



Faculty Handbook

FOR COMPUTER SCIENCE

Sep 2012

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Chapter 1

The College and its Organisation

The College of Computer and Information Systems (CIS) was established in 2005.

1.1 Departments

The College consists of the following departments:

1.1.1 Computer Science

The Computer Science Department offers *Bachelor of Science* degrees in computer science.

1.1.2 Computer Engineering

The Computer Engineering Department offers *Bachelor of Engineering* degrees in computer engineering.

1.1.3 Information Systems

The Information Systems department does not currently offer any degrees.

1.2 Academic Calendar

The academic year consists of two semesters and normally starts in September and ends in June. It is followed by an eight-week summer term which

is optional for both students and faculty members.

The first day(s) of the semester (for up to a maximum of five days) is/are the registration day(s) for students. Classes begin on the day following the registration day(s) and last for 15 working weeks followed by the final examinations period. The summer term normally lasts for around eight weeks followed by the final examinations period.

The two semesters are separated by a two-week holiday period. Each semester contains a one-week holiday in the middle which is prolonged to two weeks if Hajj occurs during this very semester. Summer holidays for those not teaching during summer are eight weeks.

Chapter 2

Teaching

The college has the primary goal of providing excellence in teaching, research, and community development. Faculty members have the duties of teaching and educating students, performing state-of-the-art research, and ensuring the optimal running of the department by performing vital administrative duties.

Teaching is the primary role of a faculty member by which he transfers knowledge to students and encourage them to learn and perform better, always employing effective teaching methods to enhance the learning experience of students. An instructor should also establish a professional relationship with students in which he acts as a role model, tutor, and advisor. In the following, a detailed description of the teaching and teaching-related activities of the faculty member is given.

2.1 Instructor-Course Assignment

It is usually the duty of the department to assign load for teaching and teaching-related tasks. The loads may vary from between semesters to adapt to departmental requirements and policies. It is common that the faculty members are asked to express their desire in teaching a particular set of courses for a given semester. This wish list together with faculty research background, teaching experience, and teaching record are used to decide on suitable courses to assign to the faculty member to teach for the semester. The department strives to maintain the same instructor-course assignment over the semesters but this might not be always possible.

2.2 Teaching Load

Teaching load depends on certain factors such as specific departmental requirements and staff-to-student ratio — which can differ between semesters and thus causing teaching load to vary. Full professors are expected to teach a maximum of 10 teaching units per week, associate professors are expected to teach a maximum of 12 teaching units per week, assistant professors are expected to teach a maximum of 14 teaching units per week, and lecturers and teaching assistants are expected to teach a maximum of 16 teaching units per week. A teaching unit is a weekly theoretical lecture that lasts no less than 50 minutes, or a weekly practical/field session that lasts no less than 100 minutes.

Additional load might result from supervising final-year projects and coordinating multi-section courses if the faculty member is appointed as course coordinator by the department. However, the work load may be reduced if a faculty member has other administrative responsibilities, special assignments, approved research, lab development, development of new course materials, and supervision of theses and senior projects. Faculty members are expected to be available for around 35 hours a week (can increase to 40 hours a week by university) to carry out their professional duties.

2.3 Office Hours

It is expected that faculty members schedule a reasonable amount of office hours by which students are given the chance to consolidate their understanding by asking questions and so on. Office hours should ideally be spread over multiple days in the week and/or in different times convenient for the students. The department can specify a minimum number of office hours, and it is expected that the office hours are publicly posted so that both students and department know them.

2.4 Curriculum Development

Faculty members should be committed to continuous development including the subjects they teach. Course material should be reviewed and updated as often as possible to reflect new advances in research. In addition to this, a faculty member has the responsibility of developing new courses that go along technological developments and industry requirements — in order

to strengthen the curriculum and increase the preparedness of students to undertake research or work in industry after graduation.

2.5 Student Advising

In addition to teaching, a faculty member is expected to advise students to ensure they progress throughout their degree in a correct and optimal fashion. The academic advisor plays an enormously important role in the study process. Students are advised to be in touch with their academic advisor who shall assist them with all aspects of the academic experience and provide information regarding campus resources as needed. Some of the specific responsibilities of the academic advisor includes but are not limited to:

- Assistance with goal setting.
- Selection of educational program/courses so as to coincide with the students career objectives.
- Monitoring academic progress.
- Clarification of academic policies.
- Assistance with academic issues.
- Assistance with personal concerns.

The academic advisor shall provide awareness that students are urged to contact their advisor on any matters related to educational progress. Also, the advisor shall provide awareness of student responsibilities of helping the advisor by sharing essential information about the academic progress, strengths, weaknesses, interests, and goals. Ideally, students should see their advisors at least three times per semester, at the beginning, near the mid-term, and at the conclusion of the semester.

All advisor sessions should be documented for the department records. Students shall be discouraged from registering for courses without consultation and advisor approval of their academic program. Also, the academic advisor is responsible to the course registration at the beginning of every semester (see Section 4.2.1 for more details on the registration process).

Table 2.1: Time-section division for both male-campus and female-campus students.

Sess. No.	Equivalent Time	
	Male-Campus Students	Female-Campus Students
1	08:00-08:50	08:00-08:50
2	09:00-09:50	08:50-09:40
3	10:00-10:50	09:50-10:40
4	11:00-11:50	10:40-11:30
5	13:00-13:50	11:40-12:30
6	14:00-14:50	13:00-13:50
7	16:00-16:50	14:00-14:50
8	17:00-17:50	14:50-15:40
9	18:00-18:50	16:00-16:50
10	19:20-20:10	17:00-17:50
11 & 12	20:20-22:20	—

2.6 Class Management

2.6.1 Class Schedule

The timetables of courses which show their time slots and venues are usually available on the semester immediately preceding the semester where the course is scheduled. The timetable can be accessed by faculty via the academic-system electronic portal [3] using the faculty member's login details. If for strong and valid reasons such as time and space conflicts, lack of teaching equipment at a particular lecture theatre, etc. the faculty member can through the department request a change in the time/venue of a given lecture. A week day is partitioned into sessions according to Table 2.1.

2.6.2 Teaching Resources

Each teaching or practical lab is fitted with a lecturing PC connected to a projector and a white board. This gives versatility in teaching between presenting slides and explaining concepts using the good old board. Faculty can at any time request white board markers from the lab technician. The labs are normally locked to avoid theft and only open during a teaching or practical session. All the keys to the labs are available from the technician's room close to all labs; the instructor can borrow a key from the technician for the duration of the lecture/lab, and return it at the end of the teaching

session. Faculty are encouraged to notify the technician of the problems they encounter concerning equipment and else.

2.6.3 Class Attendance

It is university regulation that attendance is taken every theoretical and practical class in order to discourage absenteeism of students. The university regulations state that a regular student is not allowed to continue in a course or take the final examination if the combination of his non-excused and excused absences exceed a fourth of the scheduled lecture and lab sessions.

2.6.4 Student Conduct

The students are responsible for adhering to the university regulations on acceptable academic and social behaviour. Cheating and plagiarism in particular are considered as acts of dishonesty — students must carry out their tasks individually and without seeking help from unauthorised parties. Cheating and plagiarism in closed and open assessments lead to the awarding of a zero mark, and disciplinary measures against the student will be taken as defined by university regulations. In addition to this, in case of gross misconduct by a student in the class, the instructor should report the incident to the department for investigation and disciplinary action.

2.7 Course Assessment and Examination

2.7.1 Examination Policies

A course is evaluated using a combination of open assessments and closed exams. Open assessments include practical exercises and (mini) projects that the students are allowed to do unsupervised. Closed exams are those that require the students to be physically present in an examination hall at the university. As a university regulation, the students must take one closed midterm exam and one closed final exam for each course. The duration of the final exam must not be less than one hour and no more than three hours. In addition to this, instructors are encouraged to give at least one test to students and make results available for them before the last day of dropping courses; so that a student can make informed decisions on whether or not to continue the course on that particular semester. Except final exams which are scheduled centrally by the university, the times and venues of all other assessments are scheduled by the instructor himself.

2.7.2 Grades

The university defines the grading system according to Table 2.2.

- **IP** If a course requires more than one semester for completion e.g. final-year projects, then a grade IP is awarded for all semesters except the final one.
- **IC** When all but a minor portion of the course work has been satisfactorily completed by a student, he may be awarded a grade IC — only awarded at the end of a semester and in exceptional circumstances.
- **DN** A student is awarded the grade DN when his excused and non-excused absence exceeds 25% of the lectures and labs.
- **NP** The marks obtained by the student for some courses do not contribute to his overall GPA e.g. thesis and summer-training reports. In these cases, the instructor awards a grade NP if the student passes the course.
- **NF** The marks obtained by the student for some courses do not contribute to his overall GPA e.g. thesis and summer-training reports. In these cases, the instructor awards a grade NF if the student fails the course.
- **W** When the student drops a course before the course-withdrawal deadline, a grade W is awarded to him.
- **WP** When the student drops a course after the course-withdrawal deadline, the student is awarded WP if he is passing the course while withdrawing.
- **WF** When the student drops a course after the course-withdrawal deadline, the student is awarded WF if he is failing the course while withdrawing.

2.8 Course File

The instructor must maintain a course file in which he documents the schedule of the course on a weekly basis, lecture and lab material, assessment questions, model answers, example student answers, statistics concerning student satisfaction of different course outcomes, and instructor's review of the course. The course file is vital for the continuous development of the college and ABET accreditation.

Table 2.2: Course Grades.

Grade Letter	Grade Description	Mark m	Points
A+	Excellent — High	$95\% \leq m \leq 100\%$	4.00
A	Excellent	$90\% \leq m < 95\%$	3.75
B+	Very Good — High	$85\% \leq m < 90\%$	3.50
B	Very Good	$80\% \leq m < 85\%$	3.00
C+	Good — High	$75\% \leq m < 80\%$	2.50
C	Good	$70\% \leq m < 75\%$	2.00
D+	Pass — High	$65\% \leq m < 70\%$	1.50
D	Pass	$60\% \leq m < 65\%$	1.00
F	Fail	$< 60\%$	0.00
IP	In Progress	—	—
IC	Incomplete	—	—
DN	Denial	—	0.00
NP	No Grade — Pass	—	—
NF	No Grade — Fail	—	—
W	Withdrawn	—	—
WP	Withdraw with Pass	—	—
WF	Withdrawn with Fail	—	0.00

2.9 Teaching Assistants (TAs)

2.9.1 Number of TAs per Course/Class

One TA is assigned to every 100 students in non-lab courses, or for every 80 students in lab courses. For example, one 25% TA is assigned to every 25 students in non-lab courses, and one 25% TA for every 20 students in lab courses. A course is a lab-course if it requires students to do software or hardware exercises in a software/hardware laboratory outside theoretical lecture sessions.

2.9.2 TA Duties

This is a list of typical duties of a TA.

Grading (Frequency: Every Assessment excluding Midterm and Final Exam)

TAs are responsible for grading open assessments such as homework assignments, and closed assessments such as quizzes. It is a university/departamental regulation that the midterm and final exam be graded by the course instructors themselves.

It is the course instructor's duty to provide a model answer for the TAs to use while grading student work. When necessary, the course instructor should grade a number of student answers in front of the TAs to show them the most suitable grading strategy e.g. when the assessment contain essay-based questions.

Answering E-mail (Frequency: Daily)

Students sometimes ask questions by e-mail. Usually, an email address is setup for the course, and TAs (and sometimes the instructor) alternate in answering the question queue. For particularly large courses with many TAs, answering questions via a class newsgroup can be a good way to coordinate question answering.

Holding Office Hours (Frequency: Weekly)

The only occasion where the TA can meet face to face with the students, office hours can be very rewarding. The TA should as much as possible avoid spoon-feeding the students. The TA should point out to relevant sections from the class material or textbook where the student can learn more about

the questions they are asking. We aim to teach the students how to find the information themselves by guiding them towards it instead of offering direct answers in a way that could inhibit the student's sense of scientific research. Ideally, office hours are spread across more than one day to give students a fair chance of asking questions at convenient times.

Attending Class (Frequency: Potentially Every Session)

The TA might be required by the course instructor to take attendance during theoretical lecture sessions and especially when the groups are large and require considerable time taking attendance. The TA's duty in this case is to silently take attendance in the first 15 minutes of the class while the course instructor gives the lecture.

Whether or not the TA is required to take attendance in a lecture, it's highly recommended that that TA goes to as many lectures as you can since (i) it allows the TA to stay up-to-date with what material is presented in class and (ii) it makes the TA visible to the students to show that you care and are interested in the class. The TA can bring other work to keep himself or herself occupied (e.g. answer e-mails, enter grades, etc.).

Giving Feedback to Instructor (Frequency: Continuous)

TAs can potentially have more input from the students than the instructor does, and can see from the homework how the students are doing. They should not hesitate to give feedback to the instructor.

Maintaining the Class Web Page (Frequency: Continuous)

There is no clear attribution of responsibility on this item. A class web page is a great thing to have, and the TA should take care of it the instructor does not have one.

2.9.3 Departmental Code of Practice for TAs

Teaching

TAs must share the teaching load with the department professors. There are two types of roles that a TA can have, namely Course Assistant (CA) and Lab Assistant (LA). However, the load given to a TA shall have an average of 20 working hours per week. This is because the TA is required to prepare his/her application for graduate studies. It is very important for course instructors to consider this when they assign loads for TAs.

Course Assistant (CA) Role. Before a teaching session:

1. CAs should be fully briefed by the course instructor on the teaching session, and should be given the teaching timetable and course notes in advance.
2. It is the CA's responsibility to ensure that he/she is adequately prepared for the class, consulting the course instructor as necessary.
3. Prior to the teaching session, the course instructor should clarify and explain the syllabus and the learning outcomes for the course, and outline the order of the teaching session.

During the teaching session.

1. The CA must arrive at least five minutes before the start of each session.
2. The CA should be approachable to the students and communicate well with them.
3. The CA should take a pro-active role in order to stimulate the interest and probe the understanding of the students.
4. The CA must maintain an accurate record of attendance if required to do so.

After the teaching session, the course instructor may suggest a feedback session which can be useful and help to evaluate the need for any changes or improvements in the teaching plan and the effectiveness of the CA. The CA must ensure that any matters of concern regarding any student are reported to the course instructor immediately after the teaching session.

Lab Assistant (LA) Role. Before a laboratory session:

1. LAs should be fully briefed by the course instructor on the laboratory session they will assist in, and should be given the laboratory schedules and course instructor's notes in advance.
2. It is the LA's responsibility to ensure that he/she is adequately prepared for the laboratory, consulting the course instructor as necessary.
3. Prior to the laboratory session the course instructor should talk through the aims and objectives with the LA(s), and outline the order of the lab session.

4. The course instructor should ensure that the LA is familiar with the hardware and software prior to the laboratory session, and if not the LA should be fully briefed and given the opportunity to have a trial run.
5. The LAs should be aware of general Health and Safety Regulations with respect to teaching sessions in laboratories.

During the laboratory session:

1. The LA must arrive at least five minutes before the start of each session.
2. The LA should be approachable to the students and communicate well with them.
3. The LA should take a pro-active role in order to stimulate the interest and probe the understanding of the students.
4. The LA must maintain an accurate record of attendance if required to do so.

After the laboratory session, the LA must ensure that any hardware or software faults are reported to the school's technicians. The course instructor may suggest a feedback session which can be useful and help to evaluate the need for any changes or improvements in the running of the laboratory and the effectiveness of the LAs. The LA must ensure that any matters of concern regarding any student are reported to the course instructor immediately after the teaching session.

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Chapter 3

Research

A major goal of the college is promoting research in computer science and publishing in top-level journal and conferences. All faculty members are encouraged to pursue their individual research activities, form research groups within the college and with strong international collaboration, and actively apply for research grants.

3.1 Research Facilities

The college is continuously hiring more faculty members with outstanding research-track records to enhance research and decrease teaching load. There are research assistants hired by the college to help faculty members undertake their research. The university has subscriptions to the *ACM* digital library, the *IEEE Xplore* digital library, *Elsevier ScienceDirect* digital library, and *Springer* which cover numerous books and journals in the field of computer science. These publication databases amongst many others can be accessed from any computer connected to the University's network.

3.2 Research Grants

A number of internal and external research grants are available for faculty members to obtain funds for their research. Please refer to the websites of the sponsors for further details on research topics, priorities, and deadlines.

- Internal University Grants.
 - **Institute of Scientific Research and Revival of Islamic Heritage** [6] is an annual university-funded research grant for

faculty members and includes a track on applied science.

- **Institute of Research and Consulting Studies** [5] is an annual research grant offered by the University in conjunction with SABIC to fund research leading to patents.
- External Grants.
 - **National Program for Science and Technology (NPST)** [7] is probably the most important research grant with a grant cap of two million Saudi Riyals and has two deadlines per year.
 - **KACST Applied Grants Program** [1] is a research grant program which focuses on strategic research which includes a track on applied research. The grant has an annual deadline for proposals in priority-research topics, and a continuous throughout the year open deadline for non-priority topics.

3.3 Publications and Patents

Faculty members should always engage in cutting-edge research and publish in top-quality journals and conferences. Contributing researchers and students must always be listed as co-authors whenever they contribute significantly to the research work. Research funded by the university and external sponsors should always contain clear acknowledgement of the received financial support. Faculty members must observe ethical behaviour at all times and maintain an atmosphere of intellectual honesty.

When the research of a faculty member leads to an invention, he should contact the college as soon as possible to discuss the issue and apply for patent licence.

3.4 Research Labs in the Department

3.4.1 HISE

The High-Integrity Software-Engineering (HISE) Lab has been founded in March 2012. It comprises a multidisciplinary team of researchers that spans the areas of software engineering, high-performance computing, intelligent systems, and algorithm design. The lab's vision is to be one of the internationally leading labs in software design, analysis, and verification of high-integrity software systems. It will conduct cutting-edge research in the area of high-integrity software engineering, establish collaboration with

prestigious national and international universities and companies, and polish local talent through training and outreach. HISE aims to establish a robust research ground in the software engineering of telecom, automotive, avionics, and space applications. Moreover, in addition to targeting premiere publication venues to disseminate the research activity of the lab, HISE aims at turning its findings into robust industrial-strength software tools.

Lab Director: Dr. Amine Marref

Lab Website: <http://marref.org/hise>

3.4.2 AIRWA

The Artificial Intelligence in Real-World Applications (AIRWA) Laboratory at Um Al-Qura University consists of a group of faculty, and affiliated scientists and engineers who conduct theoretical and applied research in the area of Computational Intelligence and its real-world application. This group offers researchers at the University the opportunity to exchange ideas and collaborate on projects as part of the process of broadening our understanding of this rapidly growing field. By assuring superior human performance in complex domains with the help of Computational Intelligence, we will create great value for society, and users. We envision that our lab will increase awareness of CI technology among users as well as leaders of private sector.

Lab Director: Dr. Ahmed Kattan

Lab Website: <http://www.airwalab.com>

3.4.3 PosNavLab

The Positioning and Navigation Lab (PosNavLab) will conduct innovative research activities in the positioning, navigation and related fields. The focus will be on the development of advanced artificial intelligence, machine learning, inference, sensor fusion and sophisticated numerical algorithms to enable new applications and value-added services for the local and international community, academia and industry. The research program aims at developing theory, models and methods to fulfill the high-accuracy and high integrity requirements for air, marine, land and personal navigation applications. Moreover, it will be dedicated to the research, development and improvement of wireless positioning and navigation technologies for outdoor and indoor use. Therefore, PosNavLab will use state-of-the-art equipment and software, and set tight national and international cooperation links with other universities and research institutions in addition to government and

industry.

Lab Director: Dr. Mohamed A. KhalafAllah

Lab Website: TBA

3.4.4 Network Research Lab

The Network Research Lab at Umm Al-Qura University aims at conducting state of the art research in the field of computer networks. The research is primarily focused on improving communication services (user-experience, Quality of Service) for applications of different domains. The research and teaching activities at the lab target the needs of KSA by; proposing innovative network solutions, solving local communication problems and preparing UQU students to handle network related tasks in the future. The main research themes are: Quality of Service, Network Management and Security, Network Modeling and Analytical Techniques and Energy Efficient Network Design (Green Networking).

Lab Director: Dr. Shaleeza Sohail

Lab Website: TBA

3.4.5 Advanced Media Lab

Many areas of research, including medical science, engineering, computer science, bio informatics, homeland security, e-Health, and geo-informatics, to name a few, are employing digital media in different application scenarios. Multimedia is the field concerned with the representation, storage, retrieval, and dissemination of machine-process-able information that is expressed in multiple media, such as text, voice, graphics, audio, video, haptics, sensors, animation, and 3D virtual worlds. In Media Lab, we will focus our research on working with existing media such as sensory media, haptics and e-touch, human emotion, biometric and social media as well as gaining expertise in new media.

Lab Director: Dr. Mohammad AbdurRahman

Lab Website: <http://advancedmedialab.com>

3.5 Research Lab Regulations

3.5.1 Initiating New Labs

Applications for new Research Lab is reviewed by the Research Committee headed by the Research Director in conjunction with the Head of the

Department. In order to start a Research Lab, the following rules must be observed by the Lab initiator (Lab Director).

- The Lab Director must have enough experience in the research demonstrated by publications, fund attraction, and/or past experience running similar labs.
- The new labs research area should not be overlapped with other existing labs.
- The Lab Director must have in his/her team enough faculty members to initiate the Lab: at least two faculty members of Assistant Professor level and above (including the Lab Director) must agree to do research in their common areas of interest. In exceptional cases, a Lab can be initiated by one faculty member after careful evaluation by the Research Committee in consultation with the Head of the Department.
- The Lab Director must have published at least one conference/journal paper after affiliation to the UQU and submitted at least one research progress report to the Research Director.

3.5.2 Selection of the Lab Director (PI)

- When more than one candidate nominate themselves to be lab directors (either initially or later on), the choice will be made based on research experience (publications and funds) in the related research thrusts of the Lab; and in case of a tie, seniority of the rank will decide the Lab Director.
- The position of Lab Director will be for two years, after which either the term of the existing Lab Director will be extended or a new Lab Director will be selected by the Lab members through mutual agreement or anonymous voting. In case of conflict, Research Committee headed by Research director will decide the Lab Director based on research reports submitted from the Lab.

3.5.3 Lab Members (Co-Is)

- Any faculty member of the department can join a particular lab if his/her research interests/experience match the scope of the Lab.

- Faculty member of CS can join at most three labs as Lab members: one primary lab most relevant to their area of specialization and two other labs related to their research interest.
- Faculty members from other departments or universities can be members of the lab but the research activities of the lab will be the prime responsibility of the Lab Director and lab members from CS at UQU.
- A Lab Director can be a member of at most two labs; one of which is the lab under his direction.

3.5.4 Lab Evaluation

Each newly established Research Lab obtains an initial start-up package from the Department/University which consists of space for the Lab, ability to recruit RAs to assist the lab members in their research, and basic fund, if possible, for purchasing potentially non-expensive equipment for the Lab. As for major equipment and other human resources such as specialized technicians; they will be arranged by submitting project proposals to different funding agencies by the faculty members and can also be done through collaboration with the industry. Successful Research Labs will potentially obtain more substantial and dedicated funds from the College in the future. Since the Department is providing human resources, space, and some equipment to the Lab, it is desirable that the lab members conduct high-quality research in their respective areas. Following will be the performance measures (relative the labs manpower) to evaluate the research progress of the Lab.

- Every Lab director will submit progress report of the lab to the RD bi-annually.
- Research Assistant/Associates (RAs) and Post-docs of the lab will be evaluated by the Lab director and will be documented in the report.
- In the progress report, a table will be included which shows how many seminars are conducted, how many papers are published/accepted/submitted, how many technical reports are written, how many proposals are submitted/under-review/accepted, and any other news published anywhere. Progress report will also include plans for the next six months.

- A key performance indicator of the labs performance is measured by its contribution toward the students (e.g., designing new graduation projects, design and/or improve new curriculums in line with the ABET process).
- Technical reports will include detailed analysis of the research with the results and will be kept first in the department and then will be submitted to the library to make them public in Saudi Digital Library.
- Research Director (RD) will evaluate the bi-annual reports of the lab and take following decisions,
 - RD will influence the balance of teaching load of the labs members based on their research performance.
 - Departmental support and resource allocation to labs will be based on their productivity and research performance.
 - RD will recommend/reject the request of more RAs in the lab by Lab director.
 - If the performance of the lab is below a certain threshold then RD will hold meetings with lab director and lab members to improve the performance of the lab. In extreme cases of poor labs performance the RD will decide with the research committee to shutdown the lab and reallocate its resources for grater benefits for other labs.

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Chapter 4

Administrative Duties

The main purpose of administrative assignments is to delegate authority and assign responsibility to the Administrative Review Board (i.e., Ph.D. faculty members), define its composition, and describe its functions. Each role must at least have one contact individual; however, the same role may be held by multiple individuals “if necessary”. It is preferable to rotate these assignments every defined period.

Each department of the college shall have an internal administrative structure as detailed in the following subsections. Other administrative duties can be assigned if required. The list below should be reviewed and updated based on the department’s built-up experience on a yearly basis. Each member shall raise/discuss any of his/her concerns with other academic members in the departmental meetings. Additionally, each member shall report the progress made since the previous meeting. Naturally, all members are welcomed to offer their advice, share their experiences, and suggest new ideas.

4.1 Administrative Roles

4.1.1 Head of Department (HoD)

The HoD is responsible for the management of the department to help achieve its defined aims and objectives. Through the departmental development plan, HoD is responsible for reviewing the operation of the department and planning future development. Additionally, HoD is required to follow-up the general headlines of all other administrative assignments.

4.1.2 Deputy Head Of Department (DHoD)

The primary duty of the DHoD is to deputise for and support the HoD in leading the Department's academic and administrative performance and external engagements. Specific responsibilities and accountabilities are determined by the HoD and are subject to the approval of the dean of the college.

4.1.3 Undergraduate Director

This director is responsible for overseeing and reporting the state of the undergraduate program. Three main committees underline the main responsibilities of this director: curriculum, quality assurance, and scheduling. The graduate director and his related committees have very similar responsibilities, and the respective undergraduate and graduate committees frequently work together to ensure consistency.

Curriculum Committee

The main responsibilities of this committee are:

- Reviewing computer science curricula developments at leading international universities, and institutions, and suggesting updates to the program.
- Reviewing changes in the job market and suggesting updates to the program.
- Provide assistance to external departments if their programs include computing courses.

Quality Assurance Committee

The main responsibilities of this committee are:

- Determining methods and tools used for assessing the quality of the program.
- Coordinating the analysis of gathered data, development of adequate corrective actions where needed, and plans for their implementation.
- Reporting on the program's overall quality based on gathered data.

- Preparing for external accreditation documentation, requirements and procedures.

The committee includes the following specific sub-roles:

- Final Year Projects Coordinator.
- Course Files Coordinator.
- Surveys Coordinator.
- External Advisory Board Coordinator.

The final-year project coordinator is responsible for the following:

- Manage the lifecycle of GP process.
- Assign potential supervisors to team of students.
- Manage online GP system where supervisors can upload different deliverables throughout the GP process.
- Update GP handbook to reflect state of the art GP policies.
- Update the online GP system software.
- Monitor the uploaded deliverables' due deadlines, see the content of each deliverable to make sure that the content is appropriate, and finally assign each deliverable to a number of evaluators for marking.
- Coordinate the presentation and demonstration schedule before end of each GP session.
- Work closely with supervisory committee to accept or modify marks provided by each examiner.
- Prepare the course file.

Scheduling Committee

The main responsibilities of this committee are:

- Preparing the timetable of the next semester in a timely manner, taking into account expected student numbers, faculty preferences, and any restrictions on faculty load.

- Dealing with last minute student course requests at the beginning of the semester.
- Communicating with the graduate program scheduling committee to ensure there are no timetable clashes or excessive load on faculty members.

4.1.4 Graduate Director

This director is responsible for overseeing and reporting the state of the graduate program. Three main committees underline the main responsibilities of this director: curriculum, quality assurance, and scheduling. The undergraduate director and his related committees have very similar responsibilities, and the respective undergraduate and graduate committees frequently work together to ensure consistency.

Curriculum Committee

The main responsibilities of this committee are:

- Reviewing computer science curricula developments at leading international universities, and institutions, and suggesting updates to the program.
- Reviewing changes in the job market and suggesting updates to the program.
- Provide assistance to external departments if their programs include computing courses.

Quality Assurance Committee

The main responsibilities of this committee are:

- Determining methods and tools used for assessing the quality of the program.
- Coordinating the analysis of gathered data, development of adequate corrective actions where needed, and plans for their implementation.
- Reporting on the program's overall quality based on gathered data.
- Preparing for external accreditation documentation, requirements and procedures.

The committee includes the following specific sub-roles:

- Graduate Projects Coordinator.
- Course Files Coordinator.
- Surveys Coordinator.
- External Advisory Board Coordinator.

Scheduling Committee

The main responsibilities of this committee are:

- Preparing the timetable of the next semester in a timely manner, taking into account expected student numbers, faculty preferences, and any restrictions on faculty load.
- Dealing with last minute student course requests at the beginning of the semester.
- Communicating with the undergraduate program scheduling committee to ensure there are no timetable clashes or excessive load on faculty members.

4.1.5 Student Advising & Welfare Director

This director is responsible for policies relating to student advising, appeals, and careers to ensure that each student's needs are met adequately, and each student is treated fairly. At the beginning of each semester, this director will organize the advising process by briefing academic advisors on any new regulations, giving an induction session for new academic advisors, and generally making sure that every academic advisor is ready to perform his or her duties. In addition to this, the SAA is responsible for all course-equivalence requests and acts as a reference to help with unusual and hard advising-related issues. Three main committees fall under the director: academic advising, appeals, and careers advising.

Academic Advising Committee

The main responsibilities of this committee are:

- Ensure each student has a designated advisor.

- Train new faculty in the delivery of academic advisement services.
- Prepare and distribute materials to assist advisors in providing correct information to students regarding registration procedures, academic regulations, academic audits, and graduation requirements.

Appeals & Disabilities Committee

The main appeal-related responsibilities of this committee are:

- Develop and publicize student appeals/complaints procedures.
- Ensure student complaints are resolved fairly, consistently, and without delay.
- Advise the department council on managing appeals.
- Inform the relevant student about the committee's decision in any appropriate method (e.g., email or written letter).
- Receive plagiarism allegations from academic members and deal with them accordingly.
- Record and store all cases, together with their decisions, in an archive for the departmental records.

The main disability-related responsibilities of this committee are:

- Coordinate a variety of individualized educational activities for students in need of special assistance, including; assessment, development of support plans, counseling, and instruction.
- If necessary, allocate a TA to a particular student to provide any required educational support.
- Provide awareness among students for non-obvious disabilities (e.g., dyslexia) and identify solutions for these problems.
- Confer regularly with relevant students' supervisor, other Student Services staff, and other college offices/personnel to plan, coordinate and evaluate services, exchange information, investigate and resolve problems, refer students for assistance with special needs, and the like.

Careers Advising Committee

The main objectives of this committee:

- Disseminate careers advice to students such as CV writing, and interview skills.
- Maintain contacts in industry to help students undertake summer internships.
- Arrange visits from companies to talk about careers relevant to our students.

4.1.6 Facilities Committee

The main responsibilities of this committee are:

- Monitor departmental facilities including safety, availability, furniture, computers, network access, and any other equipment in labs, offices, and other spaces to assess their adequacy for the program.
- Monitor college and university library to assess their adequacy for the program.
- Maintain a detailed record of the facilities available to the department.
- Report on any weaknesses in available facilities and suggest corrections.
- Form a detailed proposal of all equipment needed for the department.
- Ensure the safety of the department's laboratory by overseeing the use and maintenance of equipment, and by making sure that people working in the lab follow all of the established safety policies. Thus, the lab coordinator must be familiar with procedures for handling and storing any dangerous or hazardous materials.
- Develop the laboratory's schedule and determining when it needs to be open for students or researchers.

4.1.7 Recruitment Committee

The main responsibilities of this committee are:

- Gathering information on manpower requirements in the department.

- Organizing to have suitable job advertisements posted in reputable places.
- Arranging for examinations of graduate scholarship students.
- Shortlisting applicants, and arranging interviews with potential candidates.

4.1.8 Research Director (RD)

The main role of this position is to establish and adapt administrative programs for research within the department and develop and execute programs to fulfill the department's missions. In a nutshell, the RD shall be responsible for developing the research strategy of the department. This includes, but is not limited to, organizing regular seminars, facilitating an internal review procedure for grant proposals written by academic members (i.e., form a review committee of members that have similar interests), advising members who are willing to submit grants (thus, the RD is required to be familiar with different funding bodies and their policies and have direct contact with them), organizing workshops and conferences in collaboration with other universities, supporting other members who are already working on grants, organizing meetings with other departments that might have intersection with computer science (e.g., mathematics, biology/bio-informatics, etc.) in order to create further collaboration opportunities, assessing and reporting the research performance of each faculty member, and determining the amount of teaching load relief for active researchers.

4.1.9 Industrial Relations Director

The main responsibilities of this director are:

- Serving as the portal to the Computer Science department for industrial contacts.
- Broadening the relationship between industry and the department and to foster interactions that might lead to collaborative research projects, cooperative education links, graduation project external examination and graduate recruitment opportunities.
- Coordinating with industrial organizations such as software and system development companies to present their newest ideas and products to the department through public events such as seminars and workshops.

- Raising the profile of the department by planning and implementing a marketing and communications initiatives.

4.1.10 Examinations Committee

The main responsibilities of this director are:

- Exam Timetabling.
- Invigilation and invigilators and exam rooms.
- Collection and Distribution of exam papers from / to staff (how ever does this he /she has to work under oath).
- Archiving and keeping Student past exam answers papers.
- Dealing with initial student requests for appeals (check the marking sums).
- Sending the results to registration (in case of a manual entry).

4.1.11 Additional Roles

Internal Policies Director

The internal policies director is responsible for the continuous updates of departmental regulations through authoring the faculty, staff, and student handbooks.

Publicity/Public Relations Director

This director will draft press releases and contact members in the media who might print or broadcast the department's significant news. Many radio or television special reports, newspaper stories, University's main web page and magazine articles start at the desk of this director. Moreover, the director shall create a weekly local newspaper that includes all local departmental news (e.g., published papers, distinctive students' projects, grants won by members, etc.) and locally broadcast it in any suitable method (e.g., email or printed copies). The PRD shall ensure that this local newspaper reaches all personnel, students, department's dean, department's deputy and the university chancellor.

Website Officer

The main objective of the website officer role is to assist in the creation of an improved website. The website officer shall work closely with all academic members.

Table 4.1 and Table 4.2 shows the role-faculty mapping for the academic year 2012-2013.

4.2 Administrative Procedures

4.2.1 Student Registration

Students are grouped into two categories: internal students belonging to the Computer Science Department, and external students belonging to any another department. External students are assigned one administrative assistant to assist them with registering to courses and groups. Internal students referred to as simply students hereafter are the subject of this section.

The department in conjunction with the deanship of admission and registration assign advisors to groups of students at the beginning of the registration period. A student can then choose his courses for the semester by consulting his assigned advisor who will check fulfillment of prerequisites, accordance with degree plan, satisfaction of course load per semester, and any other specific requirements.

Student advising in the Computer Science Department at Umm Al-Qura University works as follows.

- Students are split evenly over academic advisers appointed by the HoD. All faculty members of professorial ranks and lecturers participate in student advising. The same advisor is appointed the same group of students until they graduate, in which case the advisor is appointed a fresh group of new students. Academic advisors are provided with login details that allow them to register students to courses and sections using the electronic system.
- Students can approach their assigned academic advisor only. In the case where the academic advisor cannot resolve an advisee's issue, the student is forwarded to the senior academic advisor.
- There are four types of student requests.
 1. **Adding a course.** The total number of courses that a student can add depend on the student's GPA, the higher the more

Table 4.1: Faculty-Role Assignment for the Academic Year 2012-2013

Role	Sub-Role(s)	Faculty Member(s)	Username
Head of Department	Head	Dr. Ahmed Kattan	ajkattan
	Deputy Head (Abdiah Campus)	TBA	TBA
Undergraduate Director	Deputy Head (Zaher Campus)	Ms Bushra Gotiml	bagotiml
	Director	Dr. Momin Ansari	mmansari
	Curriculum Committee	Dr. Momin Ansari	mmansari
		Dr. Shaleeza Sohail	ssshoail
		Mrs. Lamia Nour	lenour
	Quality Assurance Committee	Dr. Momin Ansari	mmansari
		Dr. Mohamed Abdurrahman (graduation projects)	marahman
		Dr. Shaleeza Sohail (graduation projects)	ssshoail
		Dr. Mohamed Khalafallah (course files)	mkhalafallah
		Ms. Lalamadiha Hakik (course files)	lahakik
		Dr. Abdulbaset Gaddah (surveys)	aagaddah
		Ms. Bushra Gotiml (surveys)	bagotiml
		Dr. Mohamed Ahmed (external advisory board)	manahmed
		Dr. Elham Hassanain (external advisory board)	emhassanain
		Dr. Momin Ansari	mmansari
Graduate Director	Scheduling Committee	Dr. Elham Hassanain	emhassanain
		Ms. Ishraq Arafah	ikarafeh
		Ms. Bushra Gotiml	bagotiml
		Mrs. Lamia Nour	lenour
		Dr. Mohamed Khalafallah	mkhalafallah
	Student Advising Committee	Dr. Khaled Al-Sayed	knsayed
		Dr. Khaled Al-Sayed	knsayed
		Dr. Elham Hassanain	emhassanain
	Appeals & Disabilities Committee	Ms. Bushra Gotiml	bagotiml
		Dr. Majed Yahya	mayahya
		Dr. Shaleeza Sohail	ssshoail
		Dr. Sonia Hashish	sahashish
Student Advising & Welfare Director	Careers Advising Committee	Ms. Ishraq Arafah	ikarafeh
		Mr. Fareed Lahza	fnlahza
		Dr. Sonia Hashish	sahashish
		Dr. Elham Hassanain	emhassanain

Table 4.2: Faculty-Role Assignment for the Academic Year 2012-2013

Role	Sub-Role(s)	Faculty Member(s)	Username
Facilities Committee	Facilities Committee	Dr. Imdadullah Khan	iikhan
		Dr. Basem Al-Kazemi	by/kazemi
		Mr. Essam Atwa	eaatwah
		Dr. Dalia El-Dib	dabib
		Mrs. Lamia Nour	lenour
		Ms. Lalamadilha Hakik	lahakik
Recruitment Committee	Recruitment Committee	Prof. Muhammed Arif	mahamid
		Dr. Amine Marref	ajmarref
		Dr. Dalia El-Dib	dabib
		Dr. Sonia Hashish	sashish
		Dr. Shaleeza Sohail	sssohail
Research Director	Director	Prof. Muhammed Arif	mahamid
Industrial Relations Director	Director	Dr. Mohamed Ahmed	mamahmed
Examinations Committee	TBA	TBA	TBA
Additional Roles	Internal Policies Director	Dr. Amine Marref	ajmarref
	Website Director	Dr. Mohamed Ahmed	mamahmed
	Newsletter Director	Dr. Murtaza Khan	makhan

courses can be added. The system will show the maximum number of courses a student can add and will not allow registering courses more than the total allowed credit hours for that particular student. The role of the academic advisor in this case is to (i) instruct the student on taking courses that should be taken early if they open more paths in the pre-requisite graph, and (ii) make sure the student is not registering to courses all known to be very challenging. When both advisor and advisee agree on the addition of the course, the advisor uses the online system to register the student.

2. **Adding and changing a section.** If the student is registered to a course where there is more than one section in lectures or practicals, the students has to choose one section; or in case the choice has already been made, the student might want to change section. The advisor should simply register the student to the required section as long as there are free seats in the section. In case the student does not have a preference amongst sections, the advisor should register the student to the least-filled section to optimize registration for all students.
3. **Deleting a course.** The advisor should walk the student through the implications of deleting the course. The advisor should resist deleting a course whenever the latter is a node that predominates many other nodes in the pre-requisite graph. When the advisor agrees on the deletion, he/she signs the deletion form for the student who will take it to the college level for deletion from the system.
4. **Deciding on course equivalence.** If a student takes a course outside the department, he/she must contact the senior academic advisor who will forward the course-equivalence paperwork to the relevant faculty member to check equivalence of course content.

4.2.2 Grade Appeal Procedure

Rights and Responsibilities for both Students and Faculty Member

- Student who wishes to appeal his course grade has the responsibility to demonstrate that the assigned grade was contrary to the syllabus, or based on bias, or computational mistake.
- Faculty member has the responsibility of providing his students with

syllabi that obviously describe the evaluation system.

- Faculty member is responsible to keep any materials related to the course which were not returned to the student (such as final exam) for a year.
- Both student and faculty member have the right resolving the grade appeals in a timely fashion (as specified in the given timelines).
- Both student and faculty member have the responsibility to try to resolve the grade disputes in informal way.

Grounds for a Formal Grade Appeal

A student may file a formal grade appeal if the following conditions are fulfilled:

- The student has tried to resolve the matter informally.
- A grade appeal should not be filed until the semester is ended and the final grade of the course is assigned officially.
- The student believes (BASE ON EVIDENCES) that his final grade of the course was assigned contrary to the syllabus, or based on bias, or computational mistake.
- The formal grade appeal should be filed no later than the second week of the new semester. Student who fails to file a grade appeal during the given time may ask the Head of the department for an exception (for extraordinary circumstances).
- If the student failed to provide any relevant supporting documentation, his appeal may not be considered.

Informal Resolution

- Upon receipt of a Grade Appeal Form, the appeal officer should contact both the student and the instructor involved in an attempt to resolve the dispute informally.
- If the appeal officer succeeds to resolve the dispute informally and the instructor agrees with the student, he asks the instructor to sign the Change of Grade Form to change the grade.

- If the instructor is no longer with the department or is unavailable, the appeal officer shall appoint another instructor to represent the absent instructor in the appeal. The faculty member who represents the absent instructor may informally resolve the grade dispute (if appropriate). For example, if the dispute involves a computational mistake and the faculty member who represents the absent instructor agrees with the student, he may sign the Change of Grade Form to change the grade instead of forcing a Faculty Appeal Panel to resolve the dispute formally.

The appeal officer should continue to pursue an informal resolution to the dispute if he believes that a resolution is possible. The appeal officer may share the instructor's response with the student in hopes of finding common ground between the two.

Filing the Formal Grade Appeal

- A student can file a formal grade appeal by completing the Grade Appeal Form and submitting it to the appeal officer.
- The student must explain in the form why he believes that the assigned grade was contrary to the syllabus, or based on bias, or computational mistake.
- The student should enclose any supporting documents with the form, as the following:
- A copy of the course syllabus.
- Any graded work from the course, including papers, projects, homework, quizzes, and other assignments, if these materials are available.
- Any other evidences the student believes they may help in the resolution of the grade appeal.

Instructor Response

If the dispute is not resolved informally, the appeal officer shall give the instructor a copy of the Grade Appeal Form submitted by the student and ask the course instructor to write a statement responding to the appeal. The instructor's response should include the following:

- A copy of the course syllabus.

- A copy of any graded assignments that were not returned to the student.
- A written statement responding to the student appeal.
- A written statement indicating if the instructor wishes to appear personally before the Grade Appeal Panel.
- Any other documents the instructor believes they may help in the resolution of the grade appeal.

The Grade Appeal Panel

- The head of department shall appoint a Grade Appeal Panel to consider the appeal.
- The panel shall consist of at least three full-time instructors from the department inclusive the appeal officer. The appeal officer in the department shall serve as the chair of the Grade Appeal Panel.
- The faculty member who involved in the grade issue is not eligible to serve as a member of the panel.
- The chair of the Grade Appeal Panel has the responsibility of completing the grade appeal process a timely fashion.
- The appeal process should be accomplished before the end of the semester in which it is filed.
- The chair of the panel is also responsible for ensuring that the instructor has at least a week to write a response to the appeal and that both student and instructor have at least a week's advance notice of the location and time for appearing before the Grade Appeal Panel in person if they wish to appear.

Panel Review and Decision

- The Grade Appeal Panel has the responsibility of finding the facts in the dispute and making the appropriate judgment.
- The panel shall review the documents and materials submitted by both the student and the instructor. The panel may also ask for any other information, including additional input from third parties.

- Once the members of the Grade Appeal Panel have found that they have enough information to make their decision, they will vote either to approve or reject the grade appeal.
- The panel chair shall prepare a written report stating the panel's decision and the justification for that decision. Copies of the report must be given to the student, the instructor, the department chair, and the appeal officer.
- If the panel decided that the grade shall be changed, the chair of the Grade Appeal Panel will fill a Change of Grade Form and submit it (with the panel report) to the head of department for processing.
- The chair of the Grade Appeal Panel shall sign the Change of Grade Form instead of the course instructor.

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Chapter 5

Faculty Policies

5.1 Faculty Ranks

5.1.1 Professorial Ranks

All professorial rank faculty members are holders of a Ph.D. degree or equivalent, and are: Assistant Professor, Associate Professor, and Professor. Titles used to describe faculty members who join the college on a temporary basis: are (i) Adjunct Professor, who works on a part-time non-salaried basis or for a part of an academic year, and (ii) Visiting Professor, who by mutual agreement wishes to associate himself with the college on a full-time basis for a specified period.

5.1.2 Non-Professorial Ranks

The non-professorial ranks in the college are: (i) Lecturer, who holds a M.Sc./M.Eng. degree, (ii) Teaching Assistant, who holds a B.Sc./B.Eng. degree, (iii) Research Assistant A who holds a M.Sc./M.Eng. degree, (iv) Research Assistant B who holds a B.Sc./B.Eng. degree.

5.2 Contracts

Faculty members not holding a Saudi citizenship are employed on a contractual basis. A contract is automatically renewed every year — depending on departmental evaluation and recommendations — unless the faculty member or the university wish to terminate it in which case the terminating party notifies the other one at least three months before the final day of the contract on any given contract year.

5.3 Promotion at Umm Al-Qura University

5.3.1 Regulations

The following rules and regulations are based on the by laws that govern the affairs of faculty members in Saudi universities issued by the Higher Education Council 4/6/1417 dated 26/8/1417 A.H. and crowned by the Royal Order 7/B/12457 dated 22/8/1418 A.H. These rules and regulations comprise many items, they can be summed up as follows:

- The faculty member can apply for promotion to the status of associate professor on condition that he/she should have:
 1. Spent not less than four lunar years at any Saudi university or at a comparable academic institution, provided his service at the Saudi universities is not less than one lunar year.
 2. Satisfied the minimum amount of research work required for the promotion as stipulated below.
 3. Published his/her research work or have had it accepted for publication during his/her assistant professorship.
- The faculty member can apply for promotion to the status of professor on condition that he/she should have:
 1. Spent not less than four lunar years as associate professor at any Saudi university or at a comparable academic institution, provided his/her service at the Saudi universities is not less than one lunar year.
 2. Satisfied the minimum amount of research work required for the promotion as stipulated below.
 3. Published his/her research work or have had it accepted for publication during his/her associate professorship.
- The faculty member can apply for promotion not earlier than six months before his/her promotion is due.
- When a faculty member is hired to different institutions and wishes to have that period counted for his/her promotion, it will come as follows:
 1. The complete period will be counted if he/she is hired to an academic institution and the work done is in his/her specialization.

2. Half of the period will be counted if he/she is hired to non academic institution but the work done is in his/ her specialization.
 3. None will be counted if the work for which the faculty member is hired is out of his/her.
- The faculty member is promoted according to the following criteria:
 1. Research work.
 2. Teaching.
 3. Service done to the university and society.

5.3.2 Procedures

1. The faculty member applying for promotion should present to the Department Council a file containing the following:
 - (a) A list of his/her qualifications, positions held (time and place of each position).
 - (b) A list of teaching activities.
 - (c) A list of extracurricular activities (done to the university and society).
 - (d) Not less than five copies of his/her research work upon which he/she has applied for the promotion with a list of items.
 - (e) Any other supporting documents.
 - (f) Any other document required by the concerned councils.
2. The Department Council reviews the application file and ensures that it has satisfied all the requirements for promotion, submits the file to the Faculty Council and nominates a number of referees, not fewer than eight.
3. The Faculty Council reviews the application file upon the recommendation of the Department Council, nominates a number of referees, not fewer than eight from the names submitted by the Department Council or others.
4. The Academic Council looks into the application file recommended by both Department and Faculty Councils, then proceeds as follows:

- (a) Appoints five referees for the work submitted, three of whom are chosen as main referees, the fourth and the fifth stand by for necessary consultation, one after the other respectively; it should be noted that two of the main referees at least must not belong to the same university.
- (b) Sends the research work and relevant documents to the referees confidentially and provides them with appropriate forms prepared by the Academic Council.
- (c) Makes the decision whether the faculty member deserves promotion or not, based on the reports submitted by the referees and on both the applicant's teaching and extracurricular activities.
- (d) If the decision made is negative due to poor research work, the Academic Council will make notes of the unacceptable as well as the acceptable ones, the latter can be resubmitted comprising within the least requirement of academic work — at least — one new research unit for the promotion to the status of associate professor, and two new research units for the promotion to the status of professor.

5.3.3 The Point System

- The contributions of the faculty member applying for promotion are evaluated on a scale of 100 points divided as follows:
 - 60 points for research work.
 - 25 points for teaching.
 - 15 points for service to the university and society.
- Evaluating teaching and such extracurricular activities is the responsibility of the University Council, upon the recommendation of the Academic Council.
- To be promoted, the faculty member should accumulate a total of at least 60 points, out of which 35 points for research work in case of the promotion to the status of associate professor, and 40 points for the promotion to the status of professor. The decision for the promotion to the status of associate professor is taken by majority of the referees, and to the status of professor is taken by their unanimity. If two referees agree to the promotion but one disagrees a fourth referee is consulted and his judgment is considered final.

- The least requirement of academic work submitted for the promotion includes the following:
 1. Papers published or accepted for publication in refereed academic journals; the Academic Council should set up the criteria for accepting such journals.
 2. Refereed papers presented at specialized conferences and published or accepted for publication in full in the proceedings, of which only one unit is counted;
 3. Refereed papers published or accepted for publication by specialized university research centres.
 4. Refereed university textbooks and reference books, of which only one unit is counted.
 5. Refereed editions of rare manuscript books, of which only one unit is counted.
 6. Refereed translations of specialized books, of which only one unit is counted.
 7. Books and researches published by academic bodies approved by the Academic Council shall undergo referees judgment, of which only one is counted;
 8. Inventions covered by patent of invention from a recognized agency.
 9. Work of creative nature refereed according to criteria accepted by the University Council upon the recommendation of the Academic Council, of which only one unit is counted.
- The minimum amount of research work published or accepted for publication in refereed journals required from the faculty member for promotion to the status of associate professor is one research unit, and to the status of professor are two research units.
- The published research work or accepted for publication submitted for the promotion by the faculty member must appear in various publications, i.e. should not appear solely in publications of one university or academic institution. The minimum amount of academic work required from a faculty member for the promotion to the status of associate professor must not be fewer than four research units published or accepted for publication, two of which — at least — are single-authored, and the University Council has the right upon the

recommendation of the Academic Council to exempt for some specialization from this condition provided that the published research is not less than one unit.

- The minimum amount of academic work required from a faculty member for the promotion to the status of professor must not be fewer than six research units published or accepted for publication, three of which — at least — are single-authored , and the University Council has the right upon the recommendation of the Academic Council to exempt for some specialization from this condition provided that the published research is not less than three units.
- A single-authored research work is counted as one unit, a dual authored work is a half unit, a multiple-authored work is a half unit for the first author and a quarter unit for the rest, and a multiple-authored work is a quarter unit for each author .
- None of the research work presented for promotion should be a reprint from the M.A./M.Sc., or Ph.D. theses of the faculty member or from his/her previous published work. If this has been the case and he/she has not notified the Academic Council of it, the application for the promotion shall be postponed for one Hegira year from the date of the resolution of the Council to this effect.
- Referees should be full professors, one only can be an associate professor if promotion to associate professorship is considered.
- Promotion is effective academically from the date of the resolution of the Academic Council to this effect, but the position of the new status will be subject to its availability and be implemented hence.

Chapter 6

Relocating

Relocating to a new workplace is always a challenging experience. This chapter is intended to give you a walk-through of your first days as a new faculty member.

6.1 Arriving to Saudi Arabia

The closest international airport is King Abdulaziz International Airport in Jeddah. After confirming with you your arrival date and time, the university will send a driver that will pick you up from the airport in Jeddah to a local hotel in Mekkah. The university will pay for your stay and your family during the first two nights at the hotel after which you will be expected to pay by your own.

While at the airport, try to get a mobile phone SIM to be able to get in touch with your UQU contact if you need help. The main providers are STC, Mobily, and Zain. Without a residency permit you can only get a prepaid SIM so make sure it has at least 50 SARs credit to get you by for a few days. Notify your UQU contact that you have arrived, letting them know your contact number.

6.2 Accommodation

At the time of writing this document, the university does not yet arrange accommodation for faculty coming from outside the Kingdom. It is advisable that you try to arrange for accommodation before coming to Saudi Arabia by contacting the department who — through its faculty members — will try to find accommodation for you.

Although the department will try hard finding you accommodation, it cannot be guaranteed. Therefore, you should always consider the scenario where you come to Mekkah and look for accommodation yourself.

6.3 Signing the Contract

In order to sign the contract you will need to visit the university campus in the Aziziya district in Mekkah. The office where you sign the contract is situated in the fourth floor of the tall "general administration" building in the campus. You will need your passport, certified copies of your university degrees and work-experience letters, and some documents that you obtain from the college-dean office. Always have with you extra copies of your passport (and your family's passports) and plenty of passport-size photos of yourself (and of your family).

After you present the aforementioned paperwork to the contract-signing office, they will give you medical forms that you have to take to the university hospital where you perform certain medical checks. The university hospital is situated right beside the campus in Aziziya (within few meters from one of the campus gates).

Once all checks are done, you take the forms back to the contract-signing office and they will give you the contract. The contract-signing office will take one medical form and leave you the other which you will need when applying for residency permit (IQAMA).

If you have your family with you, you can optimise by performing their medical checks at the same time as you do yours. You can obtain forms for them from the university hospital itself. Notice that because the medical checks involve making blood tests, you might not be able to finish everything in one day.

6.4 Obtaining your University ID and Email

This is done in the same office where you sign your contract. The staff will give you a university ID which you will identify you as a university employee. This ID is used to open your email and university account later on. The ID is a seven-digit number of which the last three digits constitute your default password that you need to change later on. However, do confirm that your password is indeed that last three digits of your ID because processes tend to change from year to year. After you get your ID/password, do the following.

1. Go to the UQU website (www.uqu.edu.sa).

2. Change to English.
3. Follow the link to e-Gate under Quick Links on the right hand side.
4. Change to English again, and login using your university ID, and associated password.
5. Scroll down, fill in the boxes below Personal Information (in blue).
6. Save (at the bottom).
7. Optional: Check your National ID is correct, your college is correct, and your name is correct. If not, change at contract-signing office.
8. Close/Logout.
9. Your email username/password should be available after 48 hours. Go to the main UQU website (www.uqu.edu.sa). Change to English, click on Forgot Email below the login boxes on the right, again enter your university ID and associated password (in Arabic-only page), and click the button to see if your username and password are available.
10. Once the username/password is available, login to email [4], and change your password.

6.5 Applying for Residency Permit

This is done at the travel agency at the ground floor of the general administration building in the Aziziya campus (same building as contract-signing office). You need to download and fill in the necessary forms from the dean-ship of faculty affairs web page [2]. Required supporting documents are also listed in the same web page. The web page and the forms are only available in Arabic so you will need to ask for the help of a faculty member who can read Arabic. The forms must not be filled in by hand, they will not be accepted if filled-in by hand.

You must pay a fee for your residency permit which includes your family members. The fee cannot be paid in cash, it must be paid electronically e.g. through an Internet online-banking account, or using an ATM. At this stage of the process, you probably have not obtained a bank account yet, and so any of the existing faculty members will be able to pay the fee for you electronically. For this, you will need (besides the fee) your ten-digit entry serial number written on your passport by the airport staff. At the time of

writing this document, the only banks that support paying residency-permit fees are Al-Ahli, Al-Rajhi, and Riyad.

You can choose to apply for a one-year or two-year residency permit depending on your plans. The fee for the two-year permit is the double of the fee for the one-year permit.

Your passport and those of your family members will be kept by the travel agency while they apply for residency permit(s) for you. You will be given university-stamped copies of your passports during the process that can be presented in lieu of the passport as a form of identification if needed.

When you get your residency permits, which usually takes few days, you will be given back your family passports if any. Your passport will be kept by the travel agency during your stay in the Kingdom to abide by local regulations.

It is advised that you go back to the contract-signing office and ask them to update your profile information by changing your passport number to residency-permit number. In many occasions e.g. when signing an accommodation contract, or opening a bank account, you will need to produce a university-certification letter (in Arabic: *Khitab Ta'rif*) which states your name, your salary, and ID number (passport or residency permit). The ID number will by default be your passport number. In most occasions, it is fine that your certification letter shows your passport number, but in some cases (e.g. applying for a credit card with the Al-Ahli bank) you will need your residency-permit number to show on the certification letter.

6.6 Opening a Bank Account

There is a range of banks to choose from, each with good and bad experience reports. At this point, we cannot advise you to choose a particular bank. The requirements to open a bank account are almost the same everywhere. Besides your residency permit, copies of it, photos, you will need a university certification letter showing your salary (you can request one which does not show your salary, but for opening an account with the bank, you need one that shows the salary). You obtain this one from the ground floor in the general-administration building of the Aziziya campus.

Most likely you will get a cash card which you can use to withdraw money from cash dispensers or use to pay for goods in Saudi shops. If you need a more useful Visa card or Mastercard, you will have to apply for these separately later on after you have received a couple of salaries. Some faculty members report success stories of receiving a visa card on day one of opening

a bank account, but we cannot guarantee that this will happen to you too because sometimes it depends on uncertain parameters e.g. the bank staff, their helpfulness, etc.

Ask your bank for a printout of your IBAN number that you will need to take to the salaries office located in the same floor as the contract-signing office. They will input it in the system and you should be able to receive your salary in your new bank account.

6.7 Getting a Faculty Card

A faculty card shows your picture, position, and university ID amongst other things. You will almost never be asked to present this card. However, it is handy as it stores your university ID so that you don't have to memorise it or write it somewhere. You can obtain your faculty card from the "faculty affairs" building in the Aziziya campus.

6.8 Getting an Address

Once you find a place to live, you want to obtain an address which is not always obvious. Note down your property number (four white digits written on green plates) and take it to the nearest post office. They will provide you with your exact address. Notice that you will rarely need this since you will always have to give directions to people to find you, be it a delivery man, a taxi driver, or whatever. It is however useful to have a post box to receive mail which can also be opened at the post office. Aim to go there early in the morning to increase your chances of getting a post box. The reason for this is that most post boxes are used by people and only become available when their owners' subscriptions expire which shows overnight in the post-office system.

6.9 Getting an Internet Connection

There are multiple options for you to choose from when it comes to getting an Internet connection. Speeds vary from hundreds of kilobytes to tens of megabytes per second with varying prices. You can get prepaid USB-dongle Internet connection, WiMax Internet connection, or landline-based broadband connection. The easiest for you at the beginning will be to use a temporary USB dongle connection while you make a wise decision that suits your needs.

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