

**Mohamed bin Zayed University
of Artificial Intelligence**

Faculty Handbook

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Table of Contents

1. Foreword	3
2. Welcome to MBZUAI	3
3. About MBZUAI	4
3.1 Vision, Mission and Strategic Objectives	4
4. Governance & Organization	5
4.1 Board of trustees.....	5
4.2 Senior Leadership.....	5
4.3 Faculty Affairs Department	6
4.4 Definitions of Employee appointments	7
4.5 Faculty Grading and Ranks.....	9
5. Faculty Employment.....	12
5.1 Faculty Job Descriptions.....	12
5.2 Faculty Orientation.....	12
5.3 Faculty Performance	13
5.4 Faculty Promotion	14
5.5 Contractual Matters.....	14
6. Faculty Information, Roles and Responsibilities	16
6.1 Faculty Rights and Responsibilities	16
6.2 Professional Development.....	25
6.3 Faculty Committees.....	27
6.4 Academic Integrity and Freedom.....	31
6.5 Work Ethics	36
6.6 IT Systems and Portal	37
6.7 Laboratories	38
6.8 Library.....	38
6.9 Technology Support Services	40
6.10 Use of Graduate Assistants.....	42

Faculty Affairs Department Faculty Handbook

7. Leave.....	43
7.1 Sabbatical Leave – Faculty	43
7.2 Research Leave.....	44
8. Academic Year	44
8.1 Academic Calendar.....	44
9. Facilities	45
9.1 Masdar City	45
9.2 Banking Facilities	45
9.3 Retail and Restaurants/Cafes.....	45
9.4 Park.....	45
9.5 Travel and Tourism.....	45
10. Administration and Important Information.....	46
10.1 Work Week	46
10.2 Payment of Salaries	46
10.3 Embassies and Consulates.....	46
10.4 Dress Code	47
10.5 Useful Websites.....	47
11. Disclaimer.....	47

1. Foreword

Congratulations on your appointment and welcome to MBZUAI. We are committed to ensuring that you have all the information, tools, and resources to make your journey at the University successful, so we have prepared this handbook which introduces MBZUAI and sets out the expectations of you as a member of the faculty. This handbook also includes a list of resources and tools at your disposal to help you do your job effectively.

Please read it carefully and if you do not understand any part of this handbook, please speak to Faculty Affairs Department or your line manager.

2. Welcome to MBZUAI

Coming to a new country and assuming a new position can be a stressful period for everyone concerned especially if you also have family to consider. MBZUAI faculty members come from many different countries and cultures. Some are already acquainted with the Middle East. For others, this appointment introduces a completely new dimension to their lives. You will want to know what to expect and how to make a smooth transition from your country to the United Arab Emirates (UAE) and MBZUAI. While you will enjoy the general atmosphere of conviviality and warm hospitality that prevails here, there will always be cultural and behavioral differences that will take time to assimilate and accept.

This guide will attempt to answer many questions and concerns you may have as a faculty member at MBZUAI and a resident of the United Arab Emirates.

3. About MBZUAI

Mohamed bin Zayed University of Artificial Intelligence (“MBZUAI”) was established in 2019 in the Emirate of Abu Dhabi. Our purpose is to empower students, businesses, and governments to advance artificial intelligence as a global force for positive progress. In addition to being a world-class educational institution, we intend for MBZUAI to become a global advocate for the use of AI as force for good.

MBZUAI also echoes the UAE’s pioneering spirit of exploring new frontiers. The University will play a pivotal role in helping to usher in a new era of innovation, productivity, and growth across the UAE, the wider Middle East region, and globally.

3.1 Vision, Mission and Strategic Objectives

3.1.1 Vision

Drive excellence in knowledge creation, transfer and use of AI to foster economic growth and position Abu Dhabi as a hub for the international AI community.

3.1.2 Mission

Establish and continually evolve interdisciplinary, collaborative research and development capability in the field of AI, while educating students to be innovators and leaders with the breadth and depth to grow technology and enterprise in the UAE and globally.

3.1.3 Strategic Objectives

- Support Abu Dhabi’s efforts to build and sustain an AI-based knowledge economy
- Ensure that industry and public institutions have the people, skills, and resources to be best in class at the use of AI
- Attract the best regional and global talent focused on AI
- Achieve research excellence in AI and develop real business applications in collaboration with industry and public institutions to enhance innovation, productivity and growth
- Become the trusted advisor for the industry and public institutions in matters related to AI
- Support the UAE’s innovation clusters and AI start-ups

4. Governance & Organization

4.1 Board of trustees

The Board of Trustees shall be the supreme authority that oversees the affairs of MBZUAI, its development and the achievement of its objectives. The Board of Trustees may delegate any of its powers stipulated by the establishment Decree to the President, and the President may delegate any of these powers to any employee of MBZUAI provided that the approval of the Board of Trustees is granted.

4.2 Senior Leadership

3.2.1 President

The President is the chief executive officer of MBZUAI. The President is appointed by a virtue of a resolution issued by the Chairman of the Executive Council, based on the nomination of the Board of Trustees. The President shall, subject to the direction and under the supervision of the Board of Trustees, have the necessary powers to manage the University, discharge its affairs and represent it before other parties and judiciary.

3.2.2 Provost

Reporting to the President, the Provost oversees the academic integrity of the university and provides leadership in planning; budgeting; curriculum; and program development and research activities and ensure compliance with various accreditation agencies as well as local and international accreditation requirements and regulations.

3.2.3 Vice President for Research and Chief Scientist

Reporting to the President, the Vice President for Research oversees the University's research agenda through networking and collaborating with top quality research institutions and industry partners nationally regionally and internationally. The Vice President for Research will also oversee the development of the University strategic research priorities aligned to national priorities, facilitating multidisciplinary research projects, national and international research collaboration and seeking long term research partnerships and funding.

3.2.4 Vice President for Public Affairs and Alumni Relations

Reporting to the President, the Vice President for Public Affairs and Alumni Relations oversees the university's non-academic mission, which outreaches the broader community, government agencies and industrial partners. It further supports the development and implementation of Executive Education Programs and alumni activities for MBZUAI graduates.

3.2.5 Vice President of Corporate Services

Reporting to the President, the Vice President of Corporate Services ensures that the academic and research functions of the University have access to the administrative support and the financial and physical resources necessary to carry out the mission of MBZUAI. The Vice President of Corporate Services manages the IT, Finance, Procurement and General Services functions of MBZUAI.

4.3 Faculty Affairs Department

The faculty members, together with the students, are the University's greatest asset and the driving force of its success. MBZUAI aims to recruit exceptional researchers and educators to provide a world class education to our students and to create internationally impactful research whilst addressing the strategic goals of the UAE.

The Faculty Affairs ensures academic excellence and equity by overseeing faculty hires, retentions, and promotions and by promoting high-quality education to our students. These activities are carried out in partnership with the various Departments within the Academic Affairs Division, Administration and the support of HR. The Faculty Affairs aims to attract and recruit those most talented faculty to join MBZUAI. It will support them in all aspects of their professional life by providing efficient and informed support throughout their career with the University.

The Faculty Affairs Department provides the following services:

- Implement best practice recruitment methodologies to raise the profile of the institution and promote the distinctive opportunities that an academic career at MBZUAI can provide.
- Ensure a professional, welcoming, and smooth candidate experience by implementing an online candidate management system to support Department Chairs in their recruitment efforts and provide a timely response to all candidates.
- Support a Faculty Selection Committee to select candidates using rigorous selection methods as appropriate to the rank and academic standing of the candidate.
- Arrange and oversee visits to campus as part of the selection process.
- Support the offer and appointment negotiation efforts in coordination with the Senior Academic Leadership and HR and ensure appropriate documentation is provided.
- Guide new hires through all pre-employment checks, immigration requirements and new joiner administration as part of a smooth onboarding process.
- Provide comprehensive relocation support.
- Develop an informative and engaging induction program for the immediate period on joining to ensure new hires quickly settle into their new role and new environment.
- Ensure proper communication with relevant internal entities to announce and welcome new faculty member arrivals.
- Collaborate with the VPR Office to support faculty development in professional achievement and growth.
- Work with the Academic Development Office to address training and mentoring needs of faculty members as required.
- Organize the annual faculty review and promotion process.

Faculty Affairs Department Faculty Handbook

- Develop a faculty engagement program to ensure a strong sense of community and wellbeing together with an appreciation of the many cultures represented on campus.
- Design a feedback mechanism for faculty to provide their views and input to further enhance the support faculty affairs can provide.

For researchers, the Faculty Affairs will:

- Review and streamline the recruitment and onboarding processes for Postdocs, Research Assistants, Visiting Students, and Interns.
- Support the annual researchers' review and promotion process (when necessary).
- Work with the Academic Development Office to address training and mentoring needs of researchers as required.

4.4 Definitions of Employee appointments

Employees can be categorized based on their functional area, which could either be part of the faculty or the support staff (non-Academic employees).

4.4.1 Faculty

The faculty include academic staff and professionals, who are responsible for planning, directing and undertaking academic teaching, research and community engagement activities at MBZUAI. Faculty members can be categorized based on their appointment, which could either be part of the regular full-time, visiting, adjunct, affiliated or temporary faculty members.

4.4.1.1 Regular Full-Time

Regular full-time Faculty members refer to those who have been hired to work full time and are eligible for the University's benefits package, subject to the terms, conditions, and limitations of their contract.

4.4.1.2 Visiting Faculty

"Visiting" may be used in the title of a professorial appointment when the appointment is likely to have a limited or temporary duration. Visiting appointments may require the performance of services to the University and may therefore be salaried, but this need not always be the case.

This appointment category is applicable to individuals on temporary appointment who are:

- (a) On leave from another university or college
- (b) On leave from industrial or governmental entity or other professions

Visiting faculty appointments with a Full time Employee (FTE) of .51 or greater maybe eligible for employment benefits such as medical insurance. Visiting faculty appointments with an FTE of 0.5 and less will be provided with a salary only.

Visiting Faculty responsibilities include, but are not limited to, teaching, conducting/supervising research and they may be allocated in specific instances some consulting privileges. Visiting faculty members are hired for a temporary position.

The selection of a visiting faculty member will normally follow the same process as that of regular faculty, though the fast track hiring process may be used if a visiting appointment will be required to fill an unexpected vacancy urgently. The benefits and eligibilities are as per the [Special Faculty Appointments Guidelines](#).

4.4.1.3 Adjunct Faculty

Adjunct faculty members are employed on a contract basis to teach specific courses or modules. There is no limit to the length of service of an adjunct faculty member through successive contracts, but they are not eligible for any benefits associated with full-time faculty appointments and any benefits will be as per the [Special Faculty Appointments Guidelines](#).

However, all MBZUAI faculty and institutional policies apply to their teaching and professional responsibilities.

This appointment category is applicable to individuals with part-time appointments, without tenure:

- a) For those whose MBZUAI faculty role is adjunct to a primary position or career,
- b) For individuals who volunteer their services

Adjunct Faculty responsibilities may include, but are not limited to, teaching, conducting, supervising research and they may be allocated in specific instances some consulting privileges.

4.4.1.4 Affiliated Faculty

The purpose of an affiliated faculty appointment to facilitate the involvement in the department of faculty members from other MBZUAI departments or external institutions. This involvement may be in education and/or research. Examples of affiliated faculty involvement in a department include teaching of classes, participation in research projects, and supervision of students.

An affiliated faculty appointment is made to a person who holds a full-time faculty position in another department at MBZUAI or another institution. The affiliated faculty appointment is made at the same rank as held by the appointee in their primary department or institution.

4.4.2 Non-Academic Employee

The non-Academic employees are responsible for institutional and administrative matters varying from strategy to operation and support services.

4.5 Faculty Grading and Ranks

4.5.1 Overview of Faculty

For the purposes of administration, the Faculty shall consist of the President, Provost, and the teaching staff with rank of Professor, Associate Professor or Assistant Professor contributing to MBZUAI's academic programs.

4.5.2 Faculty Grading Structure

To carry out its instructional role and further the scholarly work of the University, MBZUAI employs faculty members according to the following, generally accepted ranks:

Position Grade	Job title	Responsibility
Director General	President	The President is the chief executive officer of MBZUAI. The President is appointed by a virtue of a resolution issued by the Chairman of the Executive Council, based on the nomination of the Board of Trustees. The President shall, subject to the direction and under the supervision of the Board of Trustees, have the necessary powers to manage the University, discharge its affairs and represent it before other parties and judiciary.
Executive Director	Provost	Reporting to the President, the Provost oversees the academic integrity of the university and provides leadership in planning; budgeting; curriculum; and program development and research activities and ensure compliance with various accreditation agencies as well as local and international accreditation requirements and regulations.
Special	Department Chair	Reporting to the Provost, a Department Chair must provide strategic direction, academic planning, leadership, and administrative oversight to achieve the highest standards in the development and delivery of his/her educational programs and research initiatives and activities.
Special	Professor	Reporting to the Department Chair, the Professor must deliver high-quality, student-centered teaching, underpinned by academic scholarship (research,

		knowledge exchange or professional practice) and consultations relevant of the areas of expertise.
First	Associate Professor	Reporting to the Department Chair, the Associate Professor must deliver high-quality, student-centered teaching, underpinned by academic scholarship (research, knowledge exchange or professional practice) and consultations relevant of the areas of expertise.
First	Assistant Professor	Reporting to the Department Chair, the Assistant Professor must deliver high-quality, student-centered teaching, underpinned by academic scholarship (research, knowledge exchange or professional practice) and consultations relevant of the areas of expertise.

Table 1: Faculty Grading Structure and Description of Rank

4.5.3 Faculty Qualifications

4.5.3.1 Overview

The qualification of MBZUAI faculty members is determined according to the following aspects:

- **Research Excellence:** is defined by the research production and quality with high impact with the following indicators:
 - **UAE/Abu Dhabi Relevance:** Alignment of research direction with the strategic needs defined by MBZUAI, collaborative research partnerships with UAE industry and governmental agencies and stimulation of new research areas to support the University’s strategy.
 - **Research Output:** Publications in high impact technical conferences, external academic impact, awards and recognitions, IP and Patents, external funding for research, sustainable funding.
 - **Graduate thesis monitoring:** Guiding and supporting graduate students to publish research work in reputed scientific journals.
- **Teaching Excellence:** Continuous improvement of capacity of teaching, student mentoring, developing curriculum plans or any other activity that might contribute in enhancing academic activity of the university including but not limited to teaching productivity, effectiveness and methodology.

- **Service:** Ability to render service to society and scholar community through increasing international exposure and recognition, volunteering and/or consulting activities in academic, professional or social associations as well as participation in outreach activities.

According to the above, and in compliance with the Commission for Academic Accreditation standards in this regard (For more details, please refer to Standards for Licensure and Accreditation 2019 document – Stipulation number 8), rank-specific qualification requirements have been developed which aid and regulate the recruitment of highly qualified faculty members.

4.5.3.2 Faculty rank-specific qualifications

Faculty members will be appointed in three different ranks according to their academic and professional background.

4.5.3.3 Additional Qualification Criteria

Further, MBZUAI will consider the following criteria, to have appropriately qualified faculty and staff to meet all requirements of its programs, services, and activities to achieve its mission:

- **Educational Background:** The faculty candidate must have an exceptional education background from a leading institution. The minimum requirement is a PhD degree.
- **Employment Record:** History of service, private and public institution the potential candidate has served in and impact that has been made in these institutions.
- **Research, Future Aspirations:** Type of research, previous, current and future research projects, published papers and number of patents and publications that have been published by the faculty candidate.
- **Teaching & Mentoring Skills:** Teaching evaluations, demonstrated commitment to student focus, active learning, Demonstrated mentoring, pedagogy.
- **Conferences and Seminars:** The type and number of conferences, seminars attended and part of panel by the faculty candidate.
- **Membership in Scientific Associations:** The faculty member has memberships in specialized associations and contribution to those organizations.
- **Leadership & Communication Skills:** The faculty member is able to deliver clear message, use appropriate terminology, ensure understanding and communicate with positive impact.

- **Scholarship-Creativity:** The faculty member has potential, commensurate with level of experience and departmental needs, with various awards.
- **Breadth and flexibility of teaching areas:** Ability to teach in various closely related topic from AI, to Machine Learning to Computer Vision to Natural Language Processing to Robotics and Computer Science.

5. Faculty Employment

5.1 Faculty Job Descriptions

As a new faculty member, the job description will provide guidance on what is expected of you. It lists:

- The job purpose
- The responsibilities from functional, operational, and stakeholder management aspects
- The reporting lines

For detailed job descriptions for the different faculty ranks, please contact the Faculty Affairs Department.

5.2 Faculty Orientation

Faculty members joining the University must participate in an effective orientation program in order for them to understand the University, the work environment, and their role and responsibilities. Each new faculty member shall undergo an orientation within the first (30) days from their joining date. The Faculty Affairs Department, in collaboration with the Academic Development Department will organize the faculty orientation sessions.

The faculty orientation will include the following:

- Welcome Pack
- New Faculty Orientation presentation
- Introduction to the Academic Policies and Procedures
- Introduction to the Academic Integrity Policies and Procedures
- Introduction to Executive Management, Academic Leadership and co-workers
- University Information Security Policy and Guidelines
- Library and Computing Resources
- University Calendar and Important Dates
- Environmental health and safety training

- Department orientation and office visit
- Tour of MBZUAI Campus

5.3 Faculty Performance

5.3.1 Overview

Performance evaluation is the assessment implemented by MBZUAI to measure the level of the faculty's performance based on the duties of the position, and the attainment of agreed-upon objectives according to certain elements and criteria, within a specified period, in a way enabling it to take appropriate decisions related to the faculty during service.

As part of MBZUAI's commitment to institutional effectiveness, the performance of faculty is assessed on an annual basis. The assessment is intended to give management, the Provost, the Department Chair, and the faculty member important feedback on the performance of the faculty member's work and the faculty member's potential as a long-term member of MBZUAI community.

All faculty members will go through a routine Annual Performance Review (APR), where an APR package will be submitted by the faculty member at the end of each calendar year (December/January) to be assessed by a departmental committee put together by the department chair. A faculty review form will be provided by the department to be completed by the faculty member.

The performance evaluation is based on MBZUAI's Performance Management System (PMS), which consists of the following four components:

- **Performance Planning:** which covers developing, discussing and agreeing a set of objectives with the Department Chair.
- **Mid-Cycle Review and Guidance:** A session hosted by Department Chair to review progress on the set objectives and make amendments, if and when required.
- **Annual Performance Review:** A formal assessment mechanism in which the Department Chair evaluates a faculty member's performance against objectives.
- **Performance Results:** A consolidated report of all faculty performance evaluations which are reviewed by the President and the Provost.

For more information regarding the Faculty Review guidelines and criteria, please refer to Faculty Review and Promotion Policy (MBZUAI-AAR-FACREVPROMO-POL-V1.0)

5.4 Faculty Promotion

MBZUAI recognizes the importance of the development and professional growth of its faculty members. This is reflected in the regular review process for all faculty in general, and a comprehensive promotional review process for qualified individuals.

Promotions to the next academic rank are made to individuals who demonstrate a deep commitment to research and education, and whose promotion to a higher rank contributes to the development of the University's research and educational missions. Promotions are assessed based on the following attributes:

- The individual's abilities as an educator, particularly in mentoring graduate students
- The individual's research accomplishments, their originality and significance
- The individual's standing within his/her field
- The individual's professional accomplishments
- The individual's potential for further growth and leadership

Promotion is based on application of defined international academic standards. The promotion guidelines detailed in this document are a minimum requirement for consideration and are designed to help the faculty assess their readiness towards application for promotion according to standards as appropriate to the requirements of their discipline and profession.

For more information regarding the Faculty Review guidelines and criteria, please refer to Faculty Review and Promotion Policy (MBZUAI-AAR-FACREVPROMO-POL-V1.0).

5.5 Contractual Matters

5.5.1 Probationary Period

The regular faculty member appointed for the first time is subject to a 6-month probation period starting from the appointment date. The faculty member's service may be terminated while on probation for incompetence or he/she may resign while on probation, provided that the applicable notice period listed in the HR policies are followed.

For more information on Probation, refer to the MBZUAI HR Policies (9.6 Probation Period).

5.5.2 Length of Contracts

MBZUAI follows and implements the unlimited employment contract - an employment agreement which does not have an expiration date. The timeless standardized employment contract starts from the beginning date of service for all faculty members occupying permanent positions in MBZUAI.

For Adjunct, Affiliated and Visiting Faculty Members who are appointed, the length of the contract is limited to one or two years, with a possibility of renewal.

For more information on Length of Contracts, refer to the MBZUAI HR Policies.

5.5.3 Contract Renewal

Unlimited employment contract does not require a periodical renewal as it is automatically renewed if either party has not been informed officially in writing about the termination of the contract providing the required notice period as stipulated in the employment contract.

For contracts with limited duration, it requires endorsement of the Department Chair and Faculty Hiring Committee, followed by Provost's endorsement and President's approval.

5.5.4 Termination of Contract

MBZUAI or the faculty member may terminate the contract at any time, by giving the other party a notice in writing a notice period as stipulated in the employment contract. Faculty members are requested to refer to their contracts before the submission of the resignation as notice of resignation may vary according to the nature of position.

6. Faculty Information, Roles and Responsibilities

6.1 Faculty Rights and Responsibilities

6.1.1 Teaching

Teaching at MBZUAI includes instruction, supervising students' projects and research thesis, assessment of student learning, mentoring of students. Teaching involves the sharing of both theoretical knowledge and applied information by enabling students to learn facts and concepts and to apply the knowledge they gain. As experts in their area of expertise, full time and visiting faculty members are obligated to stay current in their field, to use the best in pedagogy and technology for their field, to participate in their own professional development, and to act upon the scholarship of instruction where instruction becomes a dynamic interchange of knowledge between the teacher and the learner. All teaching is evaluated by the Institutional Effectiveness and Quality Assurance Section, so that faculty teaching and student learning will improve.

6.1.1.1 Course Assignments

The Academic Affairs Division decides on the distribution of teaching responsibilities among the faculty members. The Registrar schedules the classes and releases the class schedule at least 2 weeks before the start of the classes, after consultation with the Academic Affairs Division and faculty members.

For more information about the registration and scheduling, refer to the MBZUAI Academic Policies and Procedures AAD 03 – Registration and Scheduling.

6.1.1.2 Syllabus Requirements

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

- The course title and code designation
- Identification of required prerequisites, if any
- The number of course credits to be earned
- Instructor names, contact information and Office hours
- A brief description of the course content, goal, teaching and learning methodologies
- Recommended and required reading lists, including recommended textbooks, references and supplemental materials if appropriate
- Assessment and Weights of course assignments, presentations and manuscript
- Course learning outcomes, indicating what a student should be able to do upon completion of the course
- Detailed teaching plan with explanation of course assignments, labs sessions, as well as their respective due dates

All courses at the University adopt a course credit system which is in compliance with the UAE Commission for Academic Accreditation guidelines.

For more information about courses syllabus requirements, refer to MBZUAI's syllabi document for the respective academic programs.

6.1.1.3 Student Examination and Assessment

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

All in-class examinations shall be overseen by the faculty members or their designees. In all assessments, students shall strictly comply with the policies on academic integrity (Refer to MBZUAI Academic Policies and Procedures AAD 08 – Academic Integrity).

All final student grades should be submitted by faculty members within the deadlines specified by the Registrar.

For more information about students' examination and assessment, refer to the MBZUAI Academic Policies and Procedures AAD 04 – Student Examination and Assessment.

6.1.1.4 Teacher and Course Evaluation

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

MBZUAI utilizes a broad Quality Assurance framework that requires Quality Assurance plans to be developed at the program and course levels at the beginning of each Academic semester. Accordingly, the quality of the academic programs and courses will be evaluated against the plans and will be monitored and assessed using a variety of tool.

These Quality Assurance plans will be structured around the learning outcomes (for the program and course levels) covering the following information (among others) for each learning outcome:

- Assessment methods (can be quantitative and /or qualitative)
- Targets/ benchmarks
- Assessment owner

For more information about MBZUAI's Institutional Effectiveness and Quality Assurance Framework and Assessment Tools, refer to the MBZUAI Quality Assurance Manual.

6.1.2 Research

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

6.1.2.1 Research and Publications

MBZUAI conducts both Academic and applied research projects, so it is critical that the agendas are developed annually. These agendas can then be updated quarterly.

All research activities within MBZUAI must be well documented. The MBZUAI faculty member proposing the activity, or the project shall provide detailed information on the proposed project. MBZUAI research activities (academic and non-academic) and related projects will broadly focus on the following four research themes:

1. Services and Quality of life.
2. Industrial and Manufacturing technologies.
3. Future game changers.
4. Sustainability of vital resources & environment.

Different types of research can be carried out by MBZUAI under each of the aforementioned themes. They can also be conducted solely by MBZUAI or jointly with its research partners:

- **Academic and Practical research:** Research focused on developing new AI technologies within the 3 areas of specialization
- **Policy research:** Research focused on the strategic direction of AI at the country/regional level
- **Periodic reports and publications:** Research focused on issuing periodic reports and publications on relevant AI topics

There will be one dedicated faculty member assigned, the Principal Investigator or PI, based on their specialization, to each research theme in order to orchestrate related research projects by using the following resources:

- **Dedicated researchers:** Pool of dedicated researchers in the three areas of specialization i.e. Computer Vision, Machine Learning or Natural Language Processing.
- **Academic faculty:** Pool of MSc. and Ph.D. Faculty staff

- **Students:** Pool of MSc. and Ph.D. students
- **External resources:** Researchers from third parties (research partners, industry collaborators, etc.)

MBZUAI can contract, receive grants or create other arrangements with government, industry, foundations to execute research projects.

MBZUAI gives Faculty and students flexibility to execute their research works as they deem appropriate within the limits of ethics and values of the university and research themes and industries set by university's business plan. Accordingly, MBZUAI staff shall be bound by confidentiality regulations, as defined by the applicable laws and regulations in UAE in matters related to internal research projects (commissioned and non-commissioned). A research program is considered confidential if:

- Documents or data used for the research project are considered as confidential
- The expected results of the research are considered as confidential by the University Leadership and the sponsor of the research project.

6.1.2.2 Research Support

MBZUAI is committed to render public service through a high-level research activity. Therefore, MBZUAI provides a set of measures to support the research programs covering:

1. Every year during the first 3 years of a regular faculty member's appointment, MBZUAI provides a start-up fund to each faculty member to fund their various activities such as developing proposals, etc. It should be noted that all expenses are subject to the validation of the concerned Department Chair.
2. MBZUAI allows the use of support from MBZUAI students and internal teaching assistants. Furthermore, it will provide training and coaching for them to be able to assist faculty members in their research projects.
3. MBZUAI is committed to provide the best tools to its faculty access to relevant AI data and magazines. Therefore, the University will guarantee access to a set of digitalized scientific literature such as IEEE, and others deemed necessary to conduct research. Access to online databases must be aligned with MBZUAI's IT environment.
4. MBZUAI is committed to provide adequate laboratories, equipment, and facilities to faculty members and students to conduct their research projects.

5. MBZUAI is committed to support faculty members through the presentation of scholarly papers in key professional associations and learned societies. Faculty members can use their startup funds for travel to conferences and other research-related activities.

For more information on Research Support, refer to the MBZUAI Research Policies and Procedures RCD 05 – Research Support.

6.1.2.3 Intellectual Property Ownership

The primary mission of the University is to create, preserve, and disseminate knowledge. When that knowledge takes the form of intellectual property, the University has established a clear and explicit policy that protects the interests of the creators, and the University, to maximize the society benefits from the fair and full dissemination of that knowledge.

MBZUAI will claim ownership of all Intellectual Property resulting from the following:

1. Intellectual property created by Personnel, or by Students working on University research or other University projects, is owned by the University if it is created either
 - a. within the scope of University employment, including work under University grants and contracts with third parties; or
 - b. with significant use of University resources

For more information on Intellectual Property Protection, refer to the MBZUAI IP Policy (MBZUAI-LAS-IP-POL-V1.0)

6.1.3 Administrative Duties

In conjunction with teaching and research, faculty are expected to participate in service activities both within and beyond MBZUAI. MBZUAI contributes to local, national and international constituencies by providing faculty expertise through outreach and other professional activities.

For more information regarding Faculty workload, you may also refer to the Academic Work and Faculty Workload Policy (MBZUAI-AAR-WORKLOAD-POL-V1.0).

6.1.4 Student Advising

6.1.4.1 Overview

Student Advising is a lively process which entails multiple components and involves various stakeholders. The University allocates its internal resources to support students in this process through its administrators, advisors, and staff within the Student Affairs Department.

Faculty Affairs Department Faculty Handbook

- During the first two weeks (Weeks 1-2) of the semester, faculty will showcase their research, by means of a 15–30-minute presentation.
- In the following four weeks (Weeks 2-6), students are given the opportunity to schedule 1:1 meetings with any faculty they want to meet. All faculty are encouraged to open their calendar to accommodate such requests. If they are not interested in such meetings, they run the risk of NOT being matched to a student(s).
- In Week seven, each student is asked to submit, via an e-form, their top three choices of faculty (no more than one co-advisor is permitted during the first year of study, but students still need to provide a ranked list of faculty).
- Students' advisor preferences must be endorsed by both the faculty advisor and the Department Chair.
- The Department Chair should consider the following before endorsing and submitting the e-form to the Registrar's Office:
 - Ensure that each advisor is assigned students, being mindful of their workload commitments.
 - The selection of the second and third advisors is aligned with research topic(s) and faculty background.

For more information regarding Student advising, Student/Faculty Matching, and Changing advisors, please refer to MBZUAI Student Advising Procedure (MBZUAI-AAR-ADVISING-PRO-V1.0)

6.1.4.2 Roles and Responsibilities of Academic Advisors

1. Inform students of the nature of the advisor/student relationship.
2. Designate and communicate hours available for advising and ensure they are available during publicized office hours.
3. Help students define and develop realistic educational goals and set clear expectations for students regarding their academic performance and research progress.
4. Be supportive, equitable, accessible, encouraging, respectful and serve as intellectual and professional mentors to their students.
5. Clarify the student's academic program of study requirements, degree requirements and advise students on the selection of an appropriate thesis topic.
6. Monitor designated educational transactions, e.g., course selection, changes of major, graduation requirements, etc.
7. Assist students in monitoring and evaluating their educational progress and meet regularly and often with them to provide feedback on progress and research activities.
8. Schedule regular meetings to discuss various topics of importance to the student such as research, professional development, career objectives and opportunities, etc.
9. Support them to write letters of recommendation in a timely manner.

10. Encourage participation in professional and specialized conferences, workshops or seminars and try to secure funding for the student to attend such activities.
11. Provide and discuss clear criteria for authorship at the beginning of all collaborative projects.
12. Provide knowledgeable support concerning the academic and non-academic policies and procedures that pertain to students.
13. Assist the student in identifying appropriate institutional resources, faculty and staff and make appropriate referrals as needed.
14. Maintain a confidential, accurate and up-to-date advising record for each student.

6.1.4.3 Roles and Responsibilities of Secondary Advisors

1. Offer an independent perspective on student's research.
2. Provide direct supervision if the primary advisor is absent and play a broader supportive role.

6.1.5 Workload

6.1.5.1 Overview

Full-time faculty should be engaged in teaching, research, and service:

- Teaching(instruction) is a primary and essential component of MBZUAI's mission. Excellence in teaching is broader than classroom instruction as it also comprises laboratory supervision and curriculum-based research supervision. Together, these three components constitute the workload responsibility of faculty. All teaching is evaluated so that faculty teaching and student learning are evaluated and continually improved.
- Faculty make significant contributions to MBZUAI's mission through their research and scholarship. Research informs the practice of teaching, enriches the experiences of students who study with active researchers, and contributes to the development of disciplinary knowledge in the region and beyond.
- Together with teaching and research, faculty are expected to participate in service activities both within and beyond MBZUAI. MBZUAI contributes to local, national and international constituencies by providing faculty expertise through outreach and other professional activities.

The normal academic work distribution is teaching (40%), research (40%) and service(20%). These weights maybe altered for certain faculty members, with justification provided by the Department Chair and approved by the Provost.

For more information regarding Faculty workload, you may also refer to the Academic Work and Faculty Workload Policy (MBZUAI-AAR-WORKLOAD-POL-V1.0).

6.1.6 Office Hours

As part of the student advising responsibilities, faculty members are expected to, where appropriate, commit sufficient office hours and be accessible to students outside of classroom hours to provide consultation and guidance to the students.

6.1.7 Professional Services

Faculty members are expected to contribute to the professional services activities offered by MBZUAI. The scope of the faculty member involvement will be determined in coordination between the faculty member, the Department Chair and the Provost. In general, two main categories of professional services exist:

- a) Consulting projects and training
- b) Community engagement

6.1.7.1 Consulting projects and training

MBZUAI's AI Professional Services department is involved in the provisioning of two types of services:

- a) AI Consultancy Services
- b) AI Training Services

These services contribute to building and sustaining an AI-based knowledge economy and an AI ecosystem through creating opportunities that enable the provision of MBZUAI's professional services. Accordingly, the Professional Services Department shall coordinate with the Academic Affairs Division, and based on the understanding of the UAE different sectors should come up with specific products that can be widely promoted (consultancy services and training programs) In order to be able to deliver these services successfully to MBZUAI clients, the AI Professional Services department will assemble teams from the following sources (in addition to its internal teams):

- a) MBZUAI faculty, researchers and students will be involved in the provision of AI professional services through participating in providing the services relevant to their specialization, academic qualifications and academic development programs.
- b) local and international key stakeholders and subject matter experts from MBZUAI partners

The AI Professional Services department will consult with the Academic Affairs Division to identify and dedicate the faculty, researchers, students, personnel, facilities, equipment and any external stakeholders needed to ensure the efficient and effective delivery of the requested services.

For more information on consulting projects and training, refer to the MBZUAI Professional Services Policies for AI Consultancy and AI Training.

6.1.7.2 Community engagement:

Community engagement can be defined as conducting projects, activities and initiatives with an objective of serving the needs of the local community in a variety of different ways which are mutually beneficial to both MBZUAI and the community it serves.

The term “local community” includes businesses, residents, government and educational institutions, and organizations in Abu Dhabi, the UAE, and areas within proximity of the university’s campus.

This can be realized through leveraging the range of expertise, facilities, equipment, and learning resources of MBZUAI that can be deployed to bring benefits beyond the classroom, and in so doing enhances the reputation of the university and contributes to its development. In turn, the community is considered as a main stakeholder in the continuous development of the MBZUAI’s programs and services.

MBZUAI’s community engagement activities should aim to achieve the following objectives:

- Extend the benefits of AI applications and research outcomes beyond the classroom to various community groups
- Continuously assess and understand community needs to ensure relevance of university's core services
- Promote general AI awareness in various community groups, as well as awareness of MBZUAI’s services and products

A Community Engagement Champion within the Research division, in collaboration with the Public Affairs and Alumni Relations Division, is responsible for the overall management of the MBZUAI’s research-related community engagement activities and plan. This plan should target the following groups:

- Government entities: Includes any federal or local government organization in Abu Dhabi and the rest of the Emirates.
- Industry: Includes engaging with various industries and businesses in Abu Dhabi and the rest of the Emirates.
- General public: Includes engagement with people in a community setting. This could include the university premises surroundings or at specific locations and events.

- Alumni: Ensuring adequate levels of attraction, connection and influence is maintained between the university and its Alumni.
- Schools: Includes engaging with the school community in Abu Dhabi and across the Emirates.
- Non-Profit Organizations (NGOs): Includes engaging with local and national NGOs in Abu Dhabi and across the Emirates.
- Other community groups identified by Outreach and Engagement division or MBZUAI leadership.

Although a substantial part of the community engagement objectives is achieved through regular operation of MBZUAI including academic, research and professional services, there is also a need to execute specific community engagement activities that are performed to support the various community groups, such as participations in public events, volunteering activities, and collaborating with various entities and governmental establishments.

6.2 Professional Development

MBZUAI actively promotes faculty professional development and encourages research by providing support to develop proposals, assigning research and teaching assistants, connecting faculty to relevant databases, and enabling faculty to participate through the presentation of scholarly papers in key professional associations and learned societies.

Professional development can be utilized through the startup funding, which may be used partially for areas that will contribute and relate to professional development such as research development, attending conferences, publishing papers, and others.

6.2.1 Institutional Support for Professional Development

MBZUAI provides institutional support for the professional development of all its faculty members. Through regularly organizing individual and group professional development activities, faculty members have the opportunity to participate in the various activities and progress their career journey and achieve the professional growth they are seeking. An individual development plan for each faculty member is a useful tool to plan, discuss and agree on the developmental course of action with the Department Chair. This can be done as soon the faculty member joins MBZUAI or during the Annual Performance Review.

MBZUAI has put in place a faculty development program to ensure that all faculty members develop their professional skills, deliver effective teaching, provide supervisory research support, use evolving instructional technologies, and advance in their field of interest.

The faculty development program at MBZUAI is based on three main components. These components are:

1. **MBZUAI Standards:** The University standards and indicators for effective teaching, learning, and research excellence. These standards are expected to aid faculty members, mentors, and Department Chairs in gauging progress and identifying action plans for faculty development. The standards are as following:
 - Knowledge of Subject Field and Pedagogy
 - Application of Knowledge and Principles of Learning
 - Transfer of Knowledge
 - Interpersonal Skills and Interactions with Students and Colleagues
 - Motivation: The Ability to Motivate Students
 - Research Standards and Indicators
 - Student Advising Indicators

2. **Review Process:** A structured review process to identify faculty member needs for development in teaching, learning and research. The main methods to support conducting a thorough review process are the following:
 - Student Surveys and Feedback
 - Academic Achievements
 - Research Output
 - Self-Appraisal
 - Peer Feedback and Observation

3. **Learning Activities:** A set of activities that are expected to upskill and assist the faculty member in developing and achieving the University standards expected for their level. The faculty developmental plan should consist of learning activities covering the major areas of competence, leveraging multiple methods such as:
 - Workshops, Seminars and Training Courses
 - Course Coordination Assignments
 - Mentoring
 - Peer Consultation
 - Conferences and Seminars
 - Industrial Experience
 - Research Start-up Funds
 - Resources for Faculty Advisors and Mentors

The faculty development program concerns all faculty members regardless of their seniority. However, senior faculty members should take at least one component each year as a minimum,

with the consultation of the Department Chair, whereas junior faculty members should take multiple components into consideration.

6.2.2 Outside Professional Activities

MBZUAI encourages faculty to enhance their teaching and research by sustaining continuous, active participation in collaborative research bodies, industry, business, and other activities and institutions of our society relevant to the field of AI.

This interaction, including offering external consulting services and conducting research for government and industry, is of greatest value when it contributes significantly to the public welfare, offers an opportunity for professional challenge and growth, or otherwise enhances the effectiveness of a faculty member's service to MBZUAI and its students.

Faculty members are obliged to keep the Provost and Department Chair informed, in adequate detail, of all outside professional activities, service on external committees, and other special assignments, whether within or outside of MBZUAI. Faculty members are also required to discuss with the Provost and Department Chair any outside activities that entail direct and active management obligations related to external business entities.

Faculty members should avoid association with activities related to external institutions, public and commercial, and, at the same time, activities within MBZUAI that are competing directly for government or private funds or could raise conflicts with the UAE diplomatic corps.

For more information, please refer to the code of Conduct (MBZUAI-HRFA-ConductCode-HR002-GDL-V1.0)

6.3 Faculty Committees

The following committees are established to facilitate the academic work of the University and provide for appropriate levels of faculty input:

6.3.1 Academic Committee

The Academic Committee is chaired by the President, with the Executive Vice President for Academic Affairs, Vice President for Outreach and Engagement, and the Vice Presidents for the Academic Departments (Vice President for Computer Vision, Vice President for Natural Language Processing, and Director of Machine Learning). The Committee meets at least a month or more often as necessary. The Committee is responsible for the following:

- A. Recommend the academic affairs strategy.
- B. Recommend the annual academic affairs plans.

- C. Maintain academic-related policies and procedures, including but not limited to definition and maintenance of academic standards, teaching and learning, examinations and assessment, programs development and review and innovations in educational practice.
- D. Recommend new academic affairs policies and procedures.
- E. Review university programs on regular basis and provide recommendation to improve it.
- F. Evaluate and recommend university specializations and study programs.
- G. Evaluate, recommend and approve curricula and courses.
- H. Monitor the level, breadth and effectiveness of the curriculum and propose changes where necessary.
- I. Review and discuss the academic quality assurance plans.
- J. Evaluate and recommend academic quality assurance measures.
- K. Evaluate and recommend academic partnership agreements with educational institutes
- L. Monitor the effectiveness of the MBZUAI's educational programs and quality of teaching.
- M. Ensure that the University assesses the educational quality of its academic programs and uses the assessment for continuous improvement.
- N. Evaluate and recommend on appointments for faculty.
- O. Evaluate proposals for new academic programs, information from periodic academic program reviews and accreditation processes, and proposals for the discontinuance of any academic programs and provide recommendation.
- P. Evaluate whether the academic programs are appropriately responding to student interests and professional workforce needs as well as, monitoring students' retention rates, graduation and graduate acceptance rates and provide recommendation
- Q. Review academic grievances.
- R. Endorse the recommendation of the admission committee.
- S. Perform any other activities consistent with its mandate and in line with related governing laws and regulations, as the Committee deems necessary or appropriate.

6.3.2 Admission Committee

The Committee is chaired by the President, Director of Student Affairs, Executive Vice President for Academic Affairs, Professors of the Academic Departments (Professor of Computer Vision, Professor of Natural Language Processing, and Professor of Machine Learning). The Committee meets at least a month or more often as necessary. The Admissions Committee is responsible for the following:

- A. Recommend the admission objectives for the next academic year.
- B. Review and recommend admission policies and practices and support a process of continuous quality improvement.
- C. Determine the most effective methodology for evaluating applications and students.
- D. Recommend admission requirements and criteria to the Board of Trustees for approval

- E. Evaluate applications received and their supporting document to identify best shortlisted applications with the greatest likelihood of success in attaining university programs.
- F. Schedule interviews with applicants to discuss their applications if needed.
- G. Review and approval admission materials presented to potential students.
- H. Review and provides input to the Board of Trustees, Executive Committee, and the administration on the statistics and significant trends related to the retention of students
- I. Review the academic success of admitted students and understand the backgrounds of students who are not successful in an effort to see if there were concerns in the admission process that need to be rectified.

6.3.3 Faculty Hiring Committee

The Faculty Hiring Committee will be responsible for providing direction to the Faculty Recruitment and Appointment (Re-Appointment) cycle. It is the decision making body for the evaluation of candidates and selection of new, regular and associated faculty at all ranks other than Laureate Professor.

- A. Agree the annual faculty hiring plan
- B. Provide advice and direction on the faculty sourcing strategy and channels
- C. Review candidate applications and recommend shortlists for next steps of selection
- D. Review candidates' research talks and provide feedback
- E. Oversee the itinerary for candidate's campus visits, host faculty visitors as required
- F. Conduct formal interviews with faculty candidates virtually or in-person
- G. Provide written feedback on the formal interviews and meetings and recommendations for ranking
- H. Provide input to the onboarding and induction for new faculty members

6.3.4 Faculty Review Committee

The Committee is chaired by the Executive Vice President for Academic Affairs, Head of Faculty Affairs, Head of Human Resources and one external industry expert. The Committee meets at least once Semi-Annually or more often as necessary. The Faculty Review Committee is responsible for the following:

- A. Recommend the faculty affairs strategy;
- B. Recommend the annual faculty affairs plan;
- C. Review and recommend faculty affairs policies and procedures for review of faculty members in regard to promotion, tenure, and salary increments.
- D. Review and recommend a framework for faculty development which conforms to best international practice.
- E. Advise the President on the necessary tools and methodologies to develop faculty within the university.

- F. Review individual faculty members cases and provide recommendations in relation to promotion, tenure, and tenure-making recommendations.
- G. Manage faculty members Grievance Cases (with peers and students) in conjunction with Human Resources Committee.

6.3.5 Research and Innovation Committee

The Research and Innovation Committee shall consist of at least four members chosen by the President and will include: Executive Vice President for Academic Affairs & Research, Vice President for Outreach & Engagement, Chairs of the Academic Departments, Head of Institutional Effectiveness & Quality Assurance, and an External Industry Expert. The Committee will meet at least once a month or more often as necessary. The Research and Innovation Committee is responsible for the following:

- A. Recommend the University's Research Strategy
- B. Recommend the University's Annual University's Research Plan/ agenda
- C. Recommend research policies, management tools, procedures and systems to support university research activity.
- D. Recommend research themes for the University.
- E. Oversee the development, implementation, and monitoring of the University's Research projects.
- F. Oversee the University's strategic relationships with research sponsors
- G. Approve the allocation of internal research funds for faculty members and students.
- H. Monitor the quality of the University's research activities.
- I. Raise the awareness of research opportunities internally.
- J. Provide advice on needed frameworks and tools covering research framework, knowledge exchange framework and other related research tools which conforms to best international research practices.
- K. Provide advice on the coordination of the University's research effort internally and with external partners
- L. Provide advice on the response of the university to external requirements related to research, innovation, and knowledge exchange.
- M. Provide advice on how to improve the performance of the university through innovation and research from academic and non-academic prospective.

6.3.6 Academic Integrity Committee

The Committee shall consist of at least four faculty members (including a chair) from diverse departments, one student appointed by the Student Council, the Director of Students Affairs or their designee who shall serve as a non-voting member. The Committee will meet as required. The Academic Integrity Committee is responsible for the following:

- A. Review and recommend MBZUAI's academic integrity standards and guidelines;
- B. Review and recommend Strategies for promoting, monitoring and enforcing Academic Integrity in MBZUAI;
- C. Review and recommend Academic Integrity policies and procedures in regard to hearing process and interim actions;
- D. Conduct hearings, investigations and make determinations of alleged violations of Academic Integrity policies and invoke the appropriate sanction as stipulated by MBZUAI's policies on Academic Integrity;
- E. Advise the President, when needed, on the appropriate actions for interim suspensions.

For more information on the committees' details, refer to the MBZUAI Governance Framework.

6.4 Academic Integrity and Freedom

6.4.1 Academic Integrity

MBZUAI seeks to create an environment that promotes academic achievement and integrity, that is protective of free inquiry, and that serves its educational mission. MBZUAI assumes that all students come to the Institute for a serious purpose and expects them to be responsible individuals who demonstrate highest standards of ethical behavior, honesty and Academic Integrity in their pursuit of knowledge.

Unethical behavior will not be tolerated and will be dealt with severely. Academic dishonesty in any form undermines the very foundations of higher education and will not be tolerated.

6.4.1.1 Academic Integrity Violations and Definitions

The following violations and definitions are intended as guiding examples and are not exhaustive. The University reserves the right to determine, in a given instance, what action or behavior constitutes a violation of Academic Integrity.

- **Cheating:** Using or attempting to use unauthorized materials, information, notes, study aids or other devices in any academic exercise, such as an academic assignment, examination, project, presentation, report, etc.
- **Plagiarism:** Representing written, published, or creative work, research findings, ideas, words or data of another person as one's own in any academic exercise. Some forms and examples of Plagiarism are:
 - a. Word-for-word copying of someone else's work, in whole or in part, without acknowledgment, whether that work be an article in a newspaper or a magazine, a

- part of a book, another student's paper, or any other composition not one's own, that includes all information collected from any source, including the Internet.
- b. An unacknowledged paraphrasing of the structure and language of another person's work. Changing a few words of another's composition, omitting a few sentences, or changing their order does not constitute original composition and therefore not acceptable.
 - c. Writing a paper based solely on the ideas of another person. If the thinking is clearly not one's own despite the language or format being different.
- **Fabrication and Falsification:** Presenting or making unauthorized alterations to information or inventing any information or citation in an academic exercise.
 - **Recycling or Multiple Submissions:** The submission of one's previous work to count as new work. For example, submission of a student's work that has previously counted in another unit of study is not allowed, unless explicitly authorized by the faculty members of both study units. In such cases, Students must reference their previous work.
 - **Misconduct in Research:** Includes any of the above examples in relation to research and/or other factors including a failure to comply with regulatory, legal and professional obligations.

6.4.1.2 Academic Integrity Committee

The Academic Integrity Committee (AIC) is a standing committee that is formed on an annual basis by the President and is responsible for defining Academic Integrity and establishing policies and procedures for investigating, hearing and sanctioning alleged violations of Academic Integrity.

The committee shall conduct hearings, investigations and make determinations of alleged violations of Academic Integrity policies and invoke the appropriate sanction as stipulated by MBZUAI's policies on Academic Integrity.

6.4.1.3 Monitoring and enforcing academic integrity through faculty and student training

The University will regularly conduct various activities, trainings, initiatives and measures for its students and faculty to ensure that academic integrity is fully enforced. It will seek to spread awareness and educate students on the acceptable behavior stressing on the importance of academic integrity compliance.

Measures include:

- Prior to arriving at MBZUAI, students will be asked to familiarise themselves with the Academic Integrity Policies and the Code of Conduct. Correspondingly, they will be asked to write a brief response outlining how they intended to uphold these standards.
- Conducting specific training sessions addressing academic integrity, providing information and materials on the code of conduct as part of the student's orientation program
- Conducting Quizzes for all Students on Academic Integrity in addition to other course policies during the course orientation
- Communicating to Students, through different methods, the availability of support and mentorship on Academic Integrity through faculty, advisors and the Student Affairs Department.
- eEnsuring that materials and guidelines on Academic Integrity are embedded within faculty and staff induction programs
- Ensuring that all information on the Academic Integrity Policy and Procedures are continuously updated, available and accessible to students through different printed material and online platforms (Student Manual, Catalog, Student Learning Platforms and Systems, etc.
- On a bi-annual basis, students and faculty will be requested to familiarize themselves with the Academic Integrity Policies and Procedures as well as the Code of Conduct. They will be asked to submit a signed Affirmation Document indicating their awareness of the Academic Integrity Policies and the Code of Conduct.
- Encourage faculty and staff to discuss, in detail, about MBZUAI's Academic Integrity standards and their expectations of the student's adherence to these standards throughout the course.
- Encouraging faculty and staff to explain the standards of Academic Integrity in their field with the students.
- Having courses specific to the Academic Integrity policies such as appropriate ways of scientific writing and citing sources.
- Encouraging faculty and students to publish their expectations of Academic Integrity adherence in course work.
- Conducting training sessions for all faculty members on plagiarism detection programs/systems and encouraged to use them should suspect any plagiarism case.
- Developing an online Academic Integrity training for students on the university intranet.

6.4.1.4 Important Guidelines for Faculty

- Help define and support campus-wide Academic Integrity standards.
- Recognize and affirm Academic Integrity as a core institutional value

Faculty Affairs Department Faculty Handbook

- At the beginning of each term, discuss University policy on Academic Integrity with Students.
- Provide a clear explanation on what constitutes a violation of Academic Integrity.
- Encourage student responsibility for Academic Integrity.
- Affirm the role of faculty as guide and mentor.
- Make clear to the students what are the expectations regarding permissible academic conduct. It is important that this be done in the context of each specific subject.
- Teach students proper methods of attribution. Describe and give examples of plagiarism, paraphrasing and direct citation.
- Teach Students how to successfully research and write a paper or prepare a lab report.
- In all cases of alleged violations of Academic Integrity, faculty members must maintain confidentiality and not disclose information beyond those individuals who had a need to know.
- Collect accurate records of an Academic Integrity violation and submit those records to concerned parties when needed.
- Encourage Students who have been accused of an Academic Integrity violation to contact the Director of Student Affairs or designee, who can serve as a resource and provide advice.
- Develop fair and creative forms of assessment.
- Reduce opportunities to engage in academic dishonesty.
- Change assessments each semester or create three or four versions that you rotate throughout the year.
- Prepare new exam questions each time you teach the course. If a pool of multiple-choice questions is available, rotate their use.
- Prepare in advance for Students who may report sick for exams.
- Prepare a seating plan or have Students sit in every other seat
- Make an effort to explain to Students on every occasion or the start of an examination the behavior expected of them when taking examinations or when preparing and submitting other course work.
- Ask Students to leave their bags and backpacks at the end or at the front of the room before sitting down to take exam or test.
- Require that student phones are face down on top of desks so that it's clear if a student picks up his/her phone and looks at it during an assessment is committing a violation.
- Discourage any additions after exams or tests are returned to Students, place a mark or dash at the end of each answer and/or a line through any unused sections of their examination papers or booklets.
- Consider adding a statement on all course submissions to have the Students confirm with a signature that the submitted paper, exam, assignment or any other course work, is entirely their own and does not violate MBZUAI's Academic Integrity policy.

- Discourage cheating during exams by circulating in the classroom frequently and ensure that all areas are covered and monitored.
- Collect examination papers individually.
- Prepare new assignments each semester.
- Provide specific guidelines for the format of written assignments and adhere to them when evaluating student work.
- Have Students submit an essay outline or first draft for feedback.
- Discuss areas of difficulty in assignments. Meet with Students to monitor their progress and offer feedback and support.
- Challenge academic dishonesty when it occurs.
- Deal with the problem immediately. Talk with the student about your suspicions and listen carefully to the student's response. If you still are convinced the student behaved unethically or dishonestly, pursue the matter according to your established policy.
- At their discretion, faculty may submit student work and assignments to plagiarism–detection software, browser lockdown tools, and identity detection facilities for review without prior notice to Students, to check work for copying and other fraud

For more information on Academic Integrity, refer to the MBZUAI Academic Policies.

6.4.2 Academic Freedom

MBZUAI is established in the spirit of transparency and freedom of information. Thus, the university guarantees the freedom to its community to share knowledge and ideas while respecting the common interest of the university and its scientific community. Accordingly, the following must be adhered:

- Faculty members should not undergo any censorship from the university in terms of expressing their opinions, views or ideas. However, they have the responsibility of preserving universities reputation and image as they are not entitled spokesmen for MBZUAI.
- MBZUAI gives the freedom to Faculty and Students to execute their research works as they deem appropriate in alignment with ethics and values of the university within the limitation of research themes and industries set by university's strategy.
- Faculty members are free to choose and discuss topics in their class sessions. However, they should avoid controversial or irrelevant subjects to the course. Faculty members should make efforts to distinguish between their scientific opinion and personal opinions.

6.5 Work Ethics

6.5.1 General

MBZUAI adheres to the highest standards of personal conduct in all the transactions; therefore, working with honesty and integrity is the essence of all the values and principles of MBZUAI.

For more information, please refer to the code of Conduct (MBZUAI-HRFA-ConductCode-HR002-GDL-V1.0)

6.5.2 Research ethics

1. MBZUAI faculty members are expected to follow the highest standards of ethical behavior and professional conduct when developing and publishing research. Moreover, faculty members should always keep in mind that the quality of their work reflects on the entire University, therefore they should seek to ensure that the quality of the conducted work contributes to improving the image of the University.
2. MBZUAI is legally and ethically obliged to review all proposed research projects and activities related to the field of Artificial Intelligence. MBZUAI makes every effort to ensure compliance with internationally recognized principles and regulations governing the protection of human beings participating in research. In this regard, all research proposals involving the participation of humans must be submitted to and approved by the Research and Innovation Committee before any study is undertaken.
3. Those engaging in research and scholarship at MBZUAI will at all times, and without exception, adhere to the following basic principles:
 - The highest professional standards in designing, scoping, conducting, and communicating research and investigations are maintained.
 - A critical, honest, and open-minded approach in conducting research and in analyzing data.
 - Honesty and fairness with regard to the contribution of colleagues, whether collaborators or competitors, are practiced.
 - Efficient use of MBZUAI resources
4. The Research and Innovation Committee might request participant consent forms to be a mandatory part of the study process. These forms must clearly state the name of the (primary) researcher, the organization, the goal of the research, and guarantees of anonymity and confidentiality. In cases where consent forms are required, the forms must be stored separately from survey responses or study results.

5. If participants are part of an organization or company, the consent of the organization should be secured before contacting participants.
6. MBZUAI is responsible for the integrity of research conducted at the university.
7. Individuals are requested to disclose any potential conflict of interest when conducting research. Such conflicts may exist if the researcher or a family member/relative/friend has a personal business/financial interest in the work being done, regardless of whether the researcher believes can maintain professional objectivity.
8. The formal written disclosure of any such interests must be submitted to the Research and Innovation Committee, the editors of some journals to which relevant papers are submitted, fellow research collaborators, and bodies from which any funds are sought. Failure to disclose potential conflicts of interest is a violation of good conduct on the part of the researcher(s) involved and may result in formal disciplinary action.
9. Activities considered to be inappropriate in this respect include plagiarism, falsification of data and inappropriately claiming credit for research in which the individual had limited involvement. Other forms of dishonesty or questionable integrity might include theft, inappropriate attacks on the reputation of others, and deliberate efforts to manipulate research outcomes. Misconduct does not include genuine errors on the part of researchers or differences in interpretation or judgment of data.
10. All members of the MBZUAI community have a responsibility for reporting any incident of suspected research misconduct to the Legal Affairs Section.
11. All acts of deliberate research misconduct will be subject to disciplinary action.
12. All misconduct allegations must be addressed and signed by the claimant to the Legal Affairs section in writing, which has 10 working days to decide whether an investigation should be conducted and inform the claimant, in writing, its decision.

6.6 IT Systems and Portal

- To help faculty members incorporate an e-learning component, MBZUAI utilizes a Learning Management System (LMS). The IT Department () is available to help faculty members who are interested in using IT in their classrooms and would like some personal assistance with this.
- After joining, all regular faculty members are registered into the Abu Dhabi Enterprise Resource Planning (ADERP) system, which provides a platform for employee self-services covering services such as salary letters, leave management, pay slips, etc. The link below

is for your reference and you should receive the guidelines document on how to use the system: https://aderp.dof.abudhabi.ae/OA_HTML/AppsLocalLogin.jsp. If you require use of ADERP off campus, you will require a VPN to be installed on your work laptop to access the system from home. The IT helpdesk will be able to provide assistance with that. There is a mobile app version of this system, which is more efficient. The “AD DOF” application can be downloaded using Android and Apple devices.

- Additionally, we have an internal portal that houses the most recently approved policies as well as online forms. The link is:
<https://mbzuaiac.sharepoint.com/Staff/Pages/default.aspx>

6.7 Laboratories

MBZUAI has advanced AI labs, which are equipped with the best in class technologies for AI. They are available for faculty and students to conduct their research and analysis.

For more information on using Labs resources and facilities, please contact the IT Department.

6.8 Library

The primary role of the MBZUAI Library is to provide information resources and services to support MBZUAI’s research and educational goals. Faculty recommendations are actively sought in the development of the library’s resources. The collection focuses on the interdisciplinary field of artificial intelligence and includes core electronic resources, instructional materials, and a range of print resources to support academic, scholarly, and the intellectual and professional needs of the university community. Document delivery services and interlibrary loan agreements broaden support for research needs. A curated digital collection will showcase MBZUAI's open access research and scholarly output.

Library services include resource and research skills instruction, and are delivered in collaborative partnerships with publishers, service providers, and faculty. Access to resources and services is available on the library’s website and includes off campus access to electronic resources through a single-sign-on authentication service. The library website supports resource promotion and instruction, eService requests, and hosts single-search, federated searches of the library’s different research platforms.

All resources are discoverable on the library website through a single-search facility or directly from publisher platforms. MBZUAI email credentials are required to access the full text of licensed resources and we use the identity management and authentication system - Open Athens, to map usage and access.

For resources required for research purposes and not available in our collections, the Library Department provides a Document Delivery service through the British Library.

Listed below are some library resources for reference:

- **Journals**

- Core resources include **IEEE Xplore** (all journals, proceedings and standards), **ACM Digital Library** (magazines, journals and proceedings), **Springer** computer science journal collection (over 100 titles), **Science Direct** journal collections (over 900 Elsevier titles) and now includes health sciences, neuroscience, energy, business & management.
- Additional journal titles have been added and include a selection of branded **Nature** titles and **Scientific American**.

Looking for a specific title? Search using the publisher platform ([Databases](#)), or search all platforms for a title using the [Publication Finder](#).

- **Books**

- Core eBook titles and collections are available through **O'Reilly** and **ProQuest Science and Technology eBook** subscriptions, and a bundled collection through **Springer** (2018-2021 copyright year, will be updated to 2022 in February).
- New collections include **Morgan and Claypoole** Lecture collections – the *Synthesis Digital Library of Engineering and Computer Science*, and **Knovel** Book collection (Elsevier, Wiley, IGI Global, etc.)
- Find a description of our eBooks collections [here](#) or search all titles using the library website's single-search facility.
- **Print resources**
In Fall 2021 we took delivery of our initial print collection. This collection includes popular non-fiction and literary titles that may underpin or drive an AI discussion. Our students have shown great interest in these titles and we encourage you to visit the library (or search the library catalog) and browse this collection. You may have additional titles to recommend.

- **Literature search tools**

- Core tools for literature searches include Scopus, Web of Science and as part of our Knovel subscription – Compendex. Find a list of literature search tools and available instructional resources [here](#)

- **Other tools and resources**

The library supports the acquisition and promotion of tools that support MBZUAI's affiliated publishing and scholarly communication processes, and helps our researchers and students map and improve their research footprint.

- **Research activity/impact tracking**
 - **SciVal**, a leading research analytics reporting tool, uses peer-reviewed publications in the Scopus database to provide a wide range of research metrics and reports to compare and benchmark your research impact. Find SciVal and other bibliometrics tools listed under our [databases](#) and an online guide on setting up your researcher profiles [here](#).
- **LaTeX Collaboration and Publishing tool**
 - Overleaf Commons portal has gone live and professional features of this application are available to the entire MBZUAI community. Also included on this portal is a MBZUAI LaTeX thesis template. Guides to support the use of this portal and the approved thesis structure are available: [MBZUAI Graduate Thesis Guide](#), [Overleaf for LaTeX Theses & Dissertations](#)
 - MathType licenses for equations editing are available for all our students and a number of faculty.
- **Resource Instruction**

Instructional resources are available on the library website ([LibraryGuides A-Z](#)) and we are arranging for publisher-delivered online resource instruction for Overleaf Commons, Knovel and SciVal, and do hope you will join us. Should you require any assistance with the use of a resource, please do let us know.

Guidelines on sharing resources in a teaching environment and specifically on Moodle, can be found on the following guide: [Copyright & Fair Use in the Classroom](#)

6.9 Technology Support Services

MBZUAI offers its faculty members access to a state-of-the-art computer-based services. The following is a brief introduction to the list of services available to faculty:

- **Network and Internet Services:** A fiber optic infrastructure is provided across academic areas, equipped with Ethernet (switched). Wireless access is available throughout the premise.
- **Laptop and Accessories:** Full-time faculty members receive a laptop for use in their role. Computing devices are refreshed on a three-to-four-year cycle. New faculty members receive the same specifications, with the needed upgrades within its refresh cycle.
- **High Performance Computing Machine and its accessories:** Full-time faculty members will have a highly efficient High-Performance Computing (HPC) machine that support solving complex and advanced problems, performing research activities through modelling, simulation and analysis.

Faculty Affairs Department Faculty Handbook

- **Local Network Storage:** A network folder will be allocated to each faculty member, which is automatically backed up.
- **Software and Specialized Licenses:** The latest edition of MS Office, corporate antivirus, MATLAB licenses and other specialized software are made available to all faculty members.
- **Network Printers:** Faculty members have access to a variety of networked color/black and white printers.
- **Email and Intranet Services:** Each faculty member has an individual email address and can connect to the WiFi and Intranet using the credential provided.

Onsite technology support is provided to faculty members for offices and classrooms. For more information, refer to MBZUAI IT Policies.

6.10 Use of Graduate Assistants

The use of graduate assistants is important for MBZUAI. It contributes to students' professional development through assisting faculty members in their different tasks including, but not limited to:

- Preparation of laboratory material.
- Marking of student assignments.
- Assistance with exam organization.
- Marking of exams.

MBZUAI will use the Graduate Assistantship program to recruit highly talented students for the benefit of the academic community and can result in developing future faculty members for the university.

Graduate assistants should promote the academic and research objectives shared by MBZUAI. Moreover, they commit to respect the university's rules and policies related to research, teaching and the usage of university facilities.

For more information on the procedures related to the Use of Graduate Assistants, refer to the MBZUAI Academic Programs Policy (MBZUAI_ADD-ACPROGRAMS_POL_V2.0)

7. Leave

Faculty and staff members shall be granted the following types of leaves, as applicable:

1. Annual Leave
2. Sick Leave and Work Injuries
3. Emergency Leave
4. Compassionate Leave
5. Pilgrimage (Hajj) Leave
6. Maternity Leave, Nursing Hours, Adoption
7. Paternity Leave
8. Examination Leave
9. Education Leave
10. Iddah (Waiting Period) Leave
11. Escort Leave for Medical Treatment
12. Unpaid Leave to Accompany Spouse Abroad
13. National Service Leave
14. Administrative Leave
15. Leave of Absence without Pay
16. Sabbatical Leave
17. Research Leave

In the below sections, we highlight some leaves that are specific to faculty. For more information on the remaining types, refer to the MBZUAI HR Policies – Leave.

7.1 Sabbatical Leave – Faculty

- MBZUAI is aware of the necessity of maintaining a high caliber of faculty and the importance of a faculty member's contributions to the delivery of quality education. It believes that an opportunity for sabbatical is an essential element in the intellectual and academic life of faculty members. MBZUAI recognizes that faculty sabbaticals play an important role in developing and enhancing faculty expertise and promoting faculty excellence in teaching and research.
- MBZUAI judiciously grants faculty sabbaticals that are designed to foster teaching and/or research excellence and add value to the University. Faculty sabbaticals are a privilege, rather than a right, and should be granted only when directly benefiting MBZUAI and the education of its students.

For more information, refer to MBZUAI HR Policies.

7.2 Research Leave

- This policy applies to all MBZUAI faculty and research staff whose period away from campus is related to their research.
- Full-time faculty members in good standing are eligible to apply for Research Leave devoted to scholarship. This period of leave will count as part of the faculty member's time in rank for purposes of promotion.

For more information, refer to MBZUAI HR Policies.

8. Academic Year

8.1 Academic Calendar

This calendar notes important dates throughout MBZUAI academic year.

The Academic year is divided into two main semesters – Fall and Spring. Classes are held Mondays through Fridays; the weekend is Saturday and Sunday.

The calendar contains the final date by which students can add or drop a course, which is the end of the first week of the semester. Students need to be sure to make these changes during the add/drop period otherwise they might be penalized. The dates for withdrawal without penalty are provided in the following academic calendar.

The key dates in the annual calendar for each academic year are published by the Registrar and can be found on the link below: <https://mbzuai.ac.ae/study#univ-calendar>

9. Facilities

9.1 Masdar City

Masdar City is one of the world's most sustainable urban communities, a low-carbon development made up of a rapidly growing clean-tech cluster, business free zone and residential neighborhood with restaurants, shops and public green spaces. For more information visit <https://masdar.ae/en/masdar-city/the-city>

9.2 Banking Facilities

Bank	Telephone	Web Site
First Abu Dhabi Bank	Tel: 02 6811511	https://www.bankfab.ae
Abu Dhabi Commercial Bank	Tel: 02 6720000	www.adcb.com
Abu Dhabi Islamic Bank	Tel: 02 6100600	https://www.adib.ae
Citibank	Tel: 02 6742484	www.citibank.com/uae
HSBC	Tel: 600 554722	www.hsbc.ae

Table 5: Banking Facilities

Most banks have several branches in each city. Contact the bank or visit their website for details of the most convenient branch for you.

9.3 Retail and Restaurants/Cafes

Visit Retail, Restaurant and Cafe list using this link: <https://masdar.ae/en/masdar-city/the-city/recreation>

9.4 Park

Masdar Park is 2,500 square meters. It is open daily from 9am-10pm, and features a children's playground, a music wall and art installations themed on sustainability. Visitors can charge their phones and digital devices using the park's solar-powered benches and interact with 'The Tree of Light' made from recycled building materials. The Tree of Light changes colors when touched. For more information visit <https://masdar.ae/en/masdar-city/the-city/recreation>

9.5 Travel and Tourism

The Abu Dhabi Tourism & Culture and Visit Abu Dhabi contain lots of information regarding travel and tourism:

<http://visitabudhabi.ae/en/default.aspx>

<https://www.abudhabi.ae/portal/public/en/homepage>

10. Administration and Important Information

10.1 Work Week

As of January 1st, 2022, official workdays in Government bodies are from Monday to Friday for regular employees; the official weekend is Saturday and Sunday. Work hours are 8 hours per day from 8am between the hours of 8am and 6pm.

Part-time staff members working hours are built on a schedule determined by the direct supervisor and employee to meet the needs of the department and MBZUAI.

During Ramadan the workday begins at 9 a.m. and ends at 2:30 p.m. (which is announced based on the government directives nearer to the commencement of the Holy month).

For further information on the Work Week, refer to the MBZUAI Human Resources Policy

10.2 Payment of Salaries

Salaries are paid in the local currency (UAE Dirham). All faculty members are paid on a monthly basis and will receive their salary payment as per the payday schedule (the 25th of each month).

Upon arrival, you will be asked to open a local bank account. Once you have opened your bank account, you should provide HR with the bank letter that contains your IBAN number for processing. The direct payroll transfer will then be sent to the designated bank.

MBZUAI can support you during your first week by contacting the account managers of First Abu Dhabi Bank and Abu Dhabi Commercial Banks to set up an account for you even before receiving your final visa and Emirates ID card.

10.3 Embassies and Consulates

There are many foreign embassies and consulates located in Abu Dhabi and Dubai.

Some embassies have websites while others do not. For a comprehensive list of embassies and consulates in the UAE, please see:

www.indexuae.com/Top/Government/Embassies_and_Consulates.

10.4 Dress Code

- MBZUAI is a professional organization and as such, all employees are required to dress appropriately in business casual or formal attire. Clothing worn at the place of work should be modest, taking into account the local culture and customs as well as the University's overall image.
- As a sign of respect for the local culture and customs, employees should not wear revealing clothes. Clothing that is torn, too tight or revealing is not acceptable.

10.5 Useful Websites

For additional information on working and living in the United Arab Emirates, the following websites will prove useful.

<http://visitabudhabi.ae/en/default.aspx>

<https://www.abudhabi.ae/portal/public/en/homepage>

11.Disclaimer

This handbook is not intended to cover every situation that may arise during your employment, but it is simply a general guide to our faculty members.

MBZUAI reserves the right to revise, eliminate or change any of the contents of the said handbook at any time. If you have further questions that are not answered in this guide, you are encouraged to consult the Faculty Affairs Department or the Human Resources Department.

