



Part-1

QU Academic Bylaws

Based on the QU Bylaws approved version by the Board of Regents in June 2005, and the updated QU Organizational Structure approved by the Board of Regents in June 2007

Produced by

Office of Institutional Planning and Development

1. Qatar University

1.1 Introduction

Qatar University, a legal entity (Corpo Morale) of Qatar, has an independent budget and is governed by an appointed Board of Regents and University President.

1.1.1. University History

Qatar University was founded in 1973 with the College of Education. In 1977, it was established as a national university through an Emiri decree (Law Number 2). At that time, three other colleges were established: Humanities and Social Sciences; Science; and Sharia, Law and Islamic Studies. Since then, the College of Engineering and the College of Business and Economics were added. In 2004, Law Number 34 ratified the legal status, authority and governance of the University. Its stipulations supersede those in Law Number Two and annul any provisions that are inconsistent with those specified in Law Number Two. Along with other reform changes in that same year, the University decided to proceed with six colleges: Arts and Science, Business, Engineering, Education, Law, and Sharia. Since its inception, Qatar University has functioned with separate facilities for men and women.

1.1.2. University Vision and Mission

Vision

Qatar University shall be a model national university in the region, recognized for high-quality education and research and for being a leader of economic and social development.

Mission

Qatar University is the national institution of higher education in Qatar. It provides high quality undergraduate and graduate programs that prepare competent graduates, destined to shape the future of Qatar. The university community has diverse and committed faculty who teach and conduct research, which address relevant local and regional challenges, advance knowledge, and contribute actively to the needs and aspirations of society.

1.2 Central Leadership Positions

1.2.1 Board of Regents

The Board of Regents shall be appointed by Emiri decree and function as the supreme authority within the University. It is charged with setting out the overall policy of the University monitoring its implementation, as well as providing general oversight of all its activities and systems. It shall exercise ultimate institutional authority as set forth in its Bylaws and in such other policy documents it deems to be appropriate.

1.2.1.1 Functions, Authorities, and Duties of the Board of Regents

The Board of Regents has the following functions, authorities and duties:

- Appoint the President of the University, and set the appropriate terms of employment, including compensation.
- Determine and periodically review the University's mission and purposes.
- The Board upon the recommendation by the President, will
 - Approve the University's general policies, and monitor their implementation, particularly including:
 - The development of a strategic plan required for the achievement of the University's goals in education, research, and service to Qatari society;
 - The identification of the resources required to fund the strategic plan.
 - Monitoring the implementation of the strategic plan
 - Approve the establishment, termination, and restructuring of Colleges, Departments, Centers and Academic Programs.
 - Approve the establishment or termination of administrative structures.
 - Approve the general admissions policy of the University.
 - Appoint the Vice Presidents of the University.
- Review the annual audit of University operations and take appropriate action.
- Approve the academic, administrative, and financial bylaws of the University.
- Approve the annual budget and tuition and fees, regularly monitor the University's financial condition, and establish policy guidelines affecting all institutional assets.
- Approve the University's needs for buildings and facilities including the timing of their construction.
- Annual assessment of the President's Performance on the basis of mutually agreed upon goals and other criteria.
- Grant academic and honorary degrees.

1.2.1.2 Board Membership

The Board of Regents shall consist of not less than nine and not more than fifteen qualified and academically reputable members. Board members are appointed by an Emiri decree for a four-year term. Each term is renewable for more than one time. Members of the Board shall receive an annual honorarium that is determined by an Emiri decree. The President of the University shall have full right of attending the Board's meetings and participating in its discussions and deliberations, but without voting power.

1.2.1.3 Board Meetings

The Board shall hold at least one meeting every three months and whenever necessity arises on the Chairperson's invitation. One of these meetings shall be held during the month of September. The September meeting shall be designated as the annual meeting, at which the President of the University shall present the annual report. Before each regular meeting the Secretary General with the University's President shall prepare a draft of the meeting agenda to be submitted to the Board's Chairperson for approval. He/she shall send the agenda together with the minutes of the previous meeting and the other memoranda and documents to the Board's members fourteen days at least prior to the meeting date. The Board may hold special meetings upon the call of the Chairperson whenever deemed necessary. The Chairperson may call for a special meeting any time in response to a written request from either the University's President or at least five members of the Board.

Five days notice of any special meeting shall be given to all the Board members, unless the Chairperson determines warrant a shorter notice. Members of the Board should be notified of the issues that shall be discussed at the meeting.

1.2.1.4 Committees of the Board

The Board shall establish such standing and ad-hoc committees as it deems appropriate to the discharge of its responsibilities. Each committee shall have a written statement of its responsibilities and line of action to be approved by the Board. Each committee shall submit to the Board a report on its job performance.

1.2.2 University President

The President is the chief executive officer of the University and is appointed by the Board of Regents. He/she is responsible for the University's academic, administrative, and financial operations, and is held accountable to the Board of Regents. The President is responsible for the following functions:

1.2.2.1 Functions, Authorities, and Duties of the University President

Among the functions authorities and duties exercised by the president in fulfilling the responsibilities assigned under 1.2.2 are the following:

- Determine and approve all University policies and procedures.
- Review the general administrative and academic policies of the University based on the directions set by the Board of Regents regarding both the University's mission and the needs of Qatari society.
- Recommend appointment of Vice Presidents for approval by the Board of Regents.
- Appoint Associate Vice Presidents based on the recommendation of the Vice Presidents.
- Approve the appointments of College Deans and Associate Deans.
- Appoint University-wide committees.
- Determine the University calendar
- Determine if summer sessions are to be offered or not.
- Determine when it is appropriate to delegate authority to any of the Vice Presidents.
- Recommend to the Board of Regents the opening, closure and modification of colleges, departments, centers, institutions, and programs of study.
- Oversee the opening, closure and modification of colleges, departments, centers, institutions, and programs of study once they have been approved by the Board of Regents.
- Approve the University's code of ethics.
- Prepare an annual review of the activity of the office of the President and ensure that other administrative offices carry out their own annual evaluations.
- Represent the University in governmental agency discussions, courts, public and other formal gatherings, meetings and forums.
- Represent the University as an ex-officio member of the Board of Regents.
- Confirms appointments, renewals, terminations and promotions of Faculty members.
- Presents University budget request to the Ministry of Finance on behalf of the Board of Regents.

Furthermore, the Board of Regents shall delegate a number of functions to the President including the following:

- Propose, communicate, and carry out the strategic plan approved by the Board.
- Prepare University budget and present it to the Board of Regents for approval and ensure that it is implemented as intended.
- Propose the University's needs for building and facilities including the priority of their construction to the Board for approval and ensure they are constructed as intended.
- Propose changes in the academic, administrative, and financial bylaws of the University to the Board for approval and ensure the changes are carried out as intended.

- Propose the annual fee structure for the University to the Board for approval.
- Propose candidates for academic and honorary degrees to the Board for approval.
- Any other business, assigned by the Board.

1.2.2.2 Advisory Bodies

1.2.2.2.1 Executive Management Committee

The Executive Management Committee shall be comprised of the University's President (who serves as its Chairperson), and all Vice Presidents. Other individuals may be incorporated within the Executive Management Committee at the request and discretion of the President. The function of the Executive Management Committee is to provide assistance and advice to the President in discharging his/her duties and responsibilities, and coordinate the academic and administrative functions of the University.

1.2.2.2.1.1 University Code of Ethics

The Executive Management Committee will determine the University's code of ethics. The code of ethics is a regulatory set of policies that addresses administrative, faculty, student and staff conduct. They are approved by the University President and their adherence is monitored by academic and administrative leaders throughout the University. When necessary, the Executive Management Committee may establish special committees to investigate infractions of the code of ethics. The results of the deliberations of such committees will be reviewed by the Executive Management Committee, the members of which will determine the appropriate course of action.

1.2.2.2.1.2 University Budget

As specified in the Emiri Decree No. 34, the University's financial resources consist of:

1. Money and funds allotted to the University by the State.
2. The University's collected tuition fees.
3. Revenues on the University's invested money.
4. Gifts, bequeathals, donations and grants.

The University's budget shall take into account all of the University's financial resources and obligations. An annual budget proposal, produced by the Office of the University President shall be presented to the Board of Regents for approval and then to the

Ministry of Finance for authorizing action on its financial contribution for the upcoming fiscal year. The fiscal year, in accordance with the Emiri Decree No. 34, begins on the 1st of September and concludes on the 31st of August.

With the decentralized organizational structure at the University, The process for proposing and accepting the budget for each fiscal year involves all levels of responsible officers (Board of Regents, administrative officers, and department heads) in carrying out those management functions that pertain to financial planning and resource allocation. Once the government's fund allocation is known, the Executive Management Committee has the overall task of balancing the budget in accordance with the University's academic mission and strategic plan, such as tuition increase and the reallocation of funding within the University.

1.2.2.2.1.2.1 Budget – General Policies

- The budgetary process at QU is based upon the principle that the operating plans for the academic and administrative branches of the University can be translated into an itemized, authorized, and systematic plan of operation.
- Each academic and administrative unit shall be represented by a budget. The sum of all these component budgets represents the total operating plan for the University.
- The budget, as stated in Qatari Riyals (QR), is for a set period of time, provides a guide to understand the operating plan, to observe its orderly execution and to track the actual expenditures against the projected operation costs.

1.2.2.2.1.2.1.1 Budget Process

Once a basic financial model for the University's budget has been established, the following steps are followed in generating the budget for each fiscal year.

1. The Executive Management Committee consults with College Deans and Office Directors in order to agree on budget priorities.
2. The President presents the proposed budget to the Board of Regents.
3. The President presents the University budget request and its rationale to the Ministry of Finance on behalf of the Board of Regents.
4. The Qatari government appropriates funds to the University.

2. Academic Affairs

2.1 Vice President and Chief Academic Officer

The Vice President and Chief Academic Officer is responsible for the administration and upholding of the University's colleges, departments, academic programs, centers, and institutions, and is considered to be the ultimate authority in interpreting the academic rules and regulations of the University. He/she is appointed by the Board of Regents based on the recommendation of the President, to whom he/she reports.

2.1.1 Functions, Authorities and Duties of the Vice President and Chief Academic Officer

The Vice President and Chief Academic Officer has the following functions, authorities and duties:

- Recommend to the President the appointment of Associate Vice Presidents, Deans and Associate Deans.
- Appoint the Heads of Academic Offices (Admissions, Registration, Foundation Programs and Career Services) upon the recommendations of the Vice President for Student Affairs.
- Appoint Department Heads upon the recommendation of the respective Deans.
- Approve the appointment, renewal, and termination of the academic faculty.
- Approve the promotion of faculty based on the recommendations of the promotion committee.
- Appoint committees at the University level to assist him/her in specific matters related to the academic operations of the University, including the academic promotion committee.
- Serve as the Head of the Academic Council.
- Enable development of the core curriculum and approve changes in curriculum made to implement this program.
- Prepare an annual report for the President on the current status and future academic plans of the University.
- Recommend to the President modifications to the admissions criteria for the University that should be presented to the Board of Regents.
- Work with the Director of the Office of Institutional Research and Planning to oversee the University's academic strategic plan.
- Oversee student admittance practices and the awarding of scholarships to students.
- Recommend to the President the dismissal of students from the University for academic reasons.
- Approve modifications made to existing courses in the core curriculum.
- Review the budget proposals submitted by the College Deans and prepare the overall academic budget proposal.
- Oversee the disbursement of University academic funds to the various colleges, centers, and institutes under his/her authority.
- Oversee and review the performance of the Deans and any Associate Vice Presidents for academic affairs.

- Prepare an annual evaluation of the performance of the office of the Vice President and Chief Academic Officer and ensure that the College Deans and Department Heads carry out their own annual evaluations.

2.1.2 Bodies Reporting to the Vice President and Chief Academic Officer

2.1.2.1 The Office of Faculty and Instructional Development

The central mission of the Office of Faculty and Instructional Development is to provide systematic and systemic faculty development opportunities. In doing so, it aims to address faculty needs and interests for the purpose of assuring quality education and academic excellence. The Office of Faculty and Instructional Development is responsible for designing and implementing a comprehensive program of instructional development that will support the professional and pedagogical growth of faculty across a broad spectrum of academic activities and services.

The Director of the Office of Faculty and Instructional Development is appointed by the President upon the recommendation of the Vice President and Chief Academic Officer, to whom he/she reports directly. The person who holds this position is responsible for proposing, designing, and implementing training programs and workshops for the purposes of improving faculty, administrative, and employee functioning and effectiveness.

2.1.2.2 The Office of Continuing Education

The Office of Continuing Education coordinates non-degree educational programs offered by colleges and departments. It will monitor the demand for and the quality of such programs and assists colleges and departments in advertising and administering these offerings.

The Director the Office of Continuing Education is appointed by the President upon the recommendation of the Vice President and Chief Academic Officer, to whom he/she reports directly. The person holding this position is responsible for providing training courses that are requested by the community based on the human, technical, and financial resources available to the University.

2.1.2.3 Foundation Program

The Foundation Program is provided to all students who require assistance in preparing for university studies. The Foundation Program Office oversees the administration of this program in all of its academic and administrative capacities.

The Director of the Foundation Program is responsible for overseeing the progress of students who participate in the Foundation Program, including their assessment results in terms of level(s) of entry, exit criteria, and type of assistance needed. He/she is appointed by the President upon the recommendation of the Vice President and Chief Academic Officer to whom he/she reports directly.

2.1.2.3.1 Functions, Authorities and Duties of the Director of the Foundation Program Office

The Director of the Foundation Program has the following functions, authorities and duties:

- Determine criteria for admittance and graduation requirements for the Foundation Program in each area of study.
- Determine rules for transferring coursework across Foundation Programs to create opportunities for students to change fields of study without retaking Foundation courses.
- Oversee the periodic administration of Math, Computer and TOEFL exams, or any other equivalent standardized exams.
- Oversee the periodic evaluation of foundation program instructional staff.
- Prepare reports on student outcomes using data collected by the Vice President for Institutional Planning and Development.
- Review and negotiate with the Vice President and Chief Academic Officer the Program's budgetary needs, changes proposed to its curriculum, and the number of academic staff it requires.

2.2 The Colleges

2.2.1 College Deans

A College Dean is the most senior official in his/her respective college. He/she takes full responsibility for overseeing the academic, administrative, and financial matter within his/her College. The Dean is appointed by the President upon the recommendation of the Vice President and Chief Academic Officer, to whom he/she reports directly.

2.2.1.1 Functions, Authorities and Duties of College Deans

The College Dean has the following functions, authorities and duties:

- Appoint committees at the college level to assist him/her in specific matters related to the functions or operations of the college.
- Approve Department Heads' recommendations regarding the outcomes of faculty evaluations.
- Review academic promotions dossiers prepared by the Department Heads and submit his/her recommendations to the Vice President and Chief Academic Officer.
- Recommend to Vice President and Chief Academic Officer the appointment of Department Heads.
- Review and recommend contract renewals, faculty evaluations, annual increments, and bonuses.
- Appoints faculty within his/her college according to the number of full-time equivalent (FTE) positions allotted to each department.
- Determine the budgetary needs of his/her college according to departments, and include them in the annual budget proposal for the college.
- Determine the delegation of authority to his/her Associate Deans as he/she deems necessary and appropriate. Each Dean shall make clear the operating relationship and delegation of authority granted to his/her Associate Deans.
- Determine the disbursement of allocated funds throughout his/her college.
- Review and negotiate with the Vice President and Chief Academic Officer the college's budgetary needs, changes proposed to academic programs, and number of FTE faculty his/her college requires.
- Review written grievances by faculty that could not be resolved at the department level, and oversee the process of resolving those grievances.
- Prepare a semiannual report to the Vice President and Chief Academic Officer on the current status and future of the college's academic programs of the college.
- Review the department heads short and long-term goals for the college.
- Meet regularly with the college's Department Heads.

2.2.1.2 Associate Deans

Associate Deans are appointed by the Vice President and Chief Academic Officer upon the recommendation of the Dean in order to assist the Dean in the operations and functions of the college. Unless otherwise stated, the Associate Dean is granted power and authority by the Dean of the College on all his/her duties and responsibilities. Their authority is delineated in an official memorandum by the Dean to the Department Heads of the various Colleges with a copy to the Vice President and Chief Academic Officer. The number of Associate Deans allotted to each College is proposed by the Dean of the respective College to the Vice President and Chief Academic Officer who approves the request.

2.2.2 Department Heads

Department Heads have the responsibility of overseeing the academic, administrative, and financial matters within his/her department. The Department Head is appointed by the Vice President and Chief Academic Officer upon the recommendation of the Dean to whom he/she reports directly.

2.2.2.1 Functions, Authorities and Duties of Department Heads

The Department Head has the following functions, authorities and duties:

- Prepare advertisements for faculty positions and recruits suitable candidates.
- Recommend to the Dean the appointment of new faculty according to the allotted number of FTE to the department and the University's strategic plan. The recommendation(s) should be well documented before they are conveyed to the Dean. The recommendations should include the top three candidates for each position, and the Department Head's preference and rationale.
- Prepare the department's annual budget proposal.
- Approve funded faculty travel unless it is part of the department's budget, and according to University policy and regulations.
- Oversee faculty evaluation operations within his/her department and hold review meetings with faculty members whose evaluation materials have been submitted.
- Appoint committees at the departmental level to assist him/her in specific matters related to the functions or operations of the department.
- Assure mentoring for the new faculty.
- Determine faculty assignments to certain functions or projects.
- Determine the distribution of faculty loads and schedules.
- Oversee the student advisement system within his/her department.
- Oversee the faculty development program within the department.
- Prepare semiannual reports for the Dean on the status and future academic plans of the department.
- Review the short and long-term goals for the department with the department faculty.
- Meet regularly with the faculty in the department.
- Determine workload allocations within his/her department.
- Appoint teaching assistants and technicians.

2.2.3 Academic Program Heads

Colleges which offer multi-disciplinary academic programs may appoint an Academic Program Head to administer these programs. The decision whether to appoint a Head for a given program is delegated to the College Dean. Program Heads work closely with Department Head(s) and report to the College Dean.

2.2.3.1 Functions, Authorities and Duties of Program Heads

The Program Head has the following functions, authorities and duties:

- Determine the general academic policies of the program, including admission and graduation requirements.
- Determine the program's educational content.
- Oversee the execution of the program's courses.
- Prepare the academic program's annual budget proposal.
- Oversee faculty members who are serving as academic advisors to students in the program.
- Recommend to the College Dean the courses that should be offered in a given semester based on the input of the Department Head(s), program faculty and students.
- Recommend to the College Dean the allocation of teaching loads within his/her program through consultation with Department Head(s).
- Determine when to hold regular staff meetings with the faculty assigned to the academic program.

2.3 Advisory Bodies

2.3.1 Academic Council

The Academic Council assists and advises the Vice President and Chief Academic Officer in the academic administration of the University.

2.3.1.1 Functions, Authorities and Duties of the Academic Council

The Academic Council has the following functions, authorities and duties:

- Advise the Vice President and Chief Academic Officer on matters relating to the broad academic policies of the University.
- Recommend to the Vice President and Chief Academic Officer matters that require University-wide consideration.
- Serve as a forum for discussion of current and planned academic undertakings, and as a means to coordinate the activities of various parts of the University.
- Serve as a channel for communicating executive decisions about University policies and operations throughout the University.

2.3.1.2 Membership of the Academic Council

The Academic Council is an academic body composed of and chaired by the Vice President and Chief Academic Officer and the Deans of the various colleges. Additional members may be incorporated within the Academic Council at the request and discretion of the Vice President and Chief Academic Officer.

2.3.1.3 Academic Council Meetings

The Academic Council will convene regularly, at the discretion of the Vice President and Chief Academic Officer.

2.3.2 Faculty Senate

The Faculty Senate is a representative body that is concerned with Qatar University's academic affairs. It serves in an advisory capacity to the Vice President and Chief Academic Officer on matters related to academic programs, faculty related issues, and academic quality. The Faculty Senate shall propose a set of bylaws for its governance. These bylaws must be approved by the Board of Regents of the University prior to taking effect.

2.3.2.1 Functions, Authorities and Duties of the Faculty Senate

The Faculty Senate has the following functions, authorities and duties:

- Serve as a forum for discussing current and planned academic undertakings, and as a means to coordinating the activities of faculty members across the University.
- Prepare suggestions as to how the academic leadership might improve policies they have developed regarding the academic functioning of QU. This will include a review of the admissions policy, grading system, core requirements, and degree-specific requirements in order to align them with QU's mission and strategic plan.
- Review proposals concerning the addition or elimination of Colleges, Departments and Academic Programs.
- Review the set of policies regarding faculty hiring, retention and promotion so as to ensure that they reflect faculty interests and concerns.
- Serve as a forum to discuss and explore the possibilities for deepening the rigor of the intellectual culture and community of QU. This includes:
 - Developing conferences and seminars that will bring faculty together across disciplines.

- Facilitating in the establishment of programs and research studies with other research institutions (from both the academic and private sectors of society).
- Devising activities and events that will increase faculty participation and investment in the extra-curricular life of the University.

2.3.2.2 Membership of the Faculty Senate

The electorate of the Faculty Senate shall be composed of all regular full-time faculty according to the definition outlined in these bylaws. Each college department should be represented by one faculty member and academic programs should receive fair representation as well. Members of the Faculty Senate shall elect from amongst them a President, Vice President, and Secretary.

2.3.2.3 Faculty Senate Meetings

The Faculty Senate will convene regularly, at the discretion of its leadership and in accordance with its bylaws.

2.4 Structural Changes to the Academic Branch of the University

2.4.1 Initiating an Academic Program

Proposals to initiate new academic programs can be made by Departments and their respective Chairpersons, colleges and their respective Deans, the Vice President and Chief Academic Officer, or the President of the University. Such proposals shall be well documented in terms of adherence to academic standards, societal needs, available human, financial, and material resources, and the general benefit of the University. All academic program proposals should be based on the input of the respective academic faculty, college(s) and the Vice President and Chief Academic Officer.

2.4.2 Approval of New Academic Programs

New Academic Programs shall need the approval of the Board of Regents based upon the recommendation of the University President and input from

the Executive Management Committee, Academic Council, and Faculty Senate.

2.4.3 Termination of Existing Academic Programs

Existing academic programs can be terminated only by the Board of Regents based upon the recommendation of the President and input from the Executive Management Committee, Academic Council, and Faculty Senate.

2.4.4 Modifications to Existing Academic Programs

Modifications to existing academic programs in terms of graduation requirements, acceptance criteria, and course requirements are initiated by the faculty of the respective academic program and reviewed by the respective Department Head who in turn recommends the modifications to the respective College Dean. The College Dean reviews the modifications and either submits them to the Vice President and Chief Academic Officer, or may return them to the Department for revisions and clarifications prior to submitting them to the Vice President and Chief Academic Officer for approval based on the input of the Academic Council.

2.4.5 Creation and Termination of Departments, Colleges, Centers, and Institutes

The Board of Regents shall be invested with the sole authority to open and close Academic Departments, Colleges, Centers, and Institutes based upon the recommendation of the President and input from the Executive Management Committee, and Academic Council.

2.4.6 Modification to Existing Courses

2.4.6.1 Core Curriculum Courses

Modifications to core curriculum courses in terms of content, requirements, and credit hours are recommended by the Core Curriculum Committee and the Dean of the College of Arts and Sciences after taking into consideration the input of the faculty responsible for teaching and administering these courses. These changes receive final approval from the Vice President and Chief Academic Officer based on the input of the Academic Council. The modifications are relayed to the Office of the Registrar and the Vice President for Student Affairs.

2.4.6.2 Non-Core Curriculum Courses

Courses falling outside of the Core Curriculum may be modified in terms of content and prerequisite requirements by a decision of the Department

Head and Program Head after taking into consideration the input of the faculty. Modifications to a course's number of credit hours are approved by the respective College Dean based on the recommendations of the Department Head. The approved modifications need the confirmation of the Vice President and Chief Academic Officer who shall convey officially the modifications to the Office of the Registrar, the Vice President for Student Affairs, and other relevant parties.