Graduate Association (BGA)**. BGA's vision is to be the leading global movement for responsible management, positive impact and lifelong learning.

Students may register by visiting: <https://businessgraduatesassociation.com/register/>

6.8 Personal Counseling

ADSM does not offer an on-campus Personal Counseling service, however, if students require assistance, the Office of Student Affairs may suggest possible alternatives, and guide the students towards the appropriate source (Phone: 02-6917800, or email: registrar@adsm.ac.ae).

Students may also opt to directly utilize the services offered by Abu Dhabi Health Services Company – SEHA (Phone: 80050, or email: care@seha.ae).

6.9 Services for Students with Determination

ADSM welcomes students with determination and exerts all efforts to accommodate their special needs. Students requiring assistance can meet with the Director of Student Affairs to discuss individual needs.

7.0 Students Rights and Responsibilities

As an ADSM student, you have the right to learn and prosper in a safe and healthy environment, in which you are free of discrimination, treated equally and is able to freely express your ideas. ADSM will provide you with an opportunity to effectively participate in the governance of ADSM via the Student Council at the School level and a Student Representative at the program level, as outlined in Section 6.6 of this Handbook. You will have access to academic support, including, but not limited to, the allocation of an Academic Advisor and access to Library and Academic Support Center services. As an active student, you are entitled to organize, participate, and engage in student activities, including organizing Student Groups and producing Media and Publications, as outlined in the *Student Activities Policy*, which appended to this Handbook. ADSM shall handle your records with confidentiality and maintain your privacy, and give you the right to access these records. You have the right to appeal or raise a grievance, then receive fair and just treatment when processing you appeal or grievance. This shall include academic and non-academic matters. ADSM will provide you with accurate information in regards to your academic standing and progression. You have the right to receive health services and you may request personal counselling as detailed in Section 6 of this Handbook.

In return, you are responsible to abide by ADSM's Code of Conduct as detailed in Section 7.1 of this Handbook, and you are required to adhere to ADSM's academic integrity rules as outlined in Section 10 of this Handbook. ADSM expects you to self-enroll in courses offered to your section in line with the approved study plan and within the determined add/drop period, as outlined in the Student Enrollment Policy, which is appended to this Handbook. You must stay informed of and fully acquainted with ADSM's policies, procedures, regulations as published in the Student Handbook, the LMS and the Catalog. You must know the requirements of your program of study in order to meet them and to seek guidance when needed from the Office of Student Affairs. ADSM expects you to be respectful of all members of ADSM community, and to respect ADSM's campus and facilities.

7.1 Student Code of Conduct

Members of the ADSM community are expected to observe and respect the personal and property rights of others. The responsibility of all students to comply with laws, ordinances, bylaws, and regulations applies both on and off campus. It is expected that the instructors, staff, and students of ADSM conduct themselves in a professional and respectful manner befitting a prestigious institution

of learning. Although a wide range of student responsibilities are detailed in the Student Rights and Responsibilities Policy as well as the Academic Integrity Policy and the Policy on Appropriate Use of Technology cover many elements, it is impossible to cover every standard of behavior. Therefore, these policies, which are available on the Student Web Portal (lms.adsm.ac.ae), do not constitute a comprehensive code of conduct, but are instead a set of procedures necessary for meeting the practical, routine requirements of an academic community.

ADSM affirms its commitment to strive for a fair, humane, and respectful environment for all employees and students. It is the policy of the School to maintain a working and learning environment that values and expects respectful conduct and communication. Every member of the ADSM community has the right to live, learn, work, and otherwise participate in an environment that is free from all forms of harassment by any other member of the community. The School encourages freedom of inquiry, opinion, and speech, and it will defend the right of anyone to express his or her views. However, the right of expression must be exercised responsibly without depriving others of their right to enjoy this and all other opportunities provided by the School with respect to the laws, culture and heritage of the United Arab Emirates.

As a general overview of topics of primary importance to the conduct of instructors, staff, and students at ADSM, the following types of behavior are specifically outlined in the Code of Conduct Policy:

- Disorderly Conduct
- Smoking Outside of Designated Areas
- Harassment
- Possession of Weapons
- Providing False Information or Misrepresentation
- Theft/Damage/Vandalism of, or to Personal, School, or Public Property

You may refer to the Code of Conduct Policy, appended to the Handbook and available on the Student Web Portal (lms.adsm.ac.ae) for more details.

7.2 Student Discipline

Integrity and respect for the community, both in and out of the classroom, are recognized by the Abu Dhabi School of Management as core values. Flowing from these core values, the School has defined a

set of expectations for all of its members. The School expects all students will do their utmost to embrace ADSM's core values and subsequent expectations. In doing so, students will contribute to the development of ADSM as a positive living and learning community. In addition, ADSM strives to be a good neighbor to the surrounding community. Therefore, it is expected that students will observe the same standards and expectations whether they are on or off campus.

The four major policies regarding student behavior are as follows: The Academic Integrity Policy; the Student Rights and Responsibilities Policy; the Code of Conduct Policy; and the Policy on Appropriate Use of Technology. The Student Disciplinary Policy contains procedures for the investigation of violations, the application of disciplinary actions, and the various rights of the affected party to appeal the decisions made in the context of a policy. This policy contains the judicial action and appeals process for any policy violations. All official ADSM materials governing these policies are appended to the Student Handbook, and can be found online at the ADSM Student Web Portal (ims.adsm.ac.ae).

7.3 Appeals and Grievances

ADSM provides clear and accurate advice and guidance to students submitting an academic appeal or complaint, student to raise an academic appeal and to seek resolution from ADSM, and to ensure that appeals and complaints are conducted in a timely and fair manner. In general, members of the ADSM community should try to resolve problems informally. If that is not possible, the student may submit a request for grievance or Appeal to the Office of Student Affairs. Please review Student Appeals Policy and Student Grievances Policy on the ADSM Student Web Portal (ims.adsm.ac.ae).

7.4 Resolution of Complaints

The three major policies regarding student behavior as described in this section of the catalog are as follow: The Academic Integrity Policy; the Student Rights and Responsibilities Policy; and the Policy on Appropriate Use of Technology. The Student Disciplinary Policy contains procedures for the investigation of violations, the application of disciplinary actions, and the various rights of the affected party to appeal the decisions made in the context of a policy. This policy contains the judicial action and appeals process for any policy violations.

7.5 Attendance

ADSM provides its students with an academic schedule that accommodates their needs, and encourages them to attend class sessions by adopting an engaging and interactive pedagogical approach. Students are required to attend and participate in class sessions, workshops and sessions scheduled for their respective course(s). In case students miss a class session, they are responsible to complete any missed assignments or task assigned during that particular class session, with the permission of their instructor(s). ADSM mandates attendance in specific situations, such as presentations, controlled and summative assessments.

To be eligible to sit for the final assessment, students are required to attend a minimum of 50% of class sessions. Students may be required to complete catch-up activities, as set in P 423 Student Attendance Policy. Students who miss more than 50% will not be allowed to sit for the final assessment under any circumstances. For more details, refer to P 423 Student Attendance Policy, appended to this Catalog, and available on the ADSM Student [WebPortal](https://lms.adsm.ac.ae) (lms.adsm.ac.ae).

7.6 Computer Ethics and Usage

Computer abuse affects everyone who uses computing facilities and results in significant expense to the School, therefore, ADSM policies regarding computer usage and use of the WiFi network applies to ADSM students, faculty, and staff. The same moral and ethical behaviors that apply in the non-computing environment apply in the computing environment. Actions that are unacceptable in the School community also are unacceptable on the network, computing systems and other electronic services including:

- Harassment in any form;
- Failure to respect the rights and property of others;
- Distribution, redistribution, attempted downloading, or downloading of copyrighted materials without the permission of the copyright owner.
- Forgery or other misrepresentation of one's identity; and,

It is the responsibility of each ADSM community member to use the services provided by the School's campus network and computing systems appropriately and in compliance with all laws and regulations of the United Arab Emirates. Furthermore, users are expected to use computer, electronic mail, and

network services in an effective, ethical, responsible, and efficient manner consistent with the instructional, research, public service, and administrative goals of the School.

ADSM treats access and use violations seriously. Access to the School computing facilities and information resources is a privilege granted to the School's students, faculty, administrators, and staff. Access to the School's computing facilities and information resources may be restricted or terminated at the School's sole discretion or more severe disciplinary actions can be taken according to the terms of the ADSM Policy on Appropriate Use of Technology. Violations to this policy may result in disciplinary action and prosecution by government officials can also occur

7.7 Student Records

Education records are records, files, documents, and other materials maintained by ADSM which contain information directly related to a student. ADSM reserves the right to disclose academic records or personally identifiable information from student records in certain cases as outlined in the School's Student Records Policy and the Information Release Policy, appended to this Handbook and available on the Student Web Portal (lms.adsm.ac.ae).

In general, ADSM strives to protect the privacy of its students and will ensure that materials, documents, and information obtained from, or pertaining to students, is treated with respect for their confidentiality. Sharing of information to third parties is typically limited to cases where the School is requested by a government or another entity filling a supervisory or collaborative role. ADSM collects and maintains information about students for the purposes of Admissions, Academic progress and performance, compliance with government and regulatory requirements and any other information related to the student's participation and involvement with the ADSM community. This information is protected by procedures and methods designed to keep it secure and reliable. The content of a Student Record consists typically of any documents submitted at the admissions stage, and any documents produced or generated during the student's journey at ADSM. these include, but are not limited to, identification documents, personal statements and recommendation letters (as applicable), undergraduate degrees and transcripts, disciplinary records, appeals and grievances records, and the student's earned degree and transcript from ADSM. Please review both the Student Records Policy and the Information Release Policy, which are appended to this Handbook and can be found on the ADSM Student Web Portal (lms.adsm.ac.ae).

8.0 The Library and Academic Support Center

Combined, the Library and Academic Support Center provide students with a comprehensive set of resources to support them during their learning experience at ADSM. Thus, ensuring an enriched learning experience. ADSM's strategy for providing learning resources is focused on obtaining access to content-rich digital resources. As with other elements of service provision to students, the fact that ADSM is limited to postgraduate students has led to the focus almost exclusively on electronic resources that can be accessed by busy professionals from off-campus.

A dedicated Librarian is available to support students in utilizing resources (Phone: 02-6917801 or email p.raj@adsm.ac.ae). The Library's hours of support are as follows:

Days	Student Group	Timing
Monday - Thursday	All Students	12:00 PM – 08:00 PM
Friday	MBA Students	02:00 PM – 08:00 PM
Saturday - Sunday		12:00 PM – 08:00 PM

8.1 Available Resources

To ensure that the provided resources are a state-of-the-art electronic resource, ADSM subscribes to ProQuest Business Premium collection, one of the largest online databases in the world. ProQuest functions as the primary source for research and information for the students, as it provides access to various resources as summarized below:

Resources	Quantity
Scholarly Journals	2,600
E-Books	25,000
Videos	21,000
Newspapers	100
Market, Country and Industry Reports	10,000
Case Studies and Business Cases	15,000
Conference Proceedings	11,000
Working papers from elite institutions like INSEAD	500,000

Resources	Quantity
Dissertations	15,000
Magazines	2,500

Key Publications:

- Emerald Group Publishing
- Cambridge university press
- The Wall Street Journal
- Financial Times
- The Economist

ProQuest is accessible via the Student Web Portal (lms.adsm.ac.ae), and students are provided access to the resources via a username and password that enables them to log on to the portal remotely through the internet to search, browse, download, etc.

IT Support (Phone: 02-6917760 or email: itsupport@adsm.ac.ae) provides technical support in order to ensure proper connectivity and access to the information resources. Students may search for resources by the accepted bibliographic format and use the search feature to search by subject or periodical title. In addition to the electronic resources provided via the Library and Academic Support Center, students may access the physical resources available in the Library in Building 5, the facility can accommodate 10 students, has a number of journals, books, and research aids, and laptops for use by students.

Furthermore, all students may benefit from the following resources provided by Microsoft through ADSM:

- Microsoft Office Applications for Windows, MAC & Mobile
- Skype for Business
- One Drive for Business
- D-Space Program

8.2 Microsoft Teams

In adherence to Ministerial Decree No. 237 for the Year 2020 regarding the shift to online delivery for the remainder of the academic year 2019 – 2020, ADSM utilized Microsoft Teams as its online delivery

tool. Students have access to download and use the application. ADSM will maintain its use of Microsoft Teams to support classroom delivery.

In line with the National Protocol for the Operation of Educational Establishments during the Pandemic – Ninth Release, ADSM resumed campus operations, including the delivery of face-of-face sessions as of the Winter 2022 Term

9.0 Information Technology Infrastructure

9.1 Classroom Facilities

ADSM's campus offers a stimulating learning environment through well-equipped facilities. All of our classrooms are equipped with computers that are connected to the internet and projection screens. ADSM classrooms are also equipped with Smart Board technology. With this system, professors are able to capture their board work as they lecture and upload it to the LMS for the student to access and review. This frees up students to spend more time in class listening and interacting, instead of taking notes.

There are two computer labs available for the students to carry out assignments, access the electronic resources, research, and to browse the internet. The lab desktops are loaded with MS Office, in addition to a number of other applications. There is high-speed Wi-Fi internet access throughout the campus.

9.2 Learning Management System (LMS)

One of the most important systems that students use at ADSM is the Learning Management System (LMS), which is a customized version of Moodle. The use of Moodle has been very successful in its use and adoption for graduate studies. Students will be issued a username and password to access LMS (lms.adsm.ac.ae). Currently the LMS is utilized for the following:

- Distribution of all course materials: All materials are available for students to access and download.
- Assignments: All assignments are uploaded to Turnitin via the LMS, thus ensuring accurate logging and tracking of submissions.
- Class Schedules: Lecture schedules are posted on the LMS.
- Class Rosters: Lists all students and provides contact information.
- Discussions: Supports discussion threads among classmates and with instructors.
- Direct Link to ProQuest: Access to the learning resources is via the LMS credentials.
- Appointment Scheduling: Method for students to reserve times to meet Faculty, SLE Project Advisor or the Academic Support Center Tutor.
- Direct link to grades system to view student grades
- Access official ADSM documents, handbooks, and School policies.

Training student on the effective use of the LMS is a critical part of the orientation session, as it is a key contributor to a successful and enriching learning experience.

9.3 ADSM Email Account

Each student is assigned an ADSM email account. This account will be used by ADSM for all electronic communications with students. It is critical that students use this email account for communication with the School's staff and faculty.

9.4 The IT Help Desk

The IT Help Desk provides a central, convenient location to go to for help with technology issues related to your studies at ADSM. The IT Help Desk will provide telephone, walk-in, web-based and e-mail support to ADSM students, faculty and staff and provide assistance regarding laptop and desktop computers as well as ADSM-licensed software, website, LMS, e-mail, printing, classroom technology, A/V, computer labs and other technology related issues.

In addition, the IT Help Desk will support technology permanently installed in classrooms and meeting rooms, provide portable equipment for classes and events, and coordinate video and teleconferencing on campus. Video production services will also be available to faculty and staff.

IT Help Desk technicians can help you get your laptop connected to the ADSM network, and provide assistance with installing ADSM-provided software. The IT Help Desk staff cannot repair non-ADSM provided laptops.

Walk-in and Telephone Support is available Monday through Thursday from 8:30 AM to 3:30 PM, and on Friday from 8:30 AM to 12:00 PM. Classroom Support is available Monday through Thursday from 7:30 AM to 9:30 PM; Friday from 8:00 AM to 8:00 PM; and Saturday from 9:00 AM to 6:00 PM depending on class schedules.

9.5 Mobile Application

ADSM has developed a mobile application for students to access personal information in an easy and convenient way. The application includes students' grades, class schedules, financial status, enrolment options and staff contacts. Student may download the application from the Apple Store or Google Play for free.

9.6 Accessing ADSM Resources Off-Campus

All of ADSM's primary online services, such as the LMS and email can be accessed via a web browser from any computer connected to the internet.

9.7 Appropriate Use of Technology

Students are expected to use ADSM's technology infrastructure, such as, electronic mail, and network services in an effective, ethical, responsible, and efficient manner consistent with the instructional, research, public service, and administrative goals of the School. Access to the School's computing facilities and information resources is a privilege granted to the School's students, faculty, administrators, and staff.

As a student, you have the right to utilize the School's technology infrastructure in establishing student-run media, including radio/television programs or stations, student newspapers, student generated websites or other social networking sites. However, you are required to abide by the stipulations of the Student Activities Policy and the Appropriate Use of Technology Policy, appended to this Handbook, and available on the Student Web Portal (lms.adsm.ac.ae).

You may contact the Office of Student Affairs for more information and guidance (Phone: 02-6917800, or email: registrar@adsm.ac.ae).

10.0 Academic Integrity

The Abu Dhabi School of Management is committed to being an international leader in management education. The School focuses on educating innovative leaders capable of initiating, managing, and implementing change. Consistent with this mission, ADSM welcomes diversity within its community and requires each member to respect the values of other members of the community. To maintain the integrity of the diverse cultures, present at ADSM, certain standards of academic conduct must be adhered to by each graduate student, faculty member, staff member, and administrator throughout his or her experience at the School. Every member of the ADSM graduate community is expected to uphold the principles embodied in the academic honesty and integrity policy. All members of the School community—students, faculty, and staff—share responsibility to bring forward known acts of apparent academic dishonesty. Any member of the academic community who witnesses or otherwise becomes aware of an act of academic dishonesty should report it to the appropriate faculty member or to the Academic Dean.

ADSM's Academic Integrity Policy is a comprehensive review of the School's expectation in this regard as well as the various consequences for breaches of the policy. This policy is found on the ADSM Student Web Portal (lms.adsm.ac.ae) and is closely associated with the Student Rights and Responsibility Policy and the Policy on Appropriate Use of Technology. Because of the seriousness of academic integrity and to avoid the possible misunderstandings made by new students, the following is a set of examples of what can constitute academic dishonesty:

Cheating

Cheating is any form of fraudulent or deceptive academic act, including intentionally using or attempting to use unauthorized materials, information, or study aids in any academic exercise.

Examples of cheating:

- Unauthorized use of notes, text, or other aids during an examination or an assessment.
- Copying from another student's assessment, examination, research paper, case study, computer, etc.
- Handing in the same paper/assignment/components of a paper for more than one course without the permission of the instructor.
- Sabotaging another student's work or record.

- Receiving assistance on an academic work from another resource without permission of the instructor.
- Duplicate submission is the submitting of the same or similar work for credit in more than one course without prior approval of the instructors for those same courses.

Plagiarism

Plagiarism is the representation of one's own ideas and one's own without giving proper attribution to the original author(s). Plagiarism occurs when a student copies direct phrases from a text (e.g. books, journals, and internet) and does not provide quotation marks or paraphrases or summarizes those ideas without giving credit to the author(s). In all cases, if such information is not properly and accurately documented with appropriate credit given, then the student has committed plagiarism.

Fabrication

Intentional falsification, misrepresentation, or invention of information, data, or citation in an academic exercise. Examples of fabrication:

- Making up the data for a research project.
- Altering the results of an experiment or survey.
- Listing a citation for a source not used. ☐ Stating an opinion as a scientifically proven fact.

Facilitating Academic Dishonesty

Facilitating academic dishonesty is intentionally or knowingly helping or attempting to help another to violate any provision of the Academic Integrity policy. Examples of facilitating academic dishonesty:

- Inaccurately listing as co-author of a paper, case write-up, or project someone who did not contribute.
- Sharing any work with others without the permission of the instructor.
- Taking an assessment or writing a paper for another student.

10.1 Turnitin

Turnitin is an internet-based tool used in higher education to encourage original ideas and prevent plagiarism. Students will receive a Turnitin account while undertaking their studies at ADSM, and will upload assignments to the Turnitin portal as outlined in the syllabi.

11.0 Health and Safety on Campus

The ADSM Occupational, Environment, Health and Safety Policy is available with all other ADSM policies on the Student Web Portal (lms.adsm.ac.ae), and is appended to this Handbook. The objective of the policy is to guarantee that required measures are taken to secure the environment, health, and safety and occupational well-being of all ADSM premises users, and to reduce or eliminate disabling injuries and illnesses. It is the goal of the School to exercise all precautions reasonably necessary to protect employees, students, and visitors from all accidents. It is imperative that employees and students report unsafe conditions and do not perform tasks if the task could be considered unsafe. If you have questions about these issues or the ADSM Health and Safety Policy, please contact the Campus on: 02-6917777.

Employees and students should report all accidents, injuries, and unsafe conditions – everyone is expected to take an active role in promoting safety. If you witness an accident or an unsafe working situation, please report it promptly.

Employee and student recommendations to improve safety and health conditions are given thorough consideration by the School's management, which gives top priority to the correction of unsafe conditions.

ADSM provides safety equipment for students and employees in situations where hazardous materials are used. If the need arises to use any type of material that could be considered hazardous; you should contact the Office of Student (Phone: 02-6917800, or email: registrar@adsm.ac.ae) and they will make necessary arrangements.

The School strictly prohibits employees and students from making threats or engaging in violent acts as defined by and subsequently enforced through the ADSM Health and Safety Policy and the ADSM Student Rights and Responsibility Policy, both of which are found on the ADSM Student Web Portal (lms.adsm.ac.ae). ADSM's Health & Safety Policy documents the institution's emergency evacuation plan and ensures a program of regular testing of the plan. Relevant evacuation plans are also placed in all classrooms and facilities

11.1 Prevention Measures

In terms of fire prevention, please familiarize yourself with the following elements:

In Advance:

- Become familiar with fire equipment, fire exits, and evacuation procedures.
- Keep public areas free of fire hazards.
- Report all damaged or unsatisfactory fire equipment to the Health and Safety Officer.
- Participate in all fire drills.

In Case of Fire:

- Sound the nearest campus alarm.
- When possible, shut windows, unlock and close doors, and leave the lights on.
- Keep the driveways clear and stay at least 100 feet from the building.
- Do not re-enter the building until it has been cleared by the fire department.

For further details, refer to the Occupational, Environment, Health and Safety Policy, which is available on the Student Web Portal ([lms.adsm.ac.ae](https://ims.adsm.ac.ae)).

11.2 Use of Hazardous Materials

None of the academic programs offered at ADSM requires students to deal with hazardous materials. such materials used on Campus for other purposes, is stored and handled in accordance with applicable regulations. Occupational, Environment, Health and Safety Policy provides further details, and students may the Campus on: 02-6917777 if they have any concerns.

12.0 Academic and Student Policies

The ADSM policies related to academic matters are summarized in the Student Catalog and appended to the Student Handbook. All policies could also be found in their original form on the Student Web Portal (lms.adsm.ac.ae), as the Grading and Assessment Policy and the Academic Progress Policy. The main elements covered by these policies are the following:

- Admission Requirements and Procedures
- Advising and Enrollment
- Grading System
- Release of Grades
- In Progress Grades
- Grade Disputes
- Grade and GPA Requirements
- Monitoring of Academic Deficiencies
- Degree Time Limit
- Graduation Honors
- Leave of Absence
- Deadlines for Dropping or Withdrawing from Courses
- Withdrawal from ADSM
- Mandatory Leave/Withdrawal Policy

12.1 Policy List

Ref.	ADSM Policies (<i>click title for hyperlink to policy</i>)
P 115	Code of Conduct Policy
P 301	Grading and Assessment Policy
P 302	Academic Program Advisory Committee(s) Policy
P 303	Grade Approval and Change Policy
P 307	Graduate Completion Requirements Policy
P 308	Course Substitution Policy
P 312	Capstone Project Policy
P 313	Academic Progress Policy
P 314	Examinations Policy
P 322	Thesis Policy
P 401	Graduate Admissions Policy
P 402	Transfer Admissions Policy
P 405	Student Records Policy

Ref.	ADSM Policies (<i>click title for hyperlink to policy</i>)
P 406	Information Release Policy
P 408	Career Services Policy
P 410	Student Activities Policy
P 411	Student Finance Policy
P 412	Student Disciplinary Policy
P 414	Student Rights and Responsibilities Policy
P 415	Student Counseling Policy
P 416	Health Services Policy
P 417	Academic Advising Policy
P 418	Academic Integrity Policy
P 419	Student Appeals Policy
P 420	Student Grievances Policy
P 423	Student Attendance Policy
P 424	Student Enrollment Policy
P 425	Visiting Students Policy
P 426	Student Safeguarding Policy
P 427	Student Guidance System Policy
P 428	Disadvantaged Students Policy
P 429	Students Representation Policy
P 430	Academic Support Center (ASC) Policy
P 431	Student Council Policy
P 601	Library Policy
P 603	Appropriate Use of Technology Policy
P 700	Research Support Policy
P 701	Ethical Research Policy
P 702	Student Involvement in Research Policy
P 706	Funding for Conference Participation Policy
P 901	Community Engagement Policy

13.0 Key ADSM Administrators

13.1 The President and Provost

Responsible for overseeing the overall academic integrity of the entire institution. The President and Provost is responsible for all strategic plans and initiatives, and for leading all institutional academic, financial and facilities planning and management.

13.2 The Academic Dean

Responsible for the overall quality and administration of academic offerings at School level. The Academic Dean is responsible for new program design, maintaining academic rigor, and ensures programs are market relevant and, provides support to students on academic issues and assists students with meeting their educational goals.

13.3 Director of Academic Programs

Responsible for the overall quality and administration of academic offerings at Program level. The Director addresses students' concerns in the Program they are enrolled in and ensures that all required support is provided.

13.4 The Director of Student Affairs

Responsible for Student, Admissions, Registration, and Student Affairs at ADSM. The Director is responsible for oversight and attainment of student retention and satisfaction and is responsible for creating a student- focused environment in coordination with the Student Affairs team.

13.5 The Technology and Learning Systems Director

Responsible for data management and analysis and for ensuring the acquisition, application and integration of information technology systems, high quality support and services supporting the academic and administrative strategies of ADSM. The Director is responsible for the oversight of the IT Help Desk, curriculum technology support, and all learning and administrative systems that support ADSM.

13.5 Useful Contacts

Abu Dhabi Health Services Company - SEHA

Phone: 80050

Email: care@seha.ae

First Aid Room

Phone: 02 6917818

Email: g.services@adsm.ac.ae

Community Engagement Officer

Phone: 02 6917891

Email: ce@adsm.ac.ae

Finance Unit

Phone: 02 6917730

Email: accounts@adsm.ac.ae

IT Support

Phone: 02 6917760

Email: support@adsm.ac.ae

The Campus

Phone: 02 6917777

Email: gs@adsm.ac.ae

The Office of Student Affairs

Phone: 02 6917800

Email: registrar@adsm.ac.ae

Student Recruitment

Phone: 02 6917811

Email: studentrecruitment@adsm.ac.ae



Policy Name : **Code of Conduct Policy**

Related Documents : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education,
Framework for the Compliance Inspection of Higher Education Institution – 2021,
ESG 2015 Standards – 1.1 Policy for Quality Assurance
ADSM P 414 – Student Right and Responsibilities Policy
ADSM P 412 – Student Disciplinary Policy
ADSM P 212 – Faculty and Staff Discipline Policy
ADSM P 107 – Occupational, Environment, Health and Safety Policy

Section 1 : Purpose

1.1 The purpose of this Policy is to establish standards and guidelines for members of ADSM community on expected behavior and principles.

Section 2 : Scope and applicability

2.1 This policy is applicable to all students, staff, faculty and visitors of Abu Dhabi School of Management.

Section 3 : Definitions

The following definition(s) apply to this policy:

- 3.1 **ADSM Community:** any individual who has a relation with ADSM, including but not limited to, students, faculty, and staff.
- 3.2 **Grievance:** A Grievance is defined as any alleged violation of an ADSM Policy that is brought against a student that the student wishes to contest
- 3.3 **Misconduct:** Unacceptable or improper behavior, especially by an employee or professional person.

Section 4 : Policy Statement

4.1 ADSM is committed to providing a safe, equitable and orderly environment for the School community, and expects each member of that community to behave responsibly and ethically.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

- 6.1. Every person has the right to be respected and protected from offensive and abuse against his / her dignity, integrity and reputation.
- 6.2. ADSM expects its community members to be decent, modest and propriety in their behavior. ADSM also expects respect of cultural and religious norms of the society in dress, food and other activities on and off campus.
 - 6.2.1. All members of ADSM community are expected to comply with and encourage positive behavior towards fulfilling ADSM's expectations.
 - 6.2.2. All members of ADSM community have an equal responsibility to maintain order and protect individual and ADSM's property to the extent of their abilities.
- 6.3. All members of ADSM community shall respect the religion and beliefs, nationality and race of others, and to be sensitive to the social considerations of other people.
- 6.4. All members of ADSM community and visitors must be aware of and comply with the following:
 - 6.4.1. Professional and ethical behavior is expected on campus at all times and in any facility.
 - 6.4.2. Obscene language and behavior is strictly prohibited.
 - 6.4.3. Verbal and physical abuse including fighting and harmful discussions are strictly prohibited.
 - 6.4.4. Refrain from jeopardizing other's health, safety or security and always follow the principles of *Occupational, Environment, Health and Safety Policy*.
 - 6.4.5. Verbal or written harassment based on, but not limited to, race, gender, nationality, physical or mental disability, religion or beliefs shall have severe consequences.
 - 6.4.6. Consume, posses, transport, sell or buy alcohol or any other legally prohibited drugs or substances is strictly prohibited.
 - 6.4.7. Acquiring, bringing, displaying, manufacturing or carrying any type of arms or weapons or materials that may cause harm or affect other people's safety on campus is strictly prohibited and shall have severe consequences.
 - 6.4.8. Producing, reproducing, displaying or distributing electronic or printed materials including promotional materials without prior approval from the following is strictly prohibited:
 - 6.4.8.1 Human Resources Office for staff.
 - 6.4.8.2 Academic Dean for faculty.

- 6.4.8.3 The Office of Student Affairs for students.
- 6.4.9. All ADSM community members are expected to care, protect and preserve ADSM's properties and assets. Instruction and maintenance manual and/or guides must be followed.
- 6.4.10. possessing others' or entities' properties without prior explicit permission from owners is classified as theft. Possessing of items knowingly to be stolen falls within the same classification. ADSM will not tolerate theft, vandalizing, damaging direct or as a result of tampering with its or others' properties.
- 6.4.11. accessing buildings, facilities or rooms on ADSM campus without proper pre-authorization is strictly prohibited.
- 6.4.12. Parking on campus is subject to applicable policies and traffic norms.
- 6.4.13. Illegal or unauthorized activities including but not limited to gambling, black market trading and other activities are strictly prohibited.
- 6.4.14. Children under the age of 16 are not allowed on campus without adult supervision.
- 6.4.15. Pets are not allowed on campus for any reason.
- 6.4.16. Forgery or unauthorized use of documents including personal identifications, medical reports, official reports include traffic accidents is strictly prohibited
- 6.4.17. Smoking is strictly prohibited inside any ADSM building, facility or room.
- 6.5. ADSM provides its faculty, staff and students with hardware, software and internet facility to enhance their work and study. All ADSM community members are expected to adhere to the following:
- 6.5.1. Telephone service is for work-related purposes only. Employees shall not use it for personal matters except in emergencies or during breaks given that the employee cover the charges resulting from their personal use.
- 6.5.2. Issued laptops are and shall remain the property of ADSM and are for work and/or study related use only. The following applies:
- 6.5.2.1 Laptops must be returned to ADSM once they are no longer needed for work and/or study, or as requested by relevant unit or if the employee or student is no longer associated with ADSM.
- 6.5.2.2 It's the user's responsibility to ensure the safety and security of the laptop.
- 6.5.2.3 Illegal or pirated software are strictly prohibited to download or install.
- 6.5.2.4 Storing files that are not related to ADSM or its operation is prohibited.

- 6.5.3. Internet and email services are provided for work / study related purposes only. Employees, students and visitors must adhere to the following:
- 6.5.3.1 Internet and email services are not to be used to transfer illegal or unethical use such as pornographic, scam, or threatening materials.
 - 6.5.3.2 Internet and email services are not to be used for entertaining, political or commercial use.
 - 6.5.3.3 Professional language must be used at all times. Obscene language is strictly prohibited.
- 6.6. Capturing still images or video recordings of ADSM's facilities, community members, operations physical or virtual including classes and assessments is strictly prohibited unless authorized by ADSM management in writing and in advance.
- 6.6.1. ADSM reserves the right to capture still image or video recordings of its facilities, employees, students or operations without prior permission for purpose of security protection or operations effectiveness.
 - 6.6.2. ADMS may capture still images or video recordings of its employees and students given it alerts them in advance.
- 6.7. A professional dress code is expected of all employees, students and visitors, it should be neat, decent and compatible with business requirements and local norms.
- 6.8. Sexual harassment is unlawful and will not be tolerated at ADSM:
- 6.8.1. Faculty, Staff and Students who come to know of sexual harassment must report it immediately to the Academic Dean for faculty, the Office of Student Affairs for students, and the Human Resources Office for staff.
 - 6.8.2. The President shall establish a committee to investigate alleged sexual harassment and report findings within four (4) weeks. Proven sexual harassment cases shall be subject to Faculty and Staff Discipline Policy or Student Disciplinary Policy for students.
- 6.9. Faculty and staff hold an authoritative position over students and hence any personal relationship is prohibited as long as students are enrolled at ADSM.
- 6.9.1. Faculty must declare personal relationships to students enrolled in classes they are assigned to teach to the Academic Dean within one (1) week of the class starting date.
 - 6.9.2. The Academic Dean, upon careful examination of the situation, may decide to reassign the faculty to a different class, continue with current assignment with proper measures or proceed as usual

- 6.9.3. Faculty, staff and students who come to knowledge of inappropriate relationships must report it immediately to the Academic Dean for faculty and Staff or Office of Student Affairs for students.
- 6.9.4. The President shall form a committee to investigate alleged inappropriate relationships and report findings within four (4) weeks. Proven inappropriate relationships cases shall be subject to Faculty and Staff Discipline Policy or Student Disciplinary Policy.
- 6.10. Faculty and staff are responsible for the safeguarding of students. Their responsibility includes reporting suspected cases occurring on or outside ADSM Campus of:
- 6.10.1. Physical, mental, sexual or other types of abuse.
 - 6.10.2. Radicalization or extremism thoughts or behavior.
 - 6.10.3. Health and safety risks including environmental risks.
- 6.11. Faculty and staff shall receive annual training on identifying and reporting safeguarding concerns.
- 6.12. Social Media Engagement
- 6.12.1. ADSM's employees must obtain approval for any content, that mentions ADSM, to be published on social media including; LinkedIn and Facebook or any other social media. This includes, but is not limited to: all academic and administrative documents.
 - 6.12.2. Employees social media profiles must:
 - 6.12.2.1 Use only their job titles stated in their contract of employment.
 - 6.12.2.2 Make no false claims or representations, that they are employed by Abu Dhabi Chamber.
 - 6.12.2.3 Not publish any material that is the intellectual property right of ADSM.
 - 6.12.2.4 Not publish any confidential information or documentation.
 - 6.12.2.5 Not publish any defamatory content that may harm ADSM's reputation whether intentionally or unintentionally.
 - 6.12.2.6 Limit posts to themselves and not relating to any other parties including ADSM's employees, or the Board of Trustees, Abu Dhabi Chamber and its employees.
 - 6.12.2.7 Ensure that the chronology of work history is accurate, and that their current role at ADSM is detailed with achievements.
 - 6.12.2.8 Submit an updated CV and social media profile to the Human Resources Office to confirm the accuracy of alignment.



Number	: P 115
Effective	: 19/04/2020
Revision	: 4

Section 7 : Procedures

- 7.1. Violations of the principles of this policy are dealt with as follows:
 - 7.1.1. Students are subject to the Student Disciplinary Policy.
 - 7.1.2. Faculty and staff are subject to the Faculty and Staff Discipline Policy.
 - 7.1.3. The President may form a special committee to investigate violations, subject to the applicable laws of the UAE, the committee shall be chaired by the Academic Dean, and includes the Finance and Administration Operations Director and the Director of Students Affairs as members. The Committee shall report its recommended action to the President for his final decision.
 - 7.1.3.1 The President reserves the right to accept, modify for reject the Committee’s decision.
 - 7.1.3.2 The President’s final decision shall prevail.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. Human Resources Office shall monitor implementation of this policy and report violations for Employees.
- 8.3. Director of Student Affairs shall monitor implementation of this policy and report violations for students.


Section 9 : Cancellations

- 9.1. Approval of this Policy will cancel P 115 – Code of Conduct Policy_v4.0.

Section 10 : Review Statement

- 10.1. ADSM’s Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA’s Standards for Licensure and Accreditation and the Ministry of Education’s Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM’s P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: The President	
Approved by: Executive Committee	Minutes of Meeting held on 04/07/2022



Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy First Approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	09/05/2022	Social Media Management added in article 6.12
4	04/07/2022	Review Statement updated.

Next scheduled review: 04/07/2023

END OF DOCUMENT

Policy Name : **Grading and Assessment Policy**

Related : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education Framework for

Documents the Compliance Inspection of Higher Education Institution – 2021.

ESG 2015 Standards – 1.3 Student-Centered learning, Teaching and assessment

ADSM P 422 – Grade Moderation Policy

ADSM P 418 – Academic Integrity Policy

ADSM P 316 – Course File Policy

ADSM P 402 – Transfer Admissions Policy

ADSM P 419 – Student Appeals Policy

Section 1 : **Purpose**

1.1 The purpose of this Policy is to establish and communicate practices for the assessment of the achievement levels of intended student learning outcomes.

Section 2 : **Scope and applicability**

2.1 This Policy is applicable to all assessment conducted for ADSM students.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

3.1 **Assessment Task:** is a piece of work that is formally graded and is intended to test the extent to which a student has met relevant learning outcome(s). Assessment tasks may take the form of essays, exams, quizzes, case studies, presentations or any other form as stated in the course syllabus.

3.2 **Academic Integrity:** is a concept that refers to intellectual honesty and responsible behavior. It is adhering to the values of honesty, respect, and responsibility in learning, teaching and research, including, but not limited to, giving credit for others when using their work as set out in the *Academic Integrity Policy*.

3.3 **Plagiarism:** is an act of fraud, it involves both stealing someone else's work and lying about it afterward (Reference to www.plagiarism.org). In an academic context, it is representing another's words or ideas as one's own or failing to give proper credit to outside sources of information in any academic assignment, exercise, examination, project, presentation, report, etc.



- 3.4 **Due Process:** a process that has been carried out in compliance with established policies and procedures.
- 3.5 **Course:** a course consists of a number of instructional activities over a prescribed period of time. It deals with a single subject and is described by title, number, credits, and expected learning outcomes.
- 3.6 **Due date:** the date by which an assessment task should be submitted, if a penalty is not to be applied. Due dates are outlined in the course syllabus.
- 3.7 **Final grade:** the letter code that indicate the student's academic performance level in a course.
- 3.8 **Late Submission:** an assessment which is submitted beyond the due date, with or without approval.
- 3.9 **Formative Assessment:** an assessment instrument that does not contribute point value toward a students' overall course grade. Such assessments are intended to improve student learning and/or provide feedback on student progress toward the achievement of learning outcomes.
- 3.10 **Summative Assessment:** an assessment instrument used to calculate a students' course grade by assessing student achievement of course learning outcomes against a standard or benchmark.
- 3.11 **Extension:** Seven (7) additional days granted to students to submit required assessment work after official submission date.
- 3.12 **Special Consideration:** Fourteen (14) additional days granted to students to submit required assessment work after official submission date.

Section 4 : Policy Statement

- 4.1 ADASM strives to ensure that assessment achievement levels of intended learning outcomes shall be evaluated through a variety of assessment instruments in a process of frequent assessment that includes regular and timely feedback to students regarding their performance.

Section 5 : Exclusions

- 5.1. None.

Section 6 : Principles

6.1. General Principles

- 6.1.1 Each course must include a minimum of fifteen (15) contact hours of teaching and learning per earned credit hour.
 - 6.1.1.1 Two (2) credit courses have a minimum of thirty (30) hours of teaching and learning allocated.

6.1.1.2 Three (3) credit courses have a minimum of forty-five (45) hours of teaching and learning allocated.

6.1.2 Each course must include a minimum of one Controlled Assessment (e.g. case study). It is strongly recommended that the Controlled Assessment includes a quantitative component if appropriate.

6.1.3 Students are required to repeat failed courses. Elective courses may be replaced by other elective courses that are part of the program approved elective list.

6.2. Assessment Methodology

6.2.1 Assessment Design:

6.2.1.1 Assessments shall be designed to match QF Emirates appropriate level requirements for depth and rigorousness of knowledge, skills and competence strands.

6.2.1.2 Assessment questions must be mapped to specific Course Learning Outcome/s (CLOs).

6.2.1.3 Weekly topics associated to CLOs must be completed prior to being assessed.

6.2.1.4 Each assessment must be accompanied by an assessment rubric.

6.2.1.5 Assessment questions shall not be repeated from once instance of course delivery to another

6.2.1.6 Assessments must reflect gradual improvement of student knowledge and skills and must be increasingly challenging as a course progresses.

6.2.1.7 Assessment instructions must include expectations for students to write using correct spelling, punctuation and grammar.

6.2.1.8 All out of class assessments of equal weight must contain equal word count requirements

6.2.2 Assessment Implementation:

6.2.2.1 All assessments must be conducted outside allocated teaching and learning hours.

6.2.2.2 All assessments must be evaluated and graded based on individual work including group-based assessments.

6.2.2.2.1 Assessments by group work are only permitted if students can be graded throughout all parts of the assessment on their individual performance

6.2.2.3 All graded assessments must be submitted electronically via LMS

6.2.2.4 Submission must use a plagiarism detecting software, Turnitin, as the *Academic Integrity Policy*.

6.2.2.5 The Turnitin report shall be included in the course file for all out of class assessments, as stipulated in the *Course File Policy*.

6.2.2.6 Formative assessments must be conducted during the course to improve student knowledge and skills, and to prepare them for summative assessments.

6.2.2.7 Formative assessments do not contribute to the final grade of a course

6.2.3 Assessment Feedback:

6.2.3.1 All out of class and in-class controlled assessments feedback must be given to students using the grade mark feature of Turnitin

6.2.3.2 Assessments must be returned to students with informative and productive feedback to help student develop and extend their own skills, not limiting to:

6.2.3.2.1 What student did well in their submission

6.2.3.2.2 What student did not provide in their submission

6.2.3.2.3 How student can improve their submission (for future assessment)

6.2.3.3 Evidence of formative assessments and student feedback must be maintained.

6.3. Grading Methodology

6.3.1 The second marking process is utilized by the Academic Dean to ensure the quality and consistency of assessment and grades, as stipulated in the Grade Moderation Policy.

6.3.2 The ADSM grading system is based upon Grade Point Average (GPA) of a 4.0-point scale detailed in the grading scheme below:

Percentage	Letter Code	Quality Points*
93 – 100	A	4.00
88 – 92	A -	3.67
84 – 87	B +	3.33
80 – 83	B	3.00
77 – 79	B -	2.67
74 – 76	C +	2.33
72 – 73	C	2.00
70 – 71	C -	1.67
Less than 70	F	0.00

Signature Learning Experience (SLE)		
Percentage	Letter Code	Definition
90 – 100	P+	Pass with Distinction
80 – 89	P	Pass
70 – 79	P-	Low Pass
Less than 70	F	Fail

6.3.3 Penalties will apply for submissions that are made after the submission due date without any valid excuse. Marks will be deducted as per the following table for late submissions:

Late Submission of Assignment: Time Periods After Due Date					
Period	Submitted on time	Submitted up to 24 hours late	Submitted up to 48 hours late	Submitted between 48 & 168 hours (7 days) late	1 week late, LMS closed for class
Penalty	None	Reduction of 5%	Reduction of 10%	Reduction of 20%	No accepted

6.3.4 Students must not receive a blank declaration of results. A withheld result must be given when a grade is not allocated. Withheld results may be granted as an IP (In Progress) grade as follows:

6.3.4.1 Where a student has successfully been granted an extension, the grade of IP must be accompanied with a letter grade representing the final grade in the course if the missing assessment(s) receive a mark of zero (0%).

6.3.4.2 In the event that a grade change form for the IP grade has not been submitted to the Office of Student Affairs within one (1) month of posting the grades, the IP grade will be converted to the letter grade accompanying the original IP grade.

6.3.4.3 The nomenclature for the IP grade will thus take the following form: IP/F, IP/C-, IP/C etc.

6.3.4.4 Where a case of suspected academic misconduct has been brought to the Academic Dean, the student will be awarded an IP until the case has been finalized.

6.3.5 Where a student has outstanding tuition fees, his/her grades will be awarded, but will not be made available to the student until the debt is recovered by ADSM.

6.3.6 Cumulative Grade Point Average (CGPA) is the sum of credits multiplied by quality points (as described in 6.15) corresponding to the letter grade assigned for all courses attempted at ADSM (inclusive of the current academic term), divided by the total number of graded credits attempted for all credit-bearing courses subject to the rules below:

6.3.6.1 Signature Learning Experience (SLE) courses (Pass with Distinction, Pass, Low Pass, and Fail) will not be included in the Cumulative Grade Point Average calculation.

6.3.6.2 Courses for which Transfer Credit has been granted will not be included in the Grade Point Average calculation, in accordance with the *Transfer Admissions Policy*.

- 6.3.6.3 For repeated courses, only the grade for the re-taken course will be included in the Cumulative Grade Point Average (CGPA) calculation.
- 6.3.7 AD SM will make reasonable adjustments to meet needs of students with a disability so their academic performance is not adversely impacted. Some accommodations may include, but not be limited to the following; providing a scribe, using AD SM approved software, additional time to complete in-class assessments, and special printing and seating arrangements.
- 6.3.8 Students may apply for extensions to assessment deadlines if they believe that their academic performance in one or more assessment tasks has been, or is likely to be adversely affected by illness or other circumstances beyond their control.
- 6.3.8.1 Students who apply for an extension of up to seven (7) days must submit documentary evidence to their instructor in support of their request.
- 6.3.8.2 Students applying for an extension and up to the maximum allowable limit of fourteen (14) days, must apply for Special Consideration and submit documentary evidence in support of their application to their instructor and the Academic Dean.
- 6.3.8.3 All requests for Extension / Special Consideration must be made at least one (1) week prior to the due date of assignment submission, unless it is not possible such as due to illness.
- 6.3.8.4 Students who have not applied for Extension / Special Consideration by the due date of assignment submission, will be given an 'F' grade for that assessment component.
- 6.3.9 Students may appeal to a grade if they believe it does not accurately reflect their achievements following *Student Appeals Policy*.
- 6.3.10 An approved grade is determined and declared for each course in which a student is enrolled by the Academic Dean in consultation with the course instructor.
- 6.3.11 Results are submitted by the instructor within fourteen (14) calendar days following the due date for the final assessment task.
- 6.3.12 A student's academic record may be amended only when:
- 6.3.12.1 There has been an administrative error; or
- 6.3.12.2 There has been an error in calculation of grades; or
- 6.3.12.3 A student has successfully appealed the original results; or
- 6.3.12.4 A student has successfully applied under the Special Consideration provision (article 6.44)

- 6.3.13 The Office of Student affairs shall compile a list of at- risk students whose CGPA is less than 3.10 and inform them properly of their academic standing and possible consequences as well as remedial actions available. The full list shall be communicated to the Academic Dean and to the Program Directors for students in their program.
- 6.3.14 Course policies and procedures regarding the submission, grading, return and weighting of all assessment instruments shall be clearly communicated in the course syllabus, which is to be shared with students on the first day of class.
- 6.3.15 Assessment instruments, their weightings and posted schedule should not be changed during the course of a term except in unusual or unforeseen circumstances. Any changes shall be communicated to students in writing.

Section 7 : Procedures

- 7.1. Each course in Master of Science programs must include two (2) summative assessment tasks with a weightage of 40% for the first and 60% for the second. The submission due date of the first summative assessment (worth 40%) will be the 5th, 6th, or 7th week of the term, while the submission due date for the second summative assessment task will be the 10th week. Each course in the MBA will have three assessments where the weighting will be 20%, 40% and 40%, with the distribution specified in syllabus.
- 7.2. Faculty shall normally mark assessments within six (6) days of the assessment's submission deadline, unless the Academic Dean changes the allotted time due to particular circumstances
- 7.3. The Academic Dean shall conduct second marking in accordance with *Grade Moderation Policy*.
- 7.4. Faculty shall provide students with their graded assessments along with suitable and productive feedback two weeks after the assessment deadline of submission by students. Faculty shall provide general feedback of the second summative assessment.
- 7.5. Any deviations to the standard assessment scheme prescribed above will require the approval of the Curriculum Development Committee (CDC) and the Academic Dean. Such changes should be submitted to the CDC and Academic Dean prior to the start of the term clearly articulating the rationale for the proposed change. The CDC and the Academic Dean shall determine whether the proposed revisions to the assessment plan is appropriate to the level of the course and is consistent with the learning outcomes and its overall demands on the students.



Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Academic Dean shall monitor implementation of this policy and report violations.

Section 9 : Cancellations

- 9.1. Approval of this policy cancels P 301 – Grading and Assessment Policy_v5.0.

Section 10 : Review Statement

- 10.1. ADSM’s Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA’s Standards for Licensure and Accreditation and the Ministry of Education’s Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM’s P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Academic Dean	<i>Marc Poulin</i>
Recommended by: Academic Council	Minutes of Meeting held on 04/07/2022
Approved by: Executive Committee	Minutes of Meeting held on 04/07/2022

Section 12 : Revision History

Revision No.	Effective Date	Description
0	11/02/2020	Policy first approved
1	10/08/2020	<ul style="list-style-type: none"> - 6.12. Addition of “in-class controlled” assessments for student feedback. - 6.14 Addition of evidence for “student feedback” - 6.15 Change of percentage ranges for each letter code - 6.17 Adjusted penalty for late submission - 7.4 Adjusted time to provide graded assessments to students.



		Faculty shall provide general feedback of the second summative assessment in Week 11.
2	06/09/2021	Annual review and mapping to ESG 2015 Standards completed.
3	06/12/2021	Article 6.11 added to mandate not repeating assessment questions.
4	07/03/2022	Principles for assessment and grading reviewed and regrouped.
5	04/07/2022	Review Statement updated.

Next scheduled review: 04/07/2023

END OF DOCUMENT



Policy Name : Academic Program Advisory Committee(s)

Related Documents : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education Framework for the Compliance Inspection of Higher Education Institution – 2021.
ESG 2015 Standards
ADSM P 901 – Community Engagement Policy

Section 1 : Purpose

1.1 This Policy aims to outline the important role of ADSM Academic Program Advisory Committees in supporting academic programs' development and continuous improvement. The Program Advisory Committee(s) build and facilitate relationships between ADSM's programs and professional associations, organizations, employers, community, and educational institutions to encourage innovative and inspiring approaches to learning and program development.

Section 2 : Scope and applicability

2.1 This policy is applicable to all academic programs offered by ADSM.

Section 3 : Definitions

The following definition(s) apply to this policy:

3.1. None.

Section 4 : Policy Statement

4.1 ADSM shall ensure that an Academic Program Advisory Committee (APAC) is established for each of its academic programs to ensure continuous communication between ADSM and industry or organizations commensurate with individual members' expertise.

Section 5 : Exclusions

5.1 None.

Section 6 : Principles

6.1 APACs shall provide input on existing program improvement and new program development.

- 6.2 APACs shall normally meet at least two (2) times a year during academic terms.
- 6.3 APACs shall provide guidance and advice on all matters related to academic programs to carry out the following functions:
- 6.3.1 Provide recommendations on course contents and resources required to ensure that each academic program remains effective, relevant, efficient, and continuously improved.
 - 6.3.2 Provide recommendations based on the latest industrial and technological trends.
 - 6.3.3 Assist in program evaluation, and provide recommendations to the academic leadership for improving program curricula, specifically to support the program review process.
 - 6.3.4 Provide advice and assist in promoting the program(s) and program-related activities.
 - 6.3.5 Promote the development of employment opportunities for graduates in the programs.
 - 6.3.6 Predict market trends and their impact on enrolment and needs of all program graduates.
 - 6.3.7 Propose scholarships and awards for students.
 - 6.3.8 Advise on the professional development of all employees and staff relevant to each program(s).
 - 6.3.9 Identify the strength and weaknesses of each program and advise on effectively overcoming issues.
 - 6.3.10 Suggest and support educational opportunities in the industry, such as internships for students.
 - 6.3.11 Recommend and support the establishment of effective relations with ADSM's community, the business and relevant industry sectors, in addition to professional associations.
 - 6.3.12 Provide recommendations for curricula improvement that addresses the latest development in the discipline and industry requirements.
 - 6.3.13 Monitor technological trends and changes in industry.
 - 6.3.14 Participate in special assignments such as board meetings, local events, award ceremonies, and other events that align with ADSM's mission and vision.
- 6.4 Selection of APAC members will include:
- 6.4.1 At least three (3) members from the following
 - 6.4.1.1. Current and prospective employers representing different sectors such as business and industry, public sector etc.
 - 6.4.1.2. Professional associations
 - 6.4.1.3. Representatives of continuing education institutions, local and/or international universities.
 - 6.4.1.4. External members should be from different sectors, with minimum duplication observed.

6.4.1.5. External members will be appointed for a maximum period of three (3) years.

6.4.2 At least three (3) alumni students from the relevant program shall serve in each APAC.

6.4.3 The program's Academic Administrator serving as the Chair.

6.5 The APAC will complete a critical self-evaluation of its effectiveness at least every three (3) years.

Section 7 : Procedures

7.1 Each APAC shall normally comprise four (6) to eight (8) voting members, appointed by the Director of Academic Programs, and selected according to their experience in the relevant discipline, knowledge of the market, and community needs.

7.2 Recommendations for appointments should be made by the Director of Academic Programs, and the Academic Dean issues letters of appointment.

7.3 Academic Administrators shall serve as Chairs for respective APACs.

7.4 APAC members may elect a Vice-Chair (if required).

7.5 APAC members who miss two (2) consecutive meetings will be retired from serving.

7.6 The Chair of an APAC is responsible for preparing and recording the meeting agenda and minutes of the meeting.

Section 8 : Responsibilities

8.1 The President shall cause this policy to be implemented.

8.2 The Academic Dean shall monitor implementation and report violations.

Section 9 : Cancellations

9.1 Approval of this Policy cancels P 302 – Academic Program Advisory Committee(s) Policy_v5.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.



Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Academic Dean	<i>Marc Poulin</i>
Recommended by: Academic Council	Minutes of Meeting held on 04/07/2022
Approved by: Executive Committee	Minutes of Meeting held on 04/07/2022

Section 12 : Revision History

Revision No.	Effective Date	Description
0	11/02/2020	Policy First Approved
1	01/02/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	06/12/2021	APACs structure and membership revised in article 6.4.
4	07/03/2022	Role of Director of Academic Programs added
5	04/07/2022	Review Statement updated.

Next scheduled review: 04/07/2023

END OF DOCUMENT



Policy Name : **Grade Approval and Change Policy**

Related Documents : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education Framework for the Compliance Inspection of Higher Education Institution – 2021
ESG 2015 Standards
ADSM P 301 – Grading and Assessment Policy
ADSM P 422 – Grade Moderation Policy
ADSM P 411 – Student Finance Policy

Section 1 : **Purpose**

1.1 The purpose of this Policy is to ensure that student assessments are graded appropriately reflecting their academic attainment and that grades are published in a timely manner. The Policy also ensures that student requests for grade re-evaluation are processed in a consistent, timely and transparent manner.

Section 2 : **Scope and applicability**

2.1 This policy is applicable to all faculty, staff, and students at ADSM.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

- 3.1 **Second Marking:** refers to the second assessment of a piece of student work by an independent marker to ensure that the grade awarded is fair, valid and reliable. At ADSM the term is synonymous with moderation and is an independent evaluation of a sample of students' performance in the assessment.
- 3.2 **Grade:** a letter assigned to indicate a student's performance in a course as per ADSM grading scheme and based on the numeric marks achieved by the student in each assessment component
- 3.3 **Re-evaluation or Re-assessment:** re-marking an assessment task in response to a successful student appeal to re-mark the assessment.
- 3.4 **Grade Change Form:** a form used by the instructor to change a student's published grade as per the principles of this policy.
- 3.5 **Grade Appeal Panel:** a Panel formed by the Academic Dean at the start of each Academic Year. It comprises at least two (2) faculty members and tasked with considering grade appeals.

Section 4 : Policy Statement

4.1 ADSM intends to provide a consistent set of regulations for the assessment, re-evaluation and publishing of students' grades. This policy affirms students' rights to seek feedback on their academic performance while also being respectful to the subject matter expertise of instructors.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

- 6.1 ADSM expects instructors to provide timely feedback to students on their academic performance. Instructors should mark each assessment component in a course and allocate marks in each summative assessment in accordance with the *Grading and Assessment Policy*.
- 6.2 Each summative assessment grading should undergo second marking to ensure that assessment practices are consistent across courses and provide accurate reflection of student performance, in accordance with the *Grade Moderation Policy*.
- 6.3 ADSM recognizes that students may request re-evaluation of their grades, and such requests should be processed in a consistent, fair and timely manner.
- 6.3.1 Requests for grade re-assessments will be considered only on the basis of sound academic grounds and should be supported by documentation.
- 6.4 The Academic Dean's office shall submit finalized grades or approved Grade Change Forms to the Office of Student Affairs for publishing.
- 6.5 Grades, once approved by Dean and published by the Office of Student Affairs, are final except where:
- 6.5.1 An error is discovered in the assessment or marking of one or more component of the course. The error may occur in the calculation, recording or notification of the result of a course or one of the assessment components. Such administrative errors may be identified by the Instructor, Director of Academic Programs, Academic Dean or the Office of Student Affairs.
- 6.5.2 Students may appeal their grade as per article 6.7 of this policy.
- 6.5.3 Students may request permission to resubmit their work due to mitigating circumstance, and the Director of Academic Programs shall process these requests as per the *Grading and Assessment Policy*.

- 6.5.4 Students originally awarded an “IP” grade as per the provisions of the *Grading and Assessment Policy* shall have their grade amended after the submission and grading of their work.
- 6.6 **Assessment Appeal:** students may submit an Assessment Appeal for their mark in the first assessment only. if a student is not satisfied with the outcome of his mark in the first assessment, he/she may submit an appeal as set forth in article 7.5 of this Policy.
- 6.7 Students may either request a Grade Review or a Grade Appeal, as set forth in this Policy.
- 6.8 **Grade Review:** students may request a grade review under one of the following circumstances:
- 6.8.1 Student believes that there has been a mathematical error in calculating their grade.
- 6.8.2 Student believes that their mark in one or more assessment components do not accurately reflect their academic performance. Student should provide a sound rationale as to why they deserve a better grade and should be accompanied by relevant documentation (e.g., course outline, assessment brief or grading rubric) in support of their claim.
- 6.9 **Grade Appeal:** if a student is not satisfied with the outcome of the grade review, he/she has the right to appeal the decision. The appeal should be submitted as stipulated in article 7.7. The appeal shall be considered under one of the following conditions:
- 6.9.1 There has been a procedural error in the determination of student’s original grade.
- 6.9.2 There is a mathematical error which was not rectified during the review by the Instructor.
- 6.9.3 The appeal includes information regarding factors which adversely affected the student’s performance in the course.
- 6.9.4 The appeal includes academic grounds supported by evidence substantiating why the student’s grade is not reflective of his/her performance.

Section 7 : Procedures

- 7.1. Publishing of Grades shall consider the following:
- 7.1.1 The Academic Dean and Director of Academic Programs shall carry out a technical verification of course grades to ensure that there are no arithmetic errors, and weighting of assessments is accurately reflected in the calculation of final grades.
- 7.1.2 The Academic Dean’s office shall send the grades to the Office of Student Affairs to be published.
- 7.1.3 The Office shall publish the grades within two (2) working days from receiving them.



- 7.2. Students who wish to request an Assessment Appeal shall:
- 7.2.1 Send a request in writing to their instructor within five (5) working days of receiving the mark of first assessment, providing a justification for their request.
 - 7.2.2 The instructor shall raise the issue with the Director of Academic Programs to reach a decision and reply to the student within two (2) working days.
- 7.3. Students who wish to request a Grade Review may contact their instructor directly to review their grade. Students are required to contact their instructor within ten (10) days following the publishing of their grade. Grades may not be reassessed if students do not meet the deadline stated above.
- 7.4. Students who wish to request a Grade Appeal shall:
- 7.4.1 Fill the Grade Appeal Form, pay the required fees, as per the *Student Finance Policy*, and submit the completed form to the Office of Student Affairs maximum within the academic term following the publication of the grade.
 - 7.4.2 The Office of Student Affairs shall forward the Grade Appeal Form to the Grade Appeal Panel.
 - 7.4.3 The Grade Appeal Panel shall meet and consider all the evidence, then deliver a decision, via completing the Grade Appeal Form, to the Academic Dean Office within fifteen (15) working days from receiving the it.
 - 7.4.4 The Academic Dean Office shall forward the Grade Appeal Panel decision(s) to the Office of Student Affairs to notify students, and apply any changes, if applicable within (2) working days.
 - 7.4.5 Students facing extenuating circumstances, may request an exemption from the time constraint set in article 7.6.1 to from the Academic Dean. The Academic Dean shall consider the merit of the request.
 - 7.4.6 The Grade Appeal Panel's decision shall be final. The Panel shall ensure that a proper justification for its decision is included in the completed Form.
 - 7.4.7 The Office of Student Affairs shall maintain records of Grade Appeals, include them in students' records, and inform students of the outcome of their appeal in writing with the provided justification.
- 7.5. Once a decision is made to amend a student's grade, as a result of a Grade Review or Grade Appeal, a Grade Change Form has to be completed documenting the reason for the change, and submitted to the Office of Student Affairs within ten (10) days of the decision to amend student records accordingly.
- 7.6. The Office of Student Affairs shall amend the grade, update the student record and notify the student of the amendment made within ten (10) days.

7.7. The Academic Dean is responsible for:

- 7.7.1.1 Approving student grades in courses and forwarding them to the Office of Student Affairs for publishing in accordance with the *Grading and Assessment Policy* and *Grade Moderation Policy*.
- 7.7.1.2 Considering student appeals for grade re-evaluation and assigning markers for re-assessing student work in case of successful appeals.
- 7.7.1.3 Ensuring that student grades are approved and published within ten (10) days following the submission of final assessment in the course.
- 7.7.1.4 Ensuring that grading and re-evaluation of assessments are carried out in a fair, consistent and transparent manner in line with the provisions in this Policy and other applicable policies.
- 7.7.1.5 Providing overall oversight by assuring academic integrity of assessment practices and ensuring that assessments conducted by the School has rigor, meets academic standards for the level of study and provides a valid means for measuring achievement of learning outcomes.

7.7.2 The Director of Academic Programs is responsible for:

- 7.7.2.1 Ensuring that course grades are published as per established timelines.
- 7.7.2.2 Coordinating with the Academic Dean to consider student grade appeals.
- 7.7.2.3 Ensuring that Instructors in each course are available to provide feedback to students and review their performance after the release of results in that course.

7.7.3 Course Instructor:

- 7.7.3.1 Responsible for grading assessments as per the rubric and the *Grading and Assessment Policy*.
- 7.7.3.2 Providing timely feedback to students on both formative and summative assessments.
- 7.7.3.3 Being available to meet with students to review their assessments.
- 7.7.3.4 Liaising with the Director of Academic Programs and the Dean to finalize grades for a course.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. Academic Dean shall monitor implementation of this policy and report violations.

Section 9 : Cancellations

- 9.1. Approval of this Policy cancels P 303 - Grade Approval and Change Policy_v6.0.



Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Academic Dean	<i>Marc Poulin</i>
Recommended by: Academic Council	Minutes of Meeting held on 04/07/2022
Approved by: Executive Committee	Minutes of Meeting held on 04/07/2022

Section 12 : Revision History

Revision No.	Effective Date	Description
0	11/02/2020	Policy first approved
1	10/08/2020	7.7.3 Grade Appeal Panel have 15 working days to deliver a decision from the time they receive the request. The decision is given to the Dean's office.
2	02/08/2021	Annual Review Completed
3	06/09/2021	Mapping to ESG 2015 Standards completed.
4	06/12/2021	Article 7.4 amended to mandate records of Grade Appeals to be maintained by the Office of Student Affairs and added to students' files.
5	07/03/2022	Role of Director of Academic Programs added
6	04/07/2022	Review Statement updated.

Next scheduled review: 04/07/2023

END OF DOCUMENT



Policy Name : **Graduate Completion Requirements Policy**

Related : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education

Documents Framework for the Compliance Inspection of Higher Education Institution – 2020
ADSM Student Catalog
ESG 2015 Standards – 1.4 Student Admission, Progression, recognition and Certification
ADSM P 313 – Academic Progress Policy
ADSM P 301 – Grading and Assessment Policy
ADSM P 402 – Transfer Admissions Policy
ADSM P 407 – Degree Audit Policy
ADSM P 424 – Student Enrollment Policy
Comprehensive Program Specification Document (CPSD)
ADSM Course Catalog

Section 1 : **Purpose**

1.1 To define ADSM's graduate completion requirements for each graduate program including its curricula, program learning outcomes and alignment of learning outcomes with *QF Emirates*.

Section 2 : **Scope and applicability**

2.1 This Policy applies to employees and units at ADSM involved in graduating students.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

- 3.1 **Cumulative Grade Point Average (CGPA):** the accumulated final grade earned in a program at ADSM. Applicants are required to meet the CGPA requirements to graduate from a program.
- 3.2 **Core Courses:** a mandatory course that has to be completed in a program of study.
- 3.3 **Elective Courses:** a course that can be selected from a set of courses offered in a program of study.
- 3.4 **Transcript:** an academic record of all courses a student has undertaken at ADSM.
- 3.5 **Graduation Panel:** an ad hoc Panel chaired by the Academic Dean, includes the Director of Student Affairs, and tasked with validating students' completion of academic requirements to graduate following a degree audit.



Section 4 : Policy Statement

4.1 ADSM shall implement processes and procedures to comply with the Ministry of Education's Standards for graduate completion of graduate level programs.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

6.1. ADSM must provide students with written details of degree completion requirements within ADSM's Course Catalog, including, but not limited to:

6.1.1. Mandatory and elective courses.

6.1.2. Details of course sequencing and prerequisites.

6.1.3. Details of credit transfer options (if any) and the number of credit hours that must be earned at ADSM.

6.1.4. Arrangements (if any) to complete a double major.

6.1.5. Confirmation of the required Grade Point Average (GPA) of 3.0 on a 4.0 scale, or its equivalent.

6.1.6. Minimum and maximum enrollment periods to complete the Master's program, as set in article 6.4.

6.1.7. Confirmation of the GPA required of 3.0 on a 4.0 scale, to remain in good academic standing

6.1.8. The number of credit hours required to complete the Master's program.

6.2. In order to be eligible for the award of a Master's degree at ADSM, a student must:

6.2.1. Satisfactorily complete all program requirements in which the student is enrolled.

6.2.2. Attain a minimum CGPA of 3.0 on all credit earned at the School, based on a 4.0 scale.

6.2.3. A student who completes all course requirements with CGPA below 3.0 may be permitted to take and/or retake additional courses to raise their CGPA to 3.0 in order for the degree to be awarded.

6.2.4. Has no missing grades or "In Progress."

6.2.5. If a grade of "F" or "D" is earned in an elective course, the student must either repeat the course or choose another elective. The transcript will reflect the grades of successfully completed elective course/s which shall be computed into the CGPA.

6.2.6. If a grade of "F" or "D" is earned in a core course, the student must repeat the course. The transcript will reflect the grades of successfully completed core course/s which shall be computed into the CGPA.

6.3. Students may repeat any course to improve their CGPA, with the highest grade counted towards it.

- 6.4. Be enrolled at ADSM for the duration stipulated for the degree program, as following:
- 6.4.1. A minimum period of 12 months and a maximum period of 36 months for the Master of Science in Quality & Business Excellence and the Master of Science in Leadership & Organizational Development.
- 6.4.2. A minimum period of 14 months and a maximum period of 36 months for the Master of Business Administration and the Master of Science in Business Analytics.
- 6.4.3. Students may take a Leave of Absence during their enrollment as set in the *Student Enrollment Policy*.
- 6.5. In addition to the academic requirements mentioned above, the student should have no outstanding financial or any other administrative obligations to ADSM.
- 6.6. At least 75% of the credits must be completed at ADSM, as stipulated in the *Transfer Admissions Policy*.
- 6.7. ADSM awards graduation honors as follows:

Description	CGPA
Summa Cum Laude – With Highest Honor	4.0
Magna Cum Laude – With Great Honor	3.80 – 3.99
Cum Laude – With Honor	3.50 – 3.79
Very Good	3.25 – 3.49
Good	3.00 – 3.24

Section 7 : Procedures

- 7.1 The Director of Academic Programs must maintain up-to-date and approved, Comprehensive Program Specification Documents (CPSDs), that detail the programs' completion requirements. Completion requirements must also be published in ADSM's Course Catalog.
- 7.2 Students are responsible to know the graduation requirements of their program, and to review their academic record to verify if they are eligible for graduation.
- 7.3 Students are responsible to meet their Academic Advisor to review their academic progression.
- 7.4 The Director of Student Affairs shall conduct an audit on the completion requirements on a termly basis following the release of grades for courses offered during this term, as set in the *Degree Audit Policy*.
- 7.4.1 In case any students are eligible to graduate, the Director of Student Affairs shall call for the Graduation Panel to meet within seven (7) days of completing the audit.
- 7.4.2 The Graduation Panel shall meet to validate the outcomes of the degree audit and confirm that eligible students have met the academic requirements to graduate from their program of study.

- 7.5 The Academic Dean shall inform the President of students having met the graduation requirements within seven (7) days of the Graduation Panel meeting in which this was validated.
- 7.6 The Office of Student Affairs shall initiate the process to issue graduation documents.
- 7.7 The Office of Student Affairs must ensure that degrees are issued within two (2) months of students meeting the graduation requirements as stipulated in this Policy.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Academic Dean shall be responsible for monitoring implementation and reporting violations.

Section 9 : Cancellations

- 9.1. Approval of this policy cancels P 307 - Graduate Completion Policy_v5.0.

Section 10 : Review Statement

- 10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Academic Dean	<i>Marc Poulin</i>
Recommended by: Academic Advisory Council	Minutes of Meeting held on 07/11/2022
Approved by: Executive Committee	Minutes of Meeting held on 07/11/2022

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy First Approved
1	05/04/2021	Annual review completed



2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	07/03/2022	Role of Director of Academic Programs and Graduation Committee added
4	04/07/2022	Review Statement updated.
5	07/11/2022	Article 6.7 added to list graduation honors.

Next scheduled review: 07/11/2023

END OF DOCUMENT



Policy Name : **Course Substitution Policy**

Related : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education

Documents Framework for the Compliance Inspection of Higher Education Institution – 2021
ESG 2015 Standards
ADSM P 300 – Program Specifications Policy
Student Handbook

Section 1 : **Purpose**

1.1 This Policy aims to provide guidelines for course substitution in academic programs at ADSM and stipulates the conditions under which course substitutions are permissible.

Section 2 : **Scope and applicability**

2.1 This policy applies to all enrolled students.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

3.1. None.

Section 4 : **Policy Statement**

4.1 ADSM is keen on setting policies that serve the best interest of its students' educational objectives, appropriate courses may be substituted for other courses for graduation purposes. Course substitution allows a student to use an alternate course to meet program requirements.

Section 5 : **Exclusions**

5.1 None.

Section 6 : **Principles**

6.1 The following courses cannot be substituted for other courses:

6.1.1 Signature Learning Experience (SLE) in the Master of Business Administration Program.

6.1.2 Capstone Projects – Business Analytics in the Master of Science in Business Analytics program.

6.2 Students with a CGPA below 3.0 are not allowed to substitute core courses.



- 6.3 Students are not allowed to substitute any elective for the core courses. All core courses are compulsory.
- 6.4 A course awarded with “F” or “IP” grade letter cannot be substituted; students may retake these courses.
- 6.5 A maximum of two (2) courses can be substituted per degree program.
- 6.6 Students who are granted a substitution must still meet the required total credit hours for their program of study, and minimum course grades must be met.
- 6.7 The core curriculum for any program of study should be maintained completely with integrity and.
- 6.8 The substituted course (when approved) must include substantially the same learning outcomes (two-thirds) as the required course and must be within the same discipline as the original course.
- 6.9 Substitutions to the core curriculum should only be used in extenuating circumstances.
- 6.10 Substituted course must be of equal value and classification as of the original course.
- 6.11 Substituted course credit hours must not be lower than the credit hours of the course as per the student program of study. (e.g. a three credit hours’ course cannot be substituted for a two credit hours course).
- 6.12 The Academic Dean has the authority to substitute a course if it does not contravene accreditation agreements and it brings similar value to the program of study.
- 6.13 Substitutions are distinctly separate from teach-out plans, which are governed by the *Teach Out Policy*.
- 6.14 The Academic Dean and Director of Academic Programs should review plans of study regularly to ensure they reflect current offerings, meet the accreditation requirements, and avoid excessive substitutions.

Section 7 : Procedures

- 7.1 Students shall consult with their Academic Advisor or the Director of Student Affairs to discuss whether a course substitution is possible.
- 7.2 Students will submit a course substitution request in writing to the Director of Academic Programs.
- 7.3 The Director of Academic Programs shall review the request and forward it to the Academic Dean, if it meets the principles set forth in this Policy. The request should include the student's name, ID, program, year of entry into the program (catalog year), course to substitute, and a rationale for the request.
- 7.4 If the Academic Dean deems the substitution appropriate, he/she shall approve the substitution and send it to the Director or Student Affairs for implementation.
- 7.5 The Director of Student Affairs shall update the student’s record accordingly, and notify the student.
- 7.6 If the substituted course grade is less than the initial course, the highest grade shall be considered.



Number	: P 308
Effective	: 19/04/2020
Revision	: 5

Section 8 : Responsibilities

- 8.1 The President shall cause this policy to be implemented.
- 8.2 The Academic Dean shall monitor implementation and reporting violations.

Section 9 : Cancellations

- 9.1 Approval of this Policy cancels P 308 – Course Substitution Policy_v5.0.

Section 10 : Review Statement

10.1 ADSM’s Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA’s Standards for Licensure and Accreditation and the Ministry of Education’s Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM’s P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Academic Dean	<i>Marc Poulin</i>
Recommended by: Academic Advisory Council	Review and Recommendation Form on 10/08/2022
Approved by: Executive Committee	Review and Approval Form on 10/08/2022

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy first approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	07/03/2022	Role of Director of Academic Programs added
4	04/07/2022	Review Statement updated.
5	10/08/2022	Article 7.1 amended to remove Academic Administrator.

Next scheduled review: 10/08/2023

END OF DOCUMENT



Policy Name : **Capstone Project Policy**

Related Documents : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education, Framework for the Compliance Inspection of Higher Education Institution – 2021
ESG 2015 Standards
Student Handbook
ADSM P 418 – Academic Integrity Policy
ADSM P 201 – Faculty Workload Policy

Section 1 : Purpose

1.1 This Policy aims to describe the lifecycle of a Capstone Project. It shall include details of development, presentation, reporting and evaluation phases.

Section 2 : Scope and applicability

2.1 This Policy applies to all students in a program requiring Capstone Projects, and Capstone Projects Supervisory Faculty at ADSM.
2.2 The last effective date for this Policy is the end of the Fall 2022 Term, 11 December 2022.

Section 3 : Definitions

The following definition(s) apply to this policy:

- 3.1 **Capstone Project:** refers to a Project where students utilize what they have learned throughout the courses of their graduate program by applying newly acquired advanced knowledge and skills to examine and propose solutions for a problem in industry. The Capstone Project shall consist of a scientific research component and a creative component that can be applied in industry.
- 3.2 **Capstone Panel:** comprises a Capstone Panel Chair and at least three (2) faculty members qualified to teach in the Master of Science in Business Analytics Program.
- 3.3 **Capstone Supervision:** refers to faculty providing supervision for capstone projects.

Section 4 : Policy Statement

4.1 ADSM strives to provide clear guidelines for students completing a Capstone Project as required in the study plan of their program of study.



Section 5 : Exclusions

5.1. None.

Section 6 : Principles

- 6.1. ADSM students enrolled in the Master of Science in Business Analytics (MSBA) program must complete a Capstone Project as part of their study plan in order to meeting the program's academic requirements.
- 6.2. The credit value of the Capstone Project is three (3) credit hours.
- 6.3. Students in the ADSM MSBA programs must commence the Capstone Project by the start of the 3rd term for Project proposal and initial structure preparation.
- 6.4. Students will submit their complete Project at the end of their last term.
- 6.5. Through completing their Capstone Project, students should demonstrate their awareness of up-to-date topics in Business Analytics. This should be demonstrated through compiling and managing big datasets within an organizational context.
- 6.6. Faculty involved with responsibilities for the development, supervision, and delivery of Capstone Projects must have terminal degrees and are well equipped with extensive record of research, publications, and with extensive experience to be qualified for supervising projects or dissertations.
- 6.7. Capstone Projects can be done individually or in groups.
- 6.8. Capstone group Projects can consist of maximum two (2) members.
- 6.9. Each student within a group must be evaluated individually.
- 6.10. Students in groups should justify their distribution of work, methodology, and achievements during each phase of Capstone Project.
- 6.11. Students completing their Capstone Projects are advised to adhere to the Capstone Panel's guidelines.
- 6.12. Students completing their Capstone Projects are assigned a supervisor, they should make sure to meet with their supervisor regularly, and maintain meeting records.
- 6.13. Students should adhere to the set submission deadlines to avoid the application of late penalties.
- 6.14. The Capstone Panel shall evaluate and review all Capstone Projects for ensuring quality in form of written and oral presentation.
- 6.15. Capstone Project supervisors must maintain an evaluation folder on Projects under their supervision:
 - 6.15.1. Meeting records with students.

- 6.15.2. The Evaluator's feedback and recommendations for each milestone, and the Supervisor's subsequent feedback and comments.
- 6.15.3. All relevant documents (e.g. Proposal, Forms, termly reports etc...)
- 6.15.4. Supervisors shall submit evaluation folders to the Capstone Panel Chair prior to the presentations.
- 6.15.5. Documents presented at milestone reviews, must be dated, signed and included in evaluation folders.
- 6.15.6. Supervisors must submit the completed evaluation folders to the Capstone Panel Chair in order to conduct a final review.
- 6.16. The Capstone Panel Chair must hold weekly reviews on completing Capstone milestones with supervisors.
- 6.17. The Capstone Project supervision is part of mandatory job responsibilities and contributes to faculty development.
- 6.18. Full time (FT) faculty members will supervise capstone projects according to the below listed limit of projects.
- 6.18.1. Professors – Maximum four (5) Projects per cohort
- 6.18.2. Associate professors – Maximum four (4) Projects per cohort
- 6.18.3. Assistant professors – Maximum four (3) Projects per cohort
- 6.19. Full time faculty members with maximum teaching workload (18 CH) will be compensated AED 1500 per capstone project.
- 6.20. Full time faculty members may supervise more projects than the maximum project limit as described in 6.18 to meet the program requirements with approval of the academic dean. Such faculty members are compensated for each additional project as per the compensation listed in 6.19.
- 6.21. The Capstone Panel Chair will maintain the capstone projects record assigned to each faculty member for load management.
- 6.22. Full time faculty members may co-supervise other groups, if requested, in addition to serving as a main advisor of Capstone Projects assigned to him/her. In such cases, the compensation listed in 6.19 will be shared among the faculty members.
- 6.23. The Capstone Panel Chair may have teaching release as per the *Faculty Workload Policy*.
- 6.24. The President or Academic Dean shall act as faculty of record for Capstone Projects; however, it will not count toward their faculty workload.
- 6.25. Meeting with Supervisors:

- 6.25.1. Students must meet with their supervisors on a regular basis and maintain duly signed records of these meetings in the evaluation folder. Weekly or biweekly meetings are recommended.
- 6.25.2. Students must ensure that they book meeting slots with their supervisors.
- 6.25.3. Records of a minimum of five (5) meetings is required prior to completion.
- 6.25.4. Students shall take into consideration Evaluator’s recommendations, arrange for the Supervisor to verify and sign them off.
- 6.26. Document templates for each milestone in the Capstone lifecycle shall be provided via the LMS.
- 6.27. Penalties are imposed in case a milestone deadline is missed, as follows:

Violation	Penalty	
Delay in submitting the Registration document	Registration in Capstone Project will be postponed till the subsequent term.	
Absence from Presentation Session	Marks for the specific milestone will not be awarded.	
Delay in submitting printed copies of documents	Delay	Penalty
	24 hours	15%
	48 hours	30%
	48 hours to 72 hours	50%
	one week	100%
	Failure to submit	Registration delayed to the next term
Delay in submitting the final Report Book	Delay	Penalty
	24 hours	15%
	48 hours	30%
	48 hours to 72 hours	50%
	one week	100%
	Failure to submit	Registration delayed to the next term
Plagiarism	<ul style="list-style-type: none"> Plagiarism in any part of the Project may result in an “F” in the Capstone Project, the case shall be referred to the Capstone Panel and dealt with in accordance with the <i>Academic Integrity Policy</i>. 	
Non-Compliance	Failure to comply with the instructions of the Capstone Panel will lead to: <ul style="list-style-type: none"> For the first incident of non-compliance a 30% of the awarded mark for the milestone will be deducted. For repeated incidents of non-compliance a 10% of the awarded mark will be deducted for each incident based on the supervisor’s recommendation and the Capstone Panel approval. 	

Section 7 : Procedures

7.1. The Capstone Projects lifecycle follows the Systems Development Lifecycle (SDLC), which includes the following phases:

7.2. Conception Phase

7.2.1 As the first phase this is considered the ideation phase, in which a topic and a project are selected. The selection may be based on the student's areas of interest, faculty input, or in response the identified needs within ADSM or the wider community.

7.2.2 Students must finalize the topic and project selection with their supervisor, then prepare a project proposal accordingly.

7.2.3 The outcome of this phase is a completed project proposal.

7.2.4 The Capstone Panel shall examine and review all project proposals submitted by students to determine their validity, quality, technical aspects and possibility of implementation and application.

7.2.5 Students must present their project proposals to the Capstone Panel.

7.2.6 The Capstone Panel will then provide feedback and may recommend improvement actions prior to approving the project to move to the next phase.

7.3. Requirements Specification Phase

7.3.1 This phase entails collecting project requirements and conducting a literature review.

7.3.2 In case a natural "client" exists for any project, such as an industry organization, students must obtain feedback and input and data from the "client" and utilize it to define and identify the project requirements to be used in the Design Phase.

7.3.3 This phase aims to clearly identify the Capstone Project's outcomes and ensure that collected data aligns with the project proposal.

7.3.4 The outcome of this phase is students submitting a completed requirements specification document to their respective supervisors for evaluation and review.

7.3.5 Supervisors must then provide review feedback to students.

7.4. Design Phase

7.4.1 This phase aims to develop a plan to meet the project's requirements specifications, as identified.

7.4.2 The design plan must include details of main components, interfaces if used, algorithms, models, procedures, and interactions of Project modules that align with the requirements.

7.4.3 If a technologies and/or software of a third-party is used to meet the project requirements, the design document must include all relevant details showing that the student has completed a comprehensive evaluation of these technologies and/or software.

7.4.4 The outcome of this phase is a completed design document submitted to the supervisor to evaluate and provide feedback.

7.5. Implementation Phase

7.5.1 This phase aims to develop an implementation document that includes the applied models, interfaces, designs, or implementation outcomes.

7.5.2 Students must demonstrate implementation outcomes using visualization or data plotting, in addition to describing the implementation outcomes.

7.5.3 Simulations must be reviewed by the supervisor prior to submission.

7.5.4 The outcome of this phase is a completed implementation outcomes document submitted to the supervisor to evaluate and provide feedback.

7.6. Testing, Debugging, and Improvement Phase

7.6.1 Students must test any algorithms, simulations, visualizations, or data models they intend to include in their Projects in order to eliminate any errors.

7.6.2 Once an initial model, simulation or prototype has been finalized, it must be exhaustively tested to ensure its alignment with the Project's specifications. Any deficits must be addressed and completed.

7.6.3 The outcome of this phase is a completed testing results document submitted to the supervisor to evaluate and provide feedback.

7.7. Project Documentation and Presentation:

7.7.1 A Project will be considered completed if it is in alignment with the initial specifications, this includes addressing any identified deficits during the testing phase.

7.7.2 All Project aspects should be finalized. This includes, but is not limited to algorithms, design, analysis, visualization, testing, etc...

7.7.3 The outcome of this phase is a final and comprehensive project report submitted in the approved format to the supervisor to evaluate and provide feedback.

7.7.4 Supervisors shall conduct a review prior to submitting the reports to the Capstone Panel Chair to conduct a second review.

- 7.7.5 The Capstone Panel Chair shall arrange a review by an external reviewer and provide feedback.
- 7.7.6 Supervisors shall work with students under supervision to address the external reviewer feedback.
- 7.7.7 The updated reports, if any, shall then be reviewed by the Capstone Panel Chair then submitted to the Panel for the final presentation.
- 7.7.8 Students are required to present their projects to the Capstone Panel, for their feedback, which may include improvement actions, or final approval.
- 7.7.9 Supervisors shall work with students under their supervision to address the improvement actions recommended by the Capstone Panel, if any.
- 7.7.10 The Capstone Panel Chair must validate and approve projects prior to publication.
- 7.8. The final report for any completed Capstone Project must include:
- 7.8.1 An integrated and comprehensive review of appropriate literature
- 7.8.2 A statement outlining the problem to be researched and the goals of the Project
- 7.8.3 A description of the methodology used in the Project
- 7.8.4 Demonstrate the use of a research method such as quantitative or qualitative evaluation
- 7.8.5 Demonstrate understanding and ability to express research outcome in a written format
- 7.9. Format and guidelines for the complete Capstone Project
- 7.9.1 The format of Capstone Project must include:
- Cover page
 - Declaration
 - Certificate of Approval
 - Executive Summary
 - Acknowledgements
 - Abbreviations
 - Table of Contents
 - Chapter 1: Introduction
 - Chapter 2: Theoretical Background/Literature Review
 - Chapter 3: Methodology
 - Chapter 4: Implementation/Testing (depending on type of Project)
 - Chapter 5: Results/Findings

- Chapter 6: Discussion
- Chapter 7: Conclusion
- References
- Appendices

7.9.2 Student should follow all phases described in points 7.2 – 7.7 above to complete Capstone Project.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Academic Dean shall monitor implementation and report violations.

Section 9 : Cancellations

- 9.1. Approval of this Policy cancels P 312 – Capstone Project Policy_4.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Academic Dean	<i>Marc Poulin</i>
Recommended by : Academic Council	Minutes of Meeting held on 04/07/2022
Approved by: Executive Committee	Minutes of Meeting held on 04/07/2022

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy first approved
1	05/04/2021	Annual review completed



2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	06/12/2021	Updated in line with 5.7.8, 3.5.9 CAA Standard to add faculty supervision workload requirements
4	04/07/2022	Comprehensive review of the policy and Review Statement updated.

Next scheduled review: 04/07/2023

END OF DOCUMENT

Policy Name : **Academic Progress Policy**

Related : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education

Documents Framework for the Compliance Inspection of Higher Education Institution – 2021
ESG 2015 Standards – 1.4 Student admission, progression, recognition and Certification
ADSM P 418 – Academic Integrity Policy
ADSM P 401 – Graduate Admissions Policy
ADSM P 307 – Graduate Completion Requirements Policy
ADSM P 301 – Grading and Assessment Policy
ADSM P 405 – Student Records Policy

Section 1 : **Purpose**

1.1 The purpose of this Policy is to ensure that students are given every opportunity and assistance in successfully completing the requirements of their degree program. This policy also serves to enable corrective actions designed to ameliorate student non-achievement of requirements to be implemented in time for the rectification and improvement of a student's academic performance.

Section 2 : **Scope and applicability**

2.1 This Policy is applicable to all students enrolled in Abu Dhabi School of Management programs.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

3.1 **Post Enrolment Condition:** academic conditions that must be met by students who have received conditional admission to ADSM programs. Such conditions are required to fulfil certain academic requirements and must be met within a given timeframe.

3.2 **Cumulative Grade Point Average (CGPA):** CGPA is the sum of credits x quality points corresponding to the grade achieved by the individual student for all courses attempted at ADSM (inclusive of the current academic term), divided by the total number of graded credits attempted for all credit-bearing courses. The Grade Point Average is the same value but for one term only.

3.3 **Academic Advisor:** a faculty member assigned to advise students on academic matters.

- 3.4 **Good Academic Standing:** Students who have met all post enrolment conditions, if applicable, as well as meeting the minimum CGPA requirements as outlined in this policy.
- 3.5 **“At Risk”:** Students who have a CGPA of 2.50 – 2.99 are considered to be academically at risk and will be subject to academic sanctions including, but not limited to, restricted enrollment;
- 3.6 **Probation:** A student’s status is changed from Active to Conditional Academic when a student’s CGPA falls below 3.0.
- 3.7 **Exclusion:** A student may be excluded from a program of study if:
- 3.7.1 a student fails to achieve the CGPA as outlined in their conditional acceptance letter, or
 - 3.7.2 a student fails to achieve a minimum CGPA of 3.0 in the term following a period of probation.

Section 4 : Policy Statement

- 4.1 ADSM strives to provide students with the support they need in order to progress in their studies.

Section 5 : Exclusions

- 5.1. Students who have withdrawn from the program of study or found involved in an academic discrepancy.

Section 6 : Principles

6.1. Fulfillment of Conditional Admission Requirements

- 6.1.1 ADSM can admit students into the program on a conditional basis. Conditional acceptance carries certain academic criteria for continuing in the program of study as outlined below:

- 6.1.1.1 Master of Business Administration Program: A conditionally accepted student must achieve a B average (3.0 on a 4.0 scale or equivalent) following completion of four (4) courses.
- 6.1.1.2 Master of Science programs: A conditionally accepted student must achieve a B average (3.0 on a 4.0 scale or equivalent) following completion of three (3) courses.
- 6.1.1.3 If the two previous requirements are not met by the conditional student, students may be subject to Exclusion from the program.

6.2 Academic Status of Direct Entry Students

- 6.2.1 Direct entry students are given a good academic standing when starting their program of study.
- 6.2.2 At the end of each term, the Office of Student Affairs will review students’ cumulative grades and identify students who are at risk – those with a CGPA of less than 3.0.

- 6.2.3 Students with a CGPA of 3.0 or above, will remain in good academic standing.
- 6.2.4 Students with a CGPA of less than 3.0 will be placed on Probation and will be advised (via email) of their change of circumstances and the possible actions to rectify their academic standing.
- 6.2.5 Students with Probationary academic status will be required to take remedial action(s) as advised in correspondence received from the Office of Student Affairs and the Program Director. Action(s) may include, but will not be limited to:
- 6.2.5.1 Repeating courses where a student has achieved a grade of less than B;
 - 6.2.5.2 Reduction of the number of credit hours (courses) taken in a subsequent term;
 - 6.2.5.3 Accessing the Academic Support Center for advice and assistance with developing study skills;
 - 6.2.5.4 Meeting with the Academic Advisor or an instructor for academic advice.
- 6.3 Exclusion from Program of Study for all students (conditional entry or direct entry)
- 6.3.1 Students admitted on an academic conditional basis will be excluded from their program of study if they fail to meet the post-enrolment conditions as per section 6.1 of this policy.
 - 6.3.2 Students who have been placed on Probation for not achieving a minimum 3.0 at the end of a study period, and do not achieve a CGPA 3.0 in a subsequent term, will be excluded from the program.
 - 6.3.3 Students directly admitted in the program can be excluded from the program of study if they fall under Probation, and fail to satisfy the conditions to return to a status of good academic standing.
- 6.4 Appeal: Students who have been excluded under the provisions of 6.3.2 of this policy, can appeal the decision in writing to the Academic Dean via the Office of Student Affairs.
- 6.4.1 The appeal should clearly state the reason/s for the performance that has led to the exclusion and the measures they will take to re-instate their academic standing. Appeals should be accompanied by supporting documentation. Appeals must be submitted within ten (10) working days of receiving exclusion notification from the Office of Student Affairs.
 - 6.4.2 If the appeal is denied or if the original decision is not overturned and the exclusion stands, the student may appeal to the President, if they can demonstrate that:
 - 6.4.2.1 due process was not adhered to during the previous appeal; or
 - 6.4.2.2 relevant new or additional information has subsequently been made available
 - 6.4.3 An appeal to the President must satisfy one of the two conditions stated above and must be received within ten (10) working days of the date of the notification of exclusion to be eligible for processing.



6.5 The Office of Student Affairs will maintain all student records pertaining to academic progress in accordance with the *Student Records Policy*.

Section 7 : Procedures

- 7.1. The Office of Student Affairs with the Director of Academic Programs will review the student records pertaining to academic progress at the end of each term, and update their status accordingly.
- 7.2. Student are required to meet their admission conditions, as applicable, and academic progress requirements. Students are expected to utilize academic resources at ADSM to maintain good academic standing. Following the release of grades, students falling below the required CGPA 3.0, may meet with the Director of Student Affairs for advice on remedial actions.
- 7.3. The Academic Dean shall impose sanctions on students who do not meet the academic requirements as outlined in this policy, and provide counsel to students who are at risk and actively seeking assistance.
- 7.4. The Director of Student Affairs shall:
 - 7.4.1. Monitor the progress of student performance and report students at risk to Program Directors.
 - 7.4.2. Advise “at risk” students of their academic standing including the measures they must take.
 - 7.4.3. Update student records to reflect students’ academic standing.
- 7.5. Academic Advisors shall provide advice to students who are at risk and suggest strategies for improving their academic performance. Advisors shall maintain records on each student’s CGPA, course grade, academic risk level, and notes for each advisory meeting with students.
- 7.6. The Academic Support Center shall provide advice and support to students and maintain resources to assist students in their academic studies

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Academic Dean shall monitor implementation and report violations.

Section 9 : Cancellations

- 9.1. Approval of this Policy will cancel P 313 Academic Progress Policy_v5.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Academic Dean	<i>Marc Poulin</i>
Recommended by: Academic Advisory Council	Minutes of Meeting held on 04/07/2022
Approved by: Executive Committee	Minutes of Meeting held on 04/07/2022

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy First Approved
1	10/08/2020	Policy updated to cover academic progression, 3.7 added definition of Academic Advisor, 6.2.5 added Program Directors responsible for remedial action, 7.1 added Program Directors for the review of student records 7.6 added sentence: Advisors shall maintain records on each student's CGPA, course grade, academic risk level, and notes for each advisory meeting.
2	02/08/2021	Annual Review Completed
3	06/09/2021	Mapping to ESG 2015 Standards completed.
4	07/03/2022	Role of Director of Academic Programs added
5	04/07/2022	Review Statement updated.

Next scheduled review: 04/07/2023

END OF DOCUMENT



Policy Name : **Examination Policy**

Related : Standards for Licensure and Accreditation 2019, CAA

Documents MoE (2021) Framework for the Compliance Inspection of Higher Education Institutions
Qualifications Framework for the Emirates Handbook, National Qualifications Authority (NQA) – 2012
ESG 2015 Standards – 1.3 Student-Centered learning, Teaching and assessment
ADSM P 303 – Grade Approval and Change Policy
ADSM P 422 – Grade Moderation Policy
Student Handbook

Section 1 : Purpose

1.1 This Policy aims to set a framework and guidelines for student examinations at ADSM with an aim to establish an evidence-based examination process by which student learning outcomes are accurately and reliably measured.

Section 2 : Scope and applicability

2.1 This policy applies to ADSM's students, faculty and staff.

Section 3 : Definitions

The following definition(s) apply to this policy:

3.1 **Examination:** refers to a final in-class test or an individual in-class assessment which is taken into consideration when determining the student's final grade in a course.

Section 4 : Policy Statement

4.1 ADSM strives to provide clear guidelines for student examination aiming to ensure that the exams are conducted and administered appropriately in accordance with international best practices in relation to student examination in graduate studies.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

- 6.1. ADSM shall establish a consistent examination framework to assess student learning outcomes, assure the quality of its programs, identify teaching improvement actions and monitor progress.
- 6.2. Examinations must be set in alignment with the objectives and learning outcomes determined in the course syllabus, suitable for course credits, clearly articulated and weighted.
- 6.3. Examination questions must allow proper measurement of students' critical thinking, knowledge and analytical skills. In addition to measuring the achievement of learning outcomes in Knowledge, Skills and Abilities (KSA) as required by *UAE Qualifications Framework*.
- 6.4. ADSM shall create an examination environment in which examinations are conducted in a manner that maintains integrity.
- 6.5. As a graduate business school, ADSM does not conduct final written examinations. Alternatively, in-class assessments are conducted during courses.
- 6.6. The School utilizes second marking/ moderation of assessments, in accordance with the *Grade Moderation Policy*, to ensure grades are fair, valid and reliable.

Section 7 : Procedures

- 7.1. Examinations required for a course must be clearly set in the course syllabus, and communicated to students at the beginning of the course.
- 7.2. The Dean must put in place set of criteria that ensures that the examinations meet the relative difficulty, complexity and depth required for a graduate degree (*see UAE Qualifications Framework, 2012*).
- 7.3. Students shall refer to the syllabus to determine if an examination is in-class or out-of-class assessment.
- 7.4. Normal classes shall continue in the week leading to the scheduled examination. This may include introducing new course materials.
- 7.5. Common exams for multiple sections of a course can be scheduled only for regular term courses.
- 7.6. In collaboration with the Director of Academic Programs, the course instructor shall identify the appropriate answer sheets form (Green or Assessment Cover sheet) with the required instructions.
- 7.7. The form of answers for the examinations must meet the difficulty level expected internationally for graduate programs. This ensures that the graduates are not under-assessed thus trivializing the level of the program and breaching accreditation requirements.



- 7.8. For MS courses, the examination for each course must include one “controlled in-class assessment” (individual) and one “out-of-class assessment” (individual).
- 7.9. The controlled in-class assessment is held in the 5th, 6th or 7th week of a regular term, and the out-of-class assessment is assigned in week 10 of a regular term.
- 7.10. For MBA courses, the examination for each course must include a “controlled in-class assessment” (individual) and two “out-of-class assessments” (individual).
- 7.11. The Curriculum Development Committee determines the weight of each examination.
- 7.12. Instructors are required to mark examination papers submitted for their courses, and record grades.
- 7.13. The Director of Academic Programs/Academic Dean shall assign a second marker to validate a sample of the second assessment to assure appropriate level of marking. See *Grade Moderation Policy* for details.
- 7.14. The final grade for any course is calculated based on the weight of each examination included in it.
- 7.15. Final grades are recorded in letter grades and corresponding percentages. Instructors must submit final grades to the Academic Dean no more than five (5) days after the last class session.
- 7.16. The Academic Dean then reviews the submitted grades, and once approved, grades are sent from the Academic Dean’s office to the Office of Student Affairs.
- 7.17. The Office of Student Affairs shall release the final grades within two (2) days of receiving them.
- 7.18. The instructor must provide students with feedback using the Assessment Feedback Sheet within one (1) week of completing the related examination.
- 7.19. Students may appeal their grades in examinations as set in the *Grade Approval and Change Policy*.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Academic Dean shall monitor implementation and report violations.

Section 9 : Cancellations

- 9.1. Approval of this Policy cancels P 314 – Examination Policy_v4.0.

Section 10 : Review Statement

- 10.1. ADSM’s Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable



regulations, such as the CAA’s Standards for Licensure and Accreditation and the Ministry of Education’s Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM’s P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Academic Dean	<i>Marc Poulin</i>
Endorsed by: Academic Advisory Council	Minutes of Meeting held on 04/07/2022
Approved by: Executive Committee	Minutes of Meeting held on 04/07/2022

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy first approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	07/03/2022	Role of Director of Academic Programs added
4	04/07/2022	General review of policy, appeal process referred to P 303 and Review Statement updated.

Next scheduled review: 04/07/2023

END OF DOCUMENT



Policy Name : **Thesis Policy**

Related Documents : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education,
Framework for the Compliance Inspection of Higher Education Institution – 2021
ADSM P 201 – Faculty Workload Policy
ADSM P 206 – Compensation and Benefits Policy
ESG 2015 Standards

Section 1 : **Purpose**

1.1 This Policy aims to describe the principles and procedures relating to Thesis I and II courses. These include supervision, faculty workload, thesis process, reporting, presentation, examination, and evaluation within all master's programs offered at ADSM.

Section 2 : **Scope and applicability**

2.1 This Policy applies to all full-time graduate faculty members of ADSM.

Section 3 : **Definitions**

- 3.1 **Thesis:** the result of a student's independent research, scholarly or creative activity completed under the supervision of an assigned faculty member.
- 3.2 **Individual Consultancy Thesis:** the result of a student's independent research conducted in the context of an organization in an industry or government sector. The execution of the consultancy will utilize standard applied research principles and approaches, as outlined in this Thesis Policy (P 322).
- 3.3 **Thesis Supervision:** refers to faculty providing supervision for an individual student thesis.
- 3.4 **Graduate Thesis Manager:** a faculty member tasked with overseeing the thesis supervision activities, including supporting the Academic Dean and Director of Academic Programs in assigning thesis workloads, monitoring and reporting on these activities, as required.
- 3.5 **Graduate Thesis Panel:** Chaired by the Graduate Thesis Manager and four (4) graduate faculty members.
- 3.6 **Defense Examination:** refers to the evaluation of a student's final oral presentation of his/her graduate thesis within the Thesis II course.



Section 4 : Policy Statement

4.1 ADSM strives to provide clear guidelines and a standard mechanism for thesis management.

Section 5 : Exclusions

5.1 Appointed Adjunct Faculty and Professional Staff.

Section 6 : Principles

- 6.1. ADSM students graduating from master's programs must complete an individual consultancy based thesis as part of their degree requirements.
- 6.2. The individual thesis consists of six (6) credit hours delivered in two courses, Thesis I (Proposal) and Thesis II (Final), each consisting of 3 credit hours.
- 6.3. Thesis I (Proposal) and Thesis II (Final) are graded courses according to the ADSM grading system, as listed in the *P 301 Grading and Assessment Policy*. Students must pass Thesis I (Proposal) in order to progress to Thesis II (Final).
- 6.4. Thesis credits cannot be transferred to any other institution and vice versa.
- 6.5. Students who are eligible for a thesis are encouraged to conform to the guidelines provided by the Graduate Thesis Manager.
- 6.6. The Graduate Thesis Manager shall act as faculty on record for the thesis courses I and II, but this will not be part of the faculty workload.
- 6.7. A student group thesis is not permitted in any circumstances
- 6.8. Thesis I (Proposal) is divided into the following milestones:
 - 6.8.1. Chapter 1 and Chapter 2, minimum 2,000 words
 - 6.8.2. Chapter 1 and Chapter 2 combined Presentation
- 6.9. Thesis II (Final) is divided into the following milestones:
 - 6.9.1. Written Thesis II (Final) , minimum 7,500 words.
 - 6.9.2. Defense examination based on the completed and submitted Thesis II (Final) presentation
- 6.10. Registration
 - 6.10.1. Students must enroll in Thesis I (Proposal) and Thesis II (Final) during the registration period.
 - 6.10.2. Students will enroll individually for both Thesis I (Proposal) and Thesis II (Final) courses.

6.10.3. Students must receive Graduate Thesis Manager and supervisor approvals via the thesis management system before registering for Thesis I (Proposal) and Thesis II (Final).

6.11. Supervision

6.11.1. Students will receive supervision from the same supervisor in both Thesis I (Proposal) and Thesis II (Final)
In exceptional circumstances, a different supervisor may be appointed for Thesis II (Final)

6.11.2. Thesis supervision can be administered as co-supervision by two ADSM faculty members.

6.11.3. Only Full-time (FT) faculty members can supervise individual student theses.

6.11.4. Full-time (FT) faculty incurring responsibilities for the development, supervision, and delivery of a thesis must have a relevant terminal degree (PhD) have an extensive record of research publications in their field, and have prior supervisory experience at the graduate level.

6.11.5. Thesis supervision is part of a faculty member's mandatory job responsibilities and contributes to faculty development.

6.11.6. Thesis supervision workload for Full-Time (FT) faculty is listed in the *P 201 Faculty Workload Policy*.

6.12. Submission, Evaluation, and Documentation - Thesis I (Proposal) and Thesis II (Final)

6.12.1. Students must submit the written Thesis I (Proposal) and Thesis II (Final) through the thesis management system for review.

6.12.2. The Graduate Thesis Panel shall evaluate and review each thesis component to ensure the quality of the written and oral presentations.

6.12.3. Each thesis shall have an evaluation folder maintained by the supervisor that includes:

6.12.3.1. Meeting logs between the student and the supervisor(s)

6.12.3.2. Graduate Thesis Panel comments/recommendations/suggestions at each milestone.

6.12.3.3. Supervisor remarks on the Graduate Thesis Panel comments/recommendations/ suggestions.

6.12.3.4. All documentation related to theses (e.g., Forms, Project Proposal, and each thesis component documents, etc.)

6.12.4. Documentation presented at each milestone review shall be signed, dated and uploaded to the thesis management system.

6.12.5. Students must incorporate all suggestions/comments given by the Graduate Thesis Panel and have their thesis revisions verified and signed by their thesis supervisor.

6.12.6. Supervisors shall submit their thesis documentation before the completion of each thesis on the thesis management system for completeness checks and final review.

6.13. Penalties

6.13.1. Penalties are imposed if a milestone deadline is missed, as follows:

Violation	Penalty												
Delay in submitting the Registration document	Registration in Thesis will be postponed till the subsequent term.												
Absence from Presentation Session	Marks for the specific milestone will not be awarded.												
Absence from scheduled meetings	Missing any scheduled meeting requested by the supervisor without a reason, or delaying of meeting logs submission should be referred to the Graduate Thesis Manager for further action.												
Delay in submitting printed copies of documents	<table border="1"> <thead> <tr> <th>Delay</th> <th>Penalty</th> </tr> </thead> <tbody> <tr> <td>24 hours</td> <td>15%</td> </tr> <tr> <td>48 hours</td> <td>30%</td> </tr> <tr> <td>48 hours to 72 hours</td> <td>50%</td> </tr> <tr> <td>one week</td> <td>100%</td> </tr> <tr> <td>Failure to submit</td> <td>Registration delayed to the next term</td> </tr> </tbody> </table>	Delay	Penalty	24 hours	15%	48 hours	30%	48 hours to 72 hours	50%	one week	100%	Failure to submit	Registration delayed to the next term
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	24 hours	15%											
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one week	100%												
Failure to submit	Registration delayed to the next term												
Delay in submitting the final thesis written report and presentation	<table border="1"> <thead> <tr> <th>Delay</th> <th>Penalty</th> </tr> </thead> <tbody> <tr> <td>24 hours</td> <td>15%</td> </tr> <tr> <td>48 hours</td> <td>30%</td> </tr> <tr> <td>48 hours to 72 hours</td> <td>50%</td> </tr> <tr> <td>one week</td> <td>100%</td> </tr> <tr> <td>Failure to submit</td> <td>Registration delayed to the next term</td> </tr> </tbody> </table>	Delay	Penalty	24 hours	15%	48 hours	30%	48 hours to 72 hours	50%	one week	100%	Failure to submit	Registration delayed to the next term
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	48 hours to 72 hours	50%											
one week	100%												
Failure to submit	Registration delayed to the next term												
Plagiarism	<ul style="list-style-type: none"> Plagiarism in any part of the thesis may result in an “F” in either or both of Thesis I (Proposal) or Thesis II (Final), depending on the location of the plagiarism, the case shall be referred to the Graduate Thesis Manager and dealt with in accordance with the Academic Integrity Policy. 												
Non-Compliance	<p>Failure to comply with the instructions of the Graduate Thesis Manager will lead to:</p> <ul style="list-style-type: none"> For the first incident of non-compliance a 30% of the awarded mark for the milestone will be deducted. For repeated incidents of non-compliance a 10% of the awarded mark will be deducted for each incident based on the supervisor’s recommendation and the Graduate Thesis Panel approval. 												

6.14. Declaration of Research Ethics and Research Protocols

6.14.1. If a thesis proposal entails working with human subjects, it will be referred to the Graduate Thesis Panel, and approval will be required prior to research. The research proposal must indicate that approval will be sought.

Section 7 : Procedures

7.1. Requirements for Thesis I (Proposal) and Thesis II (Final) are as follows:

7.2. Thesis I (Proposal)

7.2.1 Thesis Topic Selection.

7.2.1.1 The selection may be based on the student's areas of interest, faculty input, or in response to the identified needs within ADSM or the wider community.

7.2.1.2 The student must finalize the thesis topic with their supervisor. This is then reviewed by the Graduate Thesis Manager for aspects such as validity, quality, technical aspects and feasibility in terms of implementation.

7.2.2 Chapters 1 and Chapter 2

7.2.2.1 Once the thesis topic is approved, the student will prepare Chapter 1 and Chapter 2 under the guidance of their supervisor.

7.2.2.2 The supervisor must approve the proposed research prior to the student preparing the presentation of Chapter 1 and Chapter 2.

7.2.2.3 The supervisor must approve the presentation before requesting this to be reviewed by the Graduate Thesis Panel.

7.2.2.4 The Graduate Thesis Panel shall examine the Thesis I (Proposal) Chapter 2 and the student's presentation of Chapters 1 and 2, and provide comments for revision if needed. If the chapters require no revision, the Graduate Thesis Panel will recommend approval by the Graduate Thesis Manager and the student's commencement to Thesis II (Final).

7.2.2.5 Where revisions are required, the student shall revise their chapter/s and presentation to be in line with the Graduate Thesis Panel requirements. The student must resubmit the revised work to the supervisor for approval.

7.2.2.6 If the supervisor approves the revisions, they will request the approval of the Graduate Thesis Manager through the thesis management system.

7.2.2.7 With the agreement of the Graduate Thesis Manager and a majority of the Graduate Thesis Panel members, the Panel may reject any Thesis I (Proposal) if the proposed research is deemed not feasible.

7.2.2.8 Students shall continue to be registered in Thesis I (Proposal) if they fail to meet the minimum quality of each component of a Masters level thesis. In this situation, the student may be required to pay additional fees for each extra term.

7.2.3 The supervisor shall review all reports in detail and provide feedback to the students for improvement within 7 working days during the progression of Thesis I (Proposal).

7.2.4 Thesis I (Proposal) Content

7.2.4.1 The Thesis I (Proposal) would be expected to contain:

- Chapter 1, comprising:
 - Abstract
 - Introduction (brief)
 - Problem Statement (Identification and explanation of the research problem/research idea)
 - Expected problem solution and contributions
 - References
- Chapter 2, comprising
 - Introduction (full)
 - Literature Review
 - Overview of proposed Research Approach and Methodology, including the data sources, data collection methods, analytical approach
 - Timeline Chart for completion of the research
 - A note of any required technology, software, databases etc. required for Thesis II implementation
 - Conclusion
 - References

7.3. Thesis II (Final)

7.3.1 The student will embark on implementation of the research proposed in Thesis I (Proposal) under the guidance of the supervisor.

7.3.2 The supervisor will provide timely and relevant feedback to the student during the progression of Thesis II (Final). Specifically, supervisors shall review all reports in detail and provide feedback to the students for improvement within 15 working days.

7.3.3 Final Written Thesis

7.3.3.1 A final written thesis will be prepared by the student for review by the supervisor and Graduate Thesis Manager.

7.3.3.2 The written Thesis II (Final) will be considered completed if it is in alignment with the initial specifications, as approved in Thesis I (Proposal).

7.3.3.3 Once approved, by the supervisor and Graduate Thesis Manager, the submitted Thesis II (Final) will be examined by the Graduate Thesis Panel.

7.3.3.4 The Panel's feedback will be provided to the supervisor and student. If revisions are required, feedback will indicate areas for improvement.

7.3.3.5 Where revisions are required, students must revise their thesis according to the Graduate Thesis Panel feedback and resubmit it to the supervisor for review and final approval.

7.3.3.6 The Graduate Thesis Manager can send any Thesis II (Final) for further blind review by other faculty members/external reviewers.

7.3.4 The Graduate Thesis Panel determines a grade for the final submission of the written Thesis II (Final). This is sent to the Graduate Thesis Manager to upload in the Thesis Management System.

7.3.5 Defense Presentation Exam

7.3.5.1 Each student shall submit their final presentation for Thesis II (Final) in the standard template for their supervisors to review and approval.

7.3.5.2 The supervisor shall verify all requirements (i.e, final thesis, required meeting logs) and send a request to Graduate Thesis Manager for the final defense presentation.

7.3.5.3 The Graduate Thesis Manager shall validate all requirements and schedule the final defense presentation exam for the student.

7.3.5.4 Students shall present their final work to the Graduate Thesis Panel.

7.3.5.5 The Graduate Thesis Panel shall review and provide feedback. If revisions are required, feedback will be provided to guide improvement.

- 7.3.5.6 The supervisor shall ensure that the final submitted presentation document considers the Graduate Thesis Panel comments and recommendations.
- 7.3.5.7 A student must pass the defense presentation exam to pass Thesis II (Final), as part of the mandatory degree completion requirements.
- 7.3.5.8 In case a student fails the defense presentation exam or final written thesis, he/she must rework the thesis according to the Graduate Thesis Panel's feedback and resubmit their work to their supervisors for review and approval as part of Continuous Learning Assessment (CLA) process, as defined in the syllabi.
- 7.3.5.9 Students shall continue to be registered in Thesis II (Final) if they fail to meet the minimum quality of each component of a Masters level thesis. In this situation, the student may be required to pay additional fees for each extra term.
- 7.3.5.10 The Graduate Thesis Manager shall review and verify all final reports for approval and publication.

7.4. Thesis II: Final Written Thesis Content

7.4.1 The completed written Thesis II (Final) must include:

- 7.4.1.1 An integrated and comprehensive review of appropriate literature
- 7.4.1.2 A statement outlining the research problem and the goals of the thesis
- 7.4.1.3 A description of the methodology used in the thesis
- 7.4.1.4 Demonstration of the use of a research method such as quantitative or qualitative analysis
- 7.4.1.5 Demonstration of the student's understanding and ability to express a research process and outcome in a written format

7.4.2 The format of the final written thesis must use the given template that includes:

- 7.4.2.1 Cover page
- 7.4.2.2 Declaration
- 7.4.2.3 Certificate of Approval
- 7.4.2.4 Executive Summary
- 7.4.2.5 Acknowledgments
- 7.4.2.6 Abbreviations
- 7.4.2.7 Table of Contents

- 7.4.2.8 Chapter 1: Introduction
- 7.4.2.9 Chapter 2: Theoretical Background/Literature Review
- 7.4.2.10 Chapter 3: Methodology
- 7.4.2.11 Chapter 4: Data Analysis
- 7.4.2.12 Chapter 5: Results/Findings
- 7.4.2.13 Chapter 6: Discussion
- 7.4.2.14 Chapter 7: Conclusions
- 7.4.2.15 References
- 7.4.2.16 Appendices

7.4.3 Students should follow all the procedures described in points 7.4.2.1 – 7.4.2.16 above to complete the Thesis II (Final)

7.5 Meetings with Supervisors

- 7.5.1 Students must meet on a regular basis (weekly or bi-weekly) with their supervisor and maintain meeting logs (signed by the supervisor and uploaded on the thesis management system).
- 7.5.2 A minimum of Ten (10) meetings for both Thesis I (Proposal) and Thesis II (Final) must be held before the completion of the course; this comprises a minimum of five (5) meetings logs for Thesis I (Proposal) and five (5) for Thesis II (Final).

- 7.6 The Graduate Thesis Manager will manage the supervision process and maintain records of the thesis supervision activities.
- 7.7 The Graduate Thesis Manager will report the faculty thesis workload to the Academic Dean bi-annually.
- 7.8 The Graduate Thesis Manager will confirm the research-active status and evidence of prior supervisory experience at the graduate level for faculty members with the Academic Dean before allocating students thesis supervision. A record will be kept to monitor the faculty's research active status.

Section 8 : Responsibilities

- 8.1 The President shall cause this policy to be implemented.
- 8.2 The Academic Dean shall monitor implementation and report violations.

Section 9 : Cancellations

- 9.1 Approval of this Policy cancels P 322 Thesis Supervision Workload Policy_v3.0.

Section 10 : Review Statement

10.1 ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Authorization / Ownership
Policy Owner: Academic Dean	<i>Marc Poulin</i>
Recommended by: Academic Council	Reviewed and Recommended on 18/10/2022
Approved by: Executive Committee	Reviewed and Approved on 18/10/2022

Section 12 : Revision History

Revision No.	Effective Date	Description
0	07/02/2022	Policy first approved
1	07/03/2022	Policy name changed to Thesis Policy, stipulations related to workload shifted to P 201 Faculty Workload Policy and detailed procedures added.
2	04/07/2022	General review and Review Statement updated.
3	18/10/2022	Clarification on a consultancy Thesis; that Thesis 1 is a research proposal and Thesis II is the final report.

Next scheduled review: 18/10/2023

END OF DOCUMENT

Policy Name : **Graduate Admissions Policy**

Related : CAA Standards of Licensure & Accreditation – 2019

Documents MoE Framework for the Compliance Inspection of Higher Education Institutions- 2021.
ESG 2015 Standards – 1.4 Student admission, progression, recognition and Certification
ADSM P 802 - By-Laws of the Governing Body Policy

Section 1 : **Purpose**

1.1 The purpose of this Policy is to provide a standard set of admissions' requirements and the admissions' process for academic programs offered at ADSM.

Section 2 : **Scope and applicability**

2.1 This Policy shall apply to any individual, committee, unit, or employee involved in applicants' admission into academic programs offered at ADSM.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

3.1 **CAA:** Commission for Academic Accreditation.

3.2 **MoE:** Ministry of Education

3.3 **Application Form:** a form that all applicants must complete, sign and submit in order for ADSM to evaluate their eligibility to be admitted to an academic program offered at ADSM.

3.4 **Application Fee:** Non-refundable fee for applying to an academic program offered at ADSM.

3.5 **Acceptance Fee:** Non-refundable fee for accepting a place of study at ADSM.

3.6 **Acceptance/Rejection Letter:** a letter issued to applicants informing them of the outcome of their application. The letter may stipulate the conditions that must be met by the student within a specific period post enrolment.

3.7 **ELR:** English Language Requirement.

3.8 **CGPA:** Cumulative Grade Points Average.

3.9 **Admissions Committee:** an ad hoc committee constituted of faculty members tasked with assessing applications for admission to any academic program offered at ADSM.

- 3.10 **Office of Student Affairs:** the unit with overall responsibility for monitoring and ensuring that students are admitted in compliance with the conditions stipulated in this Policy as well as the 2019 CAA Standards for Licensure and Accreditation.
- 3.11 **Student Recruitment:** an ADSM staff member responsible for recruiting new students.
- 3.12 **Term:** a term is typically nine (9) to twelve (12) weeks in duration. The academic year at ADSM comprises three regular academic terms (Fall, Winter, Spring), each 10 weeks in duration, and an intensive Summer session, which is seven (7) weeks in duration.
- 3.13 **Bridging Courses:** a set of pre-enrollment skills-development courses to develop students' skills at the required *QF Emirates* level, required for MS students who do not meet the program-specific requirements specified in stipulation 6.1.1 of this Policy.

Section 4 : Policy Statement

- 4.1 The admission process is intended to maintain the standards required by the UAE Ministry of Education for allowing students to apply and gain acceptance to be enrolled in one of the Master's programs at ADSM. This process aims to evaluate the academic credentials and supporting documents of applicants in accordance with the latest applicable standards. This Policy seeks to ensure that students are qualified to enroll and successfully complete the academic program to which they have applied.

Section 5 : Exclusions

- 5.1. None.

Section 6 : Principles

- 6.1. Applicants to academic programs offered at ADSM may be accepted as Direct Entry or Conditional Entry, as stipulated below:
- 6.1.1. **Direct Entry:** Applicants who provide a recognized Bachelor's degree with a minimum CGPA of 3.0 on a 4.0 scale, or equivalent, and meet the ELR for Direct Entry as stipulated in Section 6.2 of this policy, shall be granted Direct Entry into a Master's program offered at ADSM, providing that they meet the program-specific entry requirements as stipulated in Table 1 below:

Program	Bachelor Degree	Other
Master of Business Administration (MBA)	Any specialization	Three (3) years of work experience
Master of Science in Quality and Business Excellence (MSQBE)	Business or Engineering	Applicants with a degree in an area other than business or engineering but have relevant work experience, or professional qualifications may be considered, providing that they attend and successfully complete the Bridging Course(s).
Master of Science in Leadership and Organizational Development (MSLOD)	Business	Applicants with a degree in an area other than business but have relevant work experience, or professional qualifications may be considered, providing that they attend and successfully complete the Bridging Course(s).
Master of Science in Business Analytics (MSBA)	Mathematics, Statistics, Computer Science, Engineering, Physics, Economics, Business, or quantitative social science	Applicants with a degree in an area other than those specified but have relevant work experience or professional qualifications, may be considered, providing that they complete the set of Bridging Course(s).

Table 1: Program-Specific Entry Requirements

6.1.2. **Conditional Entry:** Conditional entry is determined based on the CGPA of the applicant's Bachelor's degree and/or the submitted English Language proficiency certificate, as stipulated below:

6.1.2.1. **Conditional Academic:** if an applicant submits a recognized Bachelor's degree with a CGPA between 2.5 and 2.999 on a 4.0 scale or its established equivalent, and a minimum ELR as per the Direct Entry requirements for English language stipulated in Section 6.2, ADSM may conditionally admit such applicants providing that they meet the following conditions during the first term of study or be subject to dismissal:

- must take a maximum of nine (9) credit hours in the first term of study;
- must achieve a minimum CGPA of 3.0 on a 4.0 scale, or its established equivalent, in the first nine (9) credit hours of credit-bearing courses studied for the Master's program;

6.1.2.2. **Conditional ELR:** ADSM may conditionally admit students to a Master's program, providing that they submit a recognized Bachelor's degree with a minimum CGPA of 3.0 on a 4.0 scale or its established equivalent, and a minimum ELR as per the Conditional Entry requirements for

English language stipulated in Section 6.2. Such a student must meet the following conditions during the first term of study or be subject to dismissal:

- must achieve an EmSAT score of 1400 or equivalent;
- may take a maximum of six (6) credit hours in the first term of study, not including intensive English courses;
- must achieve a minimum CGPA of 3.0 on a 4.0 scale, or its established equivalent, in the first six (6) credit hours of credit-bearing courses studied for the Master's program;

6.2. **English Language Requirements (ELR):** applicants to Master's programs offered at ADSM are required to provide one of the following English Language proficiency certificates:

Type of Admission	EMSAT (English Language Portion)	IELTS (Academic)	TOEFL (iBT)	TOEFL (CBT)	TOEFL (ITP)
Direct Entry	1400	6.0	79	213	550
Conditional Entry	1250	5.5	71	197	530

Table 2: English Language Requirements (ELR)

Acceptance of additional English language proficiency certificates and exemptions to the English language requirements may apply as specified in the applicable CAA Standards.

6.3. **Remedial Admissions:** ADSM may admit students to its Master's programs following their successful completion of a remedial program, as stipulated below:

6.3.1. If an applicant submits a recognized Bachelor's degree with a CGPA between 2.0 and 2.499 on a 4.0 scale or its established equivalent, ADSM must admit such applicants to its remedial preparation program, consisting of a maximum of nine (9) graduate-level credit hours as remedial preparation for the graduate program. These remedial courses are not for credit within the degree program. ADSM may then admit the student directly into its graduate programs, if the applicant:

- achieves a minimum CGPA of 3.0 on a 4.0 scale, or its established equivalent, in the maximum of nine (9) graduate-level credit hours as remedial preparation for the graduate program;
- meets the ELR for direct entry as stipulated in Section 6.2 of this Policy prior to being admitted into the graduate program.

- 6.3.2. If an applicant submits a recognized Bachelor's degree with a CGPA between 2.5 and 2.999 on a 4.0 scale or its established equivalent, ADSM may admit such applicant to its remedial preparation program, consisting of a maximum of nine (9) graduate-level credit hours as remedial preparation for the graduate program. These remedial courses are not for credit within the degree program. ADSM may then admit the student directly into its graduate programs, if the applicant:
- achieves a minimum CGPA of 3.0 on a 4.0 scale, or its established equivalent, in the maximum of nine (9) graduate-level credit hours as remedial preparation for the graduate program;
 - meets the ELR for direct or conditional entry as stipulated in Section 6.2 of this Policy prior to being admitted into the graduate program.
- 6.4. ADSM shall limit the percentage of Conditional Academic students to 25% in each program. The Admission Committee and Student Recruitment are responsible for ensuring adherence to the maximum limit as per this Policy.
- 6.5. **Interview Process:** Applicants may be required to attend an interview with the Admission Committee to further assess their academic background and English Language ability prior to joining ADSM.
- 6.6. Applicants may request additional information about ADSM's programs from the Admission Committee as relevant to their current professional status and future projections.
- 6.7. Recognition of Prior Learning, including the transfer of academic credits is governed by the *Recognition of Prior Learning Policy*.

Section 7: Procedures

- 7.1. Applicants are required to submit the below documents to Student Recruitment to initiate the process:
- 7.1.1. Application Form, signed and dated.
 - 7.1.2. Undergraduate/Graduate Degree (Diploma/ completion letter) recognized by MoE.
 - 7.1.3. Official transcripts of all earned undergraduate credits.
 - 7.1.4. Valid ELR, verified by Student Recruitment prior to submission to Admission Committee.
 - 7.1.5. Receipt for the non-refundable application fee or evidence of exemption.
 - 7.1.6. Identification Documents – copies of the following:
 - Passport.
 - Emirates ID Card.

- Residence Visa, if non-UAE National.
- One (1) Passport size photo.

For MSBA applicants: In addition to the documents listed above, applicants are to submit the following:

- Employment Certificate stating current position.
- CV

For MBA applicants: In addition to the documents listed above, applicants are to submit the following:

- Employment Certificate or evidence of three (3) years of work experience.
- CV
- Personal Statement.
- One (1) recommendation letter.

7.2. The Admission Committee shall evaluate applications, as follows:

- 7.2.1. At least two members of the Admission Committee shall evaluate the applications and indicate the Committee's decision on the Application Form. The evaluation will be conducted based on the submitted documents.
- 7.2.2. The Admissions Committee may request an interview with the applicant prior to making a decision. In which case, Evaluation Forms will be filled and attached to the applicant's record to confirm the Committee's decision as indicated on the Application Form.

7.3. Based on the possible outcomes of the Admission Committee's evaluation, as summarized in Table 3, ADSM shall issue the following types of Acceptance Letters:

- 7.3.1. **Acceptance Letter A:** Direct Entry
- 7.3.2. **Acceptance Letter B:** Conditional ELR
- 7.3.3. **Acceptance Letter C:** Conditional Academic
- 7.3.4. In adherence to stipulation 6.4, Student Recruitment and the Admissions Committee must ensure that the issued Acceptance Letters of type C do not exceed 25% of the overall issued Acceptance Letters for students actually enrolled in any academic program at ADSM.
- 7.3.5. In adherence to article 6.3 of this Policy students who successfully complete the remedial courses shall be eligible to receive an Acceptance Letter A only.

Acceptance Type	Graduate/ Undergraduate CGPA	ELR	Conditions to be Met During the First Term of Study
A	≥ 3.0 on a 4.0 scale, or equivalent	Meets ELR for Direct Entry as stipulated in Section 6.2	None
B	≥ 3.0 on a 4.0 scale, or equivalent	Meets ELR for Conditional Entry as stipulated in Section 6.2	<ol style="list-style-type: none"> 1 Achieve an EmSAT score of 1400 or equivalent; 2 Take a maximum of six credit hours 3 Achieve a minimum CGPA of 3.0 on a 4.0 scale in the first 6 credits of credit-bearing courses completed for the degree program
C	Between 2.5 and 2.999 on a 4.0 scale, or equivalent	Meets ELR for Direct Entry as stipulated in Section 6.2	<ol style="list-style-type: none"> 1 Take a maximum of nine credit hours 2 Achieve a minimum CGPA of 3.0 on a 4.0 scale in the first 9 credits of credit-bearing courses completed for the degree program
	Between 2.0 and 2.499 on a 4.0 scale, or equivalent	Meets ELR for Direct Entry as stipulated in Section 6.2	<ol style="list-style-type: none"> 1 Take a maximum of nine graduate-level credit hours as remedial preparation for the Master's program, not for credit within the Master's program 2 Achieve a minimum CGPA of 3.0 on a 4.0 scale in these remedial courses to progress to the Master's program

Table 3: Possible Outcomes of the Admission Committee's Evaluation

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. Student Recruitment:
 - 8.2.1 Collect the required documents from applicants.
 - 8.2.2 Verify the authenticity of submitted documents and stamp them accordingly.
 - 8.2.3 Submit applications to the Admission Committee for assessment.
 - 8.2.4 Coordinate with the Admissions Committee for scheduling applicants' interviews, if required.
 - 8.2.5 Issue letters to applicants in accordance with the decision made by the Admission Committee.
 - 8.2.6 Notify applicants of decisions of the Admissions Committee and provide issued letters.
 - 8.2.7 Update applications' records in the Student Information System (SIS) within two (5) working days.
- 8.3. Admission Committee:

8.3.1. Evaluate applications for admission based on a combination of academic, English, and supporting documentation and in accordance with the provisions in this policy.

8.3.2. Inform Student Recruitment on decisions taken based on evaluation of applications.

8.3.3. Monitor the implementation of this policy.

8.4. Office of Student Affairs:

8.4.1. Monitor conditionally admitted students and decide whether they should be allowed to continue in the program.

8.4.2. Suspend or dismiss students who fail to meet the conditions of their admission.


Section 9 : Cancellations

9.1 This Policy cancels P 401 - Graduate Admission Policy_v7.0.

Section 10 : Review Statement

10.1 ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Approval Authority	Signature and Date
Policy Owner: Director of Student Affairs	
Recommended by: Academic Council	Review and Approval Form on 04/07/2022
Approved by: Executive Committee	Review and Approval Form on 04/07/2022

Section 11 : Revision History

Revision No.	Effective Date	Description
0	26/02/2020	Policy first approved



1	10/08/2020	Stipulation for Conditional Admissions updated and a stipulation for Remedial Admissions added in compliance with CAA Standards 2019.
2	11/01/2021	The MBA's specific program requirements amended to be three (3) years of work experience, and obtaining an Employment Certificate is required as evidence.
3	05/04/2021	Articles 6.4 and 7.3 amended to clarify ADSM's policy in regards to the conditional admissions percentage.
4	06/09/2021	Mapping to ESG 2015 Standards completed.
5	14/10/2021	Policy amended to require MSBA applicants to submit employment certificate and a current CV.
6	07/03/2022	Definition of a Term amended
7	04/07/2022	General review and Review Statement updated.

Next scheduled review: 04/07/2023

END OF DOCUMENT



Policy Name : Transfer Admissions Policy

Related Documents : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education, Framework for the Compliance Inspection of Higher Education Institution – 2021
ESG 2015 Standards – 1.4 Student admission, progression, recognition and Certification
ADSM P 401 – Graduate Admissions Policy

Section 1 : Purpose

1.1 The purpose of this Policy is to provide ADSM's faculty and staff involved in student admissions to academic programs offered at ADSM with a standard set of rules that govern the admittance of students who wish to get credit for work done at another recognized higher education institution.

Section 2 : Scope and applicability

2.1 This Policy is applicable to ADSM's faculty and staff involved in student admissions.

Section 3 : Definitions

The following definition(s) apply to this policy:

- 3.1 **CGPA:** Cumulative Grade Points Average.
- 3.2 **ELR:** English Language Requirement.
- 3.3 **Recognized Higher Education Institutions:** higher education institutions in UAE or abroad that are recognized by the UAE's Ministry of Education.
- 3.4 **Transfer Admissions Committee:** an ad hoc committee that consists of the Registrar, Admissions Committee Chair, and subject matter faculty(s). The Committee is chaired by the Registrar and is tasked with making decisions regarding prospective students' credit transfer requests.
- 3.5 **Transfer Credits:** Credit hours for courses taken at another recognized higher education institution.
- 3.6 **Transfer Credit Evaluation Form:** an ADSM form filled by a prospective student to request credit transfer, considered by the Transfer Admissions Committee, and on which the Committee's decision is made.

Section 4 : Policy Statement

4.1 ADSM accepts transfer students into its Masters programs only in limited cases as set in this policy.



Section 5 : Exclusions

5.1. None.

Section 6 : Principles

- 6.1. The Transfer Admissions Committee shall make decisions regarding credit transfer requests; the Committee's Chair maintains records of all decisions and related documents.
- 6.2. ADSM shall consider credit transfer requests as transfer students for credits obtained from UAE Higher Education Institutions recorded in the UAE National Register of Licensed Higher Education Institutions, or other organizations in the UAE approved by CAA, or institutions recognized by UAE's Ministry of higher learning located outside the UAE.
- 6.3. Prospective students applying for credit transfer must meet the Direct Entry Admission's Requirements as stipulated in *Graduate Admission Policy* for both ELR, and undergraduate CGPA.
- 6.4. ADSM shall consider credit transfer requests only from students in Good Academic Standing (a minimum CGPA of 3.0 on a 4.0 scale in graduate-level course work, or equivalent) into its graduate programs;
- 6.5. Processing credit transfer requests require submitting official transcripts showing all post-secondary work attempted at all educational institutions attended.
- 6.6. Work taken under an articulation agreement between ADSM and another institution will be considered as transfer credit.
- 6.7. ADSM shall limit transferred credits for Master's programs and Remedial Program to a maximum of six (6) credit hours in all of its academic programs.
- 6.8. ADSM shall transfer graduate program credits only for courses relevant to the degree that provide equivalent learning outcomes and in which the student earned a grade of B (3.0 on a 4.0 scale or equivalent) or better.
- 6.9. ADSM does not grant credit twice for substantially the same course taken at two different institutions;
- 6.10. ADSM does not allow credits for the following cases:
 - 6.10.1. The Signature Learning Experience in the Master of Business Administration.
 - 6.10.2. The Capstone Project – Business Analytics in the Master of Science in Business Analytics.
- 6.11. Awarded transfer credit will be recorded on the student's ADSM transcript as transfer credit and shall not be included in CGPA calculations.



6.12. Prior to admission, the Office of Student Affairs shall provide students applying for credit transfer with a written notification stating the credits approved for transfer, if any, and to which courses they will be applied at ADSM.

Section 7 : Procedures

- 7.1. The Transfer Admissions Committee shall evaluate transfer credits requests and inform the Office of Student Affairs of their decision.
- 7.2. The Office of Student Affairs shall update the student’s record accordingly and inform the student of the Committee’s decision.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Academic Dean shall monitor implementation of this policy and report violations.

Section 9 : Cancellations

- 9.1. Approval of this policy cancels P 402 – Transfer Admissions Policy_v3.0.

Section 10 : Review Statement

10.1. ADSM’s Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA’s Standards for Licensure and Accreditation and the Ministry of Education’s Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM’s P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Academic Dean	<i>Marc Poulin</i>
Recommended by : Academic Council	Minutes of Meeting held on: 04/07/2022
Approved by: Executive Committee	Minutes of Meeting held on: 04/07/2022



Section 12 : Revision History

Revision No.	Effective Date	Description
0	06/04/2020	Policy First Approved
1	01/02/2021	Policy amended to allow transferring credits for Remedial Program in article 6.6
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	04/07/2022	Review Statement updated.

Next scheduled review: 04/07/2023

END OF DOCUMENT

Policy Name : Student Records Policy

Related : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education

Documents Framework for the Compliance Inspection of Higher Education Institution – 2021
ESG 2015 Standards
ADSM P 406 – Information Release Policy,
ADSM P 602 – Data Security Policy,
ADSM P 401 – Graduate Admissions Policy,
ADSM P 402 – Transfer Admissions Policy
United Arab Emirates, MoE Ministerial Decision No. (286) of 2018, Article (1) 1-A.
Student Handbook

Section 1 : Purpose

1.1 The aim of this Policy is to identify what student records are, and to govern the process of collecting, maintaining, storing, retrieving, and disposing them, including the need to store student records in secured and fireproof cabinets.

Section 2 : Scope and applicability

2.1 This Policy applies to all ADSM's faculty and staff involved in creating, managing, storing, retrieving and disposing student records and applies to all students who have applied to, are enrolled at, or have graduated from ADSM.

Section 3 : Definitions

The following definition(s) apply to this policy:

- 3.1 **Archive:** records that require indefinite retention due to legal, administrative, financial or historical purposes, but are not used currently.
- 3.2 **Record:** a set of information, may take different formats, and must be retained as evidence of actions or decisions taken due to operational or legal purposes.
- 3.3 **Student Information System (SIS):** the electronic student management database accessed by authorized personnel.

- 3.4 **Student Records:** Records and related personal information of applicants, currently enrolled and former students held in either soft or hard copy format.

Section 4 : Policy Statement

- 4.1 ADSM collects and maintains information about students for the purposes of admissions, maintenance of academic record, determination of academic progression and performance, evidencing student work, meeting student request for transcripts and records, compliance with government and regulatory requirements and any other information related to the student's participation and involvement with the ADSM community. This information is protected by procedures and methods designed to keep it secure and reliable.

Section 5 : Exclusions

- 5.1. None.

Section 6 : Principles

- 6.1. The Office of the Registrar is responsible for maintaining and managing all students' records.
- 6.2. ADSM's Office of Student Affairs contains the Office of the Registrar and Student Services.
- 6.3. The Office of the Registrar will retain applicants', current and former students' records related to enrolment status including disciplinary records. These records are open to students and may be reviewed by appointment.
- 6.4. Finance Unit will maintain students' financial records. Students may review these by appointment.
- 6.5. The Office of the Registrar shall perform routine maintenance, review and back-up of all computer-generated records, which will be stored on an on-site and secure server to ensure record safety and security, in accordance with *Data Security Policy*. Hard copy records will be stored in the student's file and secured in locked and fire protected cabinets.
- 6.6. All student electronic records are maintained by the School as seen in 6.3 and copies of the data are stored off-site in a secure data center.
- 6.7. Transcripts and degree completion authentication documents are retained in secure archive storage for not less than fifty (50) years.

- 6.8. Retention period for hard copies (paper-based) of student records will be determined based on the student's enrollment status, as stipulated below:
- 6.8.1. Enrolled students: records will be maintained for a period of six (6) years following graduation.
 - 6.8.2. Enrolled but not 'active': records for students who have not taken approved leave of absence or formally withdrawn, will be held for a period of three (3) years following the last term of enrolment.
 - 6.8.3. Accepted but not enrolled: records will be held for a period of two (2) years from the term in which the student was given admission.
 - 6.8.4. Unsuccessful applications: records will be retained for a period of one (1) year from the term for which the student applied.
- 6.9. Electronic records shall be stored in the Student Information System (SIS) and archived on a secure server, in accordance with *Data Security Policy*, and retained for a period not less than fifty (50) years.
- 6.10. Student record are available to the student during their study in any academic program offered at ADSM or after graduation at the request of the student.
- 6.11. The available records are also available to third parties as stipulated in the *Information Release Policy*.
- 6.12. Other student information collected from students such as continuous survey records are kept and maintained for a maximum period of two (2) years after the concerned student exits ADSM.
- 6.13. Permanent students' records that cannot be destroyed by ADSM include, but are not limited to, the following:
- 6.13.1. Documents collected from students during their admission to ADSM, as stipulated in ADSM P 602 - Data Security Policy, including documents related to credit transfer, as stipulated in the *Transfer Admissions Policy*.
 - 6.13.2. Documents created as students exit ADSM, such as copies of their earned degree at ADSM, transcripts, completion letter, or withdrawal form.
 - 6.13.3. Documents related to any disciplinary action taken against the student.
 - 6.13.4. Documents related to any grievances or appeals case concerning the student.
 - 6.13.5. Any other documents deemed to be a permanent record by the Director of Student Affairs.
- 6.14. Temporary records would include records such as letters issued to students upon their request, as in letters confirming their academic schedule or to whom it may concern letters.

- 6.15. Permanent records could be created, managed and accessed by designated ADSM staff only in compliance with the principles of this policy.
- 6.16. Temporary records could be created, managed and updated by the designated ADSM staff members only. These records can only be disposed of by the Office of Student Affairs staff with permissions from the Director of Student Affairs.

Section 7 : Procedures

- 7.1 Student Recruitment shall collect and verify, as applicable, all students' records required for processing students' applications, as stipulated in the *Graduate Admissions Policy*.
- 7.2 Student Recruitment uses an electronic reader to record each student's Emirates Identification number and retain electronic records of Emirates Identification numbers (EID) for all students in accordance with the United Arab Emirates, MoE Ministerial Decision No. (286) of 2018, Article (1) 1-A.
- 7.3 Student Recruitment shall, once the student has a final status (e.g. Enrolled), deliver the complete set of the student's records to the Office of the Registrar.
- 7.3.1 Office of the Registrar shall complete a Student File Checklist for each file it receives from Student Recruitment to ensure that the correct set of documents is included.
- 7.4 Office of the Registrar shall create an electronic copy of the student's records, upload it to SIS, and file the hard copy in the designated fireproof cabinets. After which, the Office of Student Affairs becomes the custodian of all students' records.
- 7.5 The Office of Student Affairs shall maintain, update, store, archive, arrange for the retrieval of or disposal of students' records as stipulated in the *Information Release Policy*.
- 7.6 The Office of Student Affairs ensures that all records of student course work, grades and changes to grades are maintained in the student records.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Director of Student Affairs shall monitor implementation of this policy and report violations.


Section 9 : Cancellations

- 9.1. Approval of this policy cancels P 405 - Student Records Policy_v3.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Director of Student Affairs	
Approved by: Executive Committee	Minutes of Meeting held on 04/07/2022

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy First Approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	04/07/2022	Review Statement updated.

Next scheduled review: 04/07/2023

END OF DOCUMENT



Policy Name : **Information Release Policy**

Related : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education

Documents Framework for the Compliance Inspection of Higher Education Institution – 2021
ESG 2015 Standards
ADSM P 405 – Student Records Policy
ADSM P 419 – Student Appeals Policy
ADSM P 420 – Student Grievances Policy
Article 378 of the Penal Code (Federal Law 3 of 1987)
Federal Law No. 5 of 1985 (the “Civil Code”).
The law on Printing and Publishing Article 79

Section 1 : Purpose

1.1 This Policy aims to make clear ADSM's policy on student privacy and to define a set of procedures to support this policy and promote its enforcement, and to clarify ADSM's responsibilities and its employees on the confidentiality clause in the releasing of information to the public, respecting the rights of individual students while serving the best interests of the students and the institution.

Section 2 : Scope and applicability

2.1 This Policy applies to all students enlisted with ADSM and the responsible employees.

Section 3 : Definitions

The following definition(s) apply to this policy:

- 3.1 **Record:** a set of information, may take different formats, and must be retained as evidence of actions or decisions taken due to operational or legal purposes.
- 3.2 **Dependent:** A student who relies on another (generally a relative), to pay their tuition fees.
- 3.3 **Sensitive Information:** information that will only be disclosed if it is required to handle a serious and potential threat to any individual's life or health.
- 3.4 **Sponsor:** a third party that provides financial assistance to a student with tuition fees.
- 3.5 **Student:** A current or formerly enrolled student of ADSM.



Section 4 : Policy Statement

4.1 ADSM strives to maintain the confidentiality of any student data it may hold. The School shall limit this data to operational and regulatory needs and will ensure that it is only released to the student and/or any authorized entities or individuals as set in this Policy.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

- 6.1. ADSM shall process requests for information about itself with transparency and accuracy.
- 6.2. ADSM shall maintain students' Records as stipulated in the *Students Records Policy*.
- 6.3. ADSM reserves the right to disclose personally identifiable data from students' Records, as follows:
 - 6.3.1. with the written approval of the student, or
 - 6.3.2. where ADSM has the right to disclose education records to:
 - 6.2.2.1. ADSM authorized personnel with legitimate educational interest
 - 6.2.2.2. Other educational institutions to which a student is transferring
 - 6.2.2.3. Specified personnel for audit or evaluation purposes
 - 6.2.2.4. A service provider contracted by ADSM to provide services and functions under legal contracts
 - 6.2.2.5. Sponsors or other third parties providing financial aid to a student
 - 6.2.2.6. Organizations performing certain studies for or on behalf of ADSM
 - 6.2.2.7. Accrediting organizations
 - 6.2.2.8. Government Agencies that have legal jurisdiction
 - 6.2.2.9. Regulatory Bodies that govern the institution
 - 6.2.2.10. To comply with a court order
 - 6.2.2.11. Authorized officials in health and safety emergencies
 - 6.2.2.12. Parents or official guardians of a student, provided the student is a "dependent" of them
 - 6.2.2.13. Sponsors of a student

Section 7 : Procedures

7.1. Requests for information about ADSM shall be directed to the President's Office.



- 7.1.1. The President may then forward the request to the concerned business unit, as applicable.
- 7.2. ADSM shall grant students the following rights related to their Records via the Office of Student Affairs:
- 7.2.1. The right to review their records within ten (10) days from receiving an access request, as follows:
- 7.2.1.1 In order to check and review his/her records, a student should submit a written request to the Office of Student Affairs or Finance Unit of the particular record(s), the student wishes to review. ADSM is not required to provide copies of records except in exceptional circumstances as deemed appropriate by the office holding these records.
- 7.2.1.2 To request amending information in the student's record, which the student deems inaccurate, misleading, or in violation of their confidentiality (this cannot be used to challenge a grade).
- 7.2.1.3 A student who wishes to request a modification of his/her records should write to the appropriate unit maintaining these records, as set in the *Student Records Policy*. The student must determine the specific sections requiring and specify why it should be changed. The unit will then determine the validity of the request, and if it is rejected, the student will be notified in writing and a justification will be provided. The student may request an appeal, as outlined in the *Student Appeals Policy* and *Student Grievances Policy*.
- 7.2.2. Violations to the Code of Conduct may be disclosed to parents of dependent students or sponsors
- 7.2.3. The School reserves the right to disclose students' information without their written consent in cases affecting the student's health or in case of a change to the student's academic or administrative status, e.g. pending disciplinary proceeding, suspension, or expulsion.

Section 8 : Responsibilities

- 8.1. The President shall cause this Policy to be implemented.
- 8.2. The Director of Student Affairs shall monitor implementation and report violations.

Section 9 : Cancellations

- 9.1. Approval of this policy cancels P 406 - Information Release Policy_v4.0.


Section 10 : Review Statement

- 10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable



regulations, such as the CAA’s Standards for Licensure and Accreditation and the Ministry of Education’s Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM’s P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: President	
Approved by: Executive Committee	Minutes of Meeting held on 04/07/2022

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy First Approved
1	10/08/2020	Revised to stipulate how ADSM shall provide information about itself.
2	02/08/2021	Annual Review Completed
3	06/09/2021	Mapping to ESG 2015 Standards completed.
4	04/07/2022	General review and Review Statement updated.

Next scheduled review: 04/07/2023

END OF DOCUMENT



Policy Name : **Career Services Policy**

Related : 2019 CAA Standards for Institutional Licensure and Program Accreditation

Documents 2021 Framework for the Compliance Inspection of Higher Education Institutions. MoE.
ESG 2015 Standards
ADSM P 417 – Academic Advising Policy
ADSM P 901 – Community Engagement Policy
Student Handbook
Faculty Handbook
Staff Handbook

Section 1 : Purpose

1.1 This Policy aims to ensure the availability of career services at ADSM, to assist students in career planning and finding appropriate employment, career development services, career testing, information, and counselling, interviewing and other employment skills, job placement and follow-up activities, are available to students beginning with their first enrolment.

Section 2 : Scope and applicability,

2.1. This policy applies to all employees, students, staff, and alumni.

Section 3 : Definitions

The following definition(s) apply to this policy:

3.1. None.

Section 4 : Policy Statement

4.1 ADSM aims to provide a wide range of career opportunities for the students and employees to allow them to choose and develop their career paths, selecting majors, full-time employment, internships and including employees' registration for courses at ADSM.

Section 5 : Exclusions

5.1 None.

Section 6 : Principles

- 6.1. ADSM shall provide a wide range of career services to enrolled students, alumni and employees through the Office of Student Affairs.
- 6.2. The Office of Student Affairs shall assist, when required, individuals with any questions or concerns about career opportunities and perform following tasks:
 - 6.2.1 Offer programs with an aim to guide individuals for reaching out to their desired careers.
 - 6.2.2 Assist individuals in developing meaningful career goals to prepare them for life beyond ADSM.
 - 6.2.3 Prepare individuals for a smooth transition from studying to work and/or promotion through assistance with career planning, career services that enables them to progress in their careers, such as career counselling, interviewing skills and other employment skills.
 - 6.2.4 Provide professional development counseling and advice for individuals to have a competitive edge in the local job market.
 - 6.2.5 Provide information and advice for the postgraduate programs.
- 6.3. Academic Advisors, Academic Support Manage and/or Academic Relationship Manager are the first point of contact for students seeking career counseling and guidance, as per the *Academic Advising Policy*.
- 6.4. The Director of Student Affairs shall manage overall career services process and proper career guidance, career path selection, employment guidance, internship, or student relevant matters.

Section 7: Procedures

- 7.1 The Office of Student Affairs shall include career related activities within the Community Engagement Plan, as per the *Community Engagement Policy*.
- 7.2 Students shall seek the assistance of their assigned Academic Advisor, as per the Academic Advising Policy. Students may after that request a meeting with another faculty member for industry specific advice via the Office of Student Affairs.
- 7.3 The Office of Student Affairs will contact the relevant faculty member for arranging a meeting.
- 7.4 In the case of alumni, the Director of Student Affairs will request a faculty member to act as an advisor based on their availability or provide direct career services to the individual.
- 7.5 Advisors shall keep record of their meetings with students and alumni and provide a copy to the Office of Student Affairs, when needed.

Section 8 : Responsibilities

- 8.1 The President shall cause this policy to be implemented.
- 8.2 The Director of Student Affairs shall monitor implementation and report violations.


Section 9 : Cancellations

- 7.1 Approval of this Policy cancels P 408 – Career Services Policy_v3.0.

Section 10: Review Statement

- 10.1 ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Approval Authority	Signature and Date
Policy Owner: Director of Student Affairs	
Approved by: Executive Committee	Minutes of Meeting held on 04/07/2022

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy first approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	04/07/2022	Review Statement updated.

Next scheduled review: 04/07/2023

END OF DOCUMENT



Policy Name : Student Activities Policy

Related Documents : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education Framework for the Compliance Inspection of Higher Education Institution – 2021,
ESG 2015 Standards
ADSM P 108 – Copyright and Intellectual Property Policy
ADSM P 115 – Code of Conduct Policy
ADSM P 414 – Student Rights and Responsibilities Policy
ADSM P 429 – Student Representation Policy
ADSM P 431 – Student Council Policy
Student Handbook

Section 1 : Purpose

1.1 The purpose of this Policy is to ensure that ADSM provides a diverse, engaging and rewarding Campus life and learning experience for all students.

Section 2 : Scope and applicability

2.1 This Policy is applicable to all ADSM sponsored students' activities on and off Campus, involving registered students, and including exchange students.

Section 3 : Definitions

The following definition(s) apply to this policy:

- 3.1 **Student Group:** an interest-specific group of students who are permitted to be active on campus and sponsored by ADSM.
- 3.2 **Student Media and Publications:** any student-led digital or print production, this includes but is not limited to posters, newspapers, newsletters, webpages, blogs or bulletins.

Section 4 : Policy Statement

4.1 ADSM strives to ensure that every registered student on campus (full time, part time or exchange) is entitled to organize and/or participate in activities that enrich their learning experience, both on and off campus. This includes student publications and media operated by students.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

- 6.1. The Office of Student Affairs oversees the organization of Student Groups and student-led publications and media, with a focus on creating a diverse, engaging and rewarding Campus life.
- 6.2. **Student Media and Publications:** ADSM encourages its students to write, edit and produce various forms of media and publications, subject to the following guidelines:
- 6.2.1. The content shall be respectful of UAE's tradition and norms.
- 6.2.2. The content of publications shall represent the academic and intellectual qualities of a master degree level student. The content shall comply with acceptable academic writing standards.
- 6.2.3. The content of the publications shall not maliciously attack any individual or group, nor attempt to incite defiance of, or disobedience to, any School policy or regulation.
- 6.2.4. All publications shall adhere to ADSM's *Code of Conduct Policy, Copyright and Intellectual Property Policy*, and the applicable UAE laws.
- 6.2.5. Each student publication shall obtain a faculty member endorsement before submitting the material to the Office of Student Affairs for approval. The endorsement by faculty indicates that the materials is in compliance with accepted academic writing standards.
- 6.2.6. The Office of Student Affairs is responsible for approving materials intended for publishing. The approval indicates that the materials satisfy all of the above principles.
- 6.3. **Student Groups:** ADSM encourages its students to form and participate in Student Groups. For a Student Group to be officially recognized it shall meet the following:
- 6.3.1. The Group's name reflects its purpose and activity; an assigned Chair and a Vice Chair.
- 6.3.2. The Group's purpose and activities shall respect the traditions and norms of UAE, and should not encourage or tolerate malicious attacks on any individual or group, incite defiance of, or disobedience to, any of ADSM's policies or regulations.
- 6.3.3. The Group's activities adhere to ADSM's *Code of Conduct Policy* and any applicable UAE laws.
- 6.3.4. The Group solicits the support of a faculty or staff member, as an advisor to guide its activities.
- 6.3.5. The Group addresses a need that is not met by any other group.

- 6.3.6. The Group includes three (3) registered members at least.
- 6.3.7. The Group develops a plan of activities for the academic year in which it plans to operate.
- 6.3. An advisor to a Student Group is a faculty or staff member who volunteers to provide his/her knowledge and expertise to develop and promote the Group's purpose, activities and engagement.
- 6.4. ADSM shall establish a Student Council in accordance with the *Student Council Policy*.

Section 7 : Procedures

- 7.1. **Student Media and Publications:** to produce a publication or media, students must:
- 7.1.1. Secure the support of a faculty or staff member to sponsor it.
- 7.1.2. Submit full details to the Office of Student Affairs to obtain their approval to proceed prior to producing the publication or media.
- 7.2. **Student Groups:** to form a group, other than the Student Council, students must:
- 7.2.1. Secure the sponsorship of a faculty or staff member.
- 7.2.2. Submit the Group's full details to the Office of Student Affairs to obtain approval to form the group.
- 7.3. The Student Council shall be formed in accordance with the *Student Council Policy*.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Director of Student Affairs shall monitor implementation of this policy and report violations.


Section 9 : Cancellations

- 9.1. Approval of this policy cancels P 410 - Student Activities Policy_v6.0.

Section 10 : Review Statement

- 10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Director of Student Affairs	
Approved by: Executive Committee	Minutes of Meeting held on 04/07/2022

Section 12 : Revision History

Revision No.	Effective Date	Description
0	31/10/2019	Policy first approved
1	26/02/2020	Added procedures section
2	08/03/2021	Annual Review Completed
3	06/09/2021	Mapping to ESG 2015 Standards completed.
4	06/12/2021	Structure of Student Panel revised to establish a communication channel with Student Representatives.
5	07/03/2022	Policy reviewed to reference P 431 – Student Council Policy and include clear definitions for Student Groups and Students’ Media and Publications.
6	04/07/2022	Review Statement updated.

Next scheduled review: 04/07/2023

END OF DOCUMENT



Policy Name : **Student Finance Policy**

Related : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education

Documents MoE (2021) Framework for the Compliance Inspection of Higher Education Institutions.
ESG 2015 Standards
ADSM P 303 - Grade Approval and Change Policy
ADSM P 401 – Graduate Admission Policy
ADSM P 402 – Transfer Admission Policy
ADSM P 424 – Student Enrollment Policy
ADSM P 425 – Visiting Students Policy
ADSM P307 – Graduate Completion Requirements Policy

Section 1 : Purpose

1.1 The purpose of this Policy is to provide transparent and clear guidelines for ADSM students in regards to the application and administration of fees and charges, including transfers and refunds fees.

Section 2 : Scope and applicability

2.1 This Policy applies to all students in any academic program offered at ADSM, including new students, currently enrolled and re-enrolling students.

Section 3 : Definitions

The following definition(s) apply to this policy:

- 3.1 **Course:** a course consists of several instructional activities over a prescribed period of time. It deals with a single subject and is commonly described by title, code, credits, and expected learning outcomes.
- 3.2 **Credit Hour:** a unit of measurement defining the student's overall effort towards attaining a qualification, it uses as a basis to measure the amount of engaged learning time expected of a typical student.
- 3.3 **Program:** a set of courses and other formally established learning experiences that lead to a qualification.
- 3.4 **Program Tuition Fee:** refers to the fee paid by the student to ADSM for all courses. It is calculated by the Credit Hour fee multiplied by the number of Credit Hours in each academic program. The tuition fees for each academic program are detailed in Annexure 1 of this Policy.
- 3.5 **Sponsored Student:** refers to a student for whom fees and charges are paid by a third party.



- 3.6 **Program Tuition Increase:** Program Tuition fees may increase without prior notice and are in effect from the date of the approval of ADSM’s Board of Trustees.
- 3.7 **Withdrawal:** refers to notification from a student to withdraw from his/her program of study.
- 3.8 **Program Tuition Fee Change:** Program Tuition fee shall remain unchanged once the student accepts and signs the “Accepting Admission to ADSM” form. However, the Program Tuition Fee may change if the student does not complete the program courses within 36 months, starting from the signing date of the aforementioned Form. Other fees may change without prior notice.
- 3.9 **Administrative Suspension:** refers to a penalty imposed on students for non-payment of tuition fees. The student’s access to ADSM systems, course enrolment, and other learning resources will be suspended until financial obligations are resolved with ADSM.
- 3.10 **Bridging Courses:** a set of pre-enrollment skills-development courses to develop students’ skills at the required *QF Emirates* level, required for MS students who do not meet the program-specific requirements specified in the *Graduate Admissions Policy*.
- 3.11 **Remedial Program:** a remedial preparation program, consisting of four (4) graduate-level credit hours as remedial preparation for entry into ADSM’s graduate programs. These remedial courses are not for credit within any degree program at ADSM.

Section 4 : Policy Statement

- 4.1 ADSM strives to provide its students with a clear statement on the costs and fees associated with joining any of its programs and the student's responsibilities when applying and registering at ADSM.

Section 5 : Exclusions

- 5.1. None.

Section 6 : Principles

6.1 Fees and costs associated with the program:

- 6.1.1 **Application Fee:** a non-refundable fee paid by a prospective student while applying for an academic program at ADSM. The payment is made to the Finance Unit, and a copy of the receipt is submitted to the Student Recruitment Office along with a duly filled ADSM application form. Students can defer their enrolment only up to a year from the date acceptance letters are issued to them.



- 6.1.2 **Deposit:** a non-refundable fee of AED 2,000 paid to secure a place in a program at ADSM. This amount will be deducted from the total tuition fees. Students can defer their enrolment up to a year from the date their acceptance letters were issued.
- 6.1.3 **Tuition Fee:** paid as per the options detailed in section 7.2 of this Policy. Once this payment is completed and “Accepting Admission to ADSM Form” is signed by the student, the student will be enrolled and given access to relevant ADSM learning resources.
- 6.1.4 **Reinstatement Fee:** Students who breach the *Student Finance Policy* are subject to administrative suspension and may be charged a reinstatement fee. This results in ceasing access to course enrolment, course materials, viewing grades, using library, and other academic resources/services.
- 6.1.5 **Repeating Course(s):**
- 6.1.5.1 Students who need to repeat courses due to failing, or to raise their CGPA to be above the minimum threshold of 3.0 or a scale of 4.0, will not be charged any additional fees.
 - 6.1.5.2 Students who wish to repeat courses to achieve a higher merit, will be charged an additional fee as per the charges detailed in Annexure 1 of this Policy.
- 6.1.6 **Visiting Students:** Students from other institutions interested in taking course(s) at ADSM must submit an application. Successful applicants will be required to adhere to the fees in Annexure 1 of this Policy and the principles of the *Visiting Students Policy*.

Section 7 : Procedures

7.1. Payment of Fees:

- 7.1.1 Payments acceptable types are to be made to the Finance Unit in the following forms.
- 7.1.1.1 Cheques drawn on UAE located banks payable to “Abu Dhabi School of Management”.
 - 7.1.1.2 Bank drafts in AED payable to “Abu Dhabi School of Management”.
 - 7.1.1.3 Debit cards and major credit cards.
- 7.1.2 Direct Bank Transfers are acceptable to the following account details.

Bank name	First Abu Dhabi Bank, Main Branch, Abu Dhabi
Account name	Abu Dhabi School of Management
IBAN	AE070351011004624203001
Swift code	NBADAEEAAXXX
Account number	1011004624203001
Payment currency	UAE Dirham

7.1.2.1 ADSM shall not accept any cash payments from students for tuition fees or services fees.

7.1.3 All bank charges associated with transfers are to be borne by the remitter.

7.1.4 Students / sponsors are required to send the confirmation of the swift remittance to the Finance Unit at accounts@adsm.ac.ae

7.2.1 Method of Payment: It is the students' responsibility to finalize pending payments as listed below:

7.2.1.1 **MBA students** must pay their Tuition Fees before enrolling in any Course. They are eligible to submit up to a maximum of 15 cheques installments prior enrolling in the Course. Cheques' payment installments amounts must be distributed equally among the coming 15 months. These Cheques' dates must be entered between 25th until 30th of each month.

7.2.1.2 **MS students** must pay their Tuition Fees before enrolling in any Term. In the event, the student couldn't successfully pay the full Term Tuition Fees. MS Students are eligible to pay two installments equal to 100% of the Term Tuition Fees to enroll, this is subject to successfully paying 50% of the Term Tuition Fees installment prior to the enrolled Term. The remaining 50% Term Tuition Fees must be paid by post-dated cheque within one month of the term's start date.

7.2.1.2.1 **MS-BA students** are eligible to submit up to a maximum of 15 cheques installments prior enrolling in the Term. Cheques' payment amount installments must be distributed equally in the coming 15 months. These Cheques' dates must be entered between 25th until 30th of each month and signed by the enrolled students.

7.2.1.2.2 **MS-LOD and MS-QBE students** are eligible to submit up to a maximum of 12 cheque installments before enrolling in the Term. Cheques' payment amount installments must be distributed equally among the coming 12 months. These Cheques' dates must be entered between 25th until 30th of each month and signed by the enrolled students.

7.2.2 Payment Installation Options: Tuition Fees are to be paid by student as stipulated below:

PROGRAM	OPTION 1 Payment in Full	OPTION 2 Credit Hour Based	OPTION 3 Monthly Installments
Master of Business Administration (MBA)	1 payment of AED 135,000	Payments calculated based on 33 GPA Credit Hour. = $135,000/33 = \text{AED } 4,090$	All payments must be made within 15 Months
Master of Science Programs – MS QBE and MS LOD	1 payment of AED 110,000	Payments are calculated based on 30 GPA Credit Hour. = $110,00/30 = \text{AED } 3,667$	All payments must be made within 12 Months



Master of Science Program MS BA	1 payment of AED 110,000	Payments are calculated based on 33 GPA Credit Hour. = 110,000/33 = AED 3,333	All payments must be made within 15 Months
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7.2.3 Payment Method for Sponsored Students / Scholarships:

- 7.2.3.1 ADSM recognizes that students may receive financial aid from third parties. However, the ultimate responsibility for satisfying all financial obligations rests with the student.
- 7.2.3.2 Students on sponsorship should produce a letter from the sponsor approving the student sponsorship at the time of registration with ADSM. Sponsored students should ensure the sponsors pay their fees as per section 7.2.2 of this Policy.
- 7.2.3.3 The Finance Unit will provide sponsors with invoices and transcripts after final grades are released for each term.
- 7.2.3.4 In case sponsors stop or suspend sponsorship, this has to be formally notified to the Finance Unit. Further, the student will be contacted about pending financial dues and must be cleared by the student.
- 7.2.3.5 ADSM will not be responsible in cases where the sponsorships are suspended. It will remain the student's sole responsibility to clear any financial dues both with ADSM and the sponsor.

7.3. Returned Cheques.

- 7.3.1 The Finance Unit will deposit fee cheques no later than 5 days from the due date.
- 7.3.2 In cases where the bank returns the cheques, the student account will be placed on administrative suspension. To remove the suspension, the student must pay AED 500 as a reinstatement fee.

7.4. ADSM Tuition Fee Scholarship.

- 7.4.1 ADSM President reserves the right to grant students discounts that are highly competitive.
 - 7.4.1.1 Students are encouraged to apply for a scholarship when they enroll.
 - 7.4.1.2 ADSM does not guarantee a positive outcome for any scholarship application.
 - 7.4.1.3 Students can apply for one scholarship scheme only. Scholarships cannot be combined with any other discounts or other scholarships.
- 7.4.2 **Merit-based Scholarships:** offered to applicants with outstanding academic records. To apply, students must show evidence of achieving at least an undergraduate CGPA of 3.50 and an IELTS score of 6.0 or higher. Successful students shall be eligible to receive up to 30% off in tuition fees.

- 7.4.3 **Excellence-based Scholarships:** offered to applicants with outstanding academic records. To apply, students must show evidence of achieving an undergraduate CGPA between 3.20 to 3.49 and an IELTS score of 6.0 or higher. Successful students shall be eligible to receive up to 25% off in tuition fees.
- 7.4.4 **Teaching Assistant Scholarship (Business Analytics Applicants):** Applicants with an exceptional level of technical background in relevant areas of computer science and engineering, business information systems, or related areas can apply for teaching assistant scholarships. Successful candidates will receive up to 50% of tuition scholarships per term based on assistance with lab work, programming assignments, and/or research activities.
- 7.4.5 **Financial Aid:** Applicants who face financial constraints may apply for financial aid. They are required to produce related evidence to demonstrate the need for financial aid and excellent academic credentials. Eligible students will be provided with up to 15% off in their tuition fee.
- 7.4.6 **Employee Scholarship:** employees may apply for a scholarship in any of ADSM's academic program, this is subject to the approval of Senior Management and the employee's Line Manager. The Scholarship Committee shall consider the application, then notify the employee of the outcome of the application and the discount rate granted, in case the application was approved.
- 7.4.7 **Corporate Discount:** ADSM may enter into corporate agreement with other entities by which special discounts are granted to applicants covered by such agreement and as per the signed agreement's terms and conditions.
- 7.4.8 **Remote Living and Working Discount:** Students who live and work in remote areas of approximately 100 Kilometers from the ADSM campus and commute to attend ADSM classes may qualify for an additional discount of a maximum of 10%. The total discount that the student may receive including the remote discount may not exceed 30%. Students have to apply for the additional discount. The Scholarship Committee shall study the student request and either approve or deny the request.
- 7.4.9 **Alumni Rewards:** A 10% grant is available on tuition fees for students with at least one immediate family member who has graduated from an ADSM program. Immediate family members are defined as father, mother, siblings or spouse. The following conditions must be met to avail Alumni Rewards:
- 7.4.9.1 Be self-funding.
 - 7.4.9.2 Provide proper documentation.
 - 7.4.9.3 Only one alumni reward can be awarded per student.



7.4.9.4 The application must be submitted prior to start of the program

7.4.9.5 Retrospective discounts are not applicable.

7.4.9.6 The Alumni Reward will be deducted from the tuition fees either upon registration if the program's tuition fees are paid in advance or from the last installment as per the payment options detailed in section 7.2.2.

7.5. Withdrawing from Program:

7.5.1 A student wishing to withdraw from ADSM must notify the the Office of Student Affairs in writing.

7.5.2 A student who withdraws from the program without following the necessary procedures, including completing the appropriate forms, is financially responsible for the program's cost. Failure to do so will subject the student to penalties as well as possible legal recourse.

7.6. Refund of Fees:

7.6.1 Tuition Fees:

7.6.1.1 When applying for a refund, the student must complete the “Withdrawal Form” and submit it to the Office of Student Affairs.

7.6.1.2 Failure to provide formal notification and duly filled Withdrawal Form as per timelines mentioned in section 7.6.3 will result in counting full credit hours for courses.

7.6.1.3 A student will be eligible for a refund based on the following:

- **MBA Program**

Point of Exit		Amount to be Deducted (in AED)
First Term	Before the third session of the first course	Application fee AED 500. + Nonrefundable deposit AED 2,000
	Before the fourth session of the first course	Application fee AED 500 + 75% of the course fees (TF 135,000) / (CH 33) * (CH 2) * 75%
	At any point after the fourth session of the first course	Application fee AED 500 + (Number credits earned + credits of the current course, if applicable) * 4,090
After the First Term*	At any point during any term	Application fee AED 500. + Student has to pay: (Number credits earned + credits of the current course, if applicable) * 4,090 or 35% of total tuition, whichever is larger.

* Applicable to students who withdrew due to not being able to maintain a good academic standing.

- **Master of Science in Quality and Business Excellence and Master of Science in Leadership and Organizational Development Programs**

Point of Exit		Amount to be Deducted (in AED)
First Term	Before the third session of the first course	Application fee AED 500 + Nonrefundable deposit AED 2,000.
	Before the fourth session of the first course	Application fee AED 500. + 75% of the course fees (TF 110,000) / (CH 30) * (CH 6) * 75%
	At any point after the fourth session of the first course	Application fee AED 500. + 100% of the course fees for the first term (TF 110,000) / (CH 30) * (CH 6)
After the First Term*	At any point during any term	Application fee AED 500. + Student has to pay: (Number credits earned + credits of the current course, if applicable) * 3,667 or 35% of total tuition, whichever is larger.

* Applicable to students who withdrew due to not being able to maintain a good academic standing.

- **Master of Science in Business Analytics Program**

Point of Exit		Amount to be Deducted (in AED)
First Term	Before the third session of the first course	Application fee AED 500. + Nonrefundable deposit AED 2,000.
	Before the fourth session of the first course	Application fee AED 500. + 75% of the course fees (TF 110,000) / (CH 33) * (CH 6) * 75%
	At any point after the fourth session of the first course	Application fee AED 500. + 100% of the course fees for the first term (TF 110,000) / (CH 33) * (CH 6)
After the First Term*	At any point during any term	Application fee AED 500. + Student has to pay: (Number credits earned + credits of the current course, if applicable) * 3,333 or 35% of total tuition, whichever is larger.

* Applicable to students who withdrew due to not being able to maintain a good academic standing.

7.6.2 Grade Appeal Fees:

- 7.6.2.1 Grade Appeal Fees listed in Annexure 1 of this Policy will be refunded to the student's account if the appeal was deemed successful by ADSM, as per the *Grade Approval and Change Policy*.

7.7. Transferred credits from other institutions

- 7.7.1 Students from accredited institutions are eligible to transfer credits to ADSM in accordance with the *Transfer Admissions Policy*. These students will be required to pay for courses taken at ADSM only.
- 7.7.2 The total number of courses to be undertaken by the student at ADSM will be based on the recommendations put forth by the Admissions Committee. The Office of Student Affairs will notify the Finance Unit about the decision.

7.8. Leave of Absence

- 7.8.1 Students may take a Leave of Absence as per the principles of the *Student Enrollment Policy*.
- 7.8.2 Students are advised to limit their Leave of Absence duration to ensure changes to fee structure or program structure do not cause a substantial impact their study plans/finance.

7.9. Communication to Students

- 7.9.1 The Finance Unit will communicate the charges related to tuition, transcripts, reinstatement fees, etc., to students via mobile text messages and/or email.
- 7.9.2 Students should update their personal details/ mobile numbers to ensure accuracy in communication. The information related to financial issues are important and can lead to the student being penalized.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Finance and Administration Operations Director shall monitor implementation and report violations.
- 8.3. Students:
- 8.3.1. Understand the financial arrangements/options set by the Finance Unit towards payment of fees.
 - 8.3.2. Check financial dues with the ADSM Finance Unit prior to the start of each term.
 - 8.3.3. Pay fees, as outlined in section 7.2 of this policy.
- 8.4. Finance Unit:
- 8.4.1. Invoice, collect, and record all student payments.
 - 8.4.2. Inform the Office of Student Affairs of any students that have a nonpayment fee status.
- 8.5. The Office of Student Affairs:
- 8.5.1. Provide Finance Unit with the list of:
 - 8.5.1.1 Students who are newly accepted to ADSM as per ADSM's intake policy.

8.5.1.2 Students who are instructed to repeat courses.

8.5.1.3 Students who wish to withdraw from their program of study.

8.5.1.4 Visiting students, as defined in the *Visiting Students Policy*.

8.5.2. Issue warning notifications to students in breach of the Policy.

8.5.3. Advise students of the consequences they would face in case of non-adherence to this policy.

8.5.4. Place students on administrative suspension.

8.6. Student Recruitment:

8.6.1. Guide prospective students on ADSM application process and inform them of fee structure.


Section 9 : Cancellations

9.1. Approval of this policy cancels P 411 - Student Finance Policy_v8.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Finance and Administration Operations Director	
Approved by: Executive Committee	Reviewed and Approved on 15/12/2022

Section 12 : Revision History

Revision No.	Effective Date	Description
0	06/04/2020	Policy first approved
1	11/01/2021	MBA Program tuition fees credit hours calculation modification (Table 7.2.2, 7.6.3 and Annexure 1).
2	02/08/2021	Clarified Student Payment & classified payments per Program (article 7.2.1). Employees Scholarship & Corporate Discount (articles 7.4.5 & 7.4.6).



3	06/09/2021	Mapping to ESG 2015 Standards completed.
4	07/02/2022	Article 6.1.2 and Annexure 1 amended
5	07/03/2022	ADSM ceased accepting cash payments for any fees (article 7.1.21) and the refund of Grade Appeal Fees is added in article 7.6.2
6	04/07/2022	Review Statement updated.
7	18/10/2022	Scholarship schemes enhanced in Article 7.4. Fees for Bridging Courses and the Remedial Program added in Annexure 1.
8	15/12/2022	New scholarship added, Remote Living and working Discount (article 7.4.8)

Next scheduled review: 15/12/2023



Annexure 1- Student Tuition Fee and Related charges

Please check ADSM's website for the latest updates of fees (<http://adsm.ac.ae/tuition-financial-aid/>)

Fee Type	Fee Amount (AED)
Application Fee – Non-refundable	500
IELTS Computer Based Tesing*	1,300
Non-refundable Deposit - to be deducted from the total tuition fees	2,000
Remedial Program	6,000
Bridging Courses	Free
Tuition Fees:	
1. Master of Business Admiration (MBA) for 33 credit hours.	135,000
2. Master of Science in Quality & Business Excellence (MSQBE) for 30 credit hours.	110,000
3. Master of Science in Leadership and Organizational Development (MSLOD) for 30 credit hours.	110,000
3. Master of Science in Business Analytics (MSBA) for 33 credit hours	110,000
Official Transcript Issuance Fee*	150
Academic Letter Issuance Fee*	150
Cheque Returned (for any reason)	Administration suspension
Reinstatement Fee* (Removal of administration suspension)	500
Graduation Documents (First set of Completion Letter & Degree)	Free
Fast Track Fee for Issuing Graduation Documents*	250
Reissuance of Completion Letter*	500
Reissuance of Degree*	500
Grade Appeal Fee*	250
Graduation Ceremony Fee*	650
International summer program	To be determined
Repeated course for any program (CGPA below 3.0)	Free
Repeated course (per one credit hour) – MBA	4,100
Repeated course (per one credit hour) – MSQBE & MSLOD	3,700
Repeated course (per one credit hour) – MSBA	3,400
Visiting student (per one credit hour) for all Academic Programs	4,500
Withdrawal Fee	Please refer to Section 7.6 on Refund

*The above fees are subject to VAT 5% and are considered non-refundable

END OF DOCUMENT



Policy Name : Student Disciplinary Policy

Related Documents : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education, Framework for the Compliance Inspection of Higher Education Institution – 2021, ESG 2015 Standards
ADSM P 115 – Code of Conduct Policy
ADSM P 414 – Students Rights and Responsibilities Policy
ADSM P 418 – Academic Integrity Policy
ADSM P 405 – Student Records Policy
ADSM P 420 – Student Grievances Policy

Section 1 : Purpose

1.1 The purpose of this Policy is to govern the handling of students' misconduct at ADSM, it provides a transparent and fair process by which students who have committed a misconduct and/or violated ADSM's policies and procedures shall be disciplined.

Section 2 : Scope and applicability

2.1 This policy is applicable to all to all students enrolled Abu Dhabi School of Management.

Section 3 : Definitions

The following definition(s) apply to this policy:

- 3.1 **Academic Integrity:** is a concept that refers to intellectual honesty and responsible behavior, it is adhering to the values of honesty, respect, and responsibility in learning, teaching and research, including, but not limited to, giving credit for others when using their work.
- 3.2 **ADSM Community:** any individual who has a relation with ADSM, including but not limited to, students, faculty, and staff.
- 3.3 **Grievance:** any alleged violation of an ADSM Policy that is brought against a student that the student wishes to contest.
- 3.4 **Disciplinary Action:** an action taken by ADSM against a student who committed a Misconduct, and based on the work of a Disciplinary Committee.

3.5 **Misconduct:** unacceptable or improper behavior.

3.6 **Student Disciplinary Committee:** an ad-hoc committee formed by the President, chaired by the Director of Student Affairs, and comprises the Director of Academic Programs and at least two (2) other member of ADSM's Community as deemed appropriate by the President. The Committee is tasked with investigating students' Misconduct and recommending Disciplinary Action(s) to the President. The Director of Student Affairs shall keep records of the Committee's work.

Section 4 : Policy Statement

4.1 ADSM strives to set policies and procedure in order to provide its community with a safe, equitable and orderly environment, and requires each member of that community to behave responsibly and ethically in compliance with ADSM's policies and procedures.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

6.1. ADSM has defined a set of expectations for all members of its Community via a comprehensive set of policies and procedures, and shall ensure that these policies and procedures are accessible to all Community members, thus, ADSM requires all students to meet these expectations.

6.2. ADSM requires all students to respect its Community, both in and out of the classroom, and expects all students to contribute to the development of ADSM as a positive living and learning environment in accordance with the *Code of Conduct Policy* and *Students Rights and Responsibilities Policy*.

6.3. ADSM strives to be a good neighbor to the surrounding community and requires its students to observe the same standards and expectations whether they are on or off campus.

6.4. ADSM requires all students to be informed about, and familiar with the applicable policies and procedures, and to seek the help of faculty and staff in understanding their implications and applicability.

6.5. Violations of ADSM's policies and procedures, and/or UAE's local and federal laws and regulations, shall be considered Misconducts, thus they may mandate the formation of a Disciplinary Committee, and may result in subsequent disciplinary action(s).

6.5.1. Violations of Academic Integrity shall invoke the application of ADSM's *Academic Integrity Policy*.

- 6.6. The Student Disciplinary Committee shall investigate students' Misconduct, The Committee may call members of ADSM Community to appear in front of the Committee, and shall conduct a comprehensive and fair investigation, prior to submitting its recommendation to the President for a final decision.
- 6.7. The Director of Student Affairs shall maintain records of the Committee's work, and shall updated students' records in accordance with the *Student Records Policy*.
- 6.8. Disciplinary Action(s) imposed on students who commit Misconducts shall be appropriate in severity and impact to the Misconduct committed.
- 6.9. Disciplinary Actions may include, but not limited to, the following:
 - 6.9.1. Attendance of mandatory seminars or workshops.
 - 6.9.2. Temporary loss of privileges.
 - 6.9.3. Permeant loss of privileges.
 - 6.9.4. Fines.
 - 6.9.5. Counseling and/or medical or psychiatric evaluation.
 - 6.9.6. Suspension (temporal cease of enrollment).
 - 6.9.7. Expulsion (permanent cease of enrollment).
- 6.10. Imposing any of the actions listed in 6.7 does not prevent ADSM right to:
 - 6.10.1. Demand remuneration for damages.
 - 6.10.2. Demand community restitution.
 - 6.10.3. Pursue legal actions.
- 6.11. Students have the right to appeal Disciplinary Actions taken against them, the appeals process is governed by the *Student Grievance Policy*.

Section 7 : Procedures

- 7.1. Alleged student Misconduct shall be reported to the Office of Student Affairs by any member of ADSM's Community who witnessed or acquired knowledge of the Misconduct within two (2) working days of the alleged Misconduct occurring.
- 7.2. The Director of Student Affairs shall, within five (5) working days of being informed about the alleged Misconduct, take the following steps:

- 7.2.1. collect supporting evidence and information that may support the investigation of the alleged violation.
- 7.2.2. send a request to the President to form a Student Disciplinary Committee.
- 7.2.3. arrange for the Committee to meet and investigate the alleged Misconduct in order to make an informed recommendation to the President.
- 7.3. The Student Disciplinary Committee shall issue a written recommendation to the President detailing the concerned student, the Misconduct committed, results of the investigation, and recommended Disciplinary Action(s), if any, along with any supporting evidence within five (5) working days of the first meeting taking place.
- 7.4. The President reserves the right to approve the Committee's recommendation, amend the recommendation, or request reevaluation of the case.
- 7.5. The Director of Student Affairs shall issue a formal letter to the concerned student detailing the Misconduct, and the Disciplinary Action(s) based on the President's final decision within two (2) working days of receiving the President's decision.
- 7.6. The Director of Student Affairs shall ensure that all concerned parties internally and externally are informed of the final decision.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Academic Dean shall monitor implementation of this policy and report violations.

Section 9 : Cancellations

- 9.1. Approval of this policy cancels P 412 - Student Disciplinary Policy_v4.0.

Section 10 : Review Statement

- 10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.



Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Academic Dean	<i>Marc Poulin</i>
Recommended by: Executive Committee	Minutes of Meeting held on 04/07/2022
Approved by: Executive Committee	Minutes of Meeting held on 04/07/2022

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy First Approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	07/03/2022	Role of Director of Academic Programs added
4	04/07/2022	Review Statement updated.

Next scheduled review: 04/07/2023

END OF DOCUMENT

Policy Name : **Student Rights and Responsibilities Policy**

Related : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education, Framework for

Documents the Compliance Inspection of Higher Education Institution – 2021

ESG 2015 Standards – 1.3 Student-Centered learning, Teaching and assessment

ADSM P 115 – Code of Conduct Policy

ADSM P 410 – Student Activities Policy

ADSM P 411 – Student Finance Policy

ADSM P 412 – Student Disciplinary Policy

ADSM P 418 – Academic Integrity Policy

ADSM P 424 – Student Enrollment Policy

ADSM P 429 – Student Representation Policy

ADSM P 431 – Student Council Policy

Student Handbook

Catalog

Section 1 : **Purpose**

1.1 The purpose of this Policy is to clearly and justly outline students' rights and responsibilities at ADSM, to ensure that ADSM students are empowered and protected by appropriate policies and procedures.

Section 2 : **Scope and applicability**

2.1 This policy is applicable to all ADSM's students.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

3.1 **Student Rights:** guidelines that prescribe and regulate a student's behavior and conduct at ADSM with a focus on ensuring that all students have fair access to education and facilities, are entitled to participate in activities and governance, while safeguarding their privacy.

3.2 **Student Responsibilities:** ADSM's expectations of its student while enrolled in any of its programs.

3.3 **Code of Conduct:** A set of rules governing an individual's behavior as set in the *Code of Conduct Policy*.



Section 4 : Policy Statement

- 4.1 ADSM strives to clearly define the rights and responsibilities of its students as members of its community. It aims to outline what ADSM expects from its students, and what they can expect from ADSM.

Section 5 : Exclusions

- 5.1. None.

Section 6 : Principles

- 6.1. ADSM shall ensure that a comprehensive set of policies that govern Students Rights and Responsibilities is developed, approved, regularly updated and appropriately disseminated.
- 6.2. The Office of Student Affairs shall act as an advocate for Student Rights and provide guidance on procedures, if needed.
- 6.3. **Student Rights**
- 6.3.1. To be provided with a safe and healthy environment to learn and prosper, in which they are free of discrimination, treated equally and are able to freely express their ideas.
- 6.3.2. To have the opportunity to effectively participate in the governance of ADSM via the Student Council at the School level and a Student Representative at the program level.
- 6.3.3. To have access to academic support, including, but not limited to, the allocation of an Academic Advisor and access to Library and Academic Support Center services.
- 6.3.4. To organize, participate, and engage in student activities, including organizing Student Groups and producing Media and Publications, as outlined in the *Student Activities Policy*.
- 6.3.5. To be guaranteed confidentiality and privacy in relation to their records, and for the information in their records to be shared in line with applicable policies and laws.
- 6.3.6. To have the right to appeal or raise a grievance, then receive fair and just treatment when processing their appeals and/or grievances. This shall include academic and non-academic matters.
- 6.3.7. To have access to their records and to be provided by accurate information in regards to their academic standing and progression.
- 6.3.8. Access to student services via the Office of Student Affairs in line with relevant policies. This shall be detailed in the Student Handbook and includes, but is not limited to, health services, career services and counseling.

6.4. Student Responsibilities

- 6.4.1. To abide by ADSM's Code of Conduct as outlined in the *Code of Conduct Policy*.
- 6.4.2. To adhere to ADSM's academic integrity rules as outlined in the *Academic Integrity Policy*.
- 6.4.3. To self-enroll in courses offered to his/her section in line with the approved study plan and within the determined add/drop period, as outlined in the *Student Enrollment Policy*.
- 6.4.4. To keep informed of and fully acquainted with ADSM's policies, procedures, regulations as published in the Student Handbook, the LMS and the Catalog.
- 6.4.5. To know the requirements of his/her program of study in order to meet them and to seek guidance when needed from the Office of Student Affairs.

Section 7 : Procedures

- 7.1. The Office of Student shall ensure that students are informed about their rights and responsibilities by:
 - 7.1.1. Clearly outlining Students Rights and Responsibilities in the Student Handbook.
 - 7.1.2. Ensure that students have access to the up-to-date and approved versions of related policies via the LMS or as appendices to the Student Handbook and Catalog.
- 7.2. Students violations of the *Code of Conduct Policy* shall be handled as per the *Student Disciplinary Policy*.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Director of Student Affairs shall monitor implementation of this policy and report violations.


Section 9 : Cancellations

- 9.1. Approval of this policy cancels P 414 - Student Rights and Responsibilities Policy_v4.0.

Section 10 : Review Statement

- 10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Director of Student Affairs	
Approved by: Executive Committee	Minutes of Meeting held on 04/07/2022

Section 12 : Revision History

Revision No.	Effective Date	Description
0	06/04/2020	Policy First Approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	07/03/2022	Students Rights and Responsibilities Clearly defined in Section 6
4	04/07/2022	Review Statement updated.

Next scheduled review: 04/07/2023

END OF DOCUMENT



Policy Name : **Student Counseling Policy**

Related Documents : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education, Framework for the Compliance Inspection of Higher Education Institution – 2021
ESG 2015 Standards
ADSM P 417 – Academic Advising Policy
ADSM P 408 – Career Services Policy

Section 1 : **Purpose**

1.1 The purpose of this Policy is to outline relevant student counseling services provider for students for counseling services.

Section 2 : **Scope and applicability**

2.1 This policy applies to all full-time students.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

3.1 None.

Section 4 : **Policy Statement**

4.1 ADSM aims to advance the educational mission of school for better development of students for their success and persistence.

Section 5 : **Exclusions**

5.1 None.

Section 6 : **Principles**

6.1 ADSM recommends students access professionally qualified counsellors for personal counselling services by contacting Abu Dhabi Health Services Company (SEHA). Email (care@seha.ae) or phone (800 50).
6.2 ADSM provides educational counselling/advice for its students if and when students are not meeting the CGPA requirements, as per the *Academic Advising Policy*.



Number	: P 415
Effective	: 06/04/2020
Revision	: 3

6.3 The School provides career counselling to students as per the *Career Services Policy*.

Section 7 : Procedures

- 7.1 Students can contact SEHA (or other health care providers) by email or phone for booking appointments and counseling services with a licensed practitioner.
- 7.2 Students will be counselled by their Academic Advisors on the best suited courses for their program.
- 7.3 Students are given professional academic counselling by designated professional academic faculty if and when there are dips in their performance.
- 7.4 Counselling provided by faculty may include the ascertaining of reasons why the students are struggling and directing of such students to professional counselors if needed

Section 8 : Responsibilities

- 8.1 The President shall cause this policy to be implemented.
- 8.2 The Director of Student Affairs shall monitor implementation and keep a record of violations.


Section 9 : Cancellations

- 9.1 Approval of this policy cancels P 415 - Student Counselling Policy_v3.0.

Section 10: Review Statement

10.1 ADSM’s Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA’s Standards for Licensure and Accreditation and the Ministry of Education’s Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM’s P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Director of student affairs	
Approved by: Executive Committee	Minutes of Meeting held on: 04/07/2022



Section 12 : Revision History

Revision No.	Effective Date	Description
0	06/04/2020	Policy first approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	04/07/2022	Review Statement updated.

Next scheduled review: 04/07/2023

END OF DOCUMENT



Policy Name : **Health Services Policy**

Related Documents : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education, Framework for the Compliance Inspection of Higher Education Institution – 2021
ESG 2015 Standards
ADSM P 107 - Occupational Environment Health and Safety Policy
ADSM P 205 – Employment Policy

Section 1 : **Purpose**

1.1 The purpose of this Policy is to ensure that on-campus health services are available to all students.

Section 2 : **Scope and applicability**

2.1 This Policy is applicable to all ADSM's students, faculty and staff.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

- 3.1 **Health Services:** services available on campus, include general diagnostic medicine with referral services.
3.2 **HAAD:** Health Authority – Abu Dhabi.

Section 4 : **Policy Statement**

4.1 ADSM strives to ensure that every student is provided with Health Services while on campus, and has access to an equipped clinic.

Section 5 : **Exclusions**

5.1. None.

Section 6 : **Principles**

- 6.1. ADSM requires all students, faculty and staff to adhere to the stipulations of the *Occupational Environment Health and Safety Policy*.
6.2. ADSM shall establish a First Aid Room on Campus that shall be:
6.2.1. Available during operational hours that fit ADSM's academic schedule.

- 6.2.2. Available for students, faculty and staff.
- 6.2.3. Licensed by the relevant authorities.
- 6.2.4. Managed by a HAAD registered nurse who shall maintain up-to-date and approved medical records and incident reports.
- 6.2.5. Clean and hygienic.
- 6.2.6. Includes an isolation room as required by relevant authorities to handle infectious cases, such as COVID-19 cases.
- 6.3. Medical records of students and incident reports are private and confidential.
- 6.4. All students are entitled to receive equitable and respective attention and service varied only by the urgency and criticalness of their cases.
- 6.5. Faculty and staff are provided with a medical insurance in accordance with the *Employment Policy*.
- 6.6. All students must have a valid medical insurance while studying at the ADSM as follows:
 - 6.6.1. UAE National students must obtain the Thiqa card based on the Emirate of their origin as follows:
 - 6.6.1.1. Abu Dhabi Citizens are entitled to Thiqa health card Category I.
 - 6.6.1.2. Non-Abu Dhabi Citizens are entitled to Thiqa health card Category III. They may upgrade to Category II by providing a “To Whom it May Concern Letter” from the Office of Student Affairs.
 - 6.6.2. A student whose mother is a UAE National is entitled to Thiqa health card Category IV.
 - 6.6.3. Expatriate students whose residency is sponsored by their guardians must obtain their medical insurance through their sponsor.
 - 6.6.4. Expatriate students whose residency is sponsored by the employer must obtain their medical insurance through their employer.

Section 7 : Procedures

- 7.1. Students may visit the First Aid Room anytime during its operation hours. However, students are encouraged to avoid visiting the First Aid Room during class time when possible.
- 7.2. Faculty and staff may visit the First Aid Room any time during its operation hours for urgent attention.
- 7.3. The nurse will attend to each visitor in order of arrival unless a later visitor requires urgent attention.
- 7.4. The nurse shall follow the applicable procedures of relevant health authorities in reporting medical cases, such as a suspected COVID-19 case.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Director of Student Affairs shall monitor implementation of this policy and report violations.


Section 9 : Cancellations

- 9.1. Approval of this Policy cancels P 416 – Health Services Policy_v4.0.

Section 10 : Review Statement

- 10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Director of Student Affairs	
Approved by: Executive Committee	Reviewed and Approved on 04/07/2022

Section 12 : Revision History

Revision No.	Effective Date	Description
0	17/03/2020	Policy First Approved
1	08/03/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	03/01/2022	P 107 and P 205 referenced in articles 6.1 and 6.5
4	04/07/2022	Review Statement updated.

Next scheduled review: 04/07/2023

END OF DOCUMENT

Policy Name : **Academic Advising Policy**

Related Documents : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education, Framework for the Compliance Inspection of Higher Education Institution – 2021
ADSM P 402 – Transfer Admissions Policy
ADSM P 408 – Career Services Policy
ESG 2015 Standards – 1.6 Learning Resources and Student Support

Section 1 : **Purpose**

1.1 This Policy aims to define a general framework for Academic Advising at ADSM, and to ensure that all students have access to timely and proper Academic Advising.

Section 2 : **Scope and applicability**

2.1 This policy applies to all students enrolled and to employees and units delegated to provide academic or administrative advice in ADSM programs.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

- 3.1 **Academic Advice:** Individual attention provided to students in order to improve their academic performance. Academic advice may cover administrative, general or specialist academic advice.
- 3.2 **Academic Advisor:** a faculty member assigned to provide students with Academic Advice.
- 3.3 **At Risk Students:** at-risk students include, but not limited to, students who were issued warning letters or placed under academic probation. This may include students with borderline CGPAs.
- 3.4 **Good Standing:** Satisfactory progress towards graduation.
- 3.5 **Returning Students:** a student who was suspended, dismissed or withdraw from his/her program of study and has received an approval from the Academic Dean to resume his/her studies.
- 3.6 **Transfer Student:** a student who transferred credits to ADSM, as set in the *Transfer Admissions Policy*.

Section 4 : **Policy Statement**

4.1 ADSM considers Academic Advising a vital aspect of students' learning experience. As it contributes towards achieving academic progress and is a responsibility shared between students and their Advisors.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

- 6.1. ADSM shall assign an Academic Advisor for every student at the time of enrollment. Students are recommended to arrange meetings with their assigned Advisors at least once every term to ensure achieving satisfactory and timely progress towards completing their program of study.
- 6.2. Academic advisors' Responsibilities:
 - 6.2.1. Provide sufficient information on the academic requirements to complete the program of study;
 - 6.2.2. Recommending a suitable workload to students based on their abilities, circumstances and progress;
 - 6.2.3. Monitoring student progress towards graduation. This includes:
 - 6.2.3.1. Explaining academic policies and procedures;
 - 6.2.3.2. Recommending a study plan to enable a timely completion of the students' program of study;
 - 6.2.4. Support students to maintain a Good Standing:
 - 6.2.4.1. Identifying issues impacting student academic performance;
 - 6.2.4.2. Guiding students to utilize on-campus resources and support services, as made available.
 - 6.2.5. Providing career and progression advise, including:
 - 6.2.5.1. Supporting students in selecting a suitable HEI to progress into post-graduate studies;
 - 6.2.5.2. Providing career advice and recommending resources for CV writing and interview skills in line with the *Career Services Policy*.
- 6.3. Students' Responsibilities:
 - 6.3.1. Be aware of and familiar with ADSM's policies, program requirements, and their rights and responsibilities as ADSM students;
 - 6.3.2. Seeking the advice of their assigned Academic Advisor on academic matters;
 - 6.3.3. Request their Academic Advisor's guidance on seeking advice from other individuals;
 - 6.3.4. Meeting frequently with their Academic Advisor to discuss their progress and/or other matters;
 - 6.3.5. To be aware of and responsible for decisions that affect their progress.
- 6.4. Students are allocated an academic advisor by the Director of Academic Programs, who shall determine the ratio of Academic Advisors to students in collaboration with the Academic Dean.

- 6.4.1 Students who change majors may be assigned a different Academic Advisor.
- 6.4.2 'At risk' students may be allocated an additional Academic Advisor and be required to take part in special academic support sessions.
- 6.4.3 Transfer Students shall be assigned an Academic Advisor.

Section 7 : Procedures

- 7.1. Assigning Academic Advisors: The Director of Academic Programs shall assign Advisors as follows:
 - 7.1.1. No later than the end of the fourth week of each regular term, in which an intake was accepted, the Office of Student Affairs shall provide the Director of Academic Programs with a list of students to be assigned an Academic Advisor.
 - 7.1.2. No later than the end of the sixth week of each regular term the Director of Academic Programs shall notify the Office of Student Affairs of the Advisor assigned to each student.
 - 7.1.3. A maximum of fifty (50) students may be assigned to a single Academic Advisor.
- 7.2. The Office of Student Affairs will announce the assigned Academic Advisors to students and updated the Student Information System (SIS) accordingly.
- 7.3. Academic Advisors must announce available advising hours to students under their supervision.
- 7.4. Students may schedule meetings with their Academic Advisors via the Learning Management System (LMS). These meetings shall be utilized to discuss progress, review study plans, etc...
- 7.5. The Academic Dean shall complete a Critical Self-Evaluation Report (CSER) for Academic Advising at the conclusion of each academic year. This should include time-bound improvement actions that will be added to ADSM's Quality Improvement Action Plan for the next academic year.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Director of Student Affairs shall monitor implementation of this policy and report violations.

Section 9 : Cancellations


- 9.1. Approval of this policy cancels P 417 - Academic Advising Policy_v5.0.



Section 10 : Review Statement

10.1. ADSM’s Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA’s Standards for Licensure and Accreditation and the Ministry of Education’s Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM’s P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Director of Student Affairs	
Recommended by: Academic Council	Minutes of Meeting held on 04/07/2022
Approved by: Executive Committee	Minutes of Meeting held on 04/07/2022

Section 12 : Revision History

Revision No.	Effective Date	Description
0	06/04/2020	Policy First Approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	06/12/2021	A maximum number of Advisees for each Academic Advisor is set and a CSER is mandated for each academic year.
4	07/03/2022	Role of Director of Academic Programs added
5	04/07/2022	General review and Review Statement updated.

Next scheduled review: 04/07/2023

END OF DOCUMENT



Policy Name : **Academic Integrity Policy**

Related Documents : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education Framework for the Compliance Inspection of Higher Education Institution – 2021,
ESG 2015 Standards – 1.1 Policy for Quality Assurance
ADSM P 301 – Grading and Assessment Policy
ADSM P 412 – Student Disciplinary Policy
ADSM P 419 – Student Appeals Policy

Section 1 : Purpose

1.1 This Policy aims to provide ADSM students, faculty and all relevant units with a clear framework for applying academic integrity standards at ADSM. It aims to specify the possible ramifications of any academic integrity violation. The Policy sets ADSM's academic integrity principles and procedures, including those related to violations of academic integrity.

Section 2 : Scope and applicability

- 2.1 This Policy is applicable to all students, faculty and staff at ADSM.
- 2.2 The policy serves as foundation to ADSM's Academic Integrity Committee in reviewing any violations by the student or for further review of decisions previously imposed on the students for academic integrity violations in the course of an appeal of initial decision(s).
- 2.3 Employees are required to understand the policy as they are required to assist the School in assurance, enforcement and prevention of complicity with the students.

Section 3 : Definitions

The following definition(s) apply to this policy:

- 3.1 **Academic Integrity**: is a concept that refers to intellectual honesty and responsible behavior, it is adhering to the values of honesty, respect, and responsibility in learning, teaching and research, including, but not limited to, giving credit for others when using their work.
- 3.2 **Academic Integrity Committee**: an ad-hoc committee formed by the Academic Dean and comprises two faculties and one staff to investigate students' violations of academic integrity and report findings.

- 3.3 **Cheating:** Claim, use or attempt to claim or use material created by others as own work in academic submissions such as assignments, reports, presentations, projects.
- 3.4 **Complicity:** assisting or attempting to assist other people in committing Academic Integrity violations.
- 3.5 **Fabrication:** Making up false information for use in academic or research submissions.
- 3.6 **Fabricating Signatures:** forging signatures on official documents, including forms.
- 3.7 **Honor Pledge:** a short statement confirming students’ full compliance with ADSM’s Academic Integrity: “I verify that I have received a copy of the ADSM’s Academic Integrity Policy and hereby pledge to fully comply with its principles”
- 3.8 **Inappropriate Proxy:** writing and submitting an academic assignment, project, report, presentation, etc... on behalf of another individual.
- 3.9 **Plagiarism:** an act of fraud, it involves both stealing someone else's work and lying about it afterward. (Reference to www.plagiarism.org), in an academic context, it is representing another’s words or ideas as one’s own or failing to give proper credit to outside sources of information in any academic assignment, exercise, examination, project, presentation, report, etc.
- 3.10 **Violation:** in relation to Academic Integrity, a Violation is defined as a breach to any of the principles set forth in this policy, including, but not limited to, Cheating, Fabrication, and Plagiarism.
- 3.11 **Similarity Index:** a rubric included in course syllabi to guide faculty in determining the Severity of Violation based on the outcomes of the Plagiarism detection software report:

Similarity Index	
Similarity	Severity of Violation
0% to 24%	0 or 1
25% to 34%	2
35% to 49%	3
More than 49%	4

- 3.12 **Severity of Violation:** a rubric* included in course syllabi to explain the penalties that will be applied to violations of academic integrity, as follows:

*Adapted from Robert Kane’s adaptation for His199 from rubric for WRT100 created by Jennifer Morrison. Downloaded on 22 November 2016 from the following website:

<https://www.niagara.edu/assets/docs/pdfs/199assessmentrubric.doc>

Academic Integrity: Severity of Violation					
Similarity Index	0% to 24%		25% to 34%	35% to 49%	More than 49%
Category	0	1	2	3	4
Overall	No errors related to integrity	Limited errors but no violation of integrity	Misunderstanding of academic integrity	Disregard for academic integrity	Attempted deception of instructor
Description*	Work consistently attribute ideas, language, and graphics to the original source in a standard format with no or few errors	Work consistently attribute ideas, language, and graphics to original source, at times in a non-standard format	Work consistently fails to attribute ideas, language, and graphics to original source but without obvious intent to plagiarize	Work borrows significantly from uncredited sources	Work borrows completely from other sources without credit, or attempts to hide plagiarism with alterations to text
Penalty	No change in mark	No change in mark	10% reduction in mark	25% reduction in mark	100% reduction in mark

Section 4 : Policy Statement

- 4.1 ADSM strives to apply and maintain the highest level of Academic Integrity. Any violation of these standards (e.g. Plagiarism, cheating, fabrication) as set forth in this Policy will not be tolerated and will have serious consequences. It is the collective responsibility of all ADSM's community members to ensure strict adherence to Academic Integrity, including reporting any violations.
- 4.2 ADSM believes that its faculty are quality improvement partners including in assuring Academic Integrity.

Section 5 : Exclusions

- 5.1. None.

Section 6 : Principles

- 6.1. ADSM is a business management graduate school that aims to prepare and develop graduates who are leaders in their area of specialty.
- 6.2. ADSM will ensure that all admitted students have access to the *Academic Integrity Policy*.
- 6.3. Faculty are required to impose the use and application of the Honor Pledge.

- 6.4. ADSM has a responsibility of care and training to ensure that the students are familiar with detailed components of its academic integrity policy.
- 6.5. The School is responsible for ensuring that all members of faculty and staff are aware of their responsibilities as defined within the policy
- 6.6. The students are responsible for familiarizing themselves with the principles of academic integrity and adherence to it.
- 6.7. The *Academic Integrity Policy* will be published in the Course Catalog, Student Handbook, on the Learning Management System, and on ADSM's website.
- 6.8. ADSM utilizes Turnitin as a Plagiarism detection software to evaluate student work for signs of plagiarism, faculty will follow the principles of *Grading and Assessment Policy* in this regard.
- 6.9. Students who violate academic integrity are subject to disciplinary actions that may include specific penalties, as detailed in this policy. Students have the right to appeal these actions, the appeals process is governed by the *Student Appeals Policy*.
- 6.10. As quality assurance partners, faculty and units in general are involved in the regular review of the Academic Integrity Policy.

Section 7 : Procedures

- 7.1. ADSM shall be responsible for training its students on adhering to the principles of Academic Integrity, as follows:
 - 7.1.1 Reminding the students before an assessment cycle.
 - 7.1.2 Reminding the students before the start of an assessment paper.
 - 7.1.3 Providing Academic Integrity training before the commencement of the Capstone Projects.
- 7.2. Procedure to report and investigate violations resulting from Plagiarism and Fabrication:
 - 7.2.1 If a faculty member detects a possible academic integrity violation, he/she shall arrange a meeting with the student to discuss it. This should occur within three (3) days from detecting the violation.
 - 7.2.2 Independent of the similarity report within Turnitin Match Overview, faculty is expected to provide a statement within the Turnitin Feedback Summary on their decision concerning similarity.
 - 7.2.3 If the faculty member determines that no academic violation has occurred, the matter is dropped.
 - 7.2.4 If the faculty member determines that a violation has occurred, s/he shall:

- 7.2.4.1 Determine the violation's severity and apply a penalty, if any, based on either the Similarity Index table (see 3.11) or the Academic Integrity: Severity of Violation table (see 3.12) or both. These tables shall be included in course syllabi. If the faculty member identifies evidence of plagiarism not specifically covered in the table (e.g., excessive use of quotations), the faculty member may request the Dean's Office appoint a faculty panel to investigate the issue and make a determination regarding the alleged violation.
- 7.2.4.2 Notify the Director of Academic Programs and provide violation details, including any penalties, within five (5) working days from the initial meeting with the student.
- 7.2.4.3 The Director of Academic Programs shall submit a list of academic integrity violations to the Academic Dean and Office of Student Affairs in order to notify students accordingly.
- 7.2.4.4 The Office of Student Affairs shall implement a mechanism to identify students who repeat violations, and report them to Academic Dean.
- 7.2.4.5 Students who commit a third violation, will consequentially receive an 'F' grade in the course in which the violation occurred, regardless of the severity of the violation.
- 7.2.4.6 The Academic Dean may request the formation of a Student Disciplinary Committee to investigate students who commit a third violation to determine further action, as per the principles of the *Student Disciplinary Policy*.
- 7.3. Procedure to report and investigate academic integrity violations committed through Cheating, Complicity, or Falsifying Signatures:
- 7.3.1 If a faculty member detects such violations, he/she must report it to the Director of Academic Programs and Academic Dean within one (1) day from the date it was identified.
- 7.3.2 The Academic Dean shall form an Academic Integrity Committee to further investigate the case:
- 7.3.2.1 The Committee may call the student and/or faculty member to examine evidence, as required.
- 7.3.2.2 The Committee may question any witnesses or relevant parties, as deemed necessary.
- 7.3.2.3 Based on evidence, the Academic Integrity Committee shall submit a detailed report to the Academic Dean, and may recommend an appropriate action, including but not limited to mandating the student to attend a workshop on academic integrity, applying a penalty in accordance with the Academic Integrity Severity rubric, issuing a warning letter, issuing a final warning letter, suspension for one term, and dismissal from ADSM.

7.3.2.4 The Academic Dean shall present the Committee's report to the President to determine a sanction, then communicate the final decision to the Office of Student Affairs to inform the student accordingly.

7.3.3 During the investigation of any academic integrity violation:

7.3.3.1 The student being investigated may not withdraw from the course in which the violation was allegedly committed.

7.3.3.2 Students with unresolved academic violations, may not graduate.

7.3.3.3 Investigations shall continue regardless of the availability of any involved party.

7.3.3.4 Students may seek the Office of Student Affairs' advice about the policy and related procedures.

7.4. Students have the right to appeal the final decision of an Academic Integrity Committee, as follows:

7.4.1 Appeals must be submitted to the Office of Student Affairs in writing and include new information.

7.4.2 Appeals must be submitted within ten (10) days from the date the decision was made. The Office of Student Affairs shall forward the appeal to the Academic Integrity Committee to review its decision. The Academic Integrity Committee's decision following an appeal is final.

7.4.3 Appeals may possibly result in reducing, maintaining or increasing the initial penalty.

7.5. Academic Integrity Records

7.5.1 Records of Academic Integrity violations shall be maintained by the Office of Student Affairs.

7.5.2 ADSM may provide students' sponsors with such records.

7.5.3 The Office of Student Affairs shall update students' records accordingly.

Section 8 : Responsibilities

8.1. The President shall cause this policy to be implemented.

8.2. The Academic Dean shall monitor implementation of this policy and report violations.

Section 9 : Cancellations

9.1. Approval of this policy cancels P 418 - Academic Integrity Policy_v5.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable

regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Academic Dean	<i>Marc Poulin</i>
Recommended by: Academic Council	Reviewed and Recommended on 18/10/2022
Approved by: Executive Committee	Reviewed and Approved on 18/10/2022

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy first approved
1	08/03/2021	Turnitin Similarity Index to be used in determining the Violation Severity
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	07/03/2022	Role of Director of Academic Programs added
4	04/07/2022	Review Statement updated.
5	18/10/2022	Item 3.11, table name included. Item 7.2.4.1 amended.

Next scheduled review: 18/10/2023

END OF DOCUMENT

Policy Name : Student Appeals Policy

Related : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education

Documents Framework for the Compliance Inspection of Higher Education Institution – 2021
ESG 2015 Standards – 1.3 Student-Centered learning, Teaching and assessment
ADSM P 301 – Grading and Assessment Policy
ADSM P 303 – Grade Approval and Change Policy
ADSM P 405 – Student Records Policy
ADSM P 412 – Student Disciplinary Policy
ADSM P 418 – Academic Integrity Policy
ADSM P 707 – Information Release Policy

Section 1 : Purpose

1.1 This Policy aims to provide clear and accurate guidance to ADSM students submitting an academic appeal or complaint, and ADSM's faculty and staff involved in handling or supporting appeals and complaints. The Policy aims to define the rights of a student to raise an academic appeal and to seek resolution from ADSM, and to ensure that appeals and complaints are conducted in a timely and fair manner.

Section 2 : Scope and applicability

2.1 This policy is applicable to all ADSM's faculty, students, and staff.

Section 3 : Definitions

The following definition(s) apply to this policy:

- 3.1 **Academic Appeal:** A procedure allowing students in certain circumstances to request a review of a decision related to the application of ADSM's policies that has an impact on their academic standing.
- 3.2 **Academic Appeals Committee:** an ad hoc committee that consists of the Academic Dean, the Director of Academic Programs, and a third member of ADMS's faculty, as deemed appropriate and relevant by the Academic Dean. The Committee is chaired by the Academic Dean and is tasked with making decisions regarding students' academic appeals and complaints.

- 3.3 **Appeals Form:** an official ADSM form that the student fills detailing his/her academic appeal or complaint and submits to the Office of Student Affairs.
- 3.4 **Mitigating Circumstances:** All appeals or complaints in relation to academic circumstances / reasons / conditions not limited to teaching delivery and/or assessments.

Section 4 : Policy Statement

- 4.1 The Policy provides a clear statement on students' right to submit an academic appeal and the processes to be followed by students when raising an appeal and by ADSM's staff when processing appeals.

Section 5 : Exclusions

- 5.1. None.

Section 6 : Principles

- 6.1. Students are advised to attempt to resolve each situation through informal channels. If after making a good-faith effort to reach an amicable resolution, no resolution has been reached, the student may utilize the procedures outlined within this policy.
- 6.2. Students wishing to request grade appeals shall follow the principles and procedures stipulated in the *Grade Approval and Change Policy*.
- 6.3. ADSM ensures that students are able to raise academic appeals without risk of disadvantage, by maintaining fairness, equity and transparency.
- 6.4. The Academic Appeals Committee shall ensure that a decision is made for any appeal or complaint presented to it. The Chair shall keep a record of appeals and/or complaints demonstrating that the procedures set forth in this policy are implemented consistently.

Section 7 : Procedures

- 7.1. A student raising an academic appeal against a particular ADSM policy or application of a policy, shall complete and submit a signed Appeals Form to the Office of Student Affairs.
- 7.2. Upon receiving the completed form, the Office of Student Affairs shall:
- 7.2.1. Advice, guide and encourage the student to engage in a constructive engagement with the appeals and complaints procedures without fear of being disadvantaged.

- 7.2.2. Advise the student to meet with the Director of Academic Programs within one (1) week of raising the appeal, to resolve the situation amicably.
- 7.2.3. If the meeting does not occur or does not resolve the situation, the Office of Student Affairs shall raise the appeal to the Academic Dean.
- 7.2.4. The Academic Dean may schedule a meeting with the student or any other concerned parties for fact-finding purposes and to reach an informed decision on resolving the situation.
- 7.2.4.1 Criteria for decision-making is in accordance with the afore-defined academic mitigating circumstances, that are in relation to associated ADSM academic policies and their application.
- 7.2.4.2 The criteria for decision-making is to ensure that the pre-defined conditions in ADSM academic policies are maintained.
- 7.2.4.3 Related ADSM policies are defined in the above **Related Document** section.
- 7.2.5. The Academic Dean shall convey his/her decision to all concerned parties within one (1) week of receiving the appeal.
- 7.2.6. If the student is not satisfied with the Academic Dean's decision, the Academic Dean shall form an Academic Appeals Committee to further investigate the situation.
- 7.2.7. The Academic Appeals Committee shall then conduct a fact-finding mission and has the right to request further information or to conduct interviews as it may deem necessary. The Committee shall notify all concerned parties of its decision within one (1) week of its formation.
- 7.2.8. If the student is not satisfied with the Academic Appeals Committee's decision, he/she has the right to raise an appeal with the President within one (1) week of receiving the Committee's decision.
- 7.2.9. The President may schedule a meeting with whomever is deemed necessary or appropriate. The President shall render a final, irrevocable decision and provide notice of a final decision within two (2) working days.
- 7.3. All formal records of appeals and complaints and the resolutions will be maintained by the Office of Students Affairs.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Director of Student Affairs shall monitor implementation of this policy and report violations.


Section 9 : Cancellations

9.1. The approval of this Policy cancels P 419 - Student Appeals Policy_v5.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Director of Student Affairs	
Approved by: Executive Committee	Minutes of Meeting held on: 07/11/2022

Section 12 : Revision History

Revision No.	Effective Date	Description
0	06/04/2020	Policy First Approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	07/03/2022	Role of Director of Academic Programs added
4	04/07/2022	Review Statement updated.
5	07/11/2022	Decision making process defined in 7.2.4 and Mitigating Circumstances defined.

Next scheduled review: 07/11/2023

END OF DOCUMENT



Policy Name : Student Grievances Policy

Related : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education

Documents Framework for the Compliance Inspection of Higher Education Institution – 2021
ESG 2015 Standards – 1.3 Student-Centered learning, Teaching and assessment
ADSM P 707 – Information Release Policy
ADSM P 412 – Student Disciplinary Policy
ADSM P 405 – Student Records Policy

Section 1 : Purpose

1.1 The purpose of this Policy is provide ADSM students with clear guidance on their rights in relation to grievances and the processes to be followed when raising a grievance at ADSM.

Section 2 : Scope and applicability

2.1 This policy is applicable to all students enrolled at ADSM.

Section 3 : Definitions

The following definition(s) apply to this policy:

- 3.1 **Grievance:** A Grievance is defined as any alleged non-academic violation of an ADSM Policy that is raised by a student.
- 3.2 **Grievance Committee:** an ad-hock committee formed by the Academic Dean, and consists of the Director of Student Affairs, the Director of Academic Programs, and a third member of ADMS's faculty or staff, as deemed appropriate and relevant by the Academic Dean. The Committee is chaired by the Director of Student Affairs and is tasked with making decisions regarding students' grievances.
- 3.3 **Grievance Form:** an official ADSM form that the student fills detailing his/her grievance and submits to the Office of Student Affairs.
- 3.4 **Grievance Hearing:** a meeting that deals with any grievance raised by the grievant.
- 3.5 **Grievant:** a student wishing to raise a grievance.
- 3.6 **Preliminary Hearing:** a meeting to determine if there is enough information for a hearing to take place.

Section 4 : Policy Statement

- 4.1 This Policy aims to clearly define the rights of a student to raise a grievance and sets the procedures by which ADSM shall investigate and resolve the matter.

Section 5 : Exclusions

- 5.1. None.

Section 6 : Principles

- 6.1. ADSM commits to providing its students with a timely method of resolving problems arising from alleged violations of ADSM policy.
- 6.2. This Policy shall be utilized by ADSM students for non-academic matters. The *Student Appeals Policy* and the *Grade Approval and Change Policy* shall govern issues that implicate a student's academic standing.
- 6.3. Students are advised to attempt to resolve each situation through informal channels. If, after making a good-faith effort to reach an amicable resolution, no resolution was reached, the student may utilize the procedures outlined within this policy to resolve the grievance.

Section 7 : Procedures

- 7.1. A Grievant raising a grievance against an alleged violation of a non-academic ADSM policy, shall complete and submit a signed Grievance Form to the Office of Student Affairs within ten (10) working days of becoming aware of the violation being committed against him/her.
- 7.2. The Director of Student Affairs shall inform the Academic Dean in order to form an appropriate Grievance Committee within five (5) working days.
- 7.3. The Grievance Committee shall arrange for a Preliminary Hearing with the Grievant and/or any other ADSM faculty, staff or students involved in the grievance case, as deemed appropriate, to determine the need to move forward with further investigation and arranging a Grievance Hearing.
- 7.3.1.1 Criteria for decision-making is in accordance to the afore-defined definition of **Grievance**, that are in relation to associated ADSM non-academic policies and their application.
- 7.3.1.2 The criteria for decision-making is to ensure that the pre-defined conditions in ADSM non-academic policies are maintained
- 7.3.1.3 Related ADSM policies are defined in the above **Related Document** section.

- 7.4. If the Preliminary Hearing does not result in a grievance dismissal due to lack of information or grievance resolution, the Committee shall proceed with organizing a formal Grievance Hearing.
- 7.5. The Grievance Hearing requires the Grievant and other parties involved in the grievance case to submit evidence supporting their argument, as applicable. The Grievance Hearing shall be closed and confidential, and the Committee's Chair shall keep a copy of any exhibits or documents the parties introduce as evidence during the hearing.
- 7.6. The Committee's Chair shall conduct the hearing and control it. The Grievant will begin the hearing by presenting his/her case, and has the right to call witnesses to appear in front of the Committee. Other parties involved in the grievance case shall have the opportunity to present as well.
- 7.7. The Committee may ask questions at any time, and may call for additional information.
- 7.8. At the discretion of the Committee's Chair, the Grievant and other parties involved in the grievance case may be permitted to ask questions of their own and the other party's witnesses.
- 7.9. Within five (5) working days of the close of the Hearing, the Committee shall write its decision, including its determination of whether or not the grievant proved his/her grievance and any recommended remedies, and shall deliver it to the President. The Committee will not keep any deliberation records.
- 7.10. Within five (5) days of receiving the Committee's recommendations, the President shall review these decisions and may accept, reject, modify, or restraint to the Committee its decision in whole or in part.
- 7.11. If the President restrains the decision, in whole or in part, the Committee shall reconsider the restrained issues, may revise its decision as it deems appropriate, and will send its revised decision (if revisions are made) and an explanation of its reconsideration to the President within five (5) working days of receiving the President's restraint.
- 7.12. The President will review the Committee's response and will make a final, irrevocable decision and provide notice of his/her decision to the Committee within two (2) working days.
- 7.13. The Grievance Committee shall notify the Grievant and other parties involved in the grievance case of the final decision.
- 7.14. All student grievances' records including resolutions are maintained by the Office of Student Affairs.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.

8.2. The Director of Student Affairs shall monitor implementation of this policy and report violations.


Section 9 : Cancellations

9.1. Approval of this policy cancels P 420 - Student Grievances Policy_v5.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Director of Student Affairs	
Approved by: Executive Committee	Minutes of Meeting held on: 07/11/2022

Section 12 : Revision History

Revision No.	Effective Date	Description
0	06/04/2020	Policy First Approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	07/03/2022	Role of Director of Academic Programs added
4	04/07/2022	Review Statement updated.
5	07/11/2022	Decision making process added in article 7.3

Next scheduled review: 07/11/2023

END OF DOCUMENT



Policy Name : **Student Attendance Policy**

Related : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education, Framework for

Documents the Compliance Inspection of Higher Education Institution – 2021

ESG 2015 Standards

ADSM P 319 – Intensive Mode of Delivery Policy

ADSM P 301 – Grading and Assessment Policy

ADSM P 312 – Capstone Project Policy

ADSM P 316 – Course File Policy

ADSM P 300 – Program Specifications

ADSM P 320 – Teaching and Learning Methodologies Policy

ADSM P 321 – Comprehensive Course Syllabus Policy

ADSM P 417 – Academic Advising Policy

ADSM Student Handbook

ADSM Course Catalog

ADSM Quality Assurance Manual

Section 1 : **Purpose**

1.1 This Policy aims to set the requirements for students' attendance and establish the guidelines for monitoring and reporting on students' attendance rates.

Section 2 : **Scope and applicability**

2.1 This Policy applies to all enrolled students at ADSM.

Section 3 : **Definitions**

3.1 **Credit hour:** a unit of measurement of the engaged learning time expected of a typical student in their overall effort (commitment to learning) towards attaining a qualification.

Section 4 : **Policy Statement**

4.1 ADSM strives to provide its students with an academic schedule that accommodates their needs and encourages them to attend classes by adopting a pedagogical approach that is engaging and interactive.



Section 5 : Exclusions

5.1. None.

Section 6 : Principles

- 6.1. In compliance with the CAA Standards, ADSM allocates a minimum of 15 in-class contact hours for each credit hour in a credit-bearing course. In addition, students are expected to engage in a further two hours on independent learning and course assignments.
- 6.2. The vast majority of ADSM students are working professionals. Therefore, ADSM shall provide an academic schedule that satisfies their needs while ensuring that delivery is underpinned by sound pedagogical principles, as follows:
 - 6.2.1. Master of Business Administration (MBA) Program: courses delivered in an intensive mode, as stipulated in the *Intensive Modes of Course Delivery Policy*.
 - 6.2.2. Master of Science (MS) Programs: courses delivered during weekdays from 4:30 PM to 9:30 PM in a duration that satisfies the required contact hours, as stipulated in the *Program Specifications Policy*.
- 6.3. ADSM's classes include a variety of activities, these include, but are not limited to: instruction, formative assessment, summative assessment, and students' feedback. These activities are detailed in the relevant course syllabus as set-out in the *Comprehensive Course Syllabus Policy*.
- 6.4. ADSM expects students to attend all classes allocated as hours of instruction for the courses they are enrolled in:
 - 6.4.1. Students who fail to attend a minimum of 70% of any class allocated for instruction will be considered absent from this class.
 - 6.4.2. Students may be required to complete Catch-up activities as set in article 7.5 of this policy for classes they missed or are considered absent from (as set in article 6.4.1). This is set to ensure that students demonstrate their commitment to learning and complete Catch-up activities for a minimum of 70% of classes allocated for instruction.
 - 6.4.3. Students who missed or are considered absent from (as set in article 6.4.1) up to 50% of classes allocated for instruction will be awarded an 'IP' grade in the related course, as stipulated in the *Grading and Assessment Policy*.



- 6.4.4. Students who missed or are considered absent from (as set in article 6.4.1) more than 50% of classes allocated for instruction will be awarded an 'W' grade in the related course, as stipulated in the *Grading and Assessment Policy*. Students in this case will be required to retake the course.
- 6.5. Attendance is mandatory in specific classes that include, but are not limited to, the following:
- 6.5.1. Controlled and formative assessments as stipulated in the *Grading and Assessment Policy*.
- 6.5.2. Presentations and activities related to the following courses, as students will be required to present and discuss their work:
- 6.5.2.1 Capstone Project – Business Analytics in the Master of Science in Business Analytics program, as stipulated in the *Capstone Project Policy*.
- 6.5.2.2 Signature Learning Experience (SLE) in the Master of Business Administration program.
- 6.6. ADSM shall adapt teaching and learning methodologies that encourage students to attend and participate in class classes, as stipulated in the *Teaching and Learning Methodologies Policy*.
- 6.7. ADSM shall monitor, examine, and report on students' attendance to determine its effect on attrition, retention, and graduation rates.
- 6.8. ADSM shall include students' attendance reports in course files, as stipulated in the *Course File Policy*.
- 6.9. ADSM shall conduct annual critical self-evaluative reviews of student outcomes include attendance rates with associated improvement action plans, as stipulated in Section 7.6 of this policy.

Section 7 : Procedures

- 7.1. The Technology and Learning Systems Director and the Office of Student Affairs shall support faculty in recording, monitoring, and reporting on students' attendance.
- 7.2. Faculty shall generate and maintain an attendance report for each class they deliver, and a cumulative attendance report for any course they are assigned to teach.
- 7.3. Based on the attendance reports for classes allocated for instruction, article 6.3 will be applied as follows:
- 7.3.1. The Academic Support Manager will be notified in order to follow up with the students who failed to attend a minimum of 70% of any given class.
- 7.3.2. An automatic notification will be sent to all students who failed to attend a minimum of 70% of the class. The notification may instruct students to complete the associated Catch-up activities, as set-out in article 7.4.

- 7.4. Based on the cumulative attendance report for any course, article 6.3 will be applied as follows:
- 7.4.1. For MBA courses, students who missed or were considered absent in two (2) classes allocated for instruction, will be required to complete the Catch-up activities for at least one (1) of these classes as set-out in article 7.5.
 - 7.4.2. For the Controlled Assessment (Assessment 1) in MS courses, students who missed or were considered absent in two (2) classes allocated for instruction, will be required to complete the catch up activities for at least one (1) of these classes as set-out in article 7.5 in order for them to be allowed to sit for the Controlled Assessment.
 - 7.4.3. For the Final Assessment (Assessment 2) in MS courses, students who missed or were considered absent in four (4) classes allocated for instruction, will be required to complete the Catch-up activities for at least one (1) of these classes as set-out in article 7.5 in order for them to be allowed to submit the Final Assessment.
 - 7.4.4. An 'IP' grade may be awarded to students who were required to complete the Catch-up activities, as set-out in the *Grading and Assessment Policy*. To resolve the 'IP' grade, students need to complete the assigned Catch-up activities as set-out in article 7.5.
 - 7.4.5. A 'W' grade will be awarded to students who missed or were considered absent in 50% or more of classes allocated for instruction, as set-out in the *Grading and Assessment Policy*. Students will be required to retake the course.
- 7.5. Procedure for Catch-up Activities:
- 7.5.1. Missing or being considered absent for more than 70% of instruction classes leading to an assessment, as set in articles 7.4.1, 7.4.2 and 7.4.3 will result in students being required to complete Catch-up activities to be allowed to sit for this assessment.
 - 7.5.2. Typically, Catch-up activities require the student to review learning materials and answer a question paper via the LMS.
 - 7.5.3. Faculty may require these students to repeat the Catch-up activities if the quality of submitted work is not satisfactory.
 - 7.5.4. Students may seek the support of their Academic Advisor as set in the *Academic Advising Policy*.
- 7.6. The Academic Dean and Program Directors shall utilize attendance reports to produce course and program level Critical Self-Evaluation Reports and other purposes as set in the Quality Assurance Manual.



- 7.7. Faculty shall include the attendance report in the related Course File, as per the stipulations of the *Course File Policy*.
- 7.8. The Academic Dean and Director of Academic Programs shall ensure that attendance is included in course files, as stipulated in the *Course File Policy*.

Section 8 : Responsibilities

- 8.1. The President shall cause this Policy to be implemented.
- 8.2. The Director of Student Affairs shall monitor the implementation of this Policy and report violations.


Section 9 : Cancellations

- 9.1. Approval of this Policy cancels P 423 – Student Attendance Policy_v7.0.

Section 10 : Review Statement

- 10.1. ADSM’s Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA’s Standards for Licensure and Accreditation and the Ministry of Education’s Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM’s P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Director of Student Affairs	
Recommended by: Academic Council	Minutes of Meeting held on 04/07/2022
Approved by: Executive Committee	Minutes of Meeting held on 04/07/2022

Section 12 : Revision History

Revision No.	Effective Date	Description
0	12/05/2020	Policy First Approved



1	11/01/2021	Revised in accordance with Executive Decision ADSM/572/18-06/2020.
2	08/03/2021	Articles 6.2 and 7.4 added to mandate awarding a 'W' grade to students who miss more than 30% of classes, and to allow exemptions to be made if students provide a valid justification of absence, providing that makeup classes are arranged and absence does not exceed 50% of classes.
3	07/06/2021	Article 7.5 amended to cover the provision of catch-up activities
4	02/08/2021	Articles 6.2, 6.3, 7.4 and 7.5 amended to clarify the process for absence recording and Catch-up activities.
5	06/09/2021	The process for absence recording and Catch-up activities amended to add controls. Mapping to ESG 2015 Standards completed.
6	07/02/2022	Article 6.2.2 related to MS class timings amended.
7	04/07/2022	Review Statement updated.

Next scheduled review: 04/07/2023

END OF DOCUMENT

Policy Name : Student Enrolment Policy

Related : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education

Documents Framework for the Compliance Inspection of Higher Education Institution – 2021
ESG 2015 Standards – 1.4 Student admission, progression, recognition and Certification
ESG 2015 Standards – 1.6 Learning Resources and Student Support
ADSM P 401 – Graduate Admissions Policy
ADSM P 307 – Graduate Completion Requirements Policy
ADSM P 411 – Student Finance Policy
ADSM P 412 – Student Disciplinary Policy
ADSM P 300 – Program Specification Policy

Section 1 : Purpose

1.1 The purpose of this Policy is to ensure that student enrolments are managed consistently throughout each program and to define the procedures for managing student enrolment.

Section 2 : Scope and applicability

2.1 This Policy applies to all ADSM's faculty, staff, and students.

Section 3 : Definitions

The following definition(s) apply to this policy:

- 3.1 **Enrolment Period:** the prescribed period in which students must be enrolled in their program.
- 3.2 **Leave of Absence:** authorized absence granted to students by the Office of Student Affairs.
- 3.3 **Not Active Students:** a student is considered not active if he/she did not enroll in any courses for two consecutive terms without obtaining an approved Leave of Absence.
- 3.4 **Restricted Enrolment:** restrictions imposed by the Academic Dean on the number of courses a student may enroll in based on his/her academic standing.
- 3.5 **Suspension:** a penalty imposed by the School to prevent a student from enrolling in courses for a specified period, for academic or non-academic reasons, including non-payment of tuition fees.
- 3.6 **Withdrawal:** a notification from a student to withdraw from his/her program of study.

3.7 **Retention Rate:** the percentage of students enrolled in an academic term and either graduate or continue to enroll in courses in the next academic term.

3.8 **Attrition Rate:** the reciprocal of Retention Rate.

Section 4 : Policy Statement

4.1 ADSM strives to provide its students with clear guidelines on the rules and procedures to enroll in courses required to complete their program of study and shall work to accommodate students when possible.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

6.1. Students may complete their program of study on Full Time or Part Time Basis, as follows:

6.1.1. On a Full-Time basis, students will be eligible to complete their program of study as follows:

6.1.1.1 In Five (5) or Six (6) terms for the Master of Business Administration based on their intake.

6.1.1.2 In Five (5) terms for the Master of Science in Business Analytics.

6.1.1.3 In Four (4) terms for Master of Science in Quality and Business Excellence and Master of Science in Leadership and Organizational Development.

6.1.1.4 Student's Enrolment Period in the Master of Business Administration and Master of Science in Business Analytics shall not be less than 15 months or more than 36 months.

6.1.1.5 Student's Enrolment Period in the Master of Science in Quality and Business Excellence and Master of Science in Leadership and Organizational Development shall not be less than 12 months or more than 36 months.

6.1.2. On a Part-Time basis, students' enrollment period in their program of study shall not exceed 60 months.

6.1.2.1 The Office of Student Affairs shall work with Part-Time students to devise a study plan that is in compliance with their program's specifications as stipulated in the Comprehensive Program Specifications Document (CPSD) and the *Program Specifications Policy*.

6.2. To attend classes and/or participate in educational activities at ADSM, including receiving grades for completed courses, a student must be formally enrolled in his/her program of study.

- 6.3. The Office of Student Affairs shall offer the courses scheduled for each academic term and notify students to enroll in the courses offered to their cohort or their individual study plan, if applicable.
- 6.4. Students are responsible to ensure that they are correctly enrolled in each course required for them to progress in their program of study, and may seek clarifications from the Office of Student Affairs or from their Academic Advisor.
- 6.5. Students are required to self-enroll in courses via the ADSM Mobile Application, and it is their responsibility to ensure that enrollment details are accurate and advise the Office of Student Affairs of any errors or omissions.
- 6.6. Enrolment deadlines for ADSM programs are set as follows:
- 6.6.1. For the Master of Business Administration program: students are allowed to enroll in the program on or before the second course as per the course delivery sequence in the study plan, providing that this is prior to delivering the Innovation (ELT 6210) course.
- 6.6.2. For the Master of Science programs: students are allowed to enroll no later the first week in the first term of the program for a given cohort.
- 6.7. Students will be considered to be enrolled in their program of study from the time they enroll until the student either:
- 6.7.1. Completes the program of study, in which a status of 'Academic Requirments Met' is initially granted, and subsequently changed to 'Graduated';
- 6.7.2. Withdraws from the program of study, in which case a status of 'Withdrawn' is granted, and the student is included in the calculation of Attrition Rates;
- 6.7.3. Is academically suspended from study;
- 6.7.4. Is administratively suspended from study for non-academic matters in accordance with the *Student Disciplinary Policy* or for nonpayment of tuition fees;
- 6.7.5. Fails to enroll in any course during the first term of study, in which case the status is changed to 'No Show' and the student is not included in the calculation of Attrition Rates;
- 6.7.6. Becomes 'Not Active' due to failing to enroll in any course for two consecutive terms, as follows:
- 6.7.6.1 A student's status may be changed to 'Enrolled – NA' if the student does not enroll in any courses during any given term or by the Finance unit if the student has overdue payments;

- 6.7.6.2 following two consecutive terms of being 'Enrolled – NA' the status is changed to 'Not Active', and the student is not included in the calculation of Attrition Rates;
- 6.7.7. Remains in an 'Not Active' status for one term, in which case the status is changed to 'Administrative Withdrawal' and the student is included in the calculation of Attrition Rates;
- 6.7.8. Has been excluded for not meeting post-enrollment conditions as per the *Graduate Admissions Policy*.
- 6.8. Students required to complete bridging or remedial courses, as stipulated in the *Graduate Admissions Policy*, may enroll in credit-bearing courses only after they have successfully completed the non-credit bridging or remedial courses.
- 6.9. Students may enroll in courses subject to the following:
- 6.9.1. They enroll within the prescribed Enrolment Period, as outlined in article 6.6.
- 6.9.2. The course is part of the program in which they are enrolled;
- 6.9.3. The student does not have a restriction placed on his/her enrolment;
- 6.9.4. The course is offered in the given term;
- 6.9.5. The student has met all post enrolment conditions, if applicable, as stipulated in the *Graduate Admissions Policy*;
- 6.9.6. The student does not have any outstanding financial obligations to ADSM;
- 6.10. A student whose enrollment is ceased due to suspension or dismissal may not enroll in any course or attend any class.
- 6.11. Students may request late enrolment in courses after the closing period stipulated in article 6.6, providing that the reasons for not enrolling within the specific period were beyond their control, such as technical issues. In which case, students must apply for permission to enroll to the Academic Dean, and upon his/her approval, the Office of Student Affairs shall enroll the student.
- 6.12. Students may apply for a Leave of Absence from their program of study, as follows:
- 6.12.1. Students are eligible to apply for a Leave of Absence before the end of the fourth week of the term for which the Leave is sought;
- 6.12.2. To apply for a Leave of Absence, students must submit a written request to the Office of Student Affairs and commence their Leave based on an approval from the Director of Student Affairs.
- 6.12.3. Students may take a Leave of Absence for up to three (3) consecutive terms, after which they need to resume studies or re-apply to ADSM as stipulated in the *Graduate Admissions Policy*.

- 6.12.4. Students may apply to the Director of Student Affairs to extend their leave of absence beyond three (3) consecutive terms, for which an approval form the Academic Dean will be required.
- 6.12.5. Students shall be informed that rules and conditions under which they initially enrolled may change during their Leave of Absence. Thus, upon resuming studies they may be subject to the currently applicable rules and conditions.
- 6.13. Students are responsible for ensuring that their personal and contact details are up to date to avoid missing out on course offerings.
- 6.14. Students must submit a written notification of name change to the Office of Student Affairs, accompanied by documentary evidence.
- 6.15. The ADSM email account, SMS text messaging, and mobile application push notifications will be used by ADSM as the primary sources for providing notices and information such as course offerings, enrollment periods, the release of grades, etc.
- 6.15.1. Students must use their ADSM email account to communicate with the School. Emails sent from other accounts may not be responded to.
- 6.15.2. Students must check their ADSM emails regularly to ensure staying informed.
- 6.16. Students will be presented a description of the Elective Courses within their programs a term before their planned delivery. ADSM will consider the student's preference amongst the elective courses in scheduling a specific elective course for a term. The selection of the course will consider the *Class Size Policy*, the availability of faculty members and the preference of the students.

Section 7 : Procedures

- 7.1 The Office of Student Affairs shall arrange an Orientation Session for each cohort of new students, this includes, but is not limited to, information about the student's program of study, academic schedule, policies and procedures, academic support services, health and safety measures, campus facilities, including the Academic Support Center, access to ADSM's systems, including the Learning Management System (LMS), assessment methods, academic integrity, and useful contact information.
- 7.1.1 The Orientation session for each new cohort shall be organized prior to the start date of classes.
- 7.1.2 The duration of the Orientation session shall be equal to a class session, ideally from 4:30 PM to 9:30 PM on a day preceding the first day of classes.

- 7.1.3 The Director of Academic Programs and the relevante Academic Administrator shall present, or delegate a faculty member to present information on the program’s structure.
- 7.1.4 The Orientation session shall result in all students having full access to the required ADSM systems to ensure their ability to join their scheduled classes.
- 7.1.5 The Orientation session shall include a session on Case Study Analysis conducted by a faculty member to introduce students to the level of work expected from them as postgraduate students.
- 7.2 The Office of Student Affairs shall offer courses and send notifications to students to enroll in offered courses in a timely manner and in accordance with the approved academic schedule.
- 7.3 Students may apply to take a Leave of Absence in accordance with Principle 6.12 of this policy:
- 7.3.1 The Office of Student Affairs shall update students’ status accordingly.
- 7.3.2 Students may apply to the Director of Student Affairs to extend their leave of absence beyond three (3) consecutive terms prior to their approved Leave ending. In which case, the request shall be forwarded to the Academic Dean for approval. The Director of Student Affairs shall notify the student of the Academic Dean’s decision with two (2) days of receiving it.
- 7.4 All students with a status of Not Active or Withdrawn and who wish to be readmitted should contact the Director of Student Affairs, who will review their academic standing and submit a report to the Academic Dean and the Director of Academic Programs to make a decision in this regard. The Director of Student Affairs shall notify the student accordingly.
- 7.5 Retention and Attrition Rates are calculated in coordination with the Quality Assurance and Risk Management Office.
- 7.6 The Dean’s Office will obtain student preference for elective course at least one term before the planned deliver of an elective course. Their preference is to be prioritized in the scheduling of courses.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Director of Student Affairs shall monitor the implementation of this policy and report violations.


Section 9 : Cancellations

- 9.1. Approval of this policy cancels P 424 – Student Enrollment Policy_v9.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Approval Authority	Signature and Date
Policy Owner: Director of Student Affairs	
Recommended by: Academic Council	Reviewed and Recommended on 18/10/2022
Approved by: Executive Committee	Reviewed and Approved on 18/10/2022

Section 12 : Revision History

Revision No.	Effective Date	Description
0	12/05/2020	Policy First Approved
1	10/08/2020	Full Time and Part Time mode of study defined.
2	11/01/2021	MBA Enrollment period amended to be before the start of the second course. Part Time Enrollment defined.
3	01/02/2021	Retention and Attrition Rates defined.
4	08/03/2021	'No Show' and 'Administrative Withdrawal' statuses added to article 6.7
5	06/09/2021	Mapping to ESG 2015 Standards completed.
6	07/02/2022	Amended to include the role of the Director of Academic Programs.
7	04/07/2022	Review Statement updated.
8	10/08/2022	Article 7.1.3 amended to remove Academic Administrator.
9	18/10/2022	Mechanism to offer elective courses added in Articles 6.16 and 7.6.

Next scheduled review: 18/10/2023

END OF DOCUMENT



Policy Name : Visiting Students Policy

Related Documents : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education, Framework for the Compliance Inspection of Higher Education Institution – 2021
ESG 2015 Standards
ADSM P 116 – Continuous Education and Lifelong Learning Policy
ADSM P 219 – Confidentiality Policy
ADSM P 401 – Graduate Admissions Policy
ADSM P 424 – Student Enrollment Policy
ADSM P 414 – Student Rights and Responsibilities Policy

Section 1 : Purpose

1.1 The purpose of this Policy is to outline requirements and set guidelines for individuals wishing to join ADSM as Visiting Students.

Section 2 : Scope and applicability

2.1 This Policy is applicable to all Visiting Students.

Section 3 : Definitions

- 3.1 **Visiting Student:** an individual wishing to participate in an activity at ADSM, including, but not limited to, enrolling in courses and participating in research activities.
- 3.2 **UAE Visa:** an official permit issued by UAE government for non-UAE citizens to legally visit the country for no longer than three (3) months.
- 3.3 **UAE Residency:** an official permit issued by UAE government for non-UAE citizens to legally reside in the country for an extended period exceeding three (3) months.
- 3.4 **Health Insurance:** an insurance policy covering medical treatment during residency in the UAE, and meeting the Emirate of Abu Dhabi requirements.

Section 4 : Policy Statement

4.1 ADSM provides opportunities to local and international students to take part in the activities it organizes as Visiting Students.

Section 5 : Exclusions

- 5.1. Students enrolling in Executive and Continuous Education programs, as outlined in the *Continuous Education and Lifelong Learning Policy*.

Section 6 : Principles

- 6.1. Visiting Students are categorized as follows:
- 6.1.1. Credit Visiting Students: local students enrolled in other higher education institutions in the UAE, and wish to enroll in ADSM courses as part of completing their degree requirements.
 - 6.1.2. Non-Credit Visiting Students: local or international students wishing to participate in an activity at ADSM, including but not limited to attending a course without earning the associated credit hours, and participating in research activities.
- 6.2. Credit Visiting Students are subject to the following:
- 6.2.1. Must meet direct entry admission's criteria as detailed in the *Graduate Admissions Policy*.
 - 6.2.2. May enroll and earn credit hours for a maximum of two (2) courses.
 - 6.2.3. Must be a citizen or a legal resident of the UAE.
 - 6.2.4. Must apply within the admission's timeframe for the Term he/she wishes to join ADSM.
 - 6.2.5. The Academic Dean may extend the Credit Visiting Student's acceptance period, or accept certain applications out of the acceptance period.
- 6.3. Credit Visiting Students must provide the following documents to apply:
- 6.3.1. Completed Visiting Student Application Form.
 - 6.3.2. Original Letter of Referral from their current higher education institute.
 - 6.3.3. Passport copy valid for a minimum of six (6) months, including the residency page for UAE residents.
 - 6.3.4. Emirates ID copy.
 - 6.3.5. One (1) passport size photograph.
- 6.4. The Admissions Committee shall review and approve applications for Credit Visiting Students.
- 6.5. Accepted Credit Visiting Students shall be registered in the Student Information System (SIS) as "Visiting Students", and shall be subject to the following:
- 6.5.1. Upon successful course completion: The Office of Student Affairs will issue an official transcript with course code, course title, achieved letter grade, and quality points earned.



- 6.5.2. Courses earned as Credit Visiting Students may be used to fulfill academic requirements of a program should the student register as regular student at ADSM.
- 6.6. People interested in attending classes, seminars, workshops or other academic or research activities without earning a credit may apply as visiting students.
- 6.7. Non-Credit Visiting Students must be UAE nationals, UAE residents or have a valid UAE Visit Visa.
- 6.8. Non-Credit Visiting Students may join ADSM at any point during the academic year.
- 6.9. Non-Credit Visiting Students shall provide the following documents to apply:
- 6.9.1. Completed Visiting Student Application Form.
 - 6.9.2. A Letter of Intent describing the purpose and goal of the visit, its expected duration and any required access resources.
 - 6.9.3. Signed Confidentiality Statement in accordance with the *Confidentiality Policy*.
 - 6.9.4. Passport copy valid for a minimum of six (6) months, including the residency page for UAE residents.
 - 6.9.5. Emirates ID copy.
 - 6.9.6. One (1) passport size photograph.
 - 6.9.7. Any other documents supporting the Letter of Intent
- 6.10. The Academic Dean or Director of Research shall review and approve applications for Non-Credit Visiting Students.
- 6.11. Non-Credit Visiting Students shall be registered in relevant systems as required and approved by the Academic Dean or Director of Research.
- 6.11.1. Upon course completion, the Office of Student Affairs shall issue an official Letter of Attendance for courses, workshops, and seminars, etc..., as applicable.
 - 6.11.2. Non-Credit Visiting Students who withdrew before completion of the activity they joined are not entitled to a Letter of Attendance.
 - 6.11.3. Courses earned as Non-Credit Visiting Students may not be used to fulfill academic requirements of a program should the student register as a regular student at ADSM.
- 6.12. Acceptance of Credit or Non-Credit Visiting Students is subject to satisfying applicable UAE laws and requirements for entry and residency.



Section 7 : Procedures

- 7.1. The Office of Student Affairs shall maintain a page on the Website for Visiting Students including the full details and options available to them.
- 7.2. The Office of Student Affairs shall provide logistical support and advise in regards to accommodation options and other matters for international Visiting Students, as required.
- 7.3. The Human Resources Office shall support Visiting Students in providing:
 - 7.3.1. Required documents for official visa processing, as required.
 - 7.3.2. Expected fees and other financial obligations required.
 - 7.3.3. Expected timeframe for the process.
 - 7.3.4. Disclaimer that government approval is not granted and rejections are final.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Office of Student Affairs shall monitor implementation of this policy and report violations.

Section 9 : Cancellations

- 9.1. Approval of this Policy cancels P 425 – Visiting Students Policy_v3.0.

Section 10 : Review Statement

- 10.1. ADSM’s Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA’s Standards for Licensure and Accreditation and the Ministry of Education’s Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM’s P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Academic Dean	<i>Marc Poulin</i>
Recommended by: Academic Council	Minutes of Meeting held on 04/07/2022
Approved by: Executive Committee	Minutes of Meeting held on 04/07/2022



Section 12 : Revision History

Revision No.	Effective Date	Description
0	10/08/2020	Policy First Approved
1	02/08/2021	Annual Review Completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	04/07/2022	Review Statement updated.

Next scheduled review: 04/07/2023

END OF DOCUMENT



Policy Name : Student Safeguarding Policy

Related Documents : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education, Framework for the Compliance Inspection of Higher Education Institution – 2021
UN Sustainable Development Goals (SDGs)
Principles of Sustainability (*See ADSM Sustainability Strategic Plan*)
ESG 2015 Standards – 1.1 Policy for Quality Assurance
ADSM P 107 – Occupational, Environment, Health and Safety Policy
ADSM P 120 – Risk Management Policy
ADSM P 115 – Code of Conduct Policy
ADSM P 210 – Recruitment and Selection Policy
ADSM P 212 – Faculty and Staff Discipline Policy
ADSM P 412 – Student Disciplinary Policy
ADSM P 416 – Health Services Policy
ADSM P 603 – Appropriate Use of Technology Policy
ADSM P 901 – Community Engagement Policy

Section 1 : Purpose

1.1 The purpose of this Policy is to outline ADSM's responsibility in providing its students with a safe and supportive environment to learn. The Policy aims to provide a clear process by which any Safeguarding Concern is reported and effectively addressed, and to ensure that all possible measures are taken to prevent the Radicalisation and Extremism of ADSM students.

Section 2 : Scope and applicability

2.1 This Policy is applicable to all ADSM's employees and students.

Section 3 : Definitions

- 3.1 **Safeguarding:** taking the appropriate measure to protect against harm or damage.
- 3.2 **Safeguarding Concern:** an issue that might cause harm or damage.
- 3.3 **Radicalisation:** a process by which an individual becomes supportive of Extremism and terrorism.

3.4 **Extremism:** opposing core values such as democracy, respect of others, and tolerance of beliefs that are different.

Section 4 : Policy Statement

4.1 ADSM strives to provide its students with a safe and supportive environment to learn, and shall take all necessary measures to safeguard its students and address any Safeguarding Concerns including the prevention of radicalization and extremism promptly and effectively.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

- 6.1. ADSM shall select and recruit highly qualified faculty and staff, who demonstrate good conduct in accordance with the *Recruitment and Selection Policy*.
- 6.2. ADSM acknowledges that its students' population consists of mature adults, and that the vast majority are working professionals. Thus, ADSM commits to taking the appropriate measures to safeguard its student population.
- 6.3. ADSM shall provide a physical environment in which students feel safe and secure as stipulated in the *Occupational, Environment, Health and Safety Policy (SDG 6)*.
- 6.4. ADSM shall maintain a risk register the includes Student Safeguarding and the prevention of Radicalization and Extremism as specific risks, in accordance with the *Risk Management Policy*.
- 6.5. ADSM shall ensure all faculty and staff receive annual safeguarding training.
- 6.6. ADSM shall establish a First Aid Room as per the *Health Services Policy, (SDG 3)* this Room shall be:
 - 6.6.1. Available during operational hours.
 - 6.6.2. Licensed by the relevant authorities.
 - 6.6.3. Clean and hygienic.
 - 6.6.4. Managed by a registered nurse who shall maintain up-to-date medical records and incident reports.
- 6.7. ADSM shall ensure all campus visitors sign-in at the reception of each building, and wear date-stamped visitor badges that are recorded and returned at the end of the visit **(SDG 10)**.
- 6.8. ADSM shall ensure that security guards are qualified and licenses by relevant authorities **(SDG 10)**.

- 6.9. ADSM shall ensure that its buildings are monitored by a digital surveillance system (e.g. CCTV) that are approved by relevant authorities **(SDG 10)**.
- 6.10. ADSM requires all its community members to constantly demonstrate a professional and ethical behavior as stipulated in the *Code of Conduct Policy*. **(SDG 5, Principle of Sustainability: Society)**. This includes, but is not limited to, strictly prohibiting:
- 6.10.1. Bullying;
 - 6.10.2. criminal or sexual exploitation;
 - 6.10.3. substance misuse;
 - 6.10.4. gang activity; and,
 - 6.10.5. any other activity deemed illegal under the applicable UAE laws and regulations.
- 6.11. ADSM requires all its community members to use its technology infrastructure, including computers, Email, and network services, in an ethical and responsible manner, in accordance with the *Appropriate Use of Technology Policy*. Thus, ADSM strictly prohibits the use of its technology infrastructure for **(SDG 7 and 9)**:
- 6.11.1. cyber bullying;
 - 6.11.2. online grooming;
 - 6.11.3. criminal and sexual exploitation;
 - 6.11.4. gang activity; and,
 - 6.11.5. any other activity deemed illegal under the applicable UAE laws and regulations.
- 6.12. ADSM shall take all necessary measures to safeguard its students from radicalization, extremism, and terrorism, including, but not limited to, the following **(SDG 10)**:
- 6.12.1. ADSM shall thoroughly evaluate guest speakers and visitors who may have direct contact with students.
 - 6.12.2. ADSM shall review and pre-approve any content and materials shared with students in any capacity *(Principles of Sustainability: Society)*.
 - 6.12.3. ADSM shall ensure that students are provided with a safe channel through which they could raise any Safeguarding Concerns.
- 6.13. Jeopardizing the safety of students may entail invoking the *Student Disciplinary Policy* or the *Faculty and Staff Discipline Policy*, as applicable **(SDG 10)**.

Section 7 : Procedures

- 7.1. Any guest speaker or visitor who may have direct contact with students is subject to a security check:
 - 7.1.1. The unit who is arranging the visit or event shall obtain the approval of the Academic Dean or the Director of Student Affairs prior to making any arrangements, and as applicable.
 - 7.1.2. The approval shall cover the topic and/or materials presented to students.
 - 7.1.3. The concerned Unit Head shall then arrange to submit the required identification documents of the guest speak or visitor to General Services to proceed with conducting the security check at least one (1) week prior to the event's date.
 - 7.1.4. The Unit Head shall ensure that a security clearance is obtained prior to event date.
- 7.2. The Academic Dean and Director of Academic Programs shall review and pre-approve any content and/or academic materials shared with students.
- 7.3. The Director of Student Affairs shall review and pre-approve any content and/or non-academic materials shared with students. This includes those related to Community Engagement events and activities.
- 7.4. The Human Resources Office shall organize safeguarding training for all employees as part of their professional development, as follows:
 - 7.4.1. The training to be held at least once every academic year.
 - 7.4.2. The training to cover techniques for identifying Safeguarding Concerns.
 - 7.4.3. The training to focus on the prevention of Radicalization and Extremism.
- 7.5. General Services shall ensure that the First Aid Room is fully operational and is in compliance with the regulations of relevant authorities, as per the principles of the *Health Services Policy (Principles of Sustainability: Environment)*.
- 7.6. General Services shall ensure that ADSM's campus constitutes a safe environment for students to learn, including but not limited to the following:
 - 7.6.1. The security guards on campus are licensed by relevant authorities, and are able to identify and report any incident that may constitute a Safeguarding Concern.
 - 7.6.2. Visitors sign-in at the reception of each building, and wear date-stamped visitor badges that are recorded and returned at the end of the visit.
 - 7.6.3. ADSM campus is monitored by a digital surveillance system that is approved by relevant authorities.



- 7.7. Students or employees who wish to raise a Safeguarding Concern, shall inform the Director of Student Affairs. The Director shall then take the necessary action as follows:
- 7.7.1. The Director shall contact and meet with the affected student(s) and discuss the Concern in details to form a clear and accurate description of the Concern.
 - 7.7.2. The Director of Student Affairs may raise the Concern to the President directly based on the severity of the Concern and its impact on ADSM's operation and reputation.
 - 7.7.2.1 The President may take the necessary action to alert concerned authorities if a breach of UAE's applicable laws and regulations is suspected.
 - 7.7.3. The Director of Student Affairs shall refer the Concern to the related unit, as follows:
 - 7.7.3.1 Academic Dean: if the Concern relates to academic matters, or to a faculty member.
 - 7.7.3.2 General Services: if the Concern relates to ADSM's physical environment and facilities.
 - 7.7.3.3 Human Resources Office: if the Concern relates to an ADSM staff member.
 - 7.7.4. The Director of Student Affairs shall follow up with the related unit to ensure that the Safeguarding Concern has been addressed effectively.
 - 7.7.5. The Director of Student Affairs shall submit a detailed report to the President confirming that the Concern has been addressed effectively.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Director of Student Affairs shall monitor implementation of this policy and report violations.

Section 9 : Cancellations


- 9.1. Approval of this Policy cancels P 426 – Student Safeguarding Policy_v5.0.

Section 10 : Review Statement

- 10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.



Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Director of Student Affairs	
Recommended by: Academic Council	Minutes of Meeting held on 04/07/2022
Approved by: Executive Committee	Minutes of Meeting held on 04/07/2022

Section 12 : Revision History

Revision No.	Effective Date	Description
0	10/08/2020	Policy First Approved
1	02/08/2021	Annual Review Completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	07/02/2022	Referencing SDGs and Principles of Sustainability
4	07/03/2022	Principles aligned with Sustainability Strategic Plan
5	04/07/2022	Review Statement updated.

Next scheduled review: 04/07/2023

END OF DOCUMENT



Policy Name : Student Guidance System Policy

Related Documents : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education, Framework for the Compliance Inspection of Higher Education Institution – 2021
ESG 2015 Standards – 1.6 Learning Resources and Student Support
ADSM P 408 – Career Services Policy
ADSM P 417 – Academic Advising Policy

Section 1 : Purpose

1.1 The purpose of this Policy is to set the guidelines ADSM shall follow to ensure that proper guidance is provided to its students enabling them to make informed decision about their learning and career.

Section 2 : Scope and applicability

2.1 This Policy applies to ADSM's students and graduates.

Section 3 : Definitions

The following definition(s) apply to this Policy:

3.1 None.

Section 4 : Policy Statement

4.1 ADSM strives to provide its students with proper guidance to enable them to make informed decisions regarding their learning and to support them in achieving their career aspirations.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

6.1. ADSM realizes that its students are mature adults and that the majority of them are working professionals. ADSM shall provide its students with the appropriate level of guidance.

6.2. ADMS is committed to equip its students with a competitive advantage in the labor market by:

6.2.1. Offering excellent education aligned with latest advancements in academia and industry.

- 6.2.2. Enhancing the students' employability skills through interactive and engaging classes, workshops, seminars and other extra-curricular activities.
- 6.3. Student Guidance at ADSM shall focus on three (3) aspects:
- 6.3.1. Recruitment Advising: prior to enrolling as a student at ADSM, and during which prospective students are advised on selecting the academic program that better suits their capabilities, background, and career aspiration.
- 6.3.2. Academic Advising: during the students' academic journey at ADAM and aims to support students in maintaining a good academic standing and achieve the most of their academic goals and objectives.
- 6.3.3. Career Advising: during the student's academic journey at ADSM and as alumni students after graduation, and aims to assist students in their career planning and development.

Section 7 : Procedures

- 7.1. The Academic Dean shall organize training workshop for the Student Recruitment team prior to the start of each recruitment cycle to ensure that the team is able to present accurate and comprehensive information to prospective students.
- 7.2. Student Recruitment shall collaborate with the Academic Dean and the Office of Student Affairs on provide guidance to prospective students at the recruitment stage to support them in making an informed decision. This may include, but is not limited to, the following:
- 7.2.1. Organizing information sessions during which prospective students will have the opportunity to meet ADSM's faculty and administrative staff to enquire and obtain detailed information about the School.
- 7.2.2. Arranging meetings with faculty members to discuss academic program details to ensure that applicants are well informed about the requirements of the program they intend to join.
- 7.3. Academic Advising is provided in accordance with the principles of the *Academic Advising Policy*.
- 7.4. Career Advising is provided in accordance with the principles of the *Career Services Policy*.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Director of Student Affairs shall monitor implementation of this policy and report violations.




Section 9 : Cancellations

9.1. Approval of this Policy cancels P 427 – Student Guidance System Policy_v3.0.

Section 10 : Review Statement

10.1. ADSM’s Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA’s Standards for Licensure and Accreditation and the Ministry of Education’s Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM’s P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Director of Student Affairs	
Recommended by: Academic Council	Minutes of Meeting held on 04/07/2022
Approved by: Executive Committee	Minutes of Meeting held on 04/07/2022

Section 12 : Revision History

Revision No.	Effective Date	Description
0	10/08/2020	Policy First Approved
1	02/08/2021	Annual Review Completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	04/07/2022	Review Statement updated.

Next scheduled review: 04/07/2023

END OF DOCUMENT



Policy Name : Disadvantaged Students Policy

Related Documents : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education, Framework for the Compliance Inspection of Higher Education Institution – 2021

ESG 2015 Standards – 1.3 Student-Centered learning, Teaching and assessment

ESG 2015 Standards – 1.6 Learning Resources and Student Support

ADSM P 107 – Occupational, Environment, Health and Safety Policy

ADSM P 115 – Code of Conduct Policy

ADSM P 411 – Student Finance Policy

ADSM P 416 – Health Services Policy

ADSM P 424 – Student Enrollment Policy

ADSM P 426 – Student Safeguarding Policy

Section 1 : Purpose

4.1 The purpose of this Policy is to set the guidelines for ADSM to support disadvantaged and physically challenged students via the allocation of human and financial resources.

Section 2 : Scope and applicability

2.1 This Policy is applicable to all ADSM students.

Section 3 : Definitions

3.1 **Disadvantaged Student:** a student whose personal, health, social or economic circumstances affect his/her ability to study at ADSM in the School's standard form of delivery.

Section 4 : Policy Statement

4.1 ADSM strives to provide its students with an equal and fair opportunity to learn, by supporting them in overcoming any personal, health, social or economic disadvantages or challenges that may hinder their ability to learn.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

- 6.1. ADSM shall allocate the required human and financial resources to support Disadvantaged Students, and to provide them with an equal and fair opportunity to learn.
- 6.2. Student Recruitment Team shall identify and conduct an in-depth analysis on the circumstances of prospective students who may be disadvantaged for some reason (e.g. geography, health, social, economic, etc...).
- 6.3. The Office of Student Affairs shall identify and conduct an in-depth analysis on the circumstances of enrolled students who may have become disadvantaged for some reason during their study at ADSM (e.g. geography, health, social, economic, etc...).
- 6.4. The Office of Student Affairs shall keep a record of Disadvantaged Students and ensure that they are provided with the required support, and an equal and fair opportunity to learn.
- 6.5. ADSM strictly prohibits discrimination against Disadvantaged Students in accordance with its *Code of Conduct Policy* and *Student Safeguarding Policy*, violations may invoke disciplinary actions, as applicable.
- 6.6. ADSM shall ensure that its campus is fully equipped for Disadvantaged Students who are physically challenged or have health issues, as set in the *Occupation, Environment, Health and Safety Policy*.
 - 6.6.1. Campus Clinic's registered nurse shall keep record of students who are physically challenged or have health issues as per the *Health Services Policy*.
- 6.7. Disadvantaged Students for economic reasons are eligible to benefit from the Financial Aid Scholarship as stipulated in the *Student Finance Policy*.

Section 7 : Procedures

- 7.1. Students identified as Disadvantaged shall be referred to the Office of Student Affairs. The Office shall conduct an in-depth analysis of the student's circumstances, and make the necessary arrangements, including but not limited to, the following:
 - 7.1.1. Advise the student on how to benefit from the Financial Aid Scholarship, if the disadvantage is due to economic reasons.
 - 7.1.2. Design, in collaboration with the Director of Academic Programs, a flexible study plan.
 - 7.1.3. Assign, in collaboration with the Academic Dean, a dedicated Academic Learning Coach to support the student in his/her studies.



- 7.1.4. Ensure that the student’s classes are scheduled in a suitable location that is accessible, if the disadvantage is due to physical challenges.
- 7.1.5. Advise students who are disadvantaged due to their geographical location on suitable accommodation arrangements and other logistical arrangements.
- 7.1.6. Advise the student on the possibility of taking a Leave of Absence, as stipulated in the *Student Enrollment Policy*, if the disadvantage is due to personal reasons.
- 7.1.7. Assign a dedicated Student Affairs Officer to follow up regularly with the Disadvantaged Student to ensure that he/she is provided with an equal and fair opportunity to learn.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Director of Student Affairs shall monitor implementation of this policy and report violations.


Section 9 : Cancellations

- 9.1. Approval of this Policy cancels P 428 – Disadvantaged Students Policy_v4.0.

Section 10 : Review Statement

- 10.1. ADSM’s Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA’s Standards for Licensure and Accreditation and the Ministry of Education’s Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM’s P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Director of Student Affairs	
Recommended by: Academic Council	Minutes of Meeting held on 04/07/2022
Approved by: Executive Committee	Minutes of Meeting held on 04/07/2022



Section 12 : Revision History

Revision No.	Effective Date	Description
0	10/08/2020	Policy First Approved
1	02/08/2021	Annual Review Completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	07/03/2022	Role of Director of Academic Programs added
4	04/07/2022	Review Statement updated.

Next scheduled review: 04/07/2023

END OF DOCUMENT



Policy Name : **Students Representation Policy**

Related Documents : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education, Framework for the Compliance Inspection of Higher Education Institution – 2020
ESG 2015 Standards
ADSM P 100 – Standing Committees Policy
ADSM P 302 – Academic Programs Advisory Committees Policy
ADSM P 410 – Students Activities Policy
ADSM P 424 – Student Enrollment Policy
ADSM P 431 – Student Council Policy
ADSM P 801 – Academic Affairs Committee Policy

Section 1 : Purpose

1.1 The purpose of this Policy is to ensure a diverse, engaging and rewarding student participation in the governance of ADSM, and to provide formal representation and opportunities for student participation in the decision-making processes within ADSM.

Section 2 : Scope and applicability

2.1 This Policy is applicable to all student.

Section 3 : Definitions

The following definition(s) apply to this Policy:

- 3.1 **Student Representatives:** a student within ADSM appointed as a representative of other students in his/her program of study, and clearly authorized as member of the Student Council.
- 3.2 **Student Council:** a group of appointed and elected students, considered as the apex student body at ADSM. Acts as the students' voice and is tasked with advocating the rights and interests of ADSM's student population as outlined in the *Student Council Policy*.

Section 4 : Policy Statement

4.1 ADSM ensures that every registered student on campus (full time, part time or exchange) participates or is represented in ADSM's decision-making process.



Section 5 : Exclusions

5.1. None.

Section 6 : Principles

- 6.1. ADSM shall appoint a Student Representative for each of its academic programs, and regularly review appointments to ensure that the positions are always filled with current students.
 - 6.1.1. The Director of Academic Programs in collaboration shall appoint a Student Representative for each of the programs offered at ADSM.
- 6.2. Student Representatives Responsibilities:
 - 6.2.1. Act as the voice of students in their program of study and convey their feedback to the Student Council, as set in the *Student Council Policy*.
 - 6.2.2. Engage with students and promote partnership and teamwork spirit.
 - 6.2.3. Work closely with the Office of Student Affairs to address any non-academic issues, such as issues related to facilities, health and safety, etc...
- 6.3. Student Representatives shall be members of the Student Council, as per the *Student Council Policy*.
- 6.4. Student Representatives shall participate in Student Council meetings to ensure that students' feedback and issues are conveyed to ADSM's management, as outlined in the *Student Council Policy*.
- 6.5. ADSM shall provide proper training to Student Representatives to ensure effective representation and ability carry out assigned tasks.
- 6.6. Student Representatives shall work closely with the Director of Programs to ensure that any issues raised by students are addressed.

Section 7 : Procedures

- 7.1. The Office of Student Affairs shall facilitate the appointment of Student Representatives for each academic program at ADSM in collaboration with the Academic Dean's Office:
 - 7.1.1. The Director of Academic shall nominate good-standing students based on teaching faculty recommendations.
 - 7.1.2. The Office of Student Affairs shall contact students, inform them about the role and obtain their confirmation on becoming a Student Representative for their program of study.



- 7.1.3. The Office shall then obtain the Academic Dean’s approval to confirm appointments and announce them to the existing student population.
- 7.1.4. The Office shall review appointments of Student Representatives at the start of each term to ensure that they are still current students and identify the need to appoint new Representatives.
- 7.2. Training of Student Representatives entails:
- 7.2.1. Student Representatives will receive a three-tiered training structure at Program and School levels.
- 7.2.2. Director of Programs shall encourage Student Representatives to attend the training sessions.
- 7.2.3. Training should emphasize the need to voice both positive and negative feedback in meetings.
- 7.2.4. Wherever possible, negative feedback from the Student Representatives should be accompanied by suggestions for improvements.
- 7.2. The Office shall then take the necessary action in order for Student Representatives to join the Student Council and attend scheduled meetings as outlined in the *Student Council Policy*.
- 7.2.1. As members of the Student Council, Student Representatives shall have the opportunity to join a selected number of ADSM’s standing committees, as per the *Student Council Policy*.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Academic Dean shall monitor the implementation of this policy and report violations.

Section 9 : Cancellations

- 9.1. Approval of this Policy cancels Student Representation Policy_v4.0.

Section 10 : Review Statement

- 10.1. ADSM’s Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA’s Standards for Licensure and Accreditation and the Ministry of Education’s Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM’s P 110 – Policy on Policies.



Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Academic Dean	<i>Marc Poulin</i>
Recommended by: Academic Council	Review and Recommendation Form on 10/08/2022
Approved by: Executive Committee	Review and Approval Form on 10/08/2022

Section 12 : Revision History

Revision No.	Effective Date	Description
0	06/09/2021	Policy First Approved
1	06/12/2021	Policy revised to identify the Committees Student Representatives may be part of, and to establish a communication channel with Student Panel.
2	07/03/2022	Revised to incorporate the role of the Student Council
3	04/07/2022	Academic Programs Committee canceled, Student Representatives responsibilities added and Review Statement updated.
4	10/08/2022	Articles 6.1.1, 6.2.3 and 7.1.1 amended to remove Academic Administrator.

Next scheduled review: 10/08/2023

END OF DOCUMENT



Policy Name : **Academic Support Center (ASC) Policy**

Related Documents : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education, Framework for the Compliance Inspection of Higher Education Institution – 2021
ADSM P 417 – Academic Advising Policy

Section 1 : Purpose

- 1.1 The purpose of this Policy is to:
- 1.1.1 recognise the necessity for the provision of support to students within the key functions of teaching and learning
 - 1.1.2 realize that ADSM is actively implementing changes to improve students' teaching and learning across all programs
 - 1.1.3 recognise the School's refinement of its support services to clearly demarcate the responsibilities of the Students Affairs and segregate it from the Academic Support provided by the Academic Support Center (ASC).
- 1.2 The Policy clarifies the functionalities, activities, and responsibilities of the ASC.

Section 2 : Scope and applicability

- 2.1 This Policy is applicable to and outlines how the ADSM ASC obtains personal information, how information is used and disclosed.
- 2.2 The Policy outlines how the ASC manages requests to help students become more successful through Academic Advising as a vital aspect of the students' learning experience.
- 2.3 The Policy also outlines the roles and responsibilities of all employees of the ASC.

Section 3 : Definitions

The following definition(s) apply to this Policy:

- 3.1 **Support:** An intervention aiming to assist learners/students/scholars in succeeding academically.
- 3.1 **Academic Support:** Refers to various teaching methods, services, or resources provided to support students in enhancing their learning progress, be on-par with peers, and meet the academic requirements of their program of study.



- 3.2 **Academic Support Center:** The unit that provides academic services for students and support them to benefit from additional academic resources.
- 3.3 **Student-at-risk:** Student whose CGPA is below 3 or demonstrated weak performance in their studies.

Section 4 : Policy Statement

- 4.1 ADSM strives to enhance the quality of its students' learning experience. In support of this, the ASC will aims to support students in achieving academic success. The ASC will support students to overcome any academic challenges they may face, and will provide advising and skills' development opportunities utilizing ADSM's resources and services. The ASC will particularly support students of determination in overcoming any potential challenges.

Section 5 : Exclusions

- 5.1. None.

Section 6 : Principles

- 6.1. ADSM shall seek to follow international best practices in academic advising.
- 6.2. ADSM ensures that each student is assigned an Academic Advisor as set in the *Academic Advising Policy*. Advising is an essential element of the credit-hour system, and Academic Advisors remain in close contact with students.
- 6.3. The ASC constitutes an environment in which academic assistance is provided to students to develop the knowledge base, skills, and strategies that will help them to become confident, independent, and active learners. ASC shall provide a range of individual consultations, workshops, and programs to help students identify and develop the academic skills they need for success in their studies.
- 6.4. The ASC is managed by the Academic Support Manager.
- 6.5. The ASC supports students to achieve academic success. This shall be accomplished in a proactive manner and a structured approach to enable students to determine their educational goals and achieve them. ASC will promote learning, and skills development in a structured approach. ASC shall arrange advising sessions in an inclusive, empowering, and professional environment to allow students to take ownership of their learning.



- 6.6. The ASC shall employ a varied range of tools (e.g. coaching and developmental advising). When engaging with students, the ASC will offer various engagement forms such as one-to-one sessions and workshops.
- 6.7. ASC requests all Academic Advisors to submit an at-risk students list. ASC shall then contact at-risk students to offer support services and encourage them to benefit from ASC services to enhance their academic performance.

Section 7 : Procedures

7.1. Induction Provisions

- 7.1.1 The Academic Support Manager should provide induction of new students to the ASC for all cohorts at the point of entry.
- 7.1.2 The ASC's adopted approaches to induction should recognize and address the fact that induction is an ongoing process that extends beyond the first few weeks of a student's program of study.
- 7.1.3 The induction should be effective and be quality assured to ensure that students are supported throughout their time with ADSM. In addition, the ASC's induction process will ensure that students receive information to cover all aspects of the ASC provisions and experiences impacted by the ASC's team and services.

7.2 General Provisions

- 7.2.1 assurance that all students have access to ASC's services.
- 7.2.2 support for students facing academic challenges to enable them to reach their potential.
- 7.2.3 facilitation and encouragement of holistic academic and personal development.

7.3 ASC's Proactive Elements of General Provision shall include the:

- 7.3.1 promoting of various forms of student support.
- 7.3.2 assurance that all students are aware of how to access support services.
- 7.3.3 enabling of students' understanding of the ASC regulations.
- 7.3.4 assurance that students understand the processes and reporting procedures of the ASC to access its services in a timely and appropriate manner.
- 7.3.5 ensuring that the ASC supports ADSM's goals by providing skills training for students and Faculty

7.4 ASC's Reactive Elements of General Provision shall include:



- 7.4.1 discussions with students concerning circumstances that may be affecting their progress and performance and providing advice appropriately;
- 7.4.2 provision of assistance to students for accessing support suitable to their specific circumstances as and when necessary;
- 7.4.3 providing specific individualised support as required;
- 7.4.4 providing basic skills training required for job applications and professional ethics;
- 7.4.5 offering appropriate advice and support on issues related to academic conduct (e.g. Plagiarism);
- 7.4.6 The ASC shall maintain confidentiality in accordance with ADSM confidentiality and data protection requirements and shall share such information only with authorized personnel.

Section 8 : Responsibilities

- 8.1. The President shall cause this Policy to be implemented.
- 8.2. The Academic Support Manager shall monitor the implementation of this policy and report violations.


Section 9 : Cancellations

- 9.1. Approval of this Policy cancels P 430 – Academic Support Center (ASC) Policy_v1.0.

Section 10 : Review Statement

- 10.1. ADSM’s Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA’s Standards for Licensure and Accreditation and the Ministry of Education’s Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM’s P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Academic Support Manager	
Recommended by: Academic Council	Minutes of Meeting held on 04/07/2022
Approved by: Executive Committee	Minutes of Meeting held on 04/07/2022



Section 12 : Revision History

Revision No.	Effective Date	Description
0	06/12/2021	Policy First Approved
1	04/07/2022	General review and Review Statement updated.

Next scheduled review: 04/07/2023

END OF DOCUMENT

Policy Name : **Student Council Policy**

Related Documents : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education Framework for the Compliance Inspection of Higher Education Institution – 2021,
ESG 2015 Standards
ADSM P 100 – Standing Committees Policy
ADSM P 115 – Code of Conduct Policy
ADSM P 410 – Student Activities Policy
ADSM P 412 – Student Disciplinary Policy
ADSM P 414 – Student Rights and Responsibilities Policy
ADSM P 429 – Student Representation Policy
Student Handbook

Section 1 : **Purpose**

1.1 The purpose of this Policy is to ensure that ADSM's students are represented by an active Student Council that allows them to effectively participate in the governance of ADSM.

Section 2 : **Scope and applicability**

2.1 This Policy is applicable to all ADSM students.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

3.1 **Student Council:** a group of appointed and elected students, considered as the apex student body at ADSM. Acts as the students' voice and tasked with advocating the rights and interests of ADSM's student and conveying feedback to ADSM's management with an aim to enhance students' learning experience.

Section 4 : **Policy Statement**

4.1 ADSM strives to ensure that its students are represented by an active Student Council. It shall ensure that the Council has the authority and mandate to contribute to enhancing the students' learning experience, voice students' concerns and safeguard the rights of all students while adhering to the applicable UAE laws and ADSM policies and procedures.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

- 6.1. ADSM shall ensure that a Student Council is active at all times, by periodically reviewing its formation.
- 6.2. ADSM acknowledges that the vast majority of its students are working professionals and shall ensure that the structure and mandate of its Student Council reflects this.
- 6.3. **Student Council Structure:** The Council shall include a minimum of eight (8) and up to a maximum of 12 current students, with membership structured as follows, with all members holding equal voting rights:
- 6.3.1. Four (4) members appointed by ADSM. These are the Student Representatives appointed as per the *Student Representation Policy*. This ensures that all programs are represented in the Council.
- 6.3.2. Four (4) to eight (8) members elected from ADSM's student population.
- 6.3.3. All Council members should be in a good academic standing and not have been subject to any disciplinary actions as per the *Student Disciplinary Policy*.
- 6.3.4. During the first meeting of the Council's current formation, a Chair and Vice Chair are elected.
- 6.3.5. The term of appointment for Council members is two (2) years or until the member graduates, whichever comes first.
- 6.3.6. The Community Engagement Officer shall liaise between the Council and ADSM's management.
- 6.4. **Roles and Responsibilities of Council Members:**
- 6.4.1. The Chair: leading Council meetings, acting as the main contact with ADSM's management, facilitating the nomination of designated Council members to join selected ADSM standing committees as set article 6.5 of this Policy, promoting partnership between ADSM's students' population and management, ensuring that all Council members are actively involved and reviewing the formation when necessary.
- 6.4.2. The Vice Chair: responsible for supporting the Chair in carrying out his/her responsibilities, acting as the Chair and assuming his/her responsibilities as needed (e.g. if the Chair is absent).
- 6.4.3. Student Representatives: as outlined in the *Student Representation Policy*.
- 6.4.4. Council Members: be actively engaged and support Council activities.
- 6.5. To ensure effective participation of students in the governance of ADSM, the Student Council shall:

- 6.5.1. Nominate a designated Student Council member to join as a member of each of the following ADSM standing committees, as listed in the *Standing Committees Policy*:
- 6.5.1.1 Academic Council.
 - 6.5.1.2 Policy Committee.
 - 6.5.1.3 Information Technology Policy.
- 6.5.2. Nominate an alternative member to attend, in case the designated member is not able to. The Chair shall then inform the Community Engagement Officer of this change to take any necessary action.
- 6.5.3. Ensure that feedback from designated members is utilized to improve students' learning experience.
- 6.6. The Council shall hold at least four (4) meeting during each academic year. These meetings are scheduled at the end of each academic term, and shall be attended by:
- 6.6.1. The President
 - 6.6.2. The Academic Dean
 - 6.6.3. Director of Academic Programs
 - 6.6.4. Director of Student Affairs
 - 6.6.5. Representative(s) from other ADSM units, as deemed appropriate by the President
 - 6.6.6. Community Engagement Officer (Secretary)
- 6.7. The Student Council mandate is determined as follows:
- 6.7.1. Support ADSM's Mission and Strategic Objectives.
 - 6.7.2. Enhance the learning experience of ADSM's students by providing constructive feedback to ADSM's management. This includes feedback on ADSM's policies.
 - 6.7.3. Promote research, scholarly activities, and academic integrity.
 - 6.7.4. Advocate for students' rights, act as their voice and foster an atmosphere of dialogue and cooperation between students and management.
 - 6.7.5. Inform students of their rights and responsibilities as per *Student Rights and Responsibilities Policy*.
 - 6.7.6. Encourage students to be active members in ADSM's community and to participate in activities arranged by the School, or embark on activities of their own as per the *Students Activities Policy*.
- 6.8. Members of ADSM's Student Council shall not engage in any activities that may breach or violate UAE laws, ADSM's policies and/or ADSM's Code of Conduct as outlined in the *Code of Conduct Policy*.

- 6.9. Members of ADSM's Student Council shall refrain from discussing Individual staff members; Individual students; personal complaints, grievances or appeals during Council Meetings.

Section 7 : Procedures

7.1. Formation

- 7.1.1. The Office of Student Affairs shall arrange the formation of a Student Council.
- 7.1.2. The Office shall send an invitation to all eligible students to nominate themselves for the Council's elected positions as per article 6.3.2. The nomination period shall be five (5) days.
- 7.1.3. The Office shall then arrange electronic voting for a period of five (5) days to confirm appointments.
- 7.1.4. The Office shall submit the proposed Council members, as outlined in articles 6.3.1 and 6.3.2 and based on the voting results to the President and Academic Dean for their approval.
- 7.1.5. The Office shall then arrange an initial meeting in order to elect a Chair and a Vice Chair.
- 7.1.6. The Office shall announce the Student Council formation to all students.

7.2. Student Council Meetings

- 7.2.1. The Council shall meet at least four (4) times per academic year, these meetings shall be scheduled at the end of each academic term as per ADSM's academic calendar.
- 7.2.2. The Office of Student Affairs shall determine meetings' dates, send out invitations and add them to ADSM's Quality Calendar.
- 7.2.3. The Community Engagement Officer shall record minutes of meetings, obtain members approval and arrange for the Chair's signature as true and accurate reflection of the meeting.
- 7.2.4. The Office of Student Affairs shall report any outcomes and recommendations of each Student Council Meeting in the subsequent Academic Council and Executive Committee meetings.

7.3. Council Formation Review

- 7.3.1. The Office of Student Affairs shall review the formation of the Student Council at the end of the Fall and Spring terms to ensure that all members are still current students.
- 7.3.2. The Office of Student Affairs shall arrange to replace members who are no longer considered current students as per articles 7.1.2 to 7.1.6, with electing a Chair and Vice Chair as needed.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.



8.2. The Director of Student Affairs shall monitor implementation of this policy and report violations.


Section 9 : Cancellations

9.1. Approval of this Policy cancels P 431 – Student Council Policy_v1.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Director of Student Affairs	
Approved by: Executive Committee	Minutes of Meeting held on 04/07/2022

Section 12 : Revision History

Revision No.	Effective Date	Description
0	07/03/2022	Policy first approved
1	04/07/2022	Articles 6.4 and 6.3.5 added, and Review Statement updated.

Next scheduled review: 04/07/2023

END OF DOCUMENT

Subject : **Library Policy**

Related Documents : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education Framework for the Compliance Inspection of Higher Education Institution – 2021, ESG 2015 Standards – 1.6 Learning Resources and Student Support
ADSM P 414 – Student Rights and Responsibilities Policy
ADSM P 603 – Appropriate Use of Technology Policy
ADSM P 115 – Code of Conduct Policy
ADSM P 108 – Copyright and Intellectual Property Policy
ADSM P 107 – Occupational, Environment, Health and Safety Policy
Student Handbook

Section 1 : Purpose

1.1 This Policy aims to set a framework to provide quality learning resources and academic services to ADSM's community including access to educational resources, users' training, orientations, academic learning coaching, referencing services, access to databases, internet access, photocopying and printing services.

Section 2 : Scope and applicability

2.1 This Policy applies to all users of ADSM's Library.

Section 3 : Definitions

The following definition(s) apply to this policy:

- 3.1 **Physical Resources:** learning resources (e.g. Books, journals) available in the Library in printed format.
- 3.2 **Electronic Resources:** learning resources (e.g. Books, journals) available in a digital format either in the Library's database or through a subscription to another database.
- 3.3 **Text Books:** Books required as mandatory readings in course syllabus.
- 3.4 **Reference Books:** Books listed as extra readings in course syllabus or are recommended for research-related activities.
- 3.5 **General Collection:** learning resources (e.g. Books, journals) that are not directly listed in course syllabus.
- 3.6 **Library Resources:** all forms of learning resources available in the Library.

- 3.7 **Circulation:** the process of borrowing the Library's leaning resources for a specific period.
- 3.8 **Library Users:** ADSM's employees, current students, alumni or any other individual approved by ADSM management to use its Library.
- 3.9 **Librarian:** a dedicated ADSM staff member responsible for providing services at the Library and supporting Library Users.
- 3.10 **Academic Support Center:** a dedicated center that supports the academic development and education goals of students by utilizing the Library Resources.
- 3.11 **Academic Learning Coach(s):** dedicated ADSM staff member, who provides support and guidance to students to help lead them to academic success.

Section 4 : Policy Statement

- 4.1 ADSM strives to provide its students and employees with high quality Library services by ensuring that its Library is well organized and contains useful and appropriate resources.

Section 5 : Exclusions

- 5.1 None.

Section 6 : Principles

- 6.1 ADSM's focus is on providing access to excellent digital resources. ADSM is a postgraduate only institution and majority of its student body are working professionals who visit the campus only during the class hours. To address the student body's needs, ADSM focused almost exclusively on electronic resources that can be accessed by busy professionals from off-campus sites and further develops and extends each student's *QF Emirates CoreLife Skills* (Information, Organizing self and Technology (ICT)).
- 6.2 ADSM subscribes to ProQuest Business Premium Collection, one of the largest online databases in this region. ProQuest Business Premium Collection functions as the ADSM e-library and is the primary academic research and information source for students and faculty researchers. ADSM incorporates 'PDF Drive' to its e-library resources, a search engine for PDF files that is continually increased with additional material. The search engine had an inventory of over 76,403,073 eBooks.
- 6.3 The use of Library Resources shall adhere to the following:
 - 6.3.1 Library Users must abide the the *Appropriate Use of Technology Policy*.

- 6.3.2 Library Users must use the available workstations for research, teaching and learning activities.
- 6.3.3 Library Users must abide by ADSM's *Code of Conduct Policy* and *Student Rights and Responsibility Policy* while using the library.
- 6.3.4 To ensure a safe environment, Library Users must adhere to the *Occupational, Environment, Health and Safety Policy* while using Library facilities.
- 6.3.5 Library Users must abide the principles set by the *Copyright and Intellectual Property Policy*.
- 6.4 ADSM's Library shall strive to meet the needs of all Library Users; this includes but is not limited to:
- 6.4.1 Circulation of Library resources.
- 6.4.2 Provide printing services, as per the *Appropriate Use of Technology Policy*.
- 6.4.3 Guide Library Users on the optimal utilization of Library resources.
- 6.4.4 Provide Internet access.
- 6.4.5 Access to Electronic Resources, including Multimedia.
- 6.5 General Rules:
- 6.5.1 The Academic Dean shall set the general rules for using the Library in line with ADSM's related policies and procedures.
- 6.5.2 These rules shall be made accessible to Library Users via channels such as the Student Handbook.
- 6.6 The Library hours of operation are set according to class schedules and accommodate the needs of all Library Users.
- 6.7 ADSM shall maintain Library Resources as per the following principles:
- 6.7.1 The Librarian shall manage and maintain Library Resources in collaboration with faculty with an aim to meet the needs of ADSM's academic programs and research activities.
- 6.7.2 The Librarian shall follow best practices in maintaining and enhancing Library Resources in a cost-efficient manner.
- 6.7.3 The Librarian will seek to enhance Library Resources by establishing collaboration agreements with other Libraries and information sources on a national, regional or international level.
- 6.7.4 The number of copies for each Library Resource is determined by the Librarian based on program and research needs.
- 6.7.5 The Librarian may retire resources that are deemed defective or outdated.
- 6.8 Borrowing Library Resources:

- 6.8.1 The Librarian shall manage the borrowing process.
- 6.8.2 An official ID with a photo is required for borrowing resources.
- 6.8.3 Library Users are not allowed to loan Library Resources to a third party.
- 6.8.4 Library Users may not be allowed to borrow resources if they have outstanding fees or fines.
- 6.8.5 Library Users may not borrow two copies of one resource.
- 6.8.6 Library Users must adhere to permitted loan period.
- 6.8.7 Library Resources that are available in one copy, will not be available for borrowing.
- 6.8.8 Borrowed Library Resources must be used in the UAE and may not be taken abroad.
- 6.8.9 Borrowing is subject to the following:

Books			
<i>Library Users</i>	<i>Loan Period</i>	<i>Number of Resources</i>	<i>Renewals</i>
ADSM Students	10 days	3	1
ADSM Faculty	1 term	5	1
ADSM Staff	15 days	5	1
Newspapers and Magazines			
All users	No		No
Audio Video Material			
All users	5 days maximum		No

6.9 Fines:

- 6.9.1 The Academic Dean shall determine applicable fines.
 - 6.9.2 Violating the Borrowing procedure may result in applying fines.
 - 6.9.3 Failure to adhere to the allowed borrowing period may result in accumulated fines, incurring the cost of replacement or suspending borrowing rights.
- 6.10 The Academic Support Manager may utilize the Library Resources to support students at the Academic Support Center, as follows:
- 6.10.1 Provide guidance on suitable resources in accordance with students' needs.
 - 6.10.2 Utilize Library Resources during support sessions, in which they provide support in relation to academic writing, academic integrity, research skills, and other topics as deemed appropriate.

Section 7 : Procedures

- 7.1. The Librarian will approve:



- 7.1.1 adding, eliminating, lending, and any other actions related to library resources and collection.
- 7.1.2 proposed changes, addition, removal of any part of library policy and any other related documents.
- 7.1.3 add or remove groups to the approved list of library users.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Librarian shall monitor implementation of this policy and report violations.


Section 9 : Cancellations

- 9.1. Approval of this policy cancels P 601 - Library Policy_v4.0.

Section 10 : Review Statement

- 10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Librarian	
Recommended by: Academic Council	Review and Approval Form on 04/07/2022
Approved by: Executive Committee	Review and Approval Form on 04/07/2022

Section 11 : Revision History

Revision No.	Effective Date	Description
0	26/02/2020	Policy first approved
1	01/02/2021	Annual review completed, Policy Owner changed to be the appointed Academic Support Manager
2	06/09/2021	Mapping to ESG 2015 Standards, Policy Owner changed to be the Librarian.



3	14/10/2021	Policy updated to remove the role of the Library Committee.
4	04/07/2022	General review and Review Statement updated.

Next scheduled review: 04/07/2023

END OF DOCUMENT



Policy Name : **Appropriate Use of Technology Policy**

Related : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education

Documents Framework for the Compliance Inspection of Higher Education Institution – 2021

ESG 2015 Standards

ADSM P 108 – Copyright and Intellectual Property Policy

ADSM P 219 – Confidentiality Policy

ADSM P 108 – Copyright and Intellectual Property Policy

ADSM P 604 – Equipment and Software Technology Support Policy

ADSM P 212 – Faculty and Staff Discipline Policy

ADSM P 412 – Student Disciplinary policy

ADSM P 115 – Code of Conduct Policy

Section 1 : **Purpose**

1.1 This Policy aims to provide a framework for the appropriate use of ADSM Information Technology (IT) systems and services that effectively supports the mission and learning objectives of the institution. The policy seeks to make ADSM Information Technology users aware of what constitutes acceptable use of ADSM systems and services and their rights, responsibilities and restrictions while using ADSM Information Technology systems and services.

Section 2 : **Scope and applicability**

2.1 This policy applies to all students, faculty and staff at ADSM. The policy shall also apply to visitors or contractors who use ADSM IT systems and services.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

3.1 **User:** A “user” is any person who is authorized to use ADSM IT systems and services. A user will normally have a user account assigned to them, and are usually members of ADSM community.

3.2 **IT Systems:** IT Systems include all computer hardware, software, data and telecommunication devices owned, managed or operated on behalf of ADSM.



Section 4 : Policy Statement

4.1 ADSM strives to clearly define for all its community members what are acceptable and unacceptable uses of the ADSM technology resources and infrastructure. The policy seeks to ensure that the School's infrastructure is being used in support of the institutional mission of teaching, learning and research. ADSM does not tolerate the abuse and misuse of its technology infrastructure and the policy establishes processes for addressing misuse of IT infrastructure and the penalties for such violations.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

6.1. General Principles (See *Code of Conduct Policy*)

- 6.1.1 ADSM expects all Users to adhere to the *Code of Conduct Policy* when using technology resources. This includes using computers, Email, and network services. The use of technology resources shall be in manner appropriate to an educational environment. It shall be effective, ethical and efficient manner. ADSM provides technology resources for learning, teaching, research and administrative activities to support the School's functions.
- 6.1.2 The misuse of technology resources will have a negative impact on all Users. ADSM expects Users to adhere to the standard morals and ethics when using technology resources.
- 6.1.3 Access to technology resources is a privilege that ADSM grants to its employees and students.
- 6.1.4 ADSM may restrict or terminate access to technology resources for any User as a result of misuse. This includes, but is not limited to violating license agreement terms non-compliance with applicable laws and regulations, causing damage or loss, and violating the rights of a third party. ADSM reserves the right to demand coverage of any incurred costs as a result of misuse.
- 6.1.5 Technology resources not be used to violate the privacy of individuals, ADSM's *Confidentiality Policy*, *Copyright and Intellectual Property Policy* or related laws.
- 6.1.6 Any information created by or stored on ADSM's systems is considered property of ADSM. This includes, but is not limited to communications, electronic information, telephone data.



- 6.1.7 ADSM expects Users to utilize its technology resources for job-related purposes. If used for personal purposes, it should be within reasonable limits and in respect to ADSM's policies and procedures.
- 6.1.8 ADSM's licensed technology and information resources are intended for use by Users within ADSM for job-related purposes and may not be used for other purposes.
- 6.1.9 Communication services, such as networks and telephones, shall be used for job-related purposes and may not be amended beyond their expected use. This applies to all communication hardware. Users should refer to the *Equipment and Software Technology Support Policy* required modifications.

6.2. Authorized Use of IT Systems

- 6.2.1. Users are expected to utilize ADSM's IT systems in the way they are authorized and intended to be used. Users must use IT systems conscientiously, consider rights of other Users, adhere to license agreements, where applicable, consider security and confidentiality aspects (e.g. changing and not sharing passwords, logging off, locking screens).
- 6.2.2. Users must exercise caution while dealing with confidential School data. They should not be stored on personal devices or external storage devices. They should be stored on School network drives which are backed-up and for which access is controlled by the IT unit.
- 6.2.3. Users should handle IT systems with care and will be held accountable for damage of IT systems and the School reserves the right to recover the costs associated with the damage. Users are not expected to move IT equipment without authorization from the IT unit. Users are required to report any such damage to the IT unit.
- 6.2.4. Users should exercise restraint while using shared IT resources and must refrain from use that excessively increases network traffic.
- 6.2.5. Users are permitted to access only those IT Systems of the School for which they have been granted authorization to use. Users should not attempt to access other user's accounts or find out their passwords. Users must not share their account details with other users and will be held accountable for any activity arising from their account.

6.3. Monitoring of IT systems

- 6.3.1. ADSM reserves the right to monitor or intercept any of its IT systems, with or without notice, including but not limited to system logs, visited web pages, emails, network accounts or any other data on any of its computer or telecommunication systems.

6.3.2. Monitoring or intercepting of IT devices may be initiated in response to the following reasons:

- Safeguarding the School from liability;
- Complying with requirements or investigating violations of applicable UAE laws, regulations, or School policies;
- Preventing or detecting potential criminal activities;
- Investigating or detecting unauthorized use of telecommunication systems;
- Ensuring that use of IT systems are business-related;
- Securing effective system operation

6.3.3. ADSM may remove any IT equipment from its network if it is deemed interrupting network operations.

6.3.4. ADSM reserves the right to maintain audit records and logs of Users' activities on its IT systems, including computers, for security and/or legal purposes.

6.3.5. ADSM reserves the right to take appropriate action including reporting to the Police in case of identification of any activity considered to be unlawful activity on its IT network.

6.4. **Copyright Rules** (See *Copyright and Intellectual Property Policy*)

6.4.1. Users are required to comply with applicable UAE legislation on copyrights, ADSM Copyright Policy and the copyright requirements of software or data used.

6.4.2. Unauthorized copying and usage of School's digital resources may lead to disciplinary action.

6.4.3. Users are not allowed to download on to School computers materials that may cause potential infringement of copyrights. Users must not install software on School computer software that are not licensed for use by the School. Users must contact IT staff if they require any software to be copied for teaching or research purpose.

6.4.4. Users must not attempt to copy any School-owned software on to their personal computing devices without explicit approval from the Technology and Learning Systems Director.

6.5. **Inappropriate Use**

6.5.1. Users must not delete, alter or cause damage to any School software and/or hardware.

6.5.2. Users must not engage in activities that will compromise ADSM IT security systems.

6.5.3. Users must abide by the *Copyright and Intellectual Property Policy* when accessing and using information and other materials.



- 6.5.4. Users must not use ADSM computing systems for storage, creation, downloading or dissemination of material that is of threatening, harassing, defaming or intimidating nature. Examples include offensive, hateful, violent, discriminatory, obscene or indecent images or material.
- 6.5.5. Users must not undertake any hacking activities and should not distribute or launch computer viruses, worms, or other rogue programs.
- 6.5.6. Users are prohibited from impersonating or misrepresentation of one's identity.
- 6.5.7. Users must refrain from activities that violate ADSM's contractual obligations including within software licensing agreements.
- 6.5.8. Users must not engage in activities that will potentially disrupt the work of other users or will prevent them from accessing ADSM IT systems and services.
- 6.5.9. Users shall not attempt to gain access to data or systems that they are not authorized to use.
- 6.5.10. Users must avoid sending unwanted e-mail such as chain letters, jokes, or unwanted attachments.
- 6.5.11. Users must not send emails with materials that constitute violation of copyright laws or other School policies or are offensive in nature.
- 6.5.12. Users must not forge email messages and emails can be sent on behalf of other users only with their explicit permission.
- 6.6. Complaints of Alleged Violations:** If a staff member or student believes that they have been subject to an alleged violation of this policy or have observed a violation of this policy may report the violation along with applicable evidence as per the reporting procedure outlined in article 7.1.
- 6.7. Penalties of Violations:** Violations of this policy are governed by the school's disciplinary policies including the *Faculty and Staff Discipline Policy* and *Student Disciplinary Policy*. A range of penalties may be imposed depending on the severity of violations. Penalties include, but are not limited to:
- 6.7.1 Temporary or permanent suspension of user's right to access ADSM IT systems
- 6.7.2 Remove materials uploaded by the user
- 6.7.3 Depending on the severity of the violation, ADSM may choose to report the violation to the Police or other law enforcement agencies.

Section 7 : Procedures

7.1. Reporting Policy Violation

- 7.1.1. If a staff member is aware of violation of this policy or has been adversely affected by an alleged violation, the staff member must report the violation to their direct supervisor and the Technology and Learning Systems Director. The staff member must provide any evidence that they have of the alleged violation.
- 7.1.2. A student who is subject to or is aware of a violation of this policy should report the matter to the Director of Academic Programs and/or the Academic Dean, who shall forward the complaint to the Technology and Learning Systems Director for investigation.
- 7.2. Alleged violations will be investigated by the Technology and Learning Systems Director in the first instance.
- 7.3. The outcome of the investigation will be forwarded to the relevant Disciplinary Committee for investigation and action in accordance with the provisions in the relevant policy, as stated in article 6.7.
- 7.3.1. The Disciplinary Committee may invite the Technology and Learning Systems Director to participate in the meeting(s) investigating the alleged violation.
- 7.3.2. The Committee may decide to dismiss the allegation or impose one of the penalties as stated in section 6.7 of this policy or as per the relevant policy.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Technology and Learning Systems Director shall monitor implementation and report violations.

Section 9 : Cancellations

- 9.1. Approval of this policy cancels P 603 - Appropriate Use of Technology Policy_v4.0.

Section 10 : Review Statement

- 10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.



Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Technology and Learning Systems Director	<i>Mhd Wasim Fadloun</i>
Approved by: Executive Committee	Minutes of Meeting held on 04/07/2022

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy first approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	07/03/2022	Role of Director of Academic Programs added
4	04/07/2022	General review and Review Statement updated.

Next scheduled review: 04/07/2023

END OF DOCUMENT



Policy Name : **Research Support Policy**

Related : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education

Documents Framework for the Compliance Inspection of Higher Education Institution – 2021

ADSM Initial Licensure Submission Documents, 2010

ADSM P 701 – Ethical Research Policy

ADSM P 706 – Funding for Conference Participation Policy

ADSM P 707 – Course Release Policy

ADSM P 708 – Publications Reward Policy

ESG 2015 Standards – 1.5 Teaching Staff

Section 1 : Purpose

1.1 This Policy aims to set the support framework ADSM has established for its faculty to engage in research activities, and to outline the provision of supervision, technical facilities, advice and appropriate resources or reference materials for the enabling of effective postgraduate students' and employees' research.

Section 2 : Scope and applicability

2.1 This policy applies to all ADSM's faculty, student, and staff involved in research activities.

Section 3 : Definitions

The following definition(s) apply to this policy:

3.1 **RIF:** Research Incentive Fund.

Section 4 : Policy Statement

4.1 As a business management school, ADSM strives to foster research activities by providing its faculty, students, and staff engaging in these activities with the full support they need.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

6.1. ADSM shall outline the procedures and mechanisms for securing research support to its academic staff.

- 6.2. ADSM's up-to-date and approved Research Strategy shall guide the principles of this Policy.
- 6.3. **Grant Application Support:** ADSM shall provide its faculty with opportunities to apply for research grant and shall support them in their application to grants at local and international levels. The Research Committee shall support faculty in their efforts.
- 6.4. **Research Incentive Fund Grants (RIF):** ADSM shall provide its faculty with opportunities to receive RIFs. The Research Committee shall offer these RIFs to faculty annually, and faculty may compete to be awarded a grant. The aim of RIFs is to promote a research culture at ADSM to create "new knowledge" in management, its implementation, and impact on local and international levels. RIFs are awarded for one (1) to two (2) year projects, and may be awarded to individuals or interdisciplinary teams.
- 6.5. **Participation in Conferences:** ADSM encourages its faculty and supports them to participate in conferences. This may be in order for a faculty member to present research findings or to attend, in the latter case justification is required. This is governed by the *Funding for Conference Participation Policy*.
- 6.6. **Course Release:** research-active faculty may be granted course release when publishing in Scopus-indexed journals and/or high impact factor journals. Priority is given to faculty who have received external research grants. Course release is governed by the *Course Release Policy*.
- 6.7. **Promotion:** Faculty may be eligible to apply for an academic rank promotion, as set in the *Faculty Promotion Policy*. Promoted faculty will be compensated as set in the *Compensation and Benefits Policy*.
- 6.8. **Compensation for Publications:** Faculty may be eligible to receive financial compensation for research output instead of, or in addition to course release. In collaboration with a faculty, the Academic Dean and the President will determine the compensation mix, which serves the best interest of ADSM.
- 6.9. **Special Research Time Allocation:** research-active faculty may be allocated a maximum of three (3) credit hours of their workload for special research projects per term. This shall not exceed twelve (12) credit hours per year. Noting that ADSM faculty already have time allocated for research with a maximum workload of eighteen (18) credit hours per year. Faculty must apply to the Research Committee to obtain a recommendation from the Academic Dean followed by a final approval from the President.
- 6.10. **Faculty Research Expectations:** Faculty shall abide with the expectations per academic year as below:

Research Expectations for Graduate Level Faculty from 2021-22 AY	
Assistant	At least 1 article and 2 case studies
Associate	At least 2 articles and 4 case studies



Professor	At least 2 articles and 4 case studies	At least one international academic conference. The conference proceedings should be Scopus referenced.
Books and Book chapters	These are considered scholarly activities. However, they do not count towards Graduate Level Faculty status.	

6.10.1. High ranked faculty (Associate and Professor) should publish at least one Scopus indexed (Q1 or Q2) peer-reviewed paper.

6.10.2. Faculty are required to maintain a Graduate Level Faculty status as outlined in the *Publications Rewards Policy*.

Section 7 : Procedures

- 7.1. **Research Incentive Fund Grants:** Grants from the Research Incentive Fund shall be awarded to faculty through an annual grant cycle. The procedure involves application submission during the first term, and an awarding of grants during the second term. Submissions should be made before December to the Research Committee who will recommend to the Academic Dean and President to award grants upon their merits by February. Special attention will be given to RIF proposals that align with Abu Dhabi's Policy Agenda, entrepreneurship, and the ADCCI's mandate to support a healthy and robust private sector. Collaborative research with faculty from other research institutions will be highly encouraged.
- 7.2. **Conference Attendance:** Applications for conference attendance should be submitted to the Research Committee using ADSM's Conference Attendance Form. The Research Committee will review the submission and will provide a recommendation to the Academic Dean and President, who has final approval. Refer to the *Funding for Conference Participation Policy*.
- 7.3. **Course Release:** Faculty can request for course release from the Academic Dean through a formal request. This is governed by the *Course Release Policy*.
- 7.4. **Proof of Research Active Status:** Research Active Faculty publish frequently in the Journal List published by the Research Committee, and at conferences and workshops. The Faculty's status as research active is determined during the annual performance review process. The faculty expectations are agreed with the Academic Dean during the yearly workload agreement at the start of the academic year.

- 7.5. **Databases and Software:** Faculty may request support to acquire software and/or databases to support research activities. These are considered based on the research merit and its impact on School's mission, as well as budget and other constraints.
- 7.6. **Knowledge dissemination:** Faculty can request information for any research funds availability, research initiatives and collaborative partnerships that support ADSM mission and its strategic goals. The faculty have the right of free pursuit and dissemination of knowledge which serves the best interest of ADSM.
- 7.7. **Intellectual property rights:** IP ownership of tangible and intangible outcomes of research that result from internal or external funded research projects shall reside with the School. ADSM makes it imperative to abide by all UAE laws and regulations governing intellectual property rights.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Director of Research shall monitor implementation of this policy and report violations.

Section 9 : Cancellations

- 9.1. Approval of this policy cancels P 700 - Research Support Policy_v5.0.

Section 10 : Review Statement

- 10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Director of Research	<i>Miroslav Mateev</i>
Recommended by: Academic Council	Minutes of Meeting on 04/07/2022
Approved by: Executive Committee	Minutes of Meeting on 04/07/2022



Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy First Approved
1	10/08/2020	Policy updated in accordance with Compliance Indicator 1 of the Framework for the Compliance Inspection of Higher Education Institution – 2020
2	02/08/2021	Annual Review Completed
3	06/09/2021	Mapping to ESG 2015 Standards completed.
4	03/01/2022	P 708 reference in article 6.9
5	07/03/2022	Article 6.10 added to identify research expectations
6	04/07/2022	Review Statement updated.

Next scheduled review: 04/07/2023

END OF DOCUMENT



Policy Name : Ethical Research Policy

Related Documents : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education, Framework for the Compliance Inspection of Higher Education Institution – 2021
ESG 2015 Standards – 1.5 Teaching Staff

Section 1 : Purpose

1.1 This Policy aims to set the guidelines for ethical approval process at ADSM in relation to research activities. This includes the general framework, application, approvals and appeals.

Section 2 : Scope and applicability

2.1 This Policy is applicable to all ADSM's students, faculty and staff.

Section 3 : Definitions

The following definition(s) apply to this policy:

- 3.1 **Child:** an individual below the age of 18 years, as defined by the United Nations Convention on the Rights of the Child (1989).
- 3.2 **Protected Group:** ADSM considers any individual below the age of 18 as a Protected Group member.
- 3.3 **Harm:** in relation to research, ADSM defines Harm as a deliberate or unintentional physical or mental damage inflicted by a researcher on an individual participating in research activities, e.g. causing distress, fear, extortion or causing damage to property of others.
- 3.4 **Participant:** an individual providing data for research.
- 3.5 **Vulnerability:** an individual is considered vulnerable if they are members of a Protected Group, has diminished capacity, dependent on others, etc...

Section 4 : Policy Statement

4.1 ADSM seeks to provide clear guidelines on maintaining the ethics of its research activities. This includes ensuring that any research activity entailing the participation of students or employees undergoes an ethical review. This Policy will determine the ethical boundaries ADSM commits to while prompting creativity, innovation, research and scholarly activities.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

- 6.1. ADSM will ensure that all research and scholarly activities abide with the highest level of ethical standards, this entails fostering values of respect, equality, impartiality and trust.
- 6.2. Research activities (paid publications and conferences, research grants, projects and patents) entailing the participation of students and faculty should be reviewed by the Research Committee to ensure they abide with the highest level of ethical standards. The Research Committee may propose Ethical Review panel to verify the research activities.
- 6.3. ADSM's faculty and employees must demonstrate responsible and ethical conduct in research activities, with honesty as a core value, and to consider ethical implications of their research and properly address issues such as honesty and objectivity, intellectual property, social responsibility, confidentiality, non-discrimination and the applicable UAE laws and regulations.
- 6.4. Participants have the right to withdraw their consent to participate in a research activity. As applicable, Participants must be informed of the date(s) after which they cannot withdraw their consent.
- 6.5. Researchers must exert all possible efforts to protect themselves and Participants from any Harm during research activities. The risk of Harm must be reduced to the minimum level possible.
- 6.6. Researchers must adhere to and respect the applicable UAE laws and regulations, in addition to any applicable international laws when engaging in research activities.
- 6.7. Informed consent ensures that Participants are totally aware of any Harm that may result from their participation in research. Informed consent ensures that the participants do not feel humiliated, mistreated or manipulated, humiliated by researchers. Full consent of the participants should be attained in advance of the research unless there is a very strong rationale for a no consent requirement. All information likely to sway participants' decision on taking part in the research should be given to them well in advance of securing their consent. The researcher should ensure that he/she allows participants to ask all the questions they have before securing their consent. Where the study involves more than a one-off research interaction, such as the case in the use of longitudinal research methods, it may be pertinent that the researcher secures approval from participants at more than one point during the study.

- 6.8. Researchers must identify the Vulnerability of Participants prior to conducting research. This may result from Participants being considered a Protected Group, being unable to give consent due to diminished abilities, or as a result of bereavement or mental illness. Vulnerability may also result from a Participant's employment or immigration status, or freedom of information at the work environment. If a Participant is deemed Vulnerable, consent to participate must be granted from a legal guardian.
- 6.9. Researchers must determine the confidentiality level of their research prior to engaging in any related activity. Research activities shall be conducted and findings published in a manner that protects Participants' identity and data, unless otherwise agreed upon. Participants' clear and informed consent must be obtained in cases where confidentiality cannot be maintained due to the nature of the research.
- 6.10. Participants' engagement in research activities must be based on their interest, not due to possible monetary or other incentives.
- 6.11. The Research Committee is responsible for completing a comprehensive ethical review of all research proposals. This will ensure marinating ethical standards, Participants' confidentiality and wellbeing.
- 6.12. ADSM nurtures research that integrates and demonstrates principles of sustainability through the ethical use of resources and protection of the environment.
- 6.13. ADSM promotes integrity in scholarly research and publication addressing authorship of copyrights and author contribution as per the requirements of peer-reviewed Scopus-indexed journals. The authors should keep a record of copyrights and contribution for each paper submission.

Section 7 : Procedures

- 7.1. Any research with potential ethical concerns shall be reviewed the Research Committee.
- 7.2. The Research Committee shall establish and announce a meeting schedule to review research applications that require an ethical approval.
- 7.3. The Research Committee must render a decision in regards to an ethical approval within four (4) weeks from receiving an application. The Committee may hold impromptu meetings to process applications.
 - 7.3.1. The Chair must ensure that all applications are thoroughly scrutinized.
- 7.4. If the research proposal is submitted by a member of the Research Committee, this member shall not participate in meetings in which his/her proposal is being reviewed.

- 7.5. The Research Committee must maintain a record and an archive of all submitted proposals. These may be made available for audit purposes or as requested by regulators and accreditation bodies.
- 7.5.1. The Research Committee shall maintain the records and archive for a minimum of three (3) years.
- 7.6. In case a research proposal is rejected by the Committee, the rejection justification must be documented and the applicant(s) must be informed, and provided with an opportunity to resubmit, if appropriate.
- 7.7. If an adverse event occurred during research activities, it must be reported to the Research Committee's. The Research Committee reserves the right to terminate any research approval at any stage.
- 7.8. If any form of research misconduct is detected (e.g. plagiarism or fabrication), the research project will be ceased. The Research Committee will then provide the applicant(s) with a detailed report within seven (7) days. The report must include termination justification and details.
- 7.8.1. Applicants are not allowed to submit appeals in such cases.
- 7.8.2. Applicants may submit a complaint to the Research Committee's Chair.
- 7.8.3. The Research Committee must provide applicants who submit complaints with a detailed report addressing their complaint within fourteen (14) days of receiving it.
- 7.9. All clearance granted by the Research Committee to students and researchers shall be terminated by the Committee if a breach to the clearance granted occurs.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Director of Research shall monitor implementation of this policy and report violations.

Section 9 : Cancellations

- 9.1. Approval of this policy cancels P 701 – Ethical Research Policy_v6.0.

Section 10 : Review Statement

- 10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Director of Research	<i>Miroslav Mateev</i>
Recommended by: Academic Council	Minutes of Meeting on 07/11/2022
Approved by: Executive Committee	Minutes of Meeting on 07/11/2022

Section 12 : Revision History

Revision No.	Effective Date	Description
0	17/03/2020	Policy First Approved
1	08/03/2021	Annual Review Completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	14/10/2021	Alignment with other research related policies.
4	07/03/2022	Article 6.13 added
5	04/07/2022	General review and Review Statement updated.
6	07/11/2022	Article 6.2 added

Next scheduled review: 07/11/2023

END OF DOCUMENT



Policy : **Student Involvement in Research Policy**

Related : Standards for Licensure and Accreditation 2019, CAA

Documents MoE (2021) Framework for the Compliance Inspection of Higher Education Institutions
ESG 2015 Standards
Student Handbook
ADSM P 410 – Student Activities Policy
ADSM Research Strategy

Section 1 : **Purpose**

1.1 This Policy aims to provide clear guidelines for students' participation in research activities at ADSM.

Section 2 : **Scope and applicability**

2.1 This Policy is applicable to all ADSM students.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

3.1 None.

Section 4 : **Policy Statement**

4.1 ADSM strives to provide a framework for students to participate in research activities such as collaborating with faculty on publications, participating in conferences, seminars or workshops, joint research projects or research competitions. ADSM shall seek to provide its student with appropriate training and provide them with opportunities to participate in research activities.

Section 5 : **Exclusions**

5.1. None.

Section 6 : **Principles**

6.1. ADSM encourages its faculty and students to engage in research activities of quality and national interest.
6.2. ADSM shall foster and create opportunities for students to participate in research activities. This includes, but is not limited to joint research initiatives, conferences, seminars and research competitions.

- 6.3. ADSM shall motivate its students to publish research papers in collaboration with faculty members, by supporting them to participate in in research related conferences and seminars.
- 6.4. ADSM shall allocate an appropriate budget to support student participation in research as detailed in *ADSM Research Strategy*.
- 6.5. ADSM through its programs provides research training for all of its students. All programs have a research component.

Section 7 : Procedures

- 7.1. The Office of Student Affairs shall announce research activities and events to all students in coordination with the Director of Research.
- 7.2. Students may form a research related club in accordance with the principles of the *Student Activities Policy*.
- 7.3. Students are eligible to receive funding support to participate in scientific conferences, training workshops and research competitions, subject to the following:
 - 7.3.1 The research activity should be in line with ADSM Research Strategy.
 - 7.3.2 Students must submit supporting documents to attend conferences or other research events. This may include letter of invitation, event agenda, and required budget, as applicable.
 - 7.3.3 Students should submit the request to participate in writing to the Director of Research through their Academic Adviser.
 - 7.3.4 The Director of Research shall review the request, and recommend it to the Academic Dean, if approved.
 - 7.3.5 The Academic Dean shall then obtain the President's approval.
 - 7.3.6 Subject to the President's approval, the Office of Student Affairs shall make all arrangements.
 - 7.3.7 Participating students shall present the outcomes of their participation to other students and faculty through a Research seminar in coordination with the Director of Research.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Academic Dean shall monitor implementation and report violations.

Section 9 : Cancellations

9.1. Approval of this Policy cancels P 702 – Student Involvement in Research Policy_v4.0.

Section 10 : Review Statement

10.1. ADSM’s Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA’s Standards for Licensure and Accreditation and the Ministry of Education’s Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM’s P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Academic Dean	<i>Marc Poulin</i>
Recommended by: Academic Council	Review and Approval Form on 04/07/2022
Approved by: Executive Committee	Review and Approval Form on 04/07/2022

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy first approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	14/10/2021	Alignment with other research related policies.
4	04/07/2022	General review, and Review Statement updated.

Next scheduled review: 04/07/2023

END OF DOCUMENT



Policy Name : **Funding for Conference Participation Policy**

Related Documents : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education Framework for the Compliance Inspection of Higher Education Institution – 2021.
ESG 2015 Standards – 1.5 Teaching Staff

Section 1 : Purpose

1.1 This Policy aims to set a framework for providing ADSM faculty with financial support to participate in international scientific conferences, research and professional development events and activities.

Section 2 : Scope and applicability

2.1 This Policy applies to ADDSM's faculty and students.

Section 3 : Definitions

The following definition(s) apply to this policy:

3.1 None.

Section 4 : Policy Statement

4.1 ADSM strives to provide clear guidelines on conference participation and application process for faculty members, including the eligibility criteria, required supporting documents, applicable funding and summary report.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

6.1. Research-active faculty members and students are entitled to apply for part or full financial support to participate in international conferences and other research events. This should be used to cover expenses, including, but not limited to air ticket, accommodation, registration fees for an amount not exceeding (10,000) AED.

6.2. Only faculty members who completed the probation period are eligible for conference funding.

- 6.3. Faculty members should submit supporting documents as evidence of the requested funding. This could include, but not limited to air ticket and accommodation costs, and registration fees.
- 6.4. Faculty's application for funding should contain information related to the quality of conference, such as if it is ranked as ABC (ERA list) (available at <http://www.conferenceranks.com/>) or other appropriate ranking list (to be reviewed and verified by the Director of Research).
- 6.5. The Director of Research will assign a higher weight for the participation of a faculty in a conference that publishes the presented paper in conference proceedings listed in Scopus.
- 6.6. To apply for approval, faculty members need to submit a written request at least eight (8) weeks before the date of the event.

Section 7 : Procedures

- 7.1. To request funding for conference participation, faculty members should submit a written request to the Research Committee, subject to the following:
 - 7.1.1 provide all supporting documents including conference/event agenda, invitation, evidence of paper presentation, and evidence of publication of proceedings, as applicable.
 - 7.1.2 Based on the outcome of the Committee's review, the Director of Research shall submit the request to the Academic Dean for approval.
 - 7.1.3 The Academic Dean shall review the request and submit it to the President for final approval.
 - 7.1.4 Subject to the President's approval, the Academic Dean shall notify the Director of Research and the Human Resources Office to make the required arrangements.
 - 7.1.5 The participating faculty should submit a summary report on the event, maximum two (2) pages, to the Director of Research, two weeks following the event.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented shall
- 8.2. The Director of Research shall monitor implementation and report violations.

Section 9 : Cancellations

- 9.1. Approval of this Policy cancels P 706 – Funding for Conference Participation Policy_v4.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Director of Research	<i>Miroslav Mateev</i>
Recommended by: Academic Council	Minutes of Meeting held on 04/07/2022
Approved by: Executive Committee	Minutes of Meeting held on 04/07/2022

Section 12 : Revision History

Revision No.	Effective Date	Description
0	06/04/2020	Policy first approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	06/12/2021	Policy scope updated to include students.
4	04/07/2022	Review Statement updated.

Next scheduled review: 04/07/2023

END OF DOCUMENT



Policy Name : Community Engagement Policy

Related : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education Framework for

Documents the Compliance Inspection of Higher Education Institution – 2021.

ESG 2015 Standards

ADSM P 116 – Continuous Education and Lifelong Learning Policy

ADSM P 302 – Academic Program Advisory Committee(s) Policy

ADSM P 410 – Student Activities Policy

ADSM P 421 – Alumni Relations Policy

ADSM P 408 – Career Services Policy

ADSM Strategic Plan 2021 - 2025

Section 1 : Purpose

1.1 The purpose of this Policy is to establish a framework by which ADSM is able to develop collaborative external partnerships that yield mutually beneficial outcomes for the community it belongs to, and to all the institution's faculty, staff, and students.

Section 2 : Scope and applicability

2.1 This policy shall apply to all faculty, staff, and students at ADSM.

Section 3 : Definitions

The following definition(s) apply to this policy:

3.1 **Community Engagement Committee:** a standing Committee comprised of two (2) external stakeholders and three (3) internal stakeholders, including the Director of Student Affairs who shall act as the Chair.

3.2 **Community Engagement Officer:** a dedicated staff member within the Office of Student Affairs, whose main focus is establishing internal and external relationships, facilitation, and/or delivery of ADSM's community engagement activities that involve direct contact with ADSM's community.

3.3 **Community Engagement Strategic Plan:** a plan developed to engage with the community, identify opportunities that positively contribute to maintaining productive relationships with the community, and promote the School's activities and services in line with its up-to-date and approved Strategic Plan.

- 3.4 **Community Engagement Operational Plan:** a specific Operational Plan that includes goals, objectives, KPIs, time frames for action and targets linked to the annual budget and monitored on a quarterly basis
- 3.5 **Community Engagement Calendar:** an events calendar that comprehensively lists all activities and events planned under the Community Engagement Plan.
- 3.6 **Community Engagement Evaluation:** a periodical process to measure, evaluate and improve the effectiveness of the Community Engagement Program.
- 3.7 **Academic Program Advisory Committees:** advisory committees formed for each academic program at ADSM, and comprised from representatives of various employers within the community.

Section 4 : Policy Statement

- 4.1. As an institution, ADSM shall develop mechanisms to maintain productive relationships between its faculty, staff, and students, and the community it belongs to, including but not limited to, employers, other education providers, and alumni.

Section 5 : Exclusions

- 5.1. None.

Section 6 : Principles

- 6.1. To provide a student-centric approach, a Community Engagement function will be contained within the Office of Student Affairs, with a Community Engagement Officer reporting directly to the Director of Student Affairs. However, ADSM shall engage with its wider community through channels established by other units. This includes, but is not limited to:
 - 6.1.2 Engaging with other HEIs through the activities of the Academic Dean and Director of Research.
 - 6.1.2 Providing professional development opportunities to the wider community through the activities of the Director of Business Development as set in the *Continuous Education and Lifelong Learning Policy*.
- 6.2. ADSM shall create a specific Community Engagement Strategic Plan that cascades from its up-to-date and approved Strategic Plan.
- 6.3. A Community Engagement Operational Plan shall then be created to monitor progress.
- 6.4. The Community Engagement Committee shall ensure that ADSM's Community Engagement Plan is in line with its Community Engagement Strategic Plan.

- 6.5. The Community Engagement Officer shall prepare a Community Engagement Calendar for each Academic Year, it shall include events and activities that aim to develop and maintain productive relationships with the community with a student-centric approach.
- 6.6. The Community Engagement Plan shall take into consideration events and occasions that are within an educational context, and/or relevant to the UAE community. This includes events that focus on students' career development, as stipulated in the *Career Services Policy*.
- 6.7. The Community Engagement activities will focus on activities and events that advance the mission of the School and should overlap with and reinforce the School's key functions, teaching, learning and research.
- 6.8. Faculty and staff are expected to positively contribute to the community engagement initiatives of ADSM. This may take different forms based on employee interest and time commitments. Examples of activities include membership in professional organizations in one's discipline, particularly in leadership roles, serving on boards of schools, organizing conferences, delivering lectures and disseminating knowledge that is beneficial to the community, organizing events to promote public awareness, applying one's academic expertise in the local community, undertake activities to support research initiatives in the community etc. Structured opportunities shall be provided for faculty, staff, and students, to provide input and feedback in regards to the proposed events and activities, via the Community Engagement Survey, and any other appropriate channel.
- 6.9. The members of each Academic Program Advisory Committee shall be appointed in accordance with the principles of the *Academic Program Advisory Committee(s) Policy*.
- 6.10. Program Advisory Committees will serve as a conduit between ADSM and its community of employers and will focus on engaging with employers and interlinking with community organizations, associations and institutions, in order to facilitate the accomplishment of the relevant program's educational goals.
- 6.11. ADSM considers its alumni as an important constituent of its community and will actively engage with the community by organizing events, providing opportunities for alumni professional development and developing a platform for alumni networking, as per the *Alumni Relations Policy*.
- 6.12. The Community Engagement Strategic Plan shall be reviewed and updated annually to ensure its relevance and ability to achieve the required outcomes.
- 6.13. The Community Engagement Officer shall be responsible for conducting an annual critical self-evaluation, and presenting the results to the Director of Student Affairs.

- 6.14. The Director of Student Affairs shall work with the Community Engagement Officer to update the Community Engagement Calendar to take into consideration the input from faculty, staff and students.
- 6.15. The Community Engagement Officer will facilitate the implementation of the activities and events under the supervision of the Director of Student Affairs.

Section 7 : Procedures

- 7.1. The Academic Dean and the Director of Student Affairs shall prepare a Community Engagement Strategic Plan that cascades from ADSM's up-to-date and approved Strategic Plan. Based on which a specific Community Engagement Operational Plan shall be created to monitor progress.
- 7.1.1 The Community Engagement Operational Plan must include goals, objectives, KPIs, time frames for action and targets which are linked to the annual budget and monitored on a quarterly basis.
- 7.2. The Executive Committee must approve the Community Engagement Strategic Plan and resulting Operational Plan prior to implementation.
- 7.3. The Community Engagement Committee shall meet at least twice each academic year:
- 7.2.1. The first meeting shall occur prior to the start of the academic year and shall aim to set the direction and objectives of the Community Engagement Plan.
- 7.2.2. The second meeting shall occur in towards the end of the second term to evaluate the implementation of the Plan and make any necessary changes.
- 7.2.3. The Committee may meet more frequently and as needed to ensure that ADSM's Community Engagement objectives are met.
- 7.4. The Community Engagement Officer shall create a Community Engagement Calendar, coordinate the various activities, measure the satisfaction with and evaluate the effectiveness of these activities, and prepare an improvement plan to the Director of Student Affairs for Approval.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Director of Student Affairs shall monitor implementation of this policy and report violations.


Section 9 : Cancellations

- 9.1. Approval of this policy cancels P 901 - Community Engagement Policy_v3.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Director of Student Affairs	
Approved by: Executive Committee	Minutes of Meeting held on 04/07/2022

Section 12 : Revision History

Revision No.	Effective Date	Description
0	11/02/2020	Policy first approved
1	01/02/2021	Policy reviewed and updated to reference Continuous Education and Lifelong Learning Policy.
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	04/07/2022	Policy reviewed to include a mandate to create a Community Engagement Strategic and Operational Plans. Review Statement updated.

Next scheduled review: 04/07/2023

END OF DOCUMENT